



Strategic Wellness Plan Community Priorities



2021 - 2026



Contents

- About the Author 6
- Chapter 1: Introduction 6
 - Our Traditional Lands..... 6
 - Kitasoo Xai’xais Vision Statement 7
 - Why a Strategic Wellness Plan? 7
 - What is a Strategic Wellness Plan? 7
 - What is the purpose of a Strategic Wellness Plan? 7
 - How was the Strategic Wellness Plan Created? 8
 - What is the End-goal? 8
- Chapter 2: History and Background 8
 - History of the Kitasoo Xai’xais Nation 8
 - Who We Are 9
 - Governance 9
 - Economy of the Kitasoo Xai’xais 9
 - Spirit Bear Lodge 9
 - Kitasoo Seafoods 9
 - Kitasoo Forest Company 10
 - Climate and Location 10
 - Marine Use Planning and Management 11
 - Central Coast First Nations Marine Use Plan 12
 - Pacific Herring Management Plan 12
- Chapter 3: Community Consultation 13
 - Community Engagement 13
 - Engagement Goals 13
 - Engagement Framework Principles 14
- Elements of Community Engagement 16
 - Key Indicators of Community Engagement 16
 - Community Profile Mapping 17
 - Kitasoo Xai’xais Comprehensive Community Plan 18
- Chapter 4 Education 20
 - Education – K-12 20
 - K-12 Identified Priorities 20

Education – Post Secondary.....	21
Post Secondary Education Priorities	22
Adult Education/Personal and Professional Development.....	22
Adult Education Priorities	23
Chapter 5: Health and Mental Wellness.....	24
Primary Health Care Services.....	24
Community Health Status.....	25
Physician Services	25
External Health Services – Bella Bella	26
Dental Services.....	26
Elder Services	26
Long Term Care	27
Integrated, Collaborative Service Provision.....	27
Primary Health Care, Acute Care, Long Term Care, Elder and Youth Services Priorities.....	27
Mental Health Wellness.....	28
Mental Health Wellness Priorities	29
Chapter 6: Social Development	31
Child and Family Services.....	31
More about the Signs of Safety Practice Model	34
Aboriginal Delegated Agency Process.....	35
Social Development and Child and Family Services Priorities	38
Day Care Services.....	39
Day Care Priorities.....	41
Chapter 7: Housing	42
Housing Priorities.....	42
Chapter 8: Programs	43
SEAS Program.....	43
SEAS Priorities	43
Youth Programs	43
Youth Priorities	45
Resource Stewardship.....	45
Resource Stewardship Priorities	45
Police and Justice Programs.....	46

Policing and Justice Priorities.....	47
Chapter 9: Community Infrastructure and Services	48
Administration Building	48
House of Wolves	48
Community Centre.....	48
Administration, House of Wolves and Community Centre Priorities	49
Band Store.....	49
Band Store Priorities	50
The Big House	50
Big House Priorities.....	50
Youth Centre	51
Youth Centre Priorities.....	51
Hydropower Facility.....	51
Spirit Bear Lodge	52
Food Security: Greenhouse/Community Garden	53
Food Security: Greenhouse/Garden Priorities.....	53
Chapter 10: About First Nations Health Authority	55
Vancouver Coastal Region	55
Health Governance	55
BC First Nations Shared Vision, Values and Guiding Principles	55
FNHA Vancouver Coastal Health Sub-Regions.....	56
Chapter 11: Vancouver Coastal Health Authority.....	57
About Partnership Accord.....	57
Aboriginal Health Steering Executive Committee.....	57
Community Engagement	57
Health Service Delivery Context	57
Chapter 12: Evaluation.....	59
Chapter 13: Kitasoo Xai'xais Weighted Priorities.....	60
Chapter 14: Next Steps	61
Focus Groups.....	61
Strategic Wellness Plan Survey.....	61
Strategic Wellness Plan Implementation.....	61
References and Cited Works.....	62

About the Author

Shannon Girling-Hebert is a consultant for Indigenous health and wellbeing planning and has worked with various Nations and Aboriginal Child and Family Service Agencies for the past 15 years. She has also supported Nations during the First Nations Health Council transformative change movement in BC. Much of her work evolves from community and Nation consultation, engagement, communication and collaboration. Shannon is honored to work with the Kitasoo Xai'xais Nation in this Strategic Wellness Planning initiative.

Chapter 1: Introduction

Our Traditional Lands



The Kitasoo Xai'xais people reside in Klemtu, on the east side of Swindle Island on BC's central coast (about 500 km north of Vancouver), in the heart of the Great Bear Rainforest. There are 517 band members, 319 of whom live on reserve.

Since time immemorial, the Kitasoo and Xai'xais Peoples, situated in what is now called the Province of British Columbia, have been and remain the rightful owners, users and sovereign occupants of our Territory. Our peoples have traditionally used, occupied and exercised jurisdiction over our Territory for countless thousands of years. They have

never surrendered our Territory or jurisdiction through conquest, treaty or any other means to the British Crown or its colonial governments or to the Crown in the right of Canada or to any other government or people. Nor has this original ownership, occupancy and use by the Kitasoo and Xai'xais people and jurisdiction over our Territory ever been superseded by law.

Therefore, we assert our right and claim to our Territory and to its preservation, development and management and to the benefits that have been and may be derived from all resources and development of resources within our Territory.

This "Statement of Comprehensive Claim" was presented to the Government of Canada and British Columbia on behalf of the Kitasoo Xai'xais Band members. In 2000, this was followed up by a "Land and Resource Protection Management Plan", which explained how the community would look to its heritage for present day decision making.¹

Kitasoo Xai'xais Vision Statement

Our vision for our land and resources is based on the best definition of the term "sustainable".

To us this means that the wealth of forests, fish, wildlife and the complexity of all life will be here forever. It also means that we will be here forever. To remain here as Kitasoo and Xai'xais people, we need to protect and enhance our culture and protect our heritage. We also need to live in the modern world. We need jobs to sustain our families. We need revenue and economic development to sustain our community.

Why a Strategic Wellness Plan?

The goal of this Wellness Strategy Document is to reflect the visioning of the Kitasoo Xai'xais to support the wellbeing of the Nation and its people.

What is a Strategic Wellness Plan?

A plan created to outline strategies, close gaps, and reduce barriers to improving wellbeing and socio-economic outcomes.

Through community engagement and collaboration an internal appraisal resulted in identified community priorities by defining the strengths of the Nation and outlining strategies to close gaps and reduce barriers to guide the Nation towards improved wellbeing and social-

economic outcomes of the Kitasoo Xai'xais People.

What is the purpose of a Strategic Wellness Plan?

To identify priorities and future potential for the community's wellness.

The process has also identified opportunities and future potential for the Community to achieve their best hopes for wellness. A key outcome of the consultation is to identify priorities and future potential for the community's wellness.

¹ Spirit Bear Lodge website

How was the Strategic Wellness Plan Created?

This has involved engagement with community members to ensure the work is community driven and a true reflection of the professed needs of the people. In this way, wellness has been explored through a community lens based on the social determinants of health.

What is the End-goal?

To build the community's capacity to sustain vibrant lifestyles by providing a list of priorities.

Ultimately, the intent is to build the community's capacity to sustain healthy vibrant lifestyles.



The Plan acknowledges that programs and services alone are not sustainable without community ownership and adequate infrastructure such as homes, schools, community buildings, homelands, waters, etc., all of which have a direct impact on human health and wellness:

- Physical
- Spiritual
- Emotional
- Intellectual.

The Strategic Wellness Plan is based on elements of wellness, vetted by the community and based upon community identified priorities:

- Infrastructure

- Counseling
- Community Programs
- Child & Family Services
- Justice
- Education and Personal Development
- Seas Program
- Stewardship Authority



Chapter 2: History and Background

History of the Kitasoo Xai'xais Nation

Historically, in the 1860's, two distinct nations came together in Klemtu; the Kitasoo Nation of the islands and the Xai'xais Nation of the mainland. In addition to coming from different geographies, the Kitasoo and the Xai'xais didn't speak the same language prior to the introduction of English. The Kitasoo are the southernmost group of the Tsimshianic language family and speak Sgüüxs (a southern Tsimshian dialect). The Xai'xais are part of the Wakashan language family and speak Xai'xais.



Who We Are

The Kitasoo Xai'xais are one of the 15 Nations that call the Great Bear Rainforest home. The Kitasoo people lived in villages along the rivers, bays, and inlets of the outer coast while the Xai'xais people settled in the large river systems on the mainland. Due to the abundance of natural terrestrial and marine resources the Kitasoo and Xai'xais people were not nomadic, rather they practiced a seasonal-round, following resources around the Territory.

We invite other people and governments to work with us to help manage our territory, but we seek no permission.²

Governance

The Kitasoo Xai'xais Nation has 517 band members, 319 of whom live in Klemtu. The Kitasoo Indian Band is governed by a Chief and Council that is elected every two years. The Band Council is comprised of a Band Chief and five Council Members. Each council member, including the Chief (as elected), is appointed to a specific portfolio which will directly involve them with each program or service the Kitasoo Xai'xais First Nation delivers to the community.

Economy of the Kitasoo Xai'xais

The economy is based mainly on resources, particularly ecotourism through the Spirit Bear Lodge, fish farms, hatcheries and processing, and timber harvesting.

With over 50% of the territory set aside in protected areas, the community is shifting to eco-tourism and other non-extractive industries. Today, Spirit Bear Lodge is a world class ecotourism and adventure travel businesses that employs many

² <https://www.spiritbear.com/culture.html>

Klemtu locals in positions ranging from guest services and cooking to boat operations and wildlife tour guides.

Spirit Bear Lodge

Spirit Bear Lodge was founded in 2001 and attracts visitors from around the world. Offering multi-day wildlife tours from June to October. Spirit Bear Lodge gives guests the opportunity to visit this amazing and unique part of the world. The lodge also serves as guest accommodation year round.

The spirit bear has been a sacred symbol for the Kitasoo Xai'xais for centuries as reflected in stories and myths. Many Kitasoo Xai'xais People believe the spirit bear holds supernatural powers.



Kitasoo Seafoods

Kitasoo Seafoods has been operating since 1986 managing and/or fishing several wild seafood commercial fishing licenses. The mission of Kitasoo Seafoods is to create quality employment opportunities for the community and has an agreement with Marine Harvest Canada, now referred to as "Mowi", that ensures the fish processing plant and fish

farms employ a vast majority of locals. Kitasoo Seafoods creates 50 to 60 jobs each year.

Kitasoo Seafoods works cooperatively with CCCFA and with other First Nations in Central coast on a fishing company that manages some commercial fishing licenses. Kitasoo Seafoods is the largest employer in Klemtu, providing jobs for approximately 50 community members.



Kitasoo Seafoods has two separately registered processing plants in Klemtu. The first processes farmed salmon from the six farm sites in Kitasoo Xai'xais territory and provides full time employment for 6-9 months of the year. The second plant processes wild seafood, currently sea cucumber and herring roe on kelp.

There are two fishing vessels owned and operated by Kitasoo Seafoods: Island Joye I, and Western Princess are 100% owned and operated by Kitasoo Seafoods and pack salmon from farm sites to the fish processing plant in Klemtu. Western Pacific is a joint venture with Canadian Fishing Company and fish wild salmon and herring.

[Kitasoo Forest Company](#)

Kitasoo Forest Company is 100% owned by the Kitasoo Xai'xais First Nation and has been operating since 1996. Beginning in

2013, Kitasoo Forest Company and Western Forest Products (WFP) developed a joint business venture to maximize the benefits from the timber in Kitasoo Xai'xais Territory. Kitasoo Xai'xais are working to control as much of the forest in Kitasoo Xai'xais territory as possible for the benefit of the community. Our goals are to develop jobs and economic opportunities for Klemtu and to protect the environment and Kitasoo Xai'xais culture. To accomplish these goals, over 50% of the territory is protected from timber harvesting and development, and all timber harvesting operations that are undertaken are guided by Ecosystem Based Management (EBM).

Unfortunately, much of the skilled labour force are from outside of the community. Increased training opportunities through adult education could enable community members to fill more positions in forestry, from planting to processing.



[Climate and Location](#)

The climate is a typical maritime climate with mild temperatures and very high rainfall in winter, and warm summers. The town stretches out along Trout Bay, surrounded by the ancient forests, deep oceans, and coastal fjords that make this

part of the world internationally famous for its wild beauty.

The deep fiords and steep valleys allow little shore space for travel or camping. The vegetation is lush and grows high, obscuring visibility. This area is home to both grizzly and black bears, so travelling on shore can be dangerous and is not recommended unless you are experienced in backcountry wilderness travel.

Fiordland Conservancy includes Kynoch and Mussel Inlets and is co-managed under an agreement between the Kitsoo Xai'xais Nation and the Province of British Columbia.

Klemtu sits in the heart of the Great Bear Rainforest, an area of special forestry management at the foot of the Coast Mountain range where ancient glaciers shred the coastline into a jumble of rocky islands and peninsulas. Deep fjords harbor whales, Steller's sea lions, and sea otters; bull kelp flows in the current and teams with marine life. Old-growth conifer forests, where the bare silver tips of red cedars poke up like giant toothpicks, are home to grizzly, black, and rare spirit bears.



According to the Kitsoo Xai'xais, when the Raven created the world, he made all of the black bears black. Then the Ice Age came. After the glaciers receded, the

Raven decided to make one of every 10 black bears white to remind the people of the way things were in the past.

Vast sections of the Great Bear Rainforest are protected from exploitation thanks to a historic 2016 agreement between First Nations, whose traditional territories encompass the area, and British Columbia's Government. Indigenous communities continue to sustainably manage natural resources for conservation; food, social, and ceremonial practices; and economic prosperity" as they have for millennia.



