



Klahoose First Nation



Phase 2 Comprehensive Community Planning Results - DRAFT IN PROGRESS

May 31, 2016



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We would like to acknowledge and thank the 91 members who participated in our planning process:

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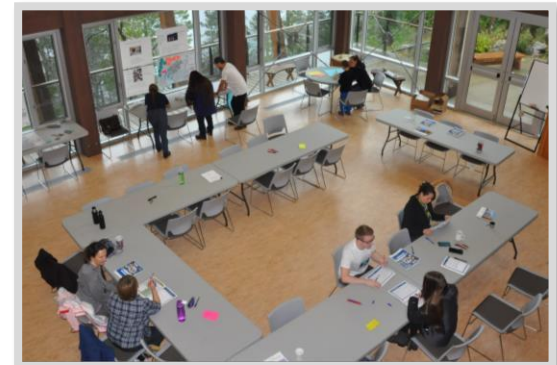
Executive Summary

As the original caretakers of the land, our Klahoose First Nation (KFN) members are actively working to live and respect our culture while building a solid economy, ensuring a safe, connected and healthy community, and respecting and preserving our lands for current and future generations.

We are a Coast Salish Nation whose traditional language, Éy7á7juuthem, or Comox Mainland, is of the Salishan language family. KFN's traditional territory encompasses approximately 560,000 hectares of land, ocean and fresh water in the Strathcona and Powell River regional districts. Included in this area are KFN's ten reserves on 1,358 hectares of land. Our population of 378 members is spread between our Reserve on Cortes Island, Vancouver Island, the Mainland and the United States, with only about 70 people (including 14 non-members) living on Reserve in 38 housing units.

In 2015, we began our Comprehensive Community Planning (CCP) process. Led by the community, for the community, our process aims to bring members near and far together to discuss the future of KFN. Guided by our Youth-led local Planning Team in consultation with Chief and Council, we have worked together to create a road map for our future. Phase 2 of our 4 Phase process began in January 2016.

To date we have engaged 91 members in a mix of open houses (4), community workshops (10), gatherings (3), interviews (10), research and online engagement tools (such as surveys, KFN website, On the Spot News and Facebook group posts). Throughout the CCP process, we communicated with our members on the process via word of mouth, Facebook, door-to-door visits, phone calls, posters, web site updates, emails and texting. We organized interactive sessions to ensure members felt engaged and inspired. We developed workshop stations where people answered questions, responded to exercises and tools, used art, studied photos, reviewed maps, toured our waters, shared information and knowledge, and feasted together.



Our community engagement efforts, combined with our planning history and our community profile (community and regional social, geographic, economic, demographic and cultural data), informed our Situational Assessment which summarizes our key strengths and challenges. Our Situational Assessment identifies the following 7 themes of strengths and challenges (see highlights in Figure 1-2):

1. Connection, Pride & Unity
2. Health, Safety & Well-Being
3. Culture & Lands
4. Economic Self-reliance
5. Good Governance
6. Infrastructure & Access
7. Education & Training

These themes became the base from which we crafted our CCP Framework, which consists of a Vision Statement, a set of 11 Principles, 7 Directions, 15 Pathways and 51 Actions (see summary diagram next page).

While we cannot predict the future, our CCP Framework will help us stay on course as we make decisions, for it represents our community's voice and vision. Paddling in unison, we are building a vibrant community for past, present and future generations. This CCP Framework will allow us to set targets to measure the change and results we as a community said we wanted.

This Report summarizes our progress after two phases of CCP engagement and sets the foundation for Phase 3 in which we will focus on Land Use Planning beginning in the fall of 2016.

cɛ̃ t^θam k^wənome

"I'll see you again" (Source: First Voices Klahoose Dictionary)



Figure 1: Our Situational Assessment Strengths

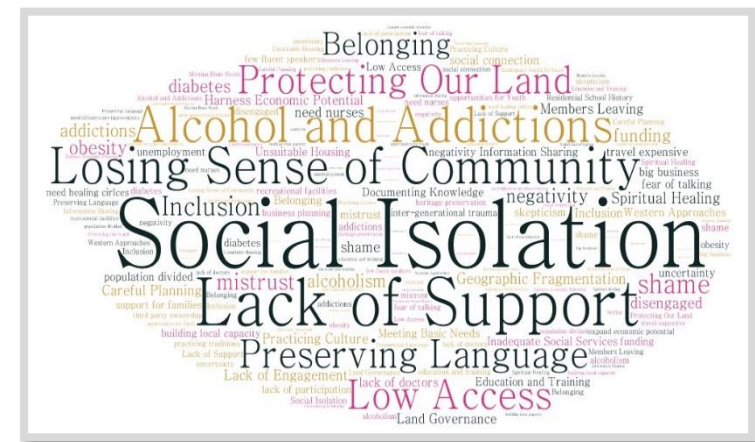


Figure 2: Our Situational Assessment Challenges

CCP Framework

Vision

We, the Klahoose people, are the caretakers of the land. We strive to keep our culture and traditions alive while promoting unity and equality. Our existence is built on holistic practice, and respect for ourselves, our ancestors, our territory and our environment. We are proud to be Klahoose First Nation and are connected through our shared identity. United, we have a bright future for our children and generations to come.