Marine Use Planning and Management

From 2007-2010 the Kitsoo Xai'xais developed a marine use plan for their territory including spatial zones for protected areas and special management purposes, and comprehensive management strategies. This plan was subsequently harmonized with other Central Coast Nations' individual plans to create a Central Coast First Nations Marine Use Plan and incorporated into the Marine Planning Partnership (MaPP) initiative with the Province. Marine use planning is complex due to the many resources, species and habitats involved as well as the multiple government jurisdictions involved. Today the Kitsoo Xai'xais is working with neighbouring Nations, BC, and Canada to implement the marine use plan and create a network of marine protected areas.

Central Coast First Nations Marine Use Plan

The Central Coast First Nations Marine Use Plan is a strategic document to guide the management of human activities in the territories of the Heiltsuk, Kitasoo Xai'xais, Nuxalk and Wuikinuxv Nations. The plan is comprehensive and covers jurisdiction, resource management, economic development and capacity needs across all sectors of the marine market and non-market economy.

Pacific Herring Management Plan

Pacific herring are integral to our culture and well-being and play a pivotal role in the ecology of our Territory and throughout most coastal areas. The Pacific Herring Management Plan has facilitated transfer of herring management to the Nation as a result of historical poor Government management.³



³ Kitasoo Xai'xais Management Plan for Pacific Herring, January 2020

Chapter 3: Community Consultation

Community Engagement

Community Engagement and Collaboration started in April of 2020 guided by a Vision Document produced by Cindy Robinson a former health director of the Nation, and completed in March 2021. The original plan for engagement included community meetings, interviews with staff, Elders, youth and Leadership, and focus groups. Simultaneously, the world was faced with the onslaught of Covid-19 and, with Klemtu being one of the most isolated communities in British Columbia, it was determined that entry to outsiders (Author) would be ill-advised. Given the circumstances, the most prudent approach was to conduct virtual interviews and presentations.

Engagement Goals

- Meaningful engagement with community members in Klemtu and those away from home
- Listen, hear and document all thoughts and dreams for the health and wellbeing of all citizens
- Ensure that all voices are heard that want to be heard
- Respect, honor and safeguard information about culture, traditions, ceremonies, and beliefs
- Facilitate opportunities for mentorships
- Maintain the principles of "Community Driven; Nation Based"

It was acknowledged that everyone has something to share no matter how big or

small it may be. It was not about developing a plan that fits in a certain financial or resource box. It was about dreaming big – what are the community's best hopes?

Over the next 12 months Leadership, Elders, staff, citizens and youth were interviewed via zoom or teleconference and presentations were made via social media.

It is through this approach that this Plan has been built by the community and grounded in community values, culture and traditions, to act as a pathway guiding the way forward. This pathway has been based on the seven First Nations Health Authority Directives:

1. Community Driven, Nation Based
2. Increased local decision making and control
3. Improved services
4. Meaningful collaboration and partnership
5. Build human and economic capacity
6. Without prejudice to local interests
7. Function at a high operational standard

This Plan represents a more integrated wellness system based on community perspectives through an approach that was transparent and synchronized.

The overarching values of the process were:

- Respect
- Wisdom
- Responsibility
- Relationships

First Nations have always viewed wellbeing from a holistic perspective

which is key to a healthy balanced life. Social programs, the Environment, Culture/Language and the Economy are all threaded through achievement of Wellbeing.

The Plan is based on the social determinants of health – the conditions which people are born, grow, work, live, play and age along with the wider systems shaping the conditions of daily life:

- Culture and Language
- Family
- Land
- Environment
- Resources
- Self-determination
- Health Access
- Housing
- Early Childhood Education
- Gender (M/F/LGBTQIA)
- Education and Employment
- Income
- Justice
- Racism; Colonization
- Away from Home

The vision included community profiling, asset mapping, human and resource capacity growth, identification of opportunities and potential for a “best hopes” model through community engagement.

Engagement Framework Principles

An Engagement Framework, including principles of engagement, was developed to guide this work. The Framework represents inclusiveness and connectedness. The Pillars of Engagement, like house posts supporting the Big House roof, do not stand alone; each is a vital mast supporting the superstructure – the community of Klemtu. Within each Pillar are principles which rely

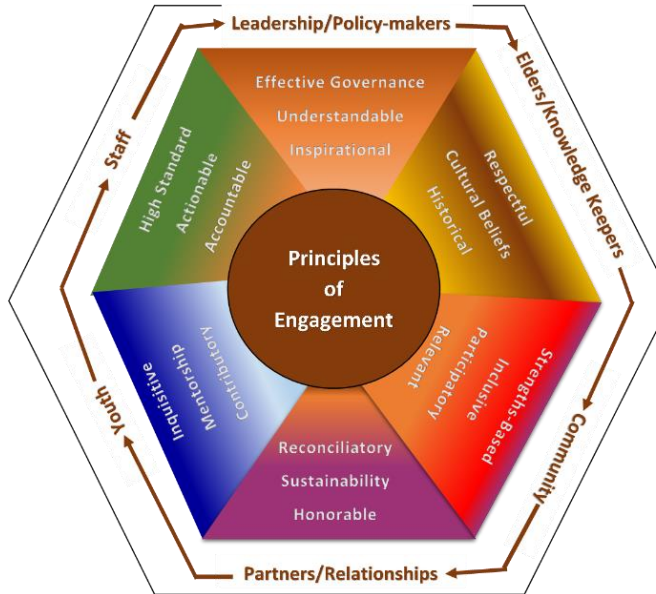
on each other to support planning and implementation. They are inter-related to ensure that the wellness strategic planning process is all inclusive, incorporating all stakeholders' views on personal and community wellbeing. Each pillar has a role to play, individually and collectively, working together to identify a shared vision of community wellbeing.

Engagement is a means to generate innovative ideas and starts with “Where are we now?” leading to “Where do we want to go?”



Collaborating for Wellness

Six Pillars of Engagement



Staff – The Team

High Standard

- Act ethically, honestly with integrity and in good faith
- Trustworthy: properly handle and protect confidential information
- Impartial and non-judgmental
- Respectful, courteous, professional, equitable, efficient and effective service
- Foster a positive work environment
- Facilitate a safe work environment
- Duty to report contraventions, misuse, or threats to health and safety
- Perform all duties objectively

Actionable

- Clearly defined Goals and Objectives
- Developing work plans
- Actionizing deliverables
- Analyzing meaningful data useful in making decisions
- Implementing relevant programs and services based on community needs

Accountable

- Willingness to accept responsibility
- Commitment to the Health and Wellness of the community
- Follow through and follow up
- Complete assigned tasks and meeting community driven goals
- Demonstrate high level ownership
- Performance Measurement



Youth

Inquisitive

- A forum of learning and developing pride in Nationhood
- Finding and using their Voice to share ideas and thoughts to influence positive change

Mentorship

- Empowering youth to become leaders and role models in their community
- Supporting Youth Peer Mentorships
- Building human capital
- Knowledge Transfer (cultural and skills)
- Building strong, healthy relationships
- Fostering friendships across generations

Contributory

- Supporting Youth to step up in their community
- Initiate Youth programs and services that are meaningful to Youth
- Advocate for Youth identified priorities, Youth representation and Youth participation
- Respected and valued as Advisors



Leadership/Policy-Makers

"The People, The Land, The Laws, Jurisdiction, Institutions, Resources"

Effective Governance

- Strategic Vision
- Execute the vision of the people
- Policy and Law
- Territorial Integrity
- Information and Financial Management
- Quality Control and Risk Management
- Economic Realization
- Aligning Business with Cultural Teachings and Practices
- Effective Inter-Governmental Relations

Understandable

- Meaningful Information Sharing
- Clear, concise, equitable and inclusive messaging
- Transparency and Fairness
- The local significance of health and wellness for the community – Ownership

Inspirational

- Facilitate Movement for Change
- Engaging citizens in building healthy cultural, social, physical and economic environments



Elders/Knowledge Keepers

Respectful

- Honoring the value of traditional knowledge and ways of being
- Respecting Cultural Protocols
- Holding Elders/Knowledge Keepers in high esteem

Cultural Beliefs

- Culture and healing traditions are at the heart of Community health and wellness planning
- Traditional Knowledge forms the foundation and guides the health and wellness strategy
- Ensuring that Ceremony is woven into engagement and planning

Historical

- Acknowledging the impacts of Historical Trauma and Generational Affects
- Ensuring that historical healing practices – the whole person – are recognized as healthy indicators:
 - Physical
 - Emotional
 - Mental
 - Spiritual



Community

Strengths-Based

- Defining what health and wellness looks like for the people of Klemtu
- Recognizing and building on Community and individual strengths
- Working together to establish a Vision for wellness
- Celebrating successes

Inclusive

- Recognizing the value of relationships to achieve wellbeing
- Supporting all people to stay connected and involved in health and wellness strategic planning
- Utilizing a collaborative and holistic approach to planning

Participatory

- Creating safe spaces and opportunities to facilitate participation
- Communicating that all voices matter and are fundamental to achieving goals
- Committing to active involvement

Relevant

- Building on Klemtu's vision of physical, emotional, mental, and spiritual wellbeing
- Ensuring that the process is closely connected and appropriate to where the people are at and to where they want to be



Partners/Relationships

Working with partners to enhance the health and wellbeing of Klemtu. Being open to new opportunities that will advance relationships and generate resources to meet the community's goals for health and wellness. This could include fund generation for programs, services and/or capital.

Reconciliatory

- Meaningful/Equitable Relationships
- Respecting belief and value systems
- Harmonized balance

Sustainability

- Reliable, Feasible and mutually gainful
- Vision for future generations and the environment
- Economic, social and environment responsibility

Honorable

- Morally and ethically principled
- Reciprocal truth, trust and accountability
- Respectful communication, collaboration and planning
- Shared vision



Elements of Community Engagement

The elements of community engagement were as follows:

- Building a Community Health and Wellness Profile
- Community/Asset Mapping
- Analysis and goal setting
- Social Determinants of Health
- Engagement Principles, Standards and Objectives
- Communication Objectives, Channels and Methods
- Appreciative Inquiry
- Key Indicators
- Measures

Through an appreciative inquiry model, this work has focused on community strengths and was mindful of historical trauma subscribing to the value of harm reduction. Layers of wellbeing are unique to each individual. For example, understanding trauma sets the stage to engage and address the root cause of unhealthy behaviors. This is especially true for addictions which is often a form of self-medicating the effects of trauma. Dealing with the trauma first may solve the symptoms and reduce the need for self-medication. Conversely, thinking about holistic wellness and the social determinants of health, it is hard to be healthy if you don't have a home or can't afford food.

Although the science behind western health models cannot be disputed, such is also the case for traditional models of health. Therefore, blending the two makes good sense.

One to one interviews were strengths-based and solution-focused utilizing the following mapping questions:

- Are you Leadership, an Elder, Youth or Community Member?
- Do you live away from home?
- People, programs and Services:
 - What's working well?
 - What needs improvement?
- Infrastructure:
 - What's working well?
 - What needs improvement?
- Environment:
 - What's working well?
 - What needs improvement?
- Culture and Language:
 - What's working well?
 - What needs improvement?
- Resources and Partnerships:
 - What resources are needed?
 - Who are potential partners?
- Human Capacity/Capital:
 - How can the Nation/Community build human capacity?
- Vision for Community Wellbeing:
 - What is your dream story?
 - What are you worried about?
- Vision for Personal Wellbeing:
 - What do you do to be healthy?
 - When are you most happy?
 - What is standing in your way of achieving your full potential?

Key Indicators of Community Engagement

- People involved, participating, committed
- Emails, Social Media, Engagement Events
- Mentors, Mentees

- Interviews, Focus Groups, Community Feedback
- Awareness and understanding of the Wellbeing Strategic Plan Project
- Leaders, Elders, Community Members, Staff, Youth and Partners working together collaborating to write their own Community Health and Wellness Profile

Community Profile Mapping

The project identified baseline conditions and trends in the Community. It involved building a picture of the nature, needs and resources of the Community with active participation of the community. It reviewed the social and economic characteristics such as demographics, growth trends, and all social determinants of health.

- What programs and services does Klemtu want – dream about?
- What are the current community assets/resources?
- What facilities and infrastructure currently exist?
- What resources and infrastructure are needed?
- What are the timelines?
- How to communicate with membership?
- Who are the mentors?
 - Leadership
 - Storytelling, cultural protocols, historical knowledge
 - Community Champions
 - Youth Champions
 - Staff
 - Partners



The community profiling stage utilized an approach of identifying and analyzing strengths, weaknesses, opportunities and challenges - SWOC:

- What's working well?
- What needs improvement?
- What opportunities are there to expand/enhance programs and services?
- Assess the positive and the negative from both an internal and external perspective
- Inform and guide goals (or adapt) for strategic planning
- Utilize an Appreciative Inquiry approach from which to build a collective commitment to realize goals and vision
 - Engaging with strength-based questions
 - Shifting focus to strengths and possibilities.

By utilizing this approach, assessments and assumptions were made to further inform the direction of engagement and identify what else needed to be asked like:

Who? What? When? Where? Why? and How?

WHERE DO WE WANT TO GO?

This Strategic Wellness Plan is a community driven guide to decisively direct the path forward, and adapt along the way to actionize measures that are not yet in motion.

Kitasoo Xai'xais Comprehensive Community Plan⁴

The Comprehensive Community Plan (CCP) was completed in October 2015, and updated in 2021. In addition to identifying anticipated infrastructure development, the CCP represents a blueprint of where the community wants to go. This Wellness Strategy is intended to be used alongside the CCP.

CCP Implementation Measures, August, 2015 included:

1. Develop an KFN Land Code
2. Conduct Asset Management Plan
3. Develop a Vegetation Management Plan
4. Increase opportunities for employment with Kitasoo Forest Products for community members
5. Complete the hydroelectric dam upgrades
6. Road upgrades for terrestrial small air craft landing
7. Complete the Boardwalk from Spirit Bear Lodge to the Big House
8. Conduct feasibility analysis for the old DFO dock
9. Initiate/complete required repairs to the teacherages (teacher accommodation)
10. Develop a Teacherage Maintenance Plan
11. Conduct an economic community capacity opportunity assessment
12. Development permit for small home subdivision along the Back Road
13. Repair or replace community gym
14. Conduct community capacity assessment of:
 - a. Skills – informal and formal education
 - b. Desired training and education
 - c. Individual goals and aspirations
 - d. Members with, or those wishing to attain, a valid drivers licence
15. Develop a community sheltered area and smoke house – cultural activities – canoe building, carving, food prep (smoking and drying of meat), tanning of hides, etc.
16. Develop a design guideline that incorporates KXN cultural influence into all proposed development
17. Construct a Wellness Centre:
 - a. Commercial kitchen
 - b. Elders meeting space
 - c. Fitness area
 - d. Artistic display area
 - e. Lease space for professional services
 - f. Community Gym
 - g. Child and Family Services
 - h. Health Services
 - i. Mental Health
18. Develop a community green house and gardens
19. Develop a governance strategy that supports continuity
20. Develop an Animal Control Bylaw
21. Establish fair, effective decision-making protocols
22. Complete street naming initiative
23. Complete street address initiative
24. Develop and maintain an up to date Health Plan
25. Develop an Emergency Response Plan

⁴ Kitasoo Xai'xais First Nation Comprehensive Community Plan, October 2015, Summit Environmental Consultants, Inc.

26. Develop the Nation Housing Policy
27. Conduct a climate change adaptation plan
28. Hire an Emergency Response Coordinator/Trainer
29. Conduct a community-based/wide emergency response and community preparedness workshop
30. Develop a transition shelter program and infrastructure for all ages and abilities
31. Construct the community church
32. Implement Kitasoo Xai'xais culture and language acquisition, digitalization and protection
 - a. Hire a qualified curator
33. Convert all current data into up to date information mediums
34. Continue to implement, maintain and build upon best management practices incorporating traditional knowledge specific to long term environmental stewardship of KXN lands
35. Protect environmentally sensitive lands including aquatic and riparian ecosystems, wildlife habitat, and areas of high biodiversity
36. Minimize ecological impacts due to land use development and management
37. Undertake a comprehensive review of the Special Study Area to determine suitable long-term use
38. Replace the May Queen Stand

The Strategic Wellness Plan will focus on a Social Determinants of Health Model to strategically plan for Wellbeing, mindful of the status of the Comprehensive Community Plan Implementation Measures.

Kitasoo/Xai'xais First Nation *Comprehensive Community Plan*



Chapter 4 Education

Education – K-12

Kitasoo Community School (KCS), an accredited First Nations School, provides education for students from K-12 with approximately 50 students. KCS works with the band council to ensure the school is allowing students to become responsible and contributing members of the community, who are grounded in their heritage, identity as members of the Kitasoo Xai'xais Nation and ready to take on the world.



The Kitasoo Xai'xais people hold the principal and teachers in high regard. Recently the principal has championed a land-based learning model where students get out on the land experiencing hands on learning that is associated with their environment, their culture, and their language.

The Kitasoo Community School SEAS and Language & Culture programs offer students, staff, and parents the opportunity to gain knowledge and understanding of Kitasoo Xai'xais culture while striving to provide students with the tools to become strong leaders and to instill cultural values and knowledge to this next generation of stewards of Kitasoo Xai'xais Territory. Through this program, students learn about the conservation of our traditional foods, practice cultural teachings, and invite knowledge keepers

to share and pass on their teachings. Children are the future stewards of our lands and see hands on experience as an important way of teaching these subjects. Some skills students learn through this program include: learning our traditional languages, hand sewing, cedar weaving, crocheting/knitting, harvesting, preserving, and cooking traditional foods, and harvesting and preparing traditional medicines.



Proponents expressed concern that many parents are not invested in their children's education whether that be a parental choice or the lack of Parent/Child activities at school.

It is felt that children need to be empowered to believe in themselves and that the bar should be set higher than simply achieving a Grade 12 Diploma. It was also suggested that programs should be focussed on supporting children and youth striving for post-secondary education.

K-12 Identified Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for K-12 education:

- 1. SEAS program operating all year and increase involvement of students' families**
- 2. Youth leaderships, shadowing and internships**
- 3. School Committee to be more active and communicative to the community; emphasizing**

planning for post-secondary enrollment
4. Staff team development to support change
5. Train the trainer opportunities for students in skill development
6. More life skill development
7. More homework assistance, post-secondary personal plans and job search skill development
8. More experiential learning opportunities
9. Education/Career Coach in school with a focus to promote post secondary education
10. Special Education Teacher to support students to achieve their full potential – Writing Skills; Math, Public Speaking
11. More Parent/Child Programs/Activities at School
12. Implement an Empowerment program

Possible funding sources
1. Ministry of Education
2. First Nations Health Authority
3. Brighter Futures Canada

Education – Post Secondary

The members of the Kitasoo Xai'xais Nation almost universally express the concern that not enough of their young people are enrolling in post secondary education and that, those that do, are likely not to return to Klemtu once they have completed school. This is a significant contributing factor to the shortfall in human capital and skilled workforce in Klemtu.

For those that do not enroll in post secondary education, the reasons expressed included:

- Leaving their family, community and support networks
- Fear of living in a major urban center and a lack of experience outside of their remote community
- Lack of scholarships and funding to secure appropriate housing within an expensive market

ISC's Distinction-Based Strategy: Budget 2019 is investing \$814.9 million over 10 years and \$61.8 million ongoing for distinctions-based Indigenous post-secondary education strategies. This funding will renew and expand the Post-Secondary Student Support Program, establish new Inuit and Métis Nation post-secondary education strategies and engage with First Nations to develop regional post-secondary strategies.

There appears to be a discrepancy between what funding is provided to Klemtu students embarking on Post-secondary education and the allowances defined by ISC's Post-Secondary Student Support Program:

"The maximum amount payable per full-time student cannot exceed \$53,000 per year.

On an extraordinary and justified basis, the maximum amount payable per year for a student in an advanced or professional degree program or a masters or doctoral program, may exceed \$53,000 up to a maximum of \$90,000. No student is automatically entitled to this amount."⁵

⁵ [Post-Secondary Student Support Program \(sac-isc.gc.ca\)](https://www.isc.gc.ca)

It is recommended that an audit be undertaken to ensure that students receives sufficient resources based upon the allowable funding.

Post Secondary Education Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Post Secondary Education:

1. **More support and funding for post secondary education – Implement an Audit/Review of amounts paid vs. amounts allowed.**
2. **Strong commitment of the Education Committee to promote enrollment and financial assistance to students**
3. **Develop an Education Strategic Plan for K-12, Post-Secondary and Adult/Upgrading Education.**
4. **Establish a live-in mentorship program in partnership with universities and colleges. For example, a housing initiative with an Elder or Auntie/Uncle in residence to support students' success as well as connection to community/culture.**
5. **A Nation incentive program that increases the likelihood of graduates to return home and build the communities human capacity.**
6. **Student Shadow/Mentorship Program with financial support**
7. **Develop personal education plans for Post-Secondary Education based on Grades 10 to 12 enrolled students**

Possible other funding sources

1. **Post-Secondary Partnerships Program - ISC**

2. **Ministry of Advanced Education and Skill Development**
3. **Inspire Scholarships and Bursaries**
4. **University and college housing partnership**
5. **University of Victoria Indigenous Housing Guarantee Program**

In 2011 a study reported that individual education levels continue to be a significant barrier to employment with 56% having only completed some high school, 18% having completed high school and only 9% having completed post-secondary training. (Kitasoo Xai'xais Marine Use Plan 2011)

Adult Education/Personal and Professional Development

Several Nation members expressed a need for a formalized adult education program in Klemtu to build community capacity to transition into employment opportunities that are often filled by imported or outsourced skilled workforce.

It was voiced that there should be more train the trainer, mentorship, apprenticeship and job coach/shadowing opportunities for community members to acquire the skills necessary to grow the human capital of the Nation and decrease the need to bring people from outside of the community to fill the gaps.

Also proposed, was recognition of and appropriate remuneration for community members with life experience who have valuable skills to fill in capacity gaps. These community members are, in many cases, struggling with other issues and, as a result, are not considered to fill positions. By wrapping services around these individuals (mental health, substance use, etc.), the Nation has the opportunity to address the human capital issue.

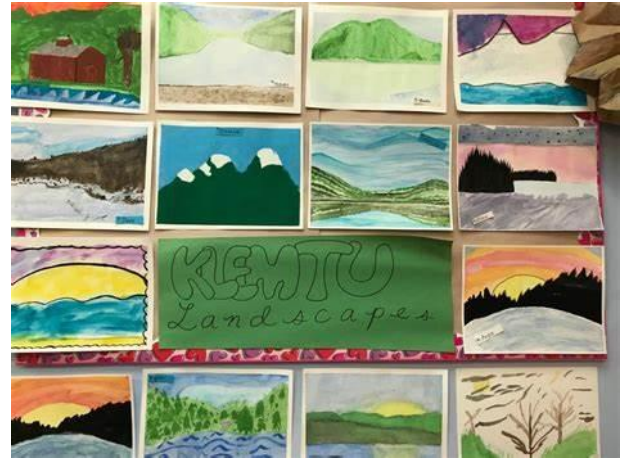
Community members would like to see more “How To” programs like building cabins and smoke houses, house maintenance basics, etc.

It was also identified that there is little support or programs for entrepreneurs and small businesses to reach their full potential and goals.

Adult Education Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Adult Education:
1. Facilitate more Adult Education opportunities
2. Train the Trainer Programs
3. Mentorships/Apprenticeships
4. Job Coaching/Shadowing
5. Look at online education opportunities/partnerships – for example University Canada West

Possible funding sources
1. Ministry of Advanced Education and Skills Training – Skills Training and Employment Programs
2. University and College Entrance Preparation Program (UCEPP)



Chapter 5: Health and Mental Wellness

Primary Health Care Services

The Nation has a comprehensive Health Plan in place.

The Nursing Station (NS) provides primary care services for urgent and emergent conditions. The NS is primarily treatment based, meaning they will provide assessment/treatment and/or triage/follow up (for example triage with Bella Bella Medical Clinic General Practitioners if a higher level of care is required).

There are challenges with the Nurse reporting to two employers – FNHA and the Nation which often limits the Nation's ability to direct services.

The Health Transfer Agreement, funded by the First Nations Health Authority, supports the following services:

- National Alcohol and Drug Abuse Program – Addictions Worker
- Home and Community Care
- Aboriginal Diabetes Initiative
- HIV-AIDs
- Brighter Futures Initiative and Building Healthy Communities
- Canada Prenatal Nutrition Program
- NAYSPS Solvent Abuse Prevention
- Healthy Living/Injury Prevention
- Drinking Water Safety.



In addition to primary care, the NS also facilitates services that are provided by a Community Health Nurse in the Health

Centre. The role of this nurse is to support health promotion in order to prevent disease, illness, and advancement of current conditions. Their primary mandate is to provide programs for maternal/child health and immunizations, but they also provide support in:

- Assessment
- Immunization
- Education
- Screening
- Maternal/child health (pre and post natal) – assessment / education / support
- Newborns – assessment, immunizations, and monitor growth and development
- Infant, toddler, preschool: immunizations, screening (for vision & hearing), and monitor growth and development
- School aged & adolescent – screening (for TB skin tests, etc.), education (hand hygiene, general health, sexual health, etc.), immunization (as determined by the province)
- Adult – health, education, screening, chronic disease management, etc.
- Elder – Education / Screening / Immunizations – Flu vaccines / falls prevention, medications, etc.
- Home and community care nursing



Home care nurses provide supportive care to clients in their homes. Home care nurses and their staff enable individuals to maintain some independence and remain in their homes. The Home and Community Care Service aims to help people with acute and chronic conditions to function independently at home as much as possible. The program mandate is to “promote independence and respect”.

Community Health Status

The 2016-2026 Kitasoo Xai'xais ten-year Community Health Plan identified the top three barriers to health services as:

1. Distance to services
2. Not enough services on reserve
3. Not enough information about available services in Klemtu, Bella Bella and Vancouver.

In 2021, these three barriers continue to affect health service access by Kitasoo Xai'xais people.

Also in 2016, the top major health conditions included Allergies, Chronic Back Pain, High Blood Pressure, Diabetes, Asthma, Stomach/Intestine issues and Arthritis.

Food security and nutrition continue to be a concern for the community. A community greenhouse and garden plots have been installed; however, there is somewhat limited use and consumption by community members. Food security and nutrition are further explored within the infrastructure section of this Plan.

There is a major lack of access to safe physical activities in Klemtu. The fitness centre is limited in scope and not intended for easy access. The gymnasium is in a state of disrepair and is not sufficiently funded to operate beyond

limited hours. There are very few trails outdoors and bushwhacking is extremely difficult in the absence of trails. While there is a nearby ocean area that could be utilized the weather makes it quite challenging outside of summer months. Many people expressed that they are happiest when they are out on the land or the ocean.

Physician Services

The physician team from Bella Bella Medical Clinic work in collaboration with First Nation Health Authority (FNHA) nurses, agency nurses and the home & community care nurse via onsite visits, and tele-health medical services. The physician (general practitioner) performs consultative support for nurses in Klemtu regarding any urgent or emergency cases. Medivac (medical evacuations) can be issued once the nurse gets it approved by the attending physician.



Due to the remoteness of the community and weather conditions affecting travel, it is difficult for community members to access services in Bella Bella; sometimes appointments are missed or cancelled.