Principles

Culture Balance Participatory Holistic Informed Empower Connected Invest United Protect Strong

7 Directions

Honour our Culture,
Language &
Traditions

Increase Belonging,
Connections
& Pride

Invest in
Education &
Training

Strengthen our
Health, Safety
& Well-being

Expand Financial
& Economic
Self-reliance

Invest in our
Housing &
Infrastructure

Support
Strong
Governance

15 Pathways

Learn, practice,
preserve our
knowledge, culture,
language & history

Increase
connections with
members, families
& Nations

Increase
off-Reserve support

Invest in
our Youth

Increase school
enrolment &
graduation

Increase job
training &
employment

Increase Elder
care, support &
involvement

Promote holistic
health & well-being

Support strong
families &
parenting

Create economic
development &
viable businesses

Increase our
housing

Look after our
homes &
community

Ensure respect,
transparency,
fairness &
equality

Govern our
land base

Inform, engage
& communicate
with
membership

Actions



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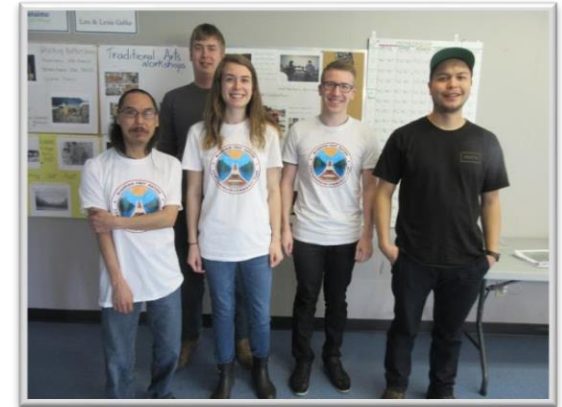




“As a young generation, we have been raised by past generations of oppressed, hurt, and abused families. We NEED to end unhealthy and disconnected cycles. When we can identify these situations & issues individually, we can step back and release built us resentment and pain as a whole, united Nation. I also believe this generation has the strength to learn and carry on our traditions.

It is important, as youth to stand up in front of our Elders, and show them we need this responsibility... And we need to honour our responsibility as Klahoose First Nation members. Not only for ourselves, our children, and grandchildren... but to honour our ancestors. The people who first walked this land, who fought to keep our heritage, before and after colonization.

We have a beautiful, abundant territory in so many ways. As a member of Klahoose First Nation, I know we can come together to learn, and accomplish amazing goals!” - Youth Gathering Participant





Introduction

As the original caretakers of the land, we are actively working to live our culture while building a solid economy, ensuring a safe, connected and healthy community, and respecting and preserving our lands.

In 2015, we began our Comprehensive Community Planning (CCP) process. Led by the community, for the community, our process aims to bring members near and far together to discuss the future of the Klahoose First Nation (KFN). Guided by our Local Planning Team in consultation with Chief and Council, we have worked together to create a road map for our future.

In doing so, we have considered all aspects of our community (land, culture, education, housing, governance, connection, economy and health), and decided as a community where we want to go (**vision, principles and directions**) and how we are going to get there (**pathways and actions**). This Phase 2 Report builds on the Phase 1 Report and captures the knowledge and results from interacting with our community members (Elders, adults, Youth and children) through a series of workshops, engagement methods and tools hosted in six regions.

While we cannot predict the future, our CCP will help us stay on course as we make decisions, for it represents our community's voice and vision for our community. Paddling in unison, we are building a vibrant community for past, present and future generations. Our intention is to continue bringing our membership together as much as possible to imagine a strong future during two more phases of planning.

Section 1 of this Report presents our Process Results, outlining our approach and phases undertaken to complete our Phase 2 CCP. Section 2 presents our Planning Results. It starts by presenting our current situation (community profile and situational assessment), which celebrate our strengths and accomplishments, and highlight what we see as today's issues and needs. Then it outlines our vision, values and strategic actions necessary to bring about the changes we desire for KFN.

CCP Logo

Our logo is based in Yekwamen, Toba Inlet, in our Traditional Territory. We are in a cedar dug-out canoe. This logo was created by a Klahoose member, Robert Mearns. There was online voting between two logos he made – the chosen one won with over 70% of the votes.



"CCP is an opportunity to give the community voice" Workshop Participant



Planning Team

In order to ensure that our CCP process was truly community-driven, it was guided by a **Local Planning Team**. In Phase 1, Kerry McKeller, Arlene Hope and Caroline Francis championed our CCP process.



We also wanted our process to be an opportunity to build capacity and empower our Youth to play active roles in planning for our future. Therefore, in Phase 2, we formed a **Youth Local Planning Team**, led by Cheyenne Hope, CCP Coordinator, and supported by Steven Brown and Johnny Hanuse.

*“CCP planning changes how members feel about themselves and their roles/opinions within the community”
(Opportunities Workshop participant)*



Comprehensive Community Planning

Opportunity

CCP is a process of involving our community in planning for the future. It is deciding where our community wants to go and how we are going to get there. It needs to be holistic and embrace themes of economic development, culture, history and language, community housing and facilities, nursing, education, governance, relations and relationships, health and social development, and our environment. The result of our community-driven process is a route (or path) based on us deciding a set of strategic actions guided by local values, priorities and preferences to bring about desired change.

A CCP is sometimes described as a master plan that organizes other lower leveled plans. As Figures 3 and 4 demonstrate, a CCP guides a community Land Use Plan which in turn guides more specific sector plans such as an Economic Development Plan, a Health Plan or an Infrastructure Plan.