Although there is physician outreach to the community of Klemtu, many citizens have expressed that they do not feel that they are attached to a physician. Over the past year (2020-21) there has been major disruptions to the visiting doctor schedule without a solution as of the date of writing this Plan. However, to mitigate

risk, Telehealth and the FNHA Virtual Doctor of the Day has been made available to community members.

In person physician, ultrasound, x-ray, etc. appointments can be arranged in Bella Bella; however, in order to charter a boat, typically eight seats need to be filled and those seats are based on priority which is determined by the Bella Bella team through telehealth, the virtual doctor or community nurse. Unfortunately, weather conditions can delay or postpone travel resulting in missed appointments.

Ideally, however impractical, the community would benefit from a full-time resident physician.

External Health Services – Bella Bella

Subsequent to the 2016 community health planning, the community remains concerned with Bella Bella services:

- Long wait times
- Outdated equipment
- Losing blood samples and lab results or not reporting on results
- Delivering damaged or unusable medications
- Sub-standard of care
- Contravention of an Agreement to provide Nurse Practitioner services

Physicians, Nurses and Paramedics have indicated that the medical equipment in Klemtu is also outdated.

Dental Services

The Dental Program at the Kitsoo Xai'xais Health Centre provides dental care benefits to the clients living in Klemtu. Dental services are coordinated by the Dentist and his dental assistant from North Raven Dental. North Raven Dental provides a new vision of dental services to

rural populations with emphasis on servicing First Nations directly in community. They provide service through scheduled visits to decrease the burden of dental problems while increasing the level of preventative care and clean healthy teeth. North Raven Dental offers full comprehensive dentistry, from checkups and fillings to root canals and dentures. The dentist visits are based on approvals/predeterminations for required services.



Elder Services

There is no formalized Elder specific programming other than home care and some activities with the Elders. The Wellness program do a lot of engagement with Elders as do Stewardship and the Seas/school programs. There are under 20 Elders in the community with about 6 knowledge keepers.



Today, Elders do not have roles and responsibilities like they did in the past. There are no prevention and wellness programs for this age demographic. There used to be gatherings and women's

groups where older women mentored younger women.

There is a need to have a place where youth and Elders can engage. Currently there is no infrastructure or capacity.

Long Term Care

A couple of Elders are out of community right now for extended or long term care. The “dream story” for Elders care would be a 4-unit long term care facility. The old clinic is currently earmarked as a surge facility but is viewed as an ideal place to retrofit to a long term care facility.

The Community is very concerned for their Elders requiring 24/7 care. Currently there are no options to keep these Elders in the Community and, as a result, they must be transported to care facilities in either Bella Bella or larger urban centers like Vancouver.

“When our Elders need Long Term Care they are evacuated by air and the next time they come home; the body is being returned.”.....Chief Roxanne Robinson

The Nation needs to investigate licencing and long term care regulations to determine if this Dream Story for long term care is viable. At the very least, 24/7 nursing care is required which, although not realistically attainable, would require that at least two nurses reside in the community of Klemtu.

A second compounding factor is the lack of physician services in “close proximity” to this remote community. Although this too is daunting, the current situation for Elders needing medical care requires transport to Bella Bella anyway.

The community is concerned that Elders are forced to leave their families, foods

and familiar places in their final days. There is a need to build capacity in collaboration with education to meet the long term care goals of the community. There is a need to reflect on the honor it is to work with the Elders during that time of their journey and consider finding those with a natural gift to work with Elders.

Integrated, Collaborative Service Provision

85% of interviewees identified the need for a Wellness Centre where Nation, Community and Family Healing could co-locate and provide supports and services that complement and overlap with one another:

- Mental Health;
- Drug and Alcohol;
- Traditional Knowledge and Healing.

This would facilitate integrated collaborative service provision, including experiential and cultural services. Maybe this could be run out of the Big House utilizing a holistic/traditional healing model grounded in culture. At the same time, funding for these programs could support maintenance and management of the Big House through operational funds.

Primary Health Care, Acute Care, Long Term Care, Elder and Youth Services Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Primary Health, Acute Care, Long Term Care Elder and Youth Services:

- 1. Need a small acute care centre (mini hospital) on reserve**
- 2. Upgraded Medical Equipment**
- 3. Need a small Long Term Care Facility to keep our Elders in community:**
 - **Two resident nurses**
 - **Four long term care aides**

<ul style="list-style-type: none"> • Housekeeping • Laundry • Dietary
4. Need a Trainer or Fitness Coach that can also mentor young people to coach others
5. Need updated equipment at the health centre including treadmill
6. Need more funding for an expanded community wellness program
7. Better access to on reserve medical care – Doctor or Nurse Practitioner
8. More health and wellness programs
9. Implement an integrated, collaborative service model
10. More consistent nutrition programs
11. More visionary planning by the Health Committee
12. More and consistent Diabetes programs and education
13. Updated Fitness Equipment
14. Need a Healthy Cafe
15. More Healthy Food Options at the Band Store
16. Safe Spaces for Youth

Possible funding sources
1. FNHA Capital – Acute Care
2. FNHA Capital – Long Term Care
3. FNHA Wellness Program Funds
4. Vancouver Coastal Health Authority NP Services
5. Ministry of Advanced Education and Skills Training – Skills Training and Employment Programs
6. BC Gaming Commission
7. ISPARC (Indigenous Sport, Physical Activity & Recreation Council)

Mental Health Wellness

There are two rotating drug and alcohol/mental health counselors that come into the community as well as an Art Therapist. Community members, for the most part, are pleased with these counselors/therapists. There was some concern that mental health programs should be more reflective of community demographic/need and that there should be more inclusion of traditional healing practices.

Access to external programs and services like treatment or people needing to flee domestic violence require leaving the community, culture and family; often, as far away as Vancouver or Vernon. Ideally, the community would like to see a partnership with neighboring Nations to build a treatment centre closer to home. The Kitasoo Xai'xais submitted a proposal to the CMHC Shelter Housing Program to build an eight-unit Shelter for women and children fleeing unsafe domestic environments. This Shelter would allow women and children to remain connected to extended family, the community and their culture while maintaining their safety and wellbeing in healthy secure housing. Unfortunately, the application was declined by CMHC.

The community would like to see services grounded in culture that are trauma informed and founded on a strengths based harm reduction model. It was felt that Mental Health Providers would benefit from training opportunities relating to Trauma Informed Practice and Harm Reduction approaches.

Chapter 6: Social Development



Aboriginal Affairs and Northern Development Canada funds six social programs:

- Income Assistance
- National Child Benefit Reinvestment
- Assisted Living
- Home Support and Adult Care
- Family Violence Prevention
- First Nations Child and Family Services.

These services help First Nation communities meet basic and special needs and strives to support employability and attachment to the workforce as well as working to ensure the safety of individuals and families.



Child and Family Services

The Kitasoo Xai'xais Nation would like to see more prevention and support services versus apprehension. There is a need for services to work closer with families to prevent child removal.

The Child, Family and Community Service Act is the legislative authority for the ministry's Child Protection Services. Under the Act, the Minister designates the Director of Child Protection, who in turn delegates the provision of child protection services across the province to child protection social workers.

The Ministry of Child and Family Development has a variety of initiatives underway to address the number of Indigenous children in care. This includes the development of agreements between the province and Indigenous communities to return historic responsibilities for child protection and family support to Indigenous communities. These agreements are known as delegation agreements.

To date, 148 of the approximately [198 First Nations bands](#) in B.C. are represented by agencies that either have, or are actively planning toward, delegation agreements to manage their own child and family services. The ministry is working with Indigenous communities to develop their capacity to carry out these responsibilities.

The amount of responsibility undertaken by each agency is the result of negotiations between the ministry and the Indigenous community served by the agency, and the level of delegation provided by the Director.⁸

The Act requires that anyone who has reason to believe that a child may be abused, neglected, or is for any other reason in need of protection, must report it to the Director or a delegated social worker. These reports are investigated by

⁸ <https://www2.gov.bc.ca/gov/content/family-social-supports/data-monitoring-quality-assurance/reporting->

[monitoring/accountability/delegated-aboriginal-agencies](#)

social workers, who take the most appropriate action that is least disruptive for the child. These actions may include:

- Providing or arranging the provision of support services to the family
- Supervising the child's care in the home, or
- Protecting the child through removal from the family and placement with relatives, a foster family or specialized residential resources

Social workers also have the delegated authority of the Director to approve foster homes for children who come into the care of the Ministry. Resources such as group homes, specialized residential facilities, assessment resources, and respite resources are developed to serve children and youth in care.

Child protection services across the province are provided through 429 Ministry offices in 13 service delivery areas and a number of delegated Aboriginal agencies. The child protection staff are supported by the provincial office of the Child Protection Division.⁹

Child and Family Services in Klemtu are provided by the Bella Coola Child and Family Services Society. As is the case for many of the community of Klemtu's services, child protection is provided externally and through outreach due to the remoteness of the community as well as a deficit in human capacity in community. This is a far from ideal situation.



One dedicated Social Worker is coming into the community monthly with the intent to become more pro-active with families. In November, 2020, the Social Worker started working with families with a preventative focus. She has facilitated workshops and skill building opportunities that include time management, budgeting, and other skills that improve the wellbeing and capacity as parents and community members.

These new measures have reduced the negative impacts on families which has resulted in less children being removed from the home.

More recently, the community is not seeing as much alcohol and substance related issues which is related to additional psychologist services. These services are in the early stages of implementation making it difficult to evaluate the impact at this time.

With external service provision, there are very few prevention programs and the service appears to be more about child apprehension (and removal from the community) than about supporting parents to build healthy thriving families.

⁹ <https://www2.gov.bc.ca/gov/content/safety/public-safety/protecting-children>

Ideally, having a team of family support workers with at least one male worker and one or two resident social workers in Klemtu would best meet the needs of the community.

Additionally, this would be more attainable if Klemtu had a local facility/environment that could provide respite for children at risk while parents are supported to address root causes and learn to transition into healthier lifestyles.

There is no formalized guardianship program that could acknowledge local aunts, uncles, grandparents as foster/respice support, keeping children connected to culture and community.

Some respondents felt it would be more effective and efficient to move the parent(s) temporarily from the home and installing guardianship workers with the children while the parents live elsewhere in the community and participate in programs/services to support their healing path and ultimately return to their children.

The Nation would like to develop a community vision of child safety central to community knowledge and values. Child welfare needs to address, acknowledge and respond to social contributing factors like mental health, substance use, poverty and housing.

A safety standards model needs to be developed and core elements implemented to arrive at a system of care model representative of cross-system collaboration.¹⁰

Much of the following information is based upon a presentation made to the Vancouver Coastal FNHA Region Caucus by Terry L. Cross, Founder and Senior Advisor National Indian Child Welfare Association. Mr. Cross is a visionary for services that encircle the family. Sadly, without adequate resources and staffing, child removal is often the only alternative.

Terry has developed several table top questions to guide community members to develop improved child and family services.

A system of care is a philosophical approach to how care should be delivered. It recognizes the importance of family, school, and community and promotes potential by addressing physical, emotional, intellectual, cultural, and social needs. Principles of a System of Care are:

- Family driven
- Youth guided
- Culturally competent
- Community based
- Comprehensive
 - Accessible
 - Individualized
 - Coordinated and collaborative

The eight core elements of a Nation determined system of care – In Home Model include:

- Case Management – Safety Assessment Plan (for example: Signs of Safety Approach which is a relationship-grounded, safety-

¹⁰ National Indian Child Welfare Association: Protecting Our children – Preserving Our Culture Terry Cross Presentation Vancouver Coastal Caucus 2017

organized approach to child protection practice)

- Parenting Support
- Healthy Relationships
- Sobriety
- Domestic Violence
- Cultural Strengths
- Basic Needs
- Life Skills

Cross system collaboration to achieve a system of care involves consulting and integrating:

- Education
- Child Care
- Cultural/Faith Systems
- Mental and Behavioral Health
- Health
- Justice
- Housing

Services need to be grounded in culture and respectful of where the family is at and where they would like to be. A safe child is:

- Happy and Thriving
- Valued and Protected
- Involved in Traditional Practices
- Bonded with Trusted Relationships
- Supported through Education and Advocacy

The following are essential elements for systems of change – Theory of Change:

- Documented Need
- Community Readiness
- Resources/Strengths
- Political Will – Urgency
- External Relationships
- Values
- Shared Vision
- Cultural Integrity
- Sovereignty/Governance
- Respect for Ancestral Wisdom

- Alignment of Principles
- Financing
- Policy
- Standards of Practice
- Data
- Accountability
- Dependability of Institutions, Partnerships, Communication
- Leadership
- Family and Youth Voice
- Staffing
- Training
- Funding
- Buy-in

[More about the Signs of Safety Practice Model](#)

The Signs of Safety approach to child protection casework was developed through the 1990s in Western Australia. It was created by Andrew Turnell and Steve Edwards, in collaboration with over 150 West Australian child protection workers (CPWs), and is now utilized in jurisdictions across North America, UK, Europe, Australia, New Zealand, Cambodia and Japan.

The approach focuses on the question, 'How can the worker build partnerships with parents and children in situations of suspected or substantiated child abuse and still deal rigorously with the maltreatment issues?' The approach expands the investigation of risk to encompass family and individual strengths, periods of safety and good care that can be built upon to stabilize and strengthen a child's and family's situation. A format for undertaking comprehensive risk assessment — assessing for danger, strengths and safety — is incorporated within the one-page Signs of Safety assessment protocol. The following scaling questions are asked and are scaled 0 to

10 with 10 being that everyone knows the children are safe enough for the authorities to close the file and 1 being that things are so bad that children can't live in the home.

- What are we worried about?
- What's working well?
- What needs to happen?

The approach is designed to be used from commencement through to case closure in order to assist professionals at all stages of the child protection process.

Aboriginal Delegated Agency Process

In order to build capacity to develop and deliver services to their members, communities are to participate in the three phases of program development outlined below.