Our CCP is one tool to help our community:

Improve decision making

Build relationships and unity

Manage land and resources

Celebrate our traditions our culture

Promote healing and reconciliation

Create economic opportunities

Strengthen our governance

*“Highest turnout in a long time. Warms my heart to see young people leading this”
Elders gathering*



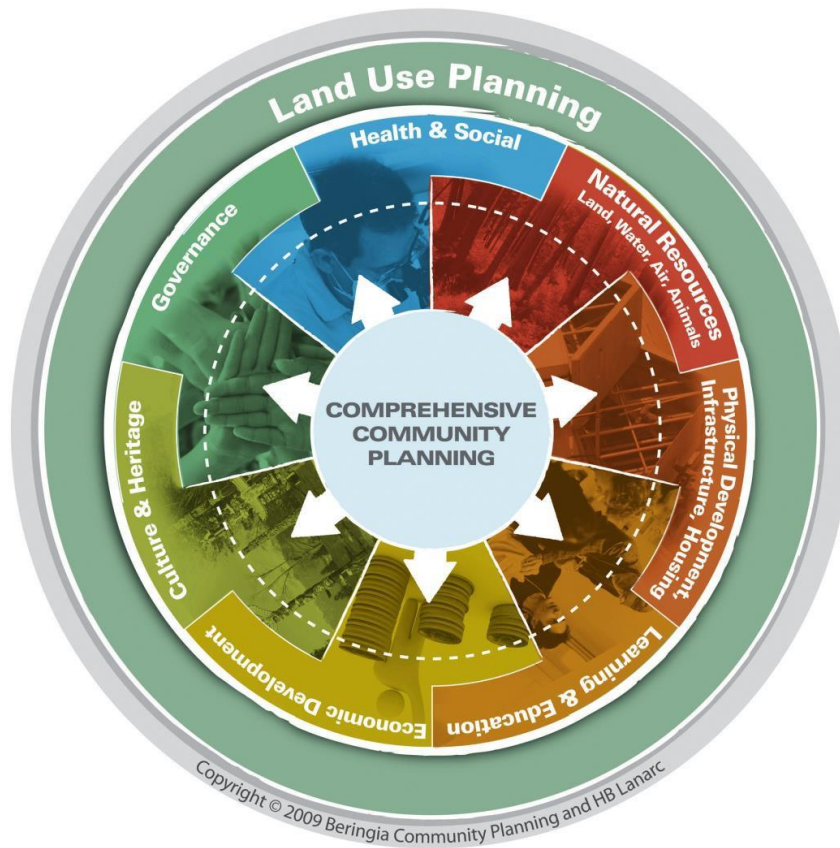


Figure 3: CCP and Land Use Planning



Figure 4: CCP Framework

CCP Stages and Steps

Our CCP process fits into 4 general stages of planning (Figure 5):

1. Preparing
2. Discovery
3. Action
4. Celebration

These stages are connected to emphasize the dynamic and fluid connections between all parts of the planning process.



Figure 5: Our 4 Stage Planning Process

Stage 1 - Preparing

This stage of the planning process involves getting ready for planning, organizing people and time, securing funding resources, and collecting existing information necessary for planning and decision making. Our focus is on building relationships and working together to create and lead a planning process.

During this stage, we formed and met with the KFN Local Planning Team and together developed an engagement and communications strategy to guide our process. Our strategy outlined a vision, directions, strategies, desired outcomes and tools for engagement, communication and encouragement (See Appendix A).

We met with Chief and Council to inform them about the process and gain their support. We designed activities and materials to teach community members about CCP and our process. We explored and documented our community's history. We conducted a review of historical planning documents and started the process of gathering information on our community's strengths and challenges.

A CCP tab was added to the Klahoose website (klahoose.org) as a place to post CCP updates. Also a Klahoose CCP Facebook group was created (there are currently 160 members).



Stage 2 - Discovery

In this stage of the planning process, we share and gather information and knowledge with individuals, groups and the community on and off-Reserve to learn about where we are now, where we have come from, and where we want to go. This is essential in making wise decisions about the future. Based on our past and present situations, we considered the potential and desired change that the community wants to see in the future. During this stage, we gathered information from community members, specifically through conversations and tools about our community's Strengths, Weaknesses, Opportunities and Threats (SWOT Analysis). This is called *"looking at our current situation."*

During this Discovery stage, we listened to our members as they expressed their values, issues, needs and opportunities concerning change. Based on an analysis of these results, a draft Vision Statement and a set of Principles were developed to guide our core Directions. Once we decided our core Directions and supporting Pathways to express where we want to go, we then narrowed down our Actions to prioritize which actions would have the biggest impact in meeting our Vision and core Directions. All of these elements were validated with the community and together make up the framework of our CCP. To accomplish validation, our Planning Team hosted a number of fun community sessions including a children's cookie making event, 10 interactive workshops in 6 regions, a Youth gathering including a boat tour of our Traditional Territory and an Elders' gathering. We also conducted interviews with staff to collect ideas on how to improve participation and gain insight into the accomplishments, challenges and priorities of each Department to inform the final CCP.



Stage 3- Action

In this stage of planning, we look at carrying out our priority actions with clear steps to bring about the desired outcomes, impacts and results we are looking for.

To date, we have done some preliminary work in organizing our actions for implementation. This will be continued during Phase 3 of our planning process.

Stage 4- Celebration

In Stage 4, we develop a plan and set of tools to help us measure our progress towards realizing our Vision. We want to track our efforts, identify accomplishments and celebrate results. We want to be able to keep our plan alive and adapt our CCP as needed to stay on course. We need to be able to report on the impacts and outcomes of our Actions, and to make sure our core Directions and Pathways represent the values and needs of our members.

To date, we have done some preliminary work in thinking about how we will measure the impacts and outcomes of our planning efforts, but it will be the primary focus of our Phase 4 planning process.

“We are improving self-governance through community planning and advancing our Treaty process”
Community participant



Core Elements of Each Stage

Stage 1- Preparing

Forming a local planning team
Talking with Chief and Council for their approval and welcome
Strategizing on the planning process
Assessing capacity and information needs
Setting a timeline, a work plan and a budget
Launching project with an open house
Designing the engagement and communications strategy

Stage 3- Action

Planning for the implementation of chosen actions
Organizing roles and responsibilities
Mobilizing resources and funding
Acting on implementation plans
Setting up project work plans

Stage 2- Discovery

Reviewing existing data, plans and reports
Listening to each other
Sharing through community participation
Learning through data collection and analysis
Understanding our current situation
Imagining a future vision
Exploring values and guiding principles
Considering our Directions and Pathways
Identifying potential actions

Stage 4- Celebration

Observing change unfolding through our Actions
Documenting results and progress
Celebrating accomplishments
Reflecting on progress and learning
Adapting our plan as needed

*“People need to
believe again”
Community workshop
participant*

*“Empowerment
is critical for our
people’s
sustenance”
Community workshop
participant*



Our Community Engagement Strategy

Community Engagement Vision

Our Community Engagement Vision is:

Working together as a Nation to decide our future based on sharing our culture, values, needs and ideas for current and future generations.

See Appendix A for a one-page visual summary of our Community Engagement Strategy.

Community Engagement Approach

Our Community Engagement Approach is guided by the following values:

Community based - We believe that our community members must lead and own the process to develop a strong and successful vision and plan for the future.

Capacity-driven - We value honouring and sharing our knowledge, increasing our skills and abilities, investing in education, and working with our Youth to strengthen self-governance and planning.

Participatory - We invite our members to participate, engage and collaborate as much as possible. This is done in a variety of ways and on an ongoing basis to build trust, unity and belonging. It is important that we include our off-Reserve members as much as possible.

Learning by doing - We promote 'learning by doing' through interactive planning tools, exercises and activities to empower our members to decide the future of our Nation.

Youth leadership - We believe that training and mentoring Klahoose Youth so that they can serve as community planners will ensure the inclusion of Youth voices.

Culturally-based - Our planning process seeks to respect and expand members' understanding of our culture, traditions, values, protocols and language that guide how we work and make decisions together.

"Culture is free; it was given to us as a gift. Honour your gifts" Youth Participant





Community Engagement Directions and Strategies

Our Community Engagement is defined by the Directions and Strategies outlined in Table 1.

Table 1: Directions and Strategies

Direction	Strategy
Honour and build on our strong planning history and accomplishments	Share highlights from Phase 1 and our planning history to begin Phase 2 Build on the results and accomplishments of Phase 1
Respect and expand members' understanding of our culture, traditions, values, protocols and language	Incorporate local cultural metaphors Include traditions and protocols in planning activities Strengthen relationships between members Build connections to cultural practices and KFN traditional territory
Strengthen local planning skills and knowledge	Create a Community Planning Team (including Youth) Use a learning-by-doing approach Nominate community representatives in each location
Include the voices of our members to build strong connections	Involve our Youth Bring the CCP process to our members Ensure everyone participates together (i.e. staff and leadership alongside members) Action member-to-member engagement through personal invitations, encouragement and follow-up
Create an enjoyable, interactive and collaborative process	Offer choices for how / when / where to participate Share results throughout the CCP process Use creative visual tools



Desired Outcomes

The Desired Outcomes of our Community Engagement Process are:

- A finalized CCP endorsed by the community
- Community pride, connection and understanding
- Clear link between the CCP and Treaty
- Community priorities and steps forward are clear and achievable
- Tangible results and benefits for our community

Summary Participation by Region

In total, 91 participants were involved over the course of the first two phases. When each participant is counted for each time he or she participated in the process, the total involved is 118. Activities were held in 6 regions: Squirrel Cove, Powell River, Campbell River, Vancouver, Nanaimo, and Auburn (Washington) (Table 2).

Table 2: Phase 1 & 2 Participants by Region

Region	All participants	No repeats
Squirrel Cove	66	55
Campbell River	21	13
Nanaimo	11	8
Auburn, WA	7	7
Powell River	9	6
Vancouver	4	2
Total	118	91



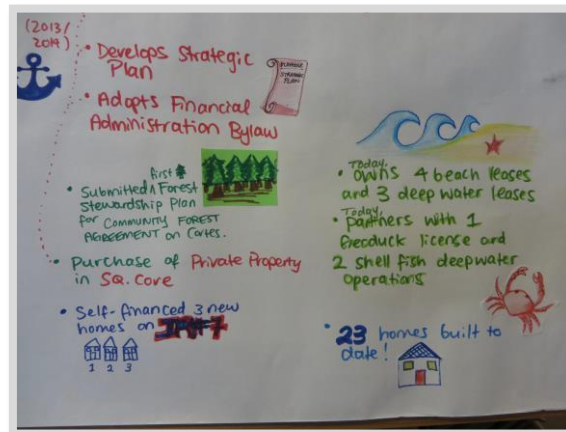
Engagement Tools

Community engagement involved a mix of:

- open houses (4)
- community workshops (10)
- gatherings (3)
- interviews (10)
- research
- online engagement tools (such as surveys, blog posts and Facebook group posts)

Throughout the CCP process, the Planning Team met continuously to plan and adapt the process to include members. We communicated with our members on the process via word of mouth, Facebook, door-to-door visits, phone calls, posters, web site updates, emails and texting.