Phase 1: Pre-planning

- support community consultation, data collection and information gathering sufficient for the preparation of an initial community proposal and preliminary discussions with the province and Indigenous Services Canada (ISC).

(The proposal is a detailed plan indicating the services required and how the community intends to establish these. It also must indicate community support for the development of a Delegated Aboriginal Agency including band council resolutions for reserve based agencies).

Phase 2: Planning

- support all the work up to, and including, a formal agreement involving the province (represented by the Director designated under the [Child, Family and Community](#)

[Services Act](#) (CFCSA)), the Indigenous community, and ISC.

(This stage of program development entails the completion of a needs assessment and elaboration of plans which address the following operational readiness criteria:

- respective roles and responsibilities,
- service delivery model,
- personnel policies,
- financial policy,
- organizational chart,
- job descriptions,
- accounting system,
- implementation plan, and
- funding arrangements.)

Phase 3: Start-up

- begins to operationalize the readiness criteria established in the Planning stage, and includes the following activities:
 - staff are hired, oriented and trained,
 - offices are established and furniture and equipment is purchased,
 - information management systems are installed, and
 - training is established for local committees and boards of directors.

The result is the establishment of a DAA that is ready and qualified to deliver services.

This three phased program development process is consistent with ISC's child and family services program delivery model (Directive 20-1). It also accommodates for all Aboriginal communities designated

under the CFCSA, including urban based Indigenous communities, and reserve based First Nations communities.

Delegation Agreement Requirements

Prior to receiving delegation from the Director of Child Protection under the Child, Family and Community Service Act, which will enable the Delegated Aboriginal Agency (DAA) to enter into the operational stages of service delivery, each new DAA is required to have completed the following requirements:

Signed Agreement with the Director

Components of the Delegation Agreement between MCFD and a DAA pertain to the following areas of program delivery:

- delegation of the Director's authority under the CFCSA,
- contracting of legal counsel,
- provision of service and emergency/after-hours service,
- policy development; standards, monitoring and reporting,
- reviews, audits and evaluations,
- information management (file transfer; confidentiality, electronic systems, etc.),
- conflict/dispute resolution,
- financial arrangements,
- liability issues, and
- terms of agreement.

Obtain Start-up Funding

Funding is provided by ISC for reserve-based DAA, and by MCFD for urban-based Indigenous communities.

Pass a Program Review by the Director

The program review that occurs before an DAA can begin delivery of delegated services is based upon the operational

readiness criteria which has been established. The operational readiness criteria addresses key areas of organizational development and services planning including:

- governance,
- service delivery model design,
- general administration (including information sharing, management information systems, case load standards),
- financial administration policy,
- human resources policy (including staff recruitment, training, and supervision), and
- communications policy.

Upon passing the program review by the Director, a DAA will be eligible to enter operational C3 of program delivery.

Operational Stages

After the negotiation of a Delegation Agreement, each new Delegated Aboriginal Agency (DAA) enters into a three tiered operational process as defined in the MCFD "Delegation of Authority to Aboriginal Agencies" matrix. The levels of operational readiness are as follows:

- **C3 - Resource development and voluntary service delivery**
- **C4 - Guardianship services for continuing custody wards**
- **C6 - Full child protection services**

Each operational level has specific operational standards and practice standards associated with it. A DAA may progress sequentially through operational levels C3 - C6, however, prior to progressing through the levels of delegation, each DAA must meet specific standards criteria in the Aboriginal

Operational and Practice Standards and Indicators (AOPSI) pertaining to the authorities associated with the level of delegation.

C3 - (Delegation Matrix)

The areas of service covered under this level include:

- support services for families,
- voluntary care agreements for children, including temporary in-home care, and
- special needs agreements, including those for children in care on no fixed term.

Operational and Practice standards address:

- case management,
- family assessment,
- service planning and agreements,
- children in voluntary care,
- standards for care in regular, restricted, and specialized family care homes,
- monitoring and evaluation, and
- closure and transfer of cases.

C4 (Delegation Matrix)

The areas of service covered under this level include those found in C3, as well as guardianship of children in the continuing custody of the Director. Practice standards for guardianship are similar to those for voluntary care in C3, but also include:

- develop, monitor and review comprehensive plans of care for children in care,

- legal documentation,
- permanency planning for children in care,
- prepare youth to transition for independence,
- reportable circumstances,
- ongoing monitoring of child's well-being while in care, and
- quality care reviews.

C6 (Delegation Matrix)

The areas of service covered under this level include those found in C3 and C4, as well as child protection, which include:

- receiving, assessing and, as required, investigating reports of child abuse and neglect;
- deciding the most appropriate course of action if a child is deemed in need of protection;
- where necessary, removing the child and placing the child in care; and
- obtaining court orders or taking other measures to ensure the ongoing safety and well-being of the child.

Practice standards address the following areas:

- intake,
- investigation,
- taking charge of children,
- risk assessment,
- risk reduction,
- ongoing protective family service, and
- investigate allegations of abuse in foster homes.¹¹

¹¹ <https://www2.gov.bc.ca/gov/content/family-social-supports/data-monitoring-quality-assurance/reporting->

[monitoring/accountability/delegated-aboriginal-agencies/delegation-process](https://www2.gov.bc.ca/gov/content/family-social-supports/data-monitoring-quality-assurance/reporting-monitoring/accountability/delegated-aboriginal-agencies/delegation-process)

Social Development and Child and Family Services Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Child and Family Services:

1. **Community and Stakeholder Engagement to champion change**
2. **Capacity building – interagency agreements to support collaboration and shared accountability**
3. **Research practice frameworks – like Signs of Safety and identify standards of practice supported by policies, procedures, contracts, technology and funding**
4. **Strengthen Leadership capacity to champion change – courageous conversations**
5. **Conduct a Needs Assessment of child and family services**
6. **Identify Indicators for Success**
7. **Produce a Child and Family Services Strategic Plan**
8. **Fund and hire dedicated child & family social worker(s) and family support workers**
9. **Build infrastructure that can provide child or parent respite safety while wrap around wellness services are provided to the family. (2 homes)**
10. **Identify community champions (aunties, uncles, grandma's, grandpa's) to provide respite care through a formalized guardianship program.**
11. **Facilitate Grandparent support to families that do not have grandparents – Elder in Residence**
12. **Facilitate Parenting programs like preparing healthy meals, bed**

- time scheduling, limiting screen time, etc.**
13. **Child minding services while mom's participate in a lunch program sharing recipes, parenting techniques, baby development, self care, maternity, pre-natal, etc.**
14. **More integrated services through a holistic, social determining model – Education, Employment, Health, Mental Wellness, Social Development, Housing, Day Care, Youth, Elders, etc.**
15. **More programs for youth prior to and preparing to age out of the system**
16. **Implement a Guardianship Program identifying community members to support children and families in healing, culture, belonging, connectedness, etc.**
17. **More Assisted Living and Long Term Care options in Community**

Possible funding sources

1. **Canada First Nation Child and Family Services Reform funding**
2. **Indigenous Services Canada**
3. **Indigenous Early Childhood Development Funding - Provincial**
4. **Delegated Aboriginal Agency Agreement between the Province and Indigenous Communities**
5. **Ministry of Advanced Education and Skills Training**
6. **First Nations Health Authority**

Update: In July of 2021, the Kitsoo Xai'xais Nation was successful in securing Funding to Support Jurisdiction Capacity Building under Bill C-92: An Act respecting First Nations, Inuit and Metis children, youth and families. A Capacity Building Framework has been produced that

represents a model of change to ensure children receive culturally appropriate services by shifting programming focus to prevention and early intervention. The Framework will guide the Nation as they strive to keep children with families and communities and prioritize parents, families and the community as caregivers. The principles of this work are grounded in culture, traditions and represent the best interests of the child through cultural continuity and substantive equality.

The purpose of this Framework is to guide the Nation through the process of exercising jurisdiction over child and family services to strengthen the safety and wellbeing of children and families.

Day Care Services

The Day Care is currently closed due to a lack of trained workforce. The community would like the Day Care to be open and to offer other services in addition to day care and in collaboration with Health, SEAS, Social Development and Education. Community members believe that with the proper support families can be successful in caring for their children. For example:

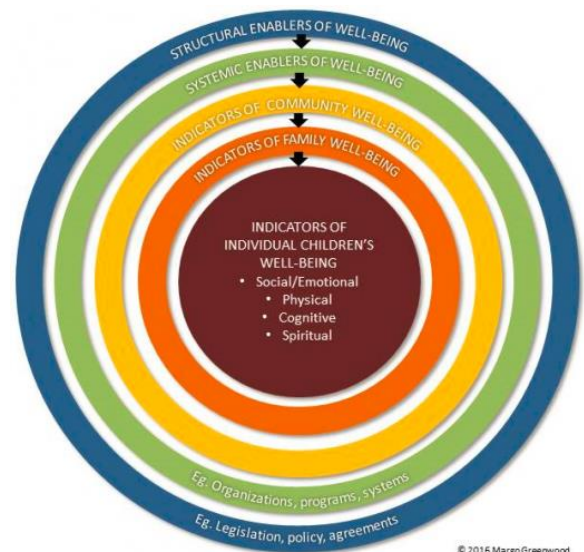
- Ages and Stages
- Parenting classes
- Traditional Parenting
- Nutrition and Traditional Food Preparation

A functioning day care can assist and support parents as they raise healthy babies and children that are prepared to reach their full potential. Early Childhood Educators can assist with child skill development such as:

- Speech and language
- Holding a pencil
- Paying attention
- Solving problems
- Challenging behaviours

Other services could include:

- Home visits, playgroups, parent education opportunities, parent support groups, and parent networking;
- Screening and assessment that is culturally sensitive and meaningful; and
- Information about other health, social and community services.



In order to achieve this, more capacity is needed to meet the requirements of licensing and registration of a Day Care Facility. There are on-line learning options that qualify for government financial assistance in addition to post-secondary financial support through Nation programs.

¹² Greenwood, Margo, 2016, Determinants of Health Model, The Health of Canada's Children and Youth, Module 7

Required Human Resources:

- Child Day Care Management Certificate - optional
- Early Childhood Educator Certificate (900 hours of training)
- Infant/Toddler Educator Certificate (1300 hours of training)
- Early childhood Educator Assistant Certificates (completed one early childhood education course)

In the absence of these certificates, there are some types of licensed child care that only require the provider to be a responsible adult (19 years of age and older) who is able to provide care and mature guidance to children and has 20 hours of child care-related training relevant work experience and a valid first aid certificate.¹³ However, rules do apply and number of children are limited. The Nation has exhausted this avenue which has proven to not work for the community.

For a multi-age facility, the age range is birth to 12 years old, with a maximum group size of 8 children and a staff to children ratio of one early childhood educator for 8 children.

For child care under three years old, the maximum group size is 12 children, with a child-to-staff ratio of:

- 1 to 4 children: 1 Infant Toddler Educator
- 5 to 8 children: 1 Infant Toddler Educator and 1 early Childhood Educator
- 9 to 12 children: 1 Infant Toddler Educator, 1 Early Childhood

Educator and 1 Early Childhood Educator Assistant

For child care from 30 months old to school age (Kindergarten), the maximum group size is 25 children with the following child-to-staff ratio:

- 1 to 8 children: 1 Early Childhood Educator
- 9 to 16 children: 1 Early Childhood Educator and 1 Early Childhood Educator Assistant
- 17 to 25 children: 1 Early Childhood Educator and 2 Early Childhood Educator Assistants

Setting: A community-based facility or centre.

For School age (Kindergarten and up) day care, the maximum group size is 24 children from Kindergarten and Grade 1 or 30 children from Grade 2 and older with no Kindergarten or Grade 1 children present. The child-to-staff ratio is:

- 1 responsible adult for each 12 children from Kindergarten and Grade 1
- 1 responsible adult for each 15 children from Grade 2 and older

Staff qualifications: Responsible adults must be 19 years of age or older and able to provide care and mature guidance to children. Must also have 20 hours of child care-related training, relevant work experience, a valid first aid certificate and a clear criminal record check.

Setting: A community-based facility or centre.

¹³<https://www2.gov.bc.ca/gov/content/family-social-supports/caring-for-young-children/running-daycare-preschool/open-licensed-child-day-care/licensed-child-care-facility>

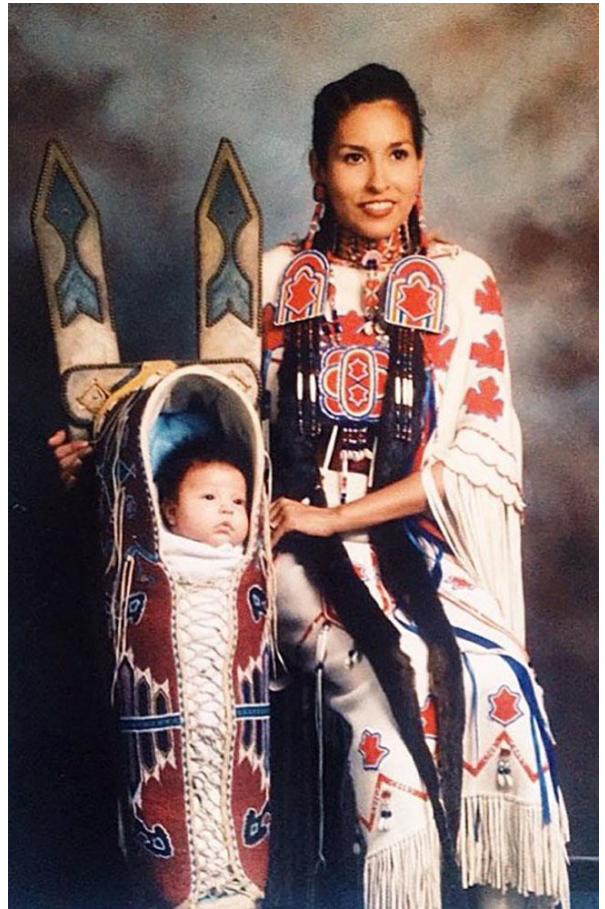
Day Care Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Child Care Services:

1. **Identify community members interested in distance education to secure early childhood certification**
2. **Identify/secure funding to support community members' professional development**
3. **Identify standards of operation supported by policies, procedures, contracts, principles and technology**
4. **Produce a business plan that includes possible funding streams to fund Day Care operations and/or fees that are affordable**
5. **Recruitment of Staff**

Possible funding sources

1. **Indigenous Services Canada**
2. **Indigenous Early Childhood Development Funding - Provincial**
3. **Ministry of Advanced Education and Skills Training**
4. **First Nations Health Authority**
5. **Ministry of Child and Family Development**



Chapter 7: Housing

The Kitsoo Housing Committee works in partnership and cooperation with the elected Chief and Council and community members to provide safe, healthy and affordable housing for Kitsoo Xai'xais community members and to implement the Housing Program through a fair, equitable and efficient application of housing policies.