We organized interactive sessions to ensure members felt engaged and inspired. We developed workshop stations where people answered questions, responded to exercises and tools, used art, studied photos, reviewed maps, toured our waters, shared information and knowledge, and feasted together.



Engagement Tools

Community history timeline

Celebrating our strengths

Brainstorming concerns & actions

Visioning collages

SWOT brainstorm

Voting & ranking ideas

Online survey

Door-to-door surveys

Talking circles

CCP Workbook

Interviews

Boat tour

Feasting

Community mapping

Kids' cookie making

KFN CCP Facebook group

KFN website

On the Spot News



Engagement Activities Timeline

Figure 6 summarizes the timeline of our engagement activities, and highlights how Chief and Council were updated at key moments in the CCP process.

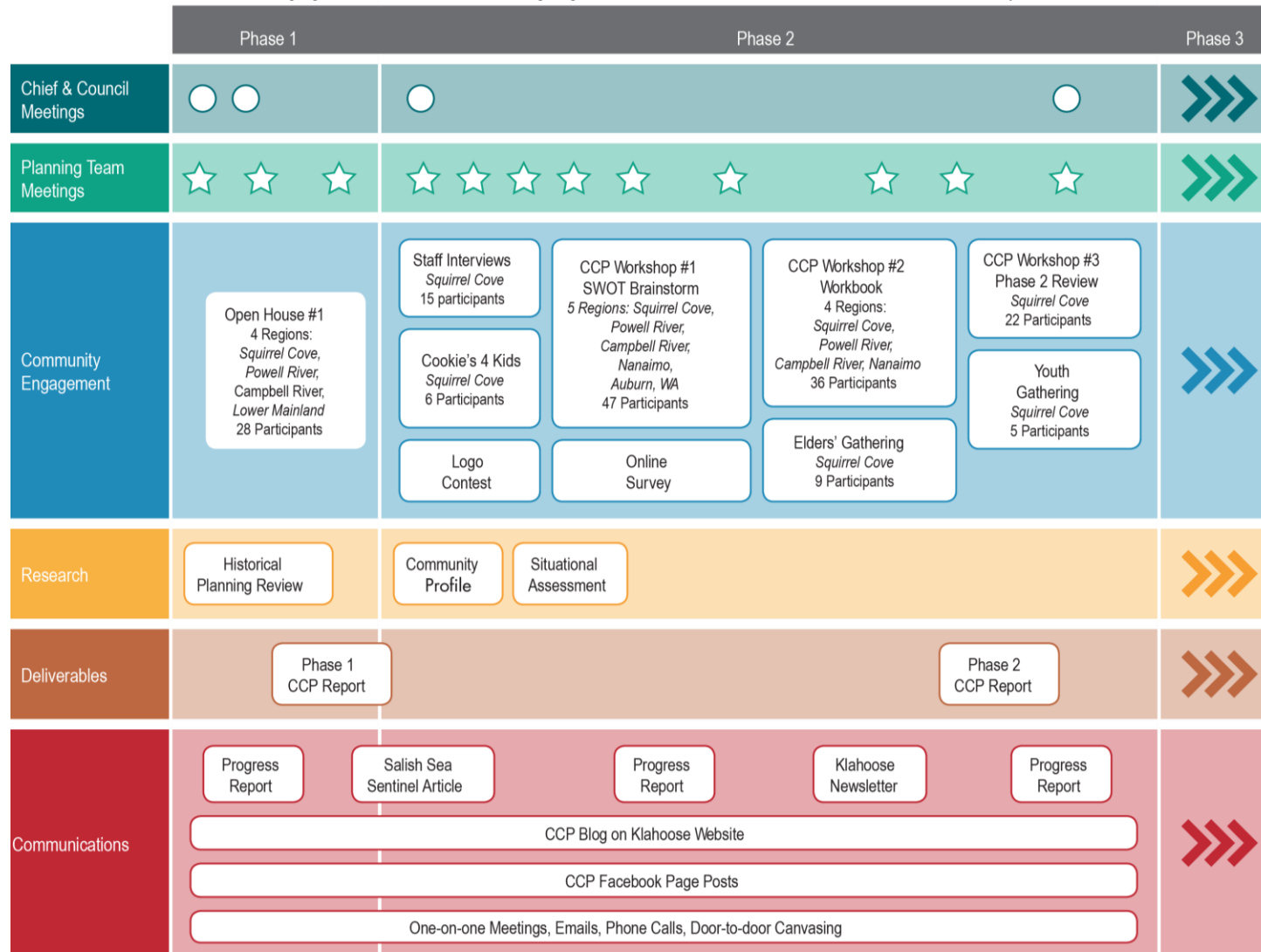


Figure 6: Engagement timeline



Engagement by Phase

Figure 7 shows us more detail about the specific steps we undertook during Phase 1 and Phase 2.