The Housing Department does not receive fiscal funding. Band housing is a partnership between Canada Mortgage and Housing Corporation (CMHC), Indigenous Service Canada (ISC), and the Kitsoo Xai'xais Band and its members. This means that the Band must meet their operational agreement in order to continue to receive subsidies for repairs, maintenance, and replacement items. ISC provides money for down payments, CMHC manages mortgages and subsidies, and the Band members are responsible for paying their mortgage or rent.

Almost all community members interviewed (95%) expressed concern for the lack of housing options and indicated that many homes are over crowded. It was suggested that young adults without children cannot move out on their own because there are no available or affordable housing options. Some indicated that they would like to see a more diversified housing market that includes an apartment complex with one and two bedroom units and a condominium development.

Another expressed concern was that the existing housing stock was not designed to meet the challenges of the climate which has resulted in structure damage and deterioration.

Some respondents felt that there is a need to move housing out of Politics and run it as a business with a strong housing policy and project manager.

Housing Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Housing:

1. **Complete a Housing Needs Assessment and Housing Plan**
2. **Identify funding to build more housing including multi-unit housing**
3. **Secure funding to build a Shelter for those living in unsafe living environments**
4. **Produce a Housing Repair and Restoration Plan**
5. **Secure funding to implement Plans and increase the housing stock.**

Possible funding sources

1. **Indigenous Services Canada**
2. **CMHC**
3. **BC Housing**
4. **First Nations Market Housing Fund**



Chapter 8: Programs

SEAS Program

SEAS stands for Supporting Emerging Aboriginal Stewards and is a community initiative helping First Nations students in the Great Bear Rainforest to take an active role in learning about the lands and waters of the Kitsoo Xai'xais traditional territory.



The mission of SEAS is to empower youth to be stewards of their territory and natural resources by building educational capacity, creating opportunities for hands-on experience and supporting youth in achieving their educational and career goals.

The long-term vision for the program is a sustainable future for the community, led by a new generation of local leaders who are empowered through education, mentorship and community support. SEAS supports the vision of the community in re-kindling the connection between young people and the natural world of the traditional territory.

Each new season, 4 interns work with the program. Strong consideration is given to who the youth are before planning the season. For the most part, the youth will have or hold traditional names, whether newly given to them or a name they have

been groomed for. Youth are taught what their names mean and are taken to where their name originated; places in the territory that are meaningful to the community as well as to them and for their name and titles they may hold in the future.

The program is centered on the development and preservation of culture, education regarding sustainable non-extractive industry and the conservation of resource and wildlife habitat within the Kitsoo Xai'xais territory. Since the program's inception in 2012, there has been remarkable results in the number of students pursuing higher education, and following career paths into fields that will benefit the community for many years to come.

SEAS Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for SEAS:

1. **Run SEAS Program year round**
2. **More Youth Leadership, Shadowing and Internships**

Possible funding sources

1. **Indigenous Services Canada**
2. **Indigenous and Northern Affairs Canada**
3. **Outward Bound Canada**

Youth Programs

The Súa Educational Foundation is a youth program sponsored by Spirit Bear Lodge and the Kitsoo Xai'xais Resource Stewardship Department. Súa is a Xai'xais word meaning thunder. The program's primary objective is maintaining the tradition of performance in Kitsoo Xai'xais culture. Súa students research, discuss and practice new stories, songs and dances

throughout the summer program. They also get opportunities to take part in cultural activities and learn skills of theatrical performance and teamwork. Some examples of cultural workshops are cedar weaving, language, song, dance, fishing and canoeing.



Súa Performances continue from July through to the beginning of October. They are always excited to share a piece of Kitasoo Xai'xais culture with people from around the world. Súa performances are an interactive experience between the youth and their audience. Don't be shy to come up to sing and dance with us! Together, our voices can be as powerful as thunder.

In collaboration with other community youth programs such as SEAS, the Sua Performance Group, and Spirit Bear Research, Klemtu youth now have more opportunity to get active outdoors.

With our Gilwa Wawaxtus (Canoe family) and the big gilwa as the core of the program, youth develop themselves and their capacity for good stewardship through self-propelled activities like canoeing, kayaking, hiking, trail-building, and camping—growing their outdoor-living skills and knowledge while exploring the magnificence of their homeland through ever-expanding expeditions and journeys.



Vision: We believe that the heart of stewardship begins with caring about the places and diverse forms of life in our territory; that caring develops out of sharing powerful experiences together in those places. Our youth will always discover themselves as firmly rooted in the richness of Kitasoo Xai'xais territory, because we strive to provide them with opportunities to meet the power of their natural inheritance, first-hand, as the reward of their own effort.

Through self-propelled, traditional outdoor-adventure activities, Klemtu youth have the chance to learn and grow together through facing the unforgettable challenges of immersive living on land and sea, as they leave many of the distractions of 'regular' life behind for a while.

Many community members expressed the need for a Youth and Elder Gathering Place where youth could engage with Elders and develop positive relationships.

A "wish" would be a safe place for youth to go. There is a need for programs and safe spaces for two spirited youth that are inclusive as there is no formalized support system in place. The community needs to have a real understanding of the gifts that two spirited really are.

Youth Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Youth:

1. **Infrastructure for safe spaces**
2. **Elder & Youth Centre**
3. **More Youth Leadership, Shadowing and Internships**
4. **Train the trainer opportunities for Youth**
5. **Formalized homework support and job search**
6. **More on the land – experiential learning opportunities**
7. **More Sports options**
8. **Post-Secondary preparation and funding**
9. **Youth Work Ethic Programs**
10. **Youth Internship on Chief and Council – Youth Council**
11. **Youth Presentation Programs – Public Speaking**
12. **More Youth Capacity Building**
13. **Youth and Elder Field Trips**



Resource Stewardship

The Kitsoo Xai'xais have assumed much responsibility for planning, managing and protecting Kitsoo Xai'xais lands, waters and resources. Stewardship provides technical advice and support for effective decision-making by the Kitsoo Xai'xais community and its leadership ensuring that Kitsoo Xai'xais laws, customs, traditions, policies and practices are included in resource planning and management decisions, and advocate for the recognition of Kitsoo Xai'xais Aboriginal title and rights.

Resource Stewardship Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Resource Stewardship:

1. **Add genealogy and other cultural activities to help people understand where they came from**
2. **Youth Ambassador Program**
3. **More on the land activities for families**
4. **More opportunities for more youth to participate**

Possible funding sources

1. **Indigenous Services Canada**
2. **Indigenous and Northern Affairs Canada**
3. **Outward Bound Canada**
4. **CREation Community Grants Program**
5. **Building Brighter Futures**
6. **BC Aboriginal Youth Collective**
7. **New Relationship Trust**
8. **First Nations Health Authority**
9. **Canadian Heritage – Culture, Heritage and Sport**

Possible funding sources

1. **Environment and Climate Change Canada**
2. **Indigenous Services Canada**

3. Crown-Indigenous Relations and Northern Affairs Canada
4. Cultural Funding Canada
5. EcoAction Community Funding
6. Indigenous Community Support Fund
7. Indigenous Guardians Canada
8. Indigenous Community-Based Climate Monitoring Program

Police and Justice Programs

Police services are provided on a rotational basis which means that there is not always police presence in Klemtu. Many community members felt that law enforcement in Klemtu is far from ideal. When Police are in the community and when they are not, is well known; therefore, crime often occurs when they are not there. When Police need to be called into the community, it often takes 12 hours for them to arrive. Alternatively, if they are in community, their focus is on major crime; however, they do try to do prevention and enforcement, albeit limited due to time in community.

Ideally, prevention programs could include:

- School Programs – Relationship building with young people
- Positive Role Modeling for young people interested in law enforcement
- Mental Health Police Liaison position

Many people felt that there is a need for a full-time bylaw officer in community; however, interest in such a position is hindered by the perception that

community members would resent a local by-law officer.

Consideration needs to be given to establishing Aboriginal Community-Based Justice System in Klemtu; particularly due to the extreme remoteness of the community. Establishing such a program could facilitate an Aboriginal Police Member that resides in the community, knows the community, and understands the justice trends in the community.

An Indigenous Community Based Justice System supports Indigenous community-based justice programs that offer alternatives to mainstream justice processes in appropriate circumstances.

Objectives of the Indigenous Justice Program:

- to assist Indigenous people in assuming greater responsibility for the administration of justice in their communities;
- to reflect and include Indigenous values within the justice system; and,
- to contribute to a decrease in the rate of victimization, crime and incarceration among Indigenous people in communities with community-based justice programs funded by the IJP.¹⁴

Such a system could include alternative measures, where warranted and feasible, like healing and sentencing circles, restorative justice, victims' services, and pre-charge diversion.

¹⁴ Indigenous Justice Program, Department of Justice, Canada

An Indigenous Policing Program should also be explored investigating the opportunity of training Nation member(s) to provide “in community” policing and bylaw enforcement complemented with prevention and awareness programs.

The Federal Aboriginal Justice Strategy increases opportunities for, and building capacity of, Aboriginal communities to participate meaningfully in the administration of justice. It is expected that increased involvement and strengthened capacity will contribute to the development of more appropriate responses to justice issues faced by Aboriginal people and, over time, will help reduce the percentage of Aboriginal people coming in contact with the justice system. Moreover, as more Aboriginal people engage in the administration of justice, a better understanding of Aboriginal values, needs and aspirations will evolve, contributing to the conditions necessary for sustainable change within the mainstream justice system.¹⁵

A Justice Needs Assessment is warranted culminating into an Indigenous Community Based Justice Plan.

Policing and Justice Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Policing and Justice:

- 1. Justice Needs Assessment***
- 2. Aboriginal Community-Based Justice System***
- 3. Indigenous Policing Program***
- 4. Building School and mental health relationships with Police***

Possible funding sources	
1.	Indigenous Justice Program - Canada
2.	Community Based Justice Fund
3.	Capacity Building Fund
4.	BC Aboriginal Justice Council
5.	Office of the Solicitor General of BC
6.	Law Foundation of BC
7.	Civil Forfeiture Crime Prevention and Remediation Grant Program
8.	Department of Public Safety Canada

¹⁵ Aboriginal Justice Strategy Annual Report 2005-2006

Chapter 9: Community Infrastructure and Services

Administration Building



The Administration consists of Band General Manager, Office Manager and Human Resource Manager.

The Band General Manager is the Chief Administrative Officer in charge of the day-to-day administration and operation of the First Nation, and is the Executive Secretary to the Government. The Finance Officer is the Senior Financial Officer responsible for the overall finances of the First Nation. The Human Resource Officer oversees the management of personnel throughout the organization and provides human resource services. The Office Manager is the Senior Assistant to the Band General Manager and in charge of office services.

The Administration and Community Services Department is made up of four (4) sections:

- Administration/Financial Section consists of Administration Clerks, Financial Clerks, Receptionist, Community Hall Caretaker, and Community Buildings Custodian/Janitor. All employees working in this section report and are supervised by the Office Manager. Due to some specific accounting functions, the Financial Clerks also take directions from the Finance Officer.

- Post Office section consists of a Postal Clerk and a casual Postal Delivery Worker. Both of these positions report and are supervised by the Office Manager.
- Social Development Program consists of a Social Development Coordinator and Homemakers. Although the Social Development Program is structured within the Administration & Community Services Department, it is an autonomous program and therefore the Social Development Coordinator reports directly to the Band General Manager.
- Emergency Response section is a community service that is currently under planning with no employees for the time being.

House of Wolves



The House of Wolves is a band owned building located next to the Band Office. It is used for everything from meetings, workshops and courses, to court and a place of worship on Sunday evenings. The House of Wolves can be rented for an event if a smaller space is required, such as birthday parties, family dinners, and other events.

Community Centre

The Community Hall & Gym is the centre of activity for Klemtu, whether it's sporting events, regular drop in basketball or volleyball or community dinners. It is a large gymnasium with 2 basketball rims. The gym is also equipped with badminton

nets, a volleyball net and floor hockey nets.

The centre has been unable to sustain and increase therapeutic and isometric programming; again, due to human capital and capacity challenges. There is a need for these programs given that Klemtu has the highest rate in the Province of death for those with diabetes, often a result of alcohol consumption. This not only requires more drug and alcohol services; therapeutic and isometric programs provide the opportunity to provide education and awareness on the affects of the use of alcohol by diabetics and the value of physical activity.

Many community members would like to see a new Community Centre.