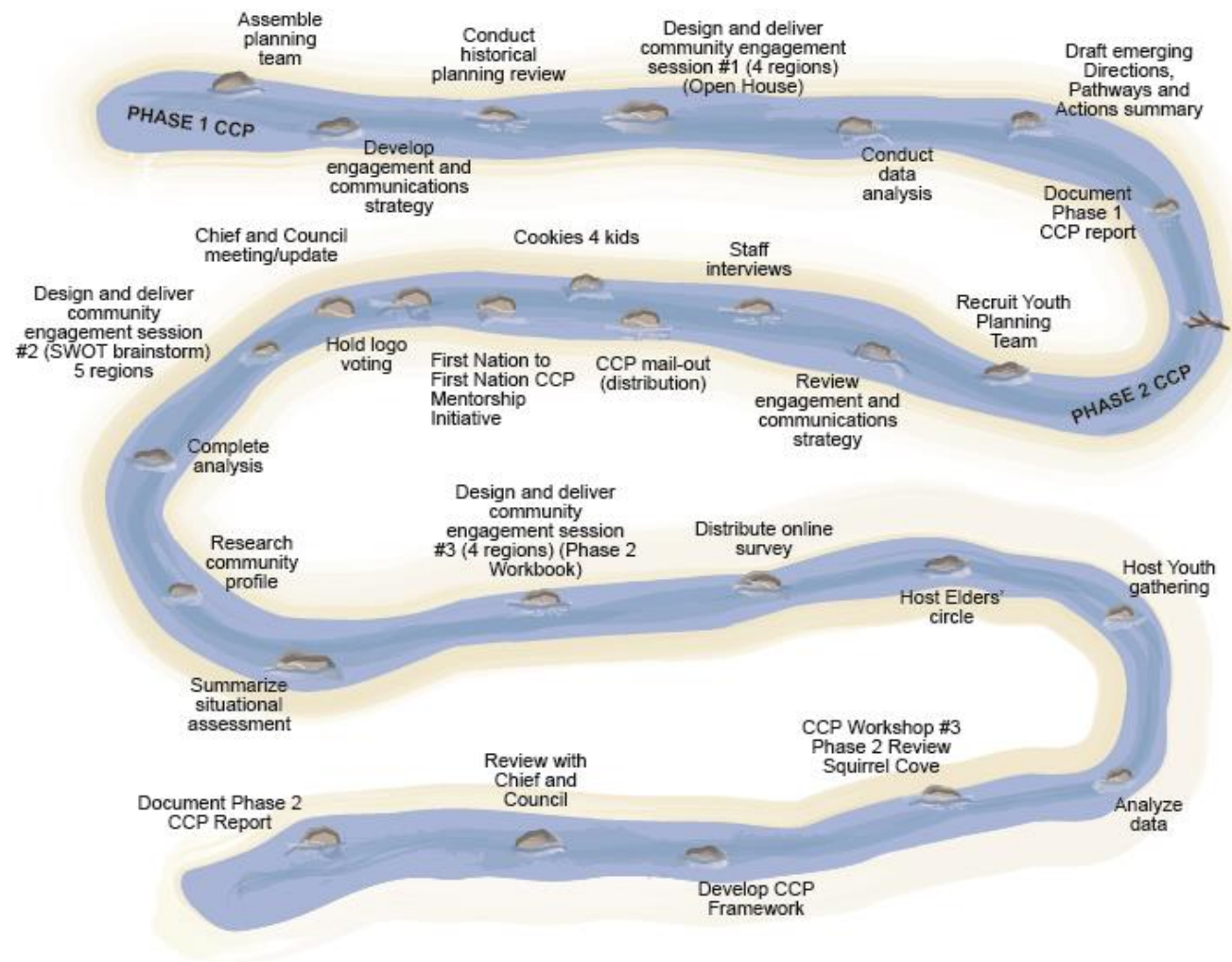


Figure 7: Steps of our CCP Planning Process



Our CCP Framework

Figure 8 demonstrates the overall structure of our CCP structure and process. We started by considering our planning history, compiling a community profile (of community and regional social, geographic, economic, demographic and cultural data) and exploring our community's strengths, weaknesses, opportunities and threats. All of these pieces informed our *Situational Assessment* which summarizes key strengths and challenges. Our Situational Assessment then became the base from which we crafted our *Vision Framework*, comprised of our *Vision Statement*, *Principles*, *Core Directions*, *Pathways* and *Priority Actions*. To put our CCP into action, our Priority Actions will require action plans which will ultimately lead us to the outcomes, impacts and results we envision for KFN.

CCP Framework

Our CCP Framework is comprised of the following elements:

A Vision Statement: A desired future state for KFN's people. It is a high level statement that expresses our overall hopes for Klahoose and the values that drive our CCP.

Principles: A set of statements that describe the values that will guide our CCP.

Core Directions: The broad aims toward which our efforts are directed. The **“what”** not the **“how”** - it indicates where we are going rather than how we will get there.

Pathways: A way to reach our Core Directions. The Pathways are the **“how”** of moving towards accomplishing our Directions.

Emerging Actions: The specific actions or projects that we will undertake to put into motion our Directions and Pathways.

Combined, these elements make up our CCP Framework which in turn allows us to set targets to measure change and results we as a community said we wanted.



Our CCP Framework

Figure 8: CCP Structure and Process



Community Profile Summary

See full community profile for more details.

Our Culture

Klahoose is one of the most northern of the Coast Salish Tribes, with strong family and traditional ties to the Tla'amin and Homalco people (LIRN, 2008). The Klahoose speak Éy7á7juuthem, a dialect of the Coast Salish Branch of the Salishan language family, also known as 'Comox' or 'Mainland Comox'. There are significant efforts to revitalize, teach, share and learn the traditional language, with only 4 fluent speakers and 10 members with significant levels of comprehension (according to the *First People's Language Map*). Hunting, gathering, harvesting, fishing, drumming, singing, weaving, carving, canoeing and preparing meat remain a strong part of our culture. We have erected new poles on our territory at Toba Inlet and on Cortes Island.



Our Lands

Located on Cortes Island in Squirrel Cove, KFN's Traditional Territory encompasses approximately 560,000 hectares of land, ocean and fresh water in the Strathcona and Powell River Regional Districts. The nearest service centre is Campbell River, which is accessible by ferry via Quadra Island. The territory stretches diagonally from Quadra, Cortes, Savary and Mitlenatch Islands in the southwest to the edge of the Bishop and Lilloet River drainages to the northeast. Included in this area are Klahoose's ten reserves and many parks, rural settlements, protected areas, recreational sites and areas used for forestry, aquaculture and tourism.



"There is so much that is lost and I believe that we should do whatever we can to preserve all the history we can. I would love to learn everything I could so I can hand it all down to my children and their children and so on" Workshop participant

Our People

We have a population of 378 members with 56 members (15%) and 14 non-members living on Reserve (70 people on Reserve total). Over the last 20 years, our KFN member population has experienced strong growth, increasing by approximately 160 members between 1993 and 2013, an average of 2.71% annually. It is projected that our population will grow from its current population of approximately 400 people to over 900 people by 2114 (Urban Systems, 2015). KFN is anticipating approximately 50% of members will eventually be living on the To'q Reserve, resulting in an increase of 392 people by 2114.

Our Governance

KFN took control over our administration in 1987. Our Chief and Council are chosen through the *Indian Act Electoral System* every two years. We have adopted federal standards for financial accountability and have developed Chief and Council policies for administration needs. KFN is a member of the Naut'sa mawt Tribal Council, and works closely with neighboring Nations in interests of mutual sharing of territories and respecting rights and title. KFN entered into the treaty process in 1994, and has signed an *Incremental Treaty Agreement* in 2009 to advance treaty negotiations and allow for economic development opportunities. KFN is seeking Treaty Settlement Lands within the Klahoose Traditional Territory.

Our Economy

Building a local economy has historically been a priority for KFN. Qathen Xwegus Management Corporation, KFN's Economic Development Corporation, is tasked with expanding KFN's role in business and management while growing the local economy. KFN's main business activities include forestry (logging is the most productive sector), hydropower (two run of river power projects), aquaculture, and tourism (cultural and eco-tourism). Training initiatives have started, aimed at lowering high unemployment rates on Reserves (40% unemployment noted in the 2011 Census).



Our Well-being

Gains are being made in literacy and numeracy, resulting in an increase in graduation rates among our Aboriginal students (2011 Census data revealed 50% of KFN members did not have a degree, certificate or diploma). We are incorporating our language and culture into school curriculums. Our agreement with the First Nations Health Authority has allowed us to administer our own Klahoose health programs. We are receiving health funding for children and Youth, mental health / addictions, chronic disease, injury prevention and disease control and are sharing resources with the Cortes Island Health Centre to access an additional physician, psychotherapist and specialized programs.



Our Infrastructure

Our housing situation is predominantly single family and low density, with 28 single family homes, 3 duplexes (6 units) and 1 small apartment building (4 units) for a total of 38 units. We have a number of other buildings on To'q Reserve, including a multipurpose and office building, a day care (being used for short-term accommodation), a canoe shed, a sawmill, a playground, a dock and an old church.