Administration, House of Wolves and Community Centre Priorities

<i>Through the 2020/21 Engagement Process, the Nation identified the following priorities for Administration, House of Wolves and Community Centre:</i>
<i>1. More Community participation supporting Band Office and Chief and Council</i>
<i>2. More Leadership Training for Chief and Council</i>
<i>3. More Utilization of House of Wolves</i>
<i>4. New Community Centre Building</i>

Possible funding sources
1. Indigenous Infrastructure Fund
2. First Nation Infrastructure Fund
3. Provincial Stronger Communities Infrastructure Fund
4. Indigenous Services Canada
5. First Nations Health Authority
6. First Peoples cultural Council
7. Investing in Canada Infrastructure Grants

Band Store

The Kitsoo Band Store provide quality food retail services for Klemtu with a fresh shipment of food arriving every two weeks: every second Sunday during Fall and Winter and additional small shipments every week in the Summer. The goal of the Kitsoo Band Store is to keep the prices low and the quality of the food high.

Several respondents expressed concerns with food security and the high cost to bring in healthy foods. There was also an expression of interest for more consistent nutrition programs linked to products available in the Band Store. Also, it was noted that, for people with Diabetes, there is not always foods available for those with restricted diets.

It was felt that many community members do not know how to prepare healthy foods and one recommendation was to have the Chef from Spirit Bear Lodge hand out samples along with the related recipe – samples in grocery stores like Costco.

One community member felt that the Band Store should have space for other people to run business – displays. Another suggestion was that job shadowing in the store would build youth capacity in retail.

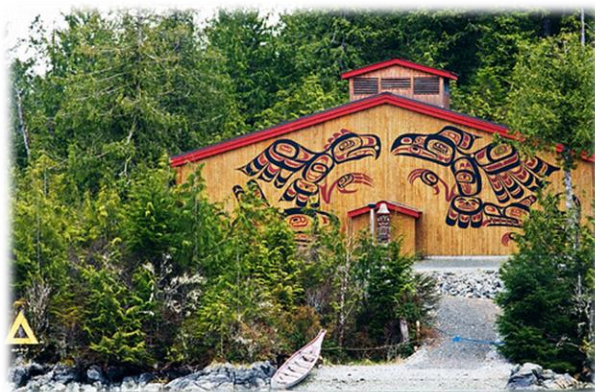
Other input received included adding a controlled Liquor Store that would support alcohol harm reduction practice. The concept was that safe access would decrease the incidence of “home brewing” and unsafe boat travel to purchase alcohol products. The sale of liquor would co-exist with a HAMS Program which stands for Harm Reduction, Abstinence, and Moderation Support. This is a support mechanism for people who are making positive changes in the way

they drink alcohol. The change could mean drinking less, drinking safely, or not drinking at all.

Band Store Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for the Band Store:
1. Healthier Foods
2. Diabetic Friendly Foods
3. Tasting Samples with Recipes
4. Space for Local Ware Displays
5. Retail Job Shadowing/Internships
Possible funding sources
1. Spirit Bear Lodge Partnership
2. Greenhouse/Garden Partnership
3. Education and Training
4. Economic Development
5. Indigenous Agriculture and Food Systems Initiative
6. School Work Practicum

The Big House



The building of the Big House, opened in May 2002, and was a community driven project. During construction, local community members were mentored by contractors. The opening was attended by over 1000 people from many Nations. Today, it is an important place of cultural learning and revitalization and is used for potlatches, feasts, gatherings, the SUA youth performance group, and tourism.



All respondents expressed the cultural value the Big House holds for the Community and that they would like to see the Big House open more and offering more services and programs. Suggestions included:

- A Café/Coffee Shop
- An Art Gallery/Museum
- A Virtual and audio Learning Centre for Language, Culture and Traditions
- Oral Story Telling
- Wood Carving Shed
- Community Traditional Wellness Centre

There was concern expressed that the Big House requires more maintenance and care and, therefore, a recommendation was to hire a maintenance/manager to ensure the Big House was in good repair and to manage and support more access and additional programs.

Big House Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for The Big House:
1. Art Gallery/Museum
2. Café/Coffee Shop
3. Virtual and Audio Language and Cultural Learning Centre
4. Wood Carving Shed
5. Traditional Wellness Programming
6. Full Time Caretaker/Curator/Maintenance

Possible funding sources
1. Indigenous Heritage – Museums Assistance Program - Canada
2. Provincial Repatriation for Reconciliation
3. Canada Cultural Spaces Fund
4. Economic Development Partnership
5. Spirit Bear Lodge Partnership
6. Stewardship Partnership
7. Health/Wellness Partnerships
8. First Nations Health Authority – Traditional Wellness Programs

Youth Centre

The Kitasoo Youth Centre offers a safe and fun place for children and youth to go after school, in the evenings and on the weekend. Activities at the youth centre are varied and include arts and crafts, video games, outdoor activities such as walks, biking, skateboarding, trips to the local swimming pond, and more.

Many community members felt that there was a need for a new Youth/Elder Centre. There was also comments that the Gym equipment in the community is out dated and that it would be nice to have updated equipment in a new Youth/Elder Centre that the whole community could access.

This discussion led to building a new Wellness Centre, a space for belonging, with space for Youth and Elders and a space for a healthy café.

Throughout the community engagement process, community members felt that there generally was a lack of social spaces.

Youth Centre Priorities

<i>Through the 2020/21 Engagement Process, the Nation identified the following priorities for The Youth Centre:</i>
1. New Youth and Elder Centre
2. Gym Equipment – Fitness Training
3. Healthy Cafe
4. Sport and Activity Programs
5. Train the Trainer for Youth
6. Safe Spaces
7. Youth Leadership Programs
8. Homework/Job Search Program

Possible funding sources
1. First Nations Health Authority Capital and Youth Programs
2. First Nations Infrastructure Fund
3. First Nation and Inuit Cultural Education Centres Program
4. Heritage BC
5. Indigenous Youth – Province of BC
6. Canada Culture, History, and Sport
7. Infrastructure Canada Fund

Hydropower Facility

The Government of Canada and the Province of British Columbia recently announced over \$25 million in new First Nations' investments to transition coastal communities from dependence on fossil fuel-powered electricity to sustainable, locally powered renewable energy systems, eliminating over 175,000 tonnes of greenhouse gas emissions.

The Kitasoo Xai'xais Nation are reclaiming their energy sovereignty and increasing community resilience in Klemtu decreasing the threat of spills in their unceded territory of the Pacific Coast of Canada, a region

that is renowned for its globally significant ecological and cultural importance.¹⁶

Beginning in the summer of 2020, Kitsoo Xai'xais First Nation has begun expansion and modernization of their existing hydropower facility in Klemtu. Kitsoo Xai'xais have owned and operated the hydropower facility located at Baron Lake for the past 40 years. With this new investment, Kitsoo Xai'xais will eliminate the community's future dependency on costly fossil fuel-powered electricity and will increase electrical power generation, spurring new investments in housing and economic development opportunities that strengthen sustainability and human well-being in Klemtu. Kitsoo Xai'xais will reduce greenhouse gas emissions in Klemtu by an estimated 145,966 tonnes over the hydropower facility's operating life. Kitsoo Xai'xais will further invest in new employment and training opportunities in the community by hiring local people for its ongoing operations.

"This opportunity will provide security of power and cost savings for our community. As a result, we will be able to develop civil upgrades such as building a wastewater treatment plant, a larger water treatment facility, a new community hall, and a new subdivision. We are proud to be able to transition into a greener, more environmentally friendly community and look forward to the new opportunities that this project will bring to our community." Said Kitsoo Xai'xais Chief Councillor Roxanne Robinson.



Spirit Bear Lodge



Spirit Bear Lodge invites the world to learn more about the community owned, eco-cultural wildlife viewing operation in BC's amazing Great Bear Rainforest, the largest remaining intact temperate rainforest in the world.

Spirit Bear Lodge believes in responsible tourism; this means they do everything possible to minimize impact on the special places and the animals that call the rain forest home. We leave no trace and are conservative with our wildlife viewing. We take the time to appreciate every aspect of The Great Bear Rainforest and let the wildlife decide how close to get. It is truly an honour and a privilege to spend time in the Kitsoo Xai'xais traditional territory - we

¹⁶ <https://coastfunds.ca/news/first-nations-announce-over-25-million-in-new-renewable-energy-investments-to-decarbonize-their-coastal-communities/>

respect nature, take only pictures and leave only footprints.

Conservation efforts are why we have this spectacular wilderness now called The Great Bear Rainforest. Spirit Bear Lodge supports local conservation organizations and community based stewardship efforts. By visiting Spirit Bear Lodge, you are supporting an Indigenous owned environmentally responsible business. This means enjoying an experience of a lifetime at Spirit Bear Lodge that contributes to conservation efforts in the GBR and the community of Klemtu.

The ancestors of the local First Nations of Klemtu managed their resources in a sustainable way that provided for all and ensured that the wealth of forests, fish and wildlife would be here for the future generations.¹⁷

Spirit Bear Lodge provides great opportunities for local youth and individuals to secure entry level jobs and progress, through mentorship, to other higher level opportunities. Only 16% of positions at the Lodge are filled from outside the community.

Community members expressed a need to have Spirit Bear Lodge programs operate year round.

Food Security: Greenhouse/Community Garden



¹⁷ <https://www.spiritbear.com/conservation.html>

The Community is very proud and grateful for the Greenhouse and Community Garden Plots. It facilitates, not only healthy food, but social opportunities to gather, share and feel connected; not to mention the sense of pride from the production of self-sustaining food products. Ideally, more community members would take advantage of the greenhouse and garden plots.

It also facilitates supplying fresh produce to Spirit Bear Lodge as well as youth mentorships which could result in them striving for post-secondary education in the horticulture and/or agriculture field.

The Community would like to see expansion of the greenhouse project by adding a year round greenhouse equipped to facilitate growth 12 months a year. This then would require additional human resources to operate and maintain the facility. Given the concern relating to access to and affordability of healthy foods, a year round facility would be invaluable to the Community of Klemtu.

Food Security: Greenhouse/Garden Priorities

Through the 2020/21 Engagement Process, the Nation identified the following priorities for Food Security (Greenhouse and Gardens):

1. **New Year Round Greenhouse**
2. **More Staff and Internships**
3. **More Garden Plots**
4. **Band Store Partnership**
5. **Spirit Bear Lodge Partnership**

Possible funding sources

1. **Indigenous Agriculture and Food Systems Initiative**
2. **First Nations Health Authority**
3. **Indigenous Services Canada**

4. Grocer Partnership
5. NEAT Project
6. Economic Development Partnership
7. Band Store Partnership



Chapter 10: About First Nations Health Authority

Vancouver Coastal Region

The Vancouver Coastal Region represents fourteen communities and four sub-regions, each of which are unique in culture, traditions, and geography. Klemtu, for example, is only accessible by float plane or boat.

The FNHA Vancouver Coastal Region have identified six priorities within their Regional Health and Wellness Plan¹⁸:

1. Health Governance
2. Planning, Engagement and Communications
3. Holistic Wellness and Health Service Delivery
4. Health Human Resources
5. Operational Excellence
6. Data and Research.

The five key areas of focus¹⁹ are:

1. Education
2. Health
3. Housing
4. Infrastructure
5. Economic Opportunities.

Health Governance

The tripartite Framework Agreement on First Nation Health Governance provides legal commitments of the parties to create a new First Nations health governance structure:

- **First Nations Health Authority (FNHA)** – responsible to design, manage, and deliver health and wellness services to BC First Nations;

- **First Nations Health Council (FNHC)** – provides political leadership and oversight for the First Nations health governance process in BC, including responsibility to uphold the governance structure established by BC First Nations.
- **First Nations Health Directors Association (FNHDA)** – health directors and managers working in First Nations communities – acts as a technical advisory body to the FNHC and the FNHA on research, policy, program planning and design, and the implementation of the health plans.
- **Tripartite Committee on First Nations Health (TCFNH)** is the forum for coordinating and aligning programming and planning efforts between the FNHA, BC Regional and Provincial Health Authorities, BC Ministry of Health and Health Canada.

BC First Nations Shared Vision, Values and Guiding Principles

BC First Nations are united and guided by a shared vision of “Healthy, Self-Determining and Vibrant BC First Nations Children, Families and Communities”. The Shared Values in place are:

- Respect
- Discipline
- Relationships
- Culture
- Excellence and Fairness.

The following principles (Directives) have been agreed upon in BC within the new health governance relationship:

¹⁸ Vancouver Coastal Region Regional First Nations Health and Wellness Plan 2016-2021

¹⁹ Transformative Change Accord – Shared Agenda

1. Community Driven, Nation-Based
2. Increase First Nations Decision-Making and Control
3. Improve Services
4. Foster Meaningful Collaboration and Partnership
5. Develop Human and Economic Capacity
6. Be Without Prejudice to First Nations Interests
7. Function at a High Operational Standard.



The First Nations Perspective on Health and Wellness is intended to serve as a starting point for discussion by First Nations communities on what they conceptualize as a vision of wellness for themselves and the FNHA.²⁰

FNHA Vancouver Coastal Health Sub-Regions

Vancouver Coastal Region is comprised of 3 sub-regions: South, Southern Stl'atl'imx, and Central Coast. Sub-regional areas are defined based on geographical proximity to one another, where long standing relationships between communities have existed. Sub-regional gatherings occur

several times annually, where political and technical leadership have an opportunity to come together purposefully to plan, communicate, and collaborate on shared health priorities.

The Kitasoo Xai'xais (Klemtu) are part of the Central Coast sub-region along with the Heiltsuk (Bella Bella), the Nuxalk (Bella Coola), and the Wuikinuxv (Rivers Inlet) Nations.

FNHA provides funds for operations:

- Receptionist
- Health Administrator
- Home Care Nursing
- Janitorial
- Recreation Director/Youth
- Community Activity Coordinators
- Psychologist Services
- NAADAP/Solvent Abuse
- Dental
 - Aboriginal Diabetes Initiative
 - Foot Care



First Nations Health Authority
Health through wellness

²⁰ [First Nations Perspective on Health and Wellness \(fnha.ca\)](https://www.fnha.ca)

Chapter 11: Vancouver Coastal Health Authority

Vancouver Coastal Health provides telehealth, coordination of medical trips to Bella Bella, Specialist services, and testing.

About Partnership Accord

The Framework Agreement establishes a broad vision for high functioning partnerships between First Nations and Health Authorities at a regional level.

The Partnership Accord calls for improvements in service delivery through more collaboration between VCH, First Nations communities they serve, the FNHC, FNHA, and the region's First Nations Health Centers. The Accord also directs cooperative work with community health leaders to develop more culturally appropriate health strategies. It sets out a vision to increase the influence of First Nations regarding health services in the Vancouver Coastal region with the goal of attaining shared decision-making.

Joint Project Board (FNHA Vancouver Coastal Region and the Vancouver Coastal Health Authority) provides funding for:

- an additional home care nurse
- physiotherapy/occupational therapy/message therapy

Aboriginal Health Steering Executive Committee

The Aboriginal Health Steering Executive Committee identifies strategic priorities, and ensures execution of FNHA and VCH partnered strategic initiatives, plans for AHSC meetings and communicates accordingly. The scope of the Executive Committee encompasses all strategic and operational decision-making resulting from

the VCH/FNHA/FNHC Partnership Accord. The Executive Committee is comprised of:

- Vice President (VP) of Public Health & Chief Medical Health Officer, VCH – Co-Chair
- COO, FNHA – Co-Chair
- First Nations Health Council (FNHC) Representative
- Executive Lead of Aboriginal Health– VCH, and
- Vancouver Coastal Regional Director, FNHA

Community Engagement

The Community Engagement Strategy was designed to have a direct benefit to the health care system. It enables the system to design programs more closely tailored to the needs of First Nation and Aboriginal community members.

Health Service Delivery Context

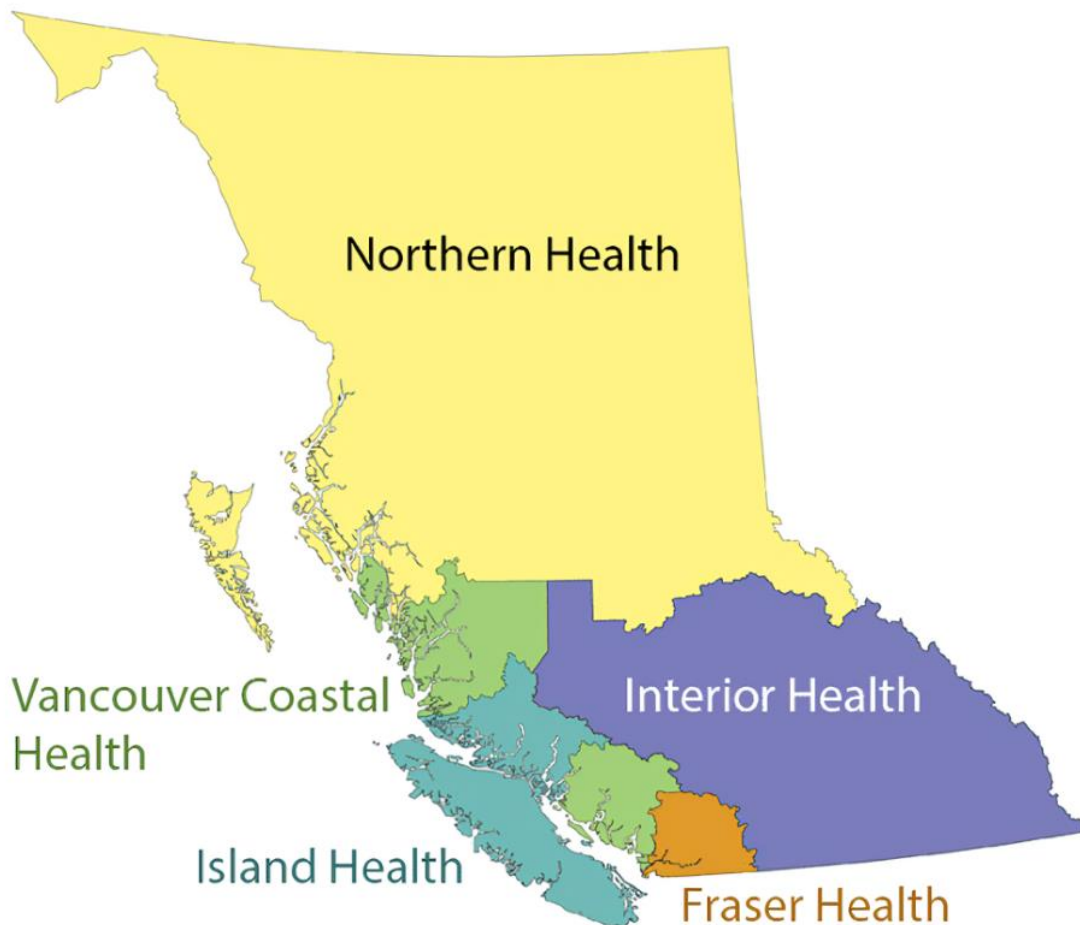
First Nation - The Nation itself provides some programs to the community with funding from the FNHA. If they have a Flexible Contribution Agreement they are managing and delivering the programs according to their own perspectives although some elements must be mandatorily provided and cannot be ceased or changed by the Nation (e.g. communicable disease prevention). Programs delivered may include maternal/child health programs; alcohol and drug programs; some home and community care.

FNHA - Some communities (Kitasoo and Nuxalk) have not assumed full transfer of functions from the FNHA, so the FNHA employed staff continue to provide some services on Reserve through Nurses and Environmental Health Officers.

VCH – provides some services on-Reserve but most are provided in the general community at the local health centre or hospital.

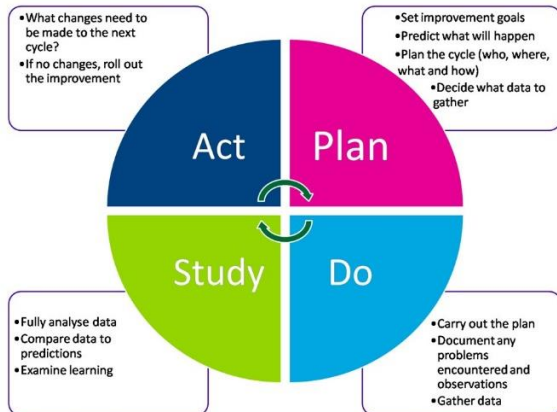
Health Practitioners – provide a range of medical and clinical services for community members. Due to the remoteness of Klemtu, physicians, dentists, optometrists, pharmacy and other practitioners do travel by boat to the community.

Birthing – The Central Coast do not have local birthing/maternity services so community members are required to be flown to Vancouver or elsewhere to have their babies.



Chapter 12: Evaluation

It is recommended that as strategies are implemented, a PDSA (Plan, Do, Study, Act/Adapt) ongoing cyclical evaluation model be imbedded into programs and services.



This evaluation model is an interactive, four-stage problem solving model to improve process and implement change. It is a systematic series of steps for gaining valuable learning and knowledge for the continuous improvement of processes.

In the Planning Stage the objective is defined and questions addressed:

- Clarify goals and objectives
- Define success
- Identify key personnel
- Move strategy to a plan for action

In the Do stage components of the strategy are implemented:

- Implementation of the strategy
- Collect data
- Identify/define tools to implement change
- Perform identified activities

In the Study stage, outcomes are monitored to test the validity of the strategy against the goal and objectives:

- Analyze data
- Is it working?
- Identify and remove barriers/gaps to success

In the Act/Adapt stage, learnings are integrated:

- Results are communicated
- Adjust goals and objectives as required
- Identify change methods or reformulate the theory.

PDSA is a repetitive approach that helps apply learnings and adaptations to ensure project success. It is a continuous improvement and development tool to support effectiveness and quality.

Building cyclical evaluation into the beginning will support positive outcomes by identifying opportunities to refine and improve in a timely manner.

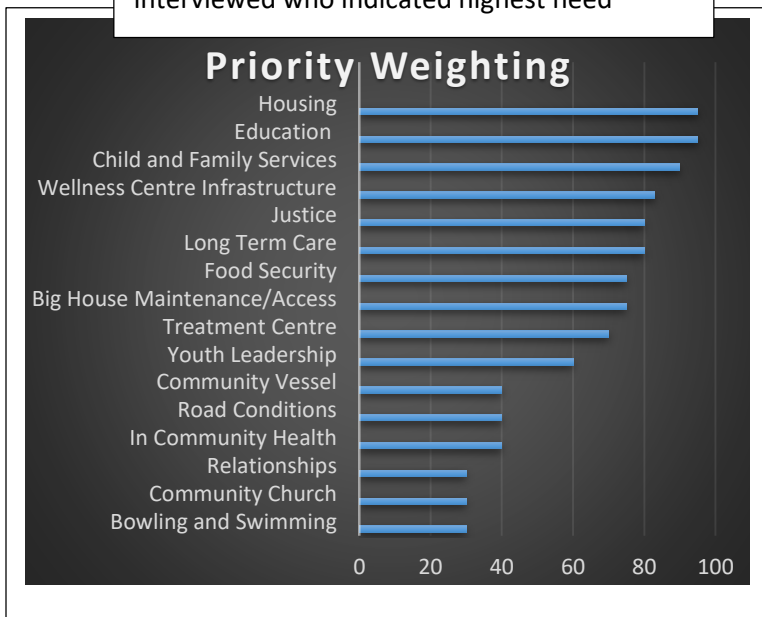
Finally, it may be of value to incorporate an formalized external audit of new programs, projects and services every 3 to 5 years.



Chapter 13: Kitasoo Xai'xais Weighted Priorities

Implementation of Priorities identified during the Strategic Planning Process requires a phased approach based on available resources and opportunities. The weighted priorities are based on number of responses. They are as follows:

Weighting is based upon % of those interviewed who indicated highest need



PRIORITY	WEIGHT
Housing – Multi-Unit Housing, Shelter and Transitional Housing	95%
Post-Secondary, Adult Education – Human Capital	95%
Child & Family Services; Child Care/Day Care	90%
Infrastructure – Large Wellness Centre Building, Safe Spaces	85%

Aboriginal Community Based Justice and Bylaw Enforcement **80%**

Elder Assisted and Long Term Care **80%**

The Big House Expansion – Culture, Healthy Café, Wellness Services, and Maintenance and Access **75%**

Food Security – Healthy Foods, Greenhouse Expansion – year round operation; more healthy food options at Band Store and Cafe **75%**

Treatment Options – Detox, Recovery, Aftercare; Residential Closer to Home; Harm Reduction Services and Trauma Informed Services **70%**

Youth Leadership, Mentorship and Shadowing Program **60%**

Community Vessel and Driver **40%**

Road Conditions and Safety **40%**

More “in community” Health Services **40%**

Improved relationships with community – fear, judgment and trust issues **30%**

Community Church **30%**

Bowling Alley and Swimming Pool **20%**

Chapter 14: Next Steps

Focus Groups

Presentation of the Wellness Strategic Plan in 2026 to Focus Groups to explore progress and how much of the Wellness Strategic Plan has been implemented.

Two formats for focus groups:

- Blended (Leadership, Elders, Staff, Youth, Community Members)
- Specific
 - Leadership
 - Elders
 - Staff
 - Youth
 - Community Members
 - Away from Home



Strategic Wellness Plan Survey

A survey was circulated requesting input on the Strategic Wellness Plan; however, the few responses received confirmed the priorities identified during the interview process.

Strategic Wellness Plan Implementation

Each Administration Department will be asked to develop an implementation plan to address the priorities of the Wellness Strategic Plan aligning with the funding sources identified.



References and Cited Works

Spirit Bear Lodge website

<https://www.spiritbear.com/culture.html>

[The Canadian Village Where Sasquatches Are Said to Roam | Mental Floss](#) by Kat Long

Kitasoo Xai'xais Management Plan for Pacific Herring, January 2020

Central Coast First Nations' Marine Use Plan

Kitasoo Xai'xais First Nation Comprehensive Community Plan, October 2015, Summit Environmental Consultants, Inc.

[Post-Secondary Student Support Program \(sac-isc.gc.ca\)](#)

Strengths-Based Models in Social Work – Oxford Bibliographies - obo

National Harm Reduction Coalition, <https://harmreduction.org>

<https://www2.gov.bc.ca/gov/content/family-social-supports/data-monitoring-quality-assurance/reporting-monitoring/accountability/delegated-aboriginal-agencies>



<https://www2.gov.bc.ca/gov/content/safety/public-safety/protecting-children>
Signs of Safety – www.signsofsafety.net

National Indian Child Welfare Association: Protecting Our children – Preserving Our Culture Terry Cross Presentation Vancouver Coastal Caucus 2017

<https://www2.gov.bc.ca/gov/content/family-social-supports/data-monitoring-quality-assurance/reporting-monitoring/accountability/delegated-aboriginal-agencies/delegation-process>

Greenwood, Margo, 2016, Determinants of Health Model, The Health of Canada's Children and Youth, Module 7

<https://www2.gov.bc.ca/gov/content/family-social-supports/caring-for-young-children/running-daycare-preschool/open-licensed-child-day-care/licensed-child-care-facility>

Indigenous Justice Program, Department of Justice, Canada

Aboriginal Justice Strategy Annual Report 2005-2006

<https://coastfunds.ca/news/first-nations-announce-over-25-million-in-new-renewable-energy-investments-to-decarbonize-their-coastal-communities/>

<https://www.spiritbear.com/conservation.html>

Vancouver Coastal Region Regional First Nations Health and Wellness Plan 2016-2021

Transformative Change Accord – Shared Agenda

[First Nations Perspective on Health and Wellness \(fnha.ca\)](#)