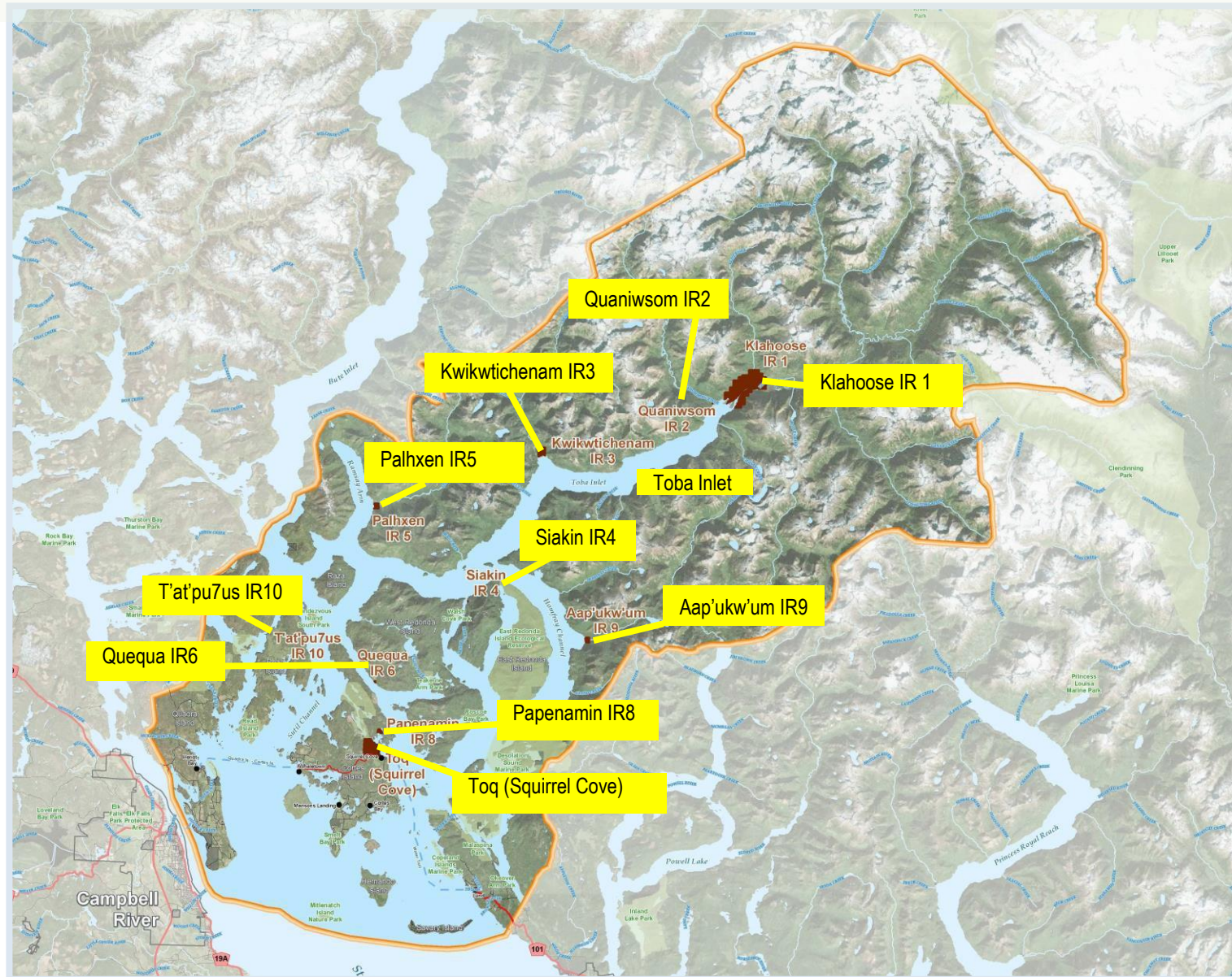


Our Region

Our territory is located within the Strathcona and Powell River Regional Districts, which are experiencing a population increase (0.7% average annual growth rate according to Island Coastal Economic Trust). The temperature in this region is predicted to increase by 1.4 to 3.7 degrees by 2050 which will potentially impact wild food sources, including shellfish and fish populations. Economic activities in the region include: commercial fisheries, log handling and storage, marine transportation, public recreation, tourism, commercial recreation and shellfish aquaculture. There are opportunities for growth in the clean energy sector (run of river and wind farms), shellfish aquaculture and Aboriginal tourism.



KFN Traditional Territory and Reserve Overview



Community Mapping Summary

As part of our Phase 2 CCP Workbook events, community members participated in a community mapping exercise. This involved working with a map of our traditional territory and having members indicate favourite places, activities members do on the land and opportunities for the land. This brief exercise served as an introduction to community mapping and got members thinking about where certain things should happen. This conversation will continue in our next Phase of planning where we will focus on the question of what should happen on our land and where and capture this in our land use plan.



Favourite Places

Squirrel Cove (To'q), Manson's Lagoon, Brem River, Toba Inlet, Tla'amin, Salmon Bay, Toba Inlet, and Forbes Bay

Activities on the Land

Clam digging, swimming, youth camp, sunbathing, resting, hunting, fishing, hiking, exploring, boating, smoking fish, harvesting, working, drumming, singing, smudging, gathering

Opportunities on the Land

Tourism, campsites, trails, kayaks, resort, long house, healing center, hatchery, school, forestry, conservation

"Great scenery"
"Wild and cultural"
"Burial place"

"Harvest plant material"
"Hiking the trails"
"Preparing for the year jarring sockeye"

"Keep it natural"
"Employment opportunities"
"Eco-tourism"

"I don't live on the land but I value the history of Klahoose First Nation and I look forward to growth and hope to be a part of it and someday return to the reservation" Online workbook

Situational Assessment

Strengths and Accomplishments

Throughout our CCP process, we collected information on our accomplishments and strengths. Our Situational Assessment describes these strengths in detail while the following word cloud and collection of quotes provide a summary of the strengths on which our CCP is built.



Quotes from Strengths Discussion

"We are using digital technology to connect and inform"

"Community sharing. Responsibility. Hopefully this leads to a closer community"

"Our Elders are willing to teach our language and culture, especially to Youth"

"We work closely with neighbouring FNs - territory sharing, respecting rights and title"

"Members can reach out to each other, there is a solid core"

"Respect for our lands and resources"

"Off reserve members and their families are coming home"

"Members are eager to learn more about our culture"

"Community members take pride in themselves"

"We are teaching language and culture to the younger generation"

"We have adopted federal standards for financial accountability"

"Access to food resources: shellfish, berries, salmon, halibut"

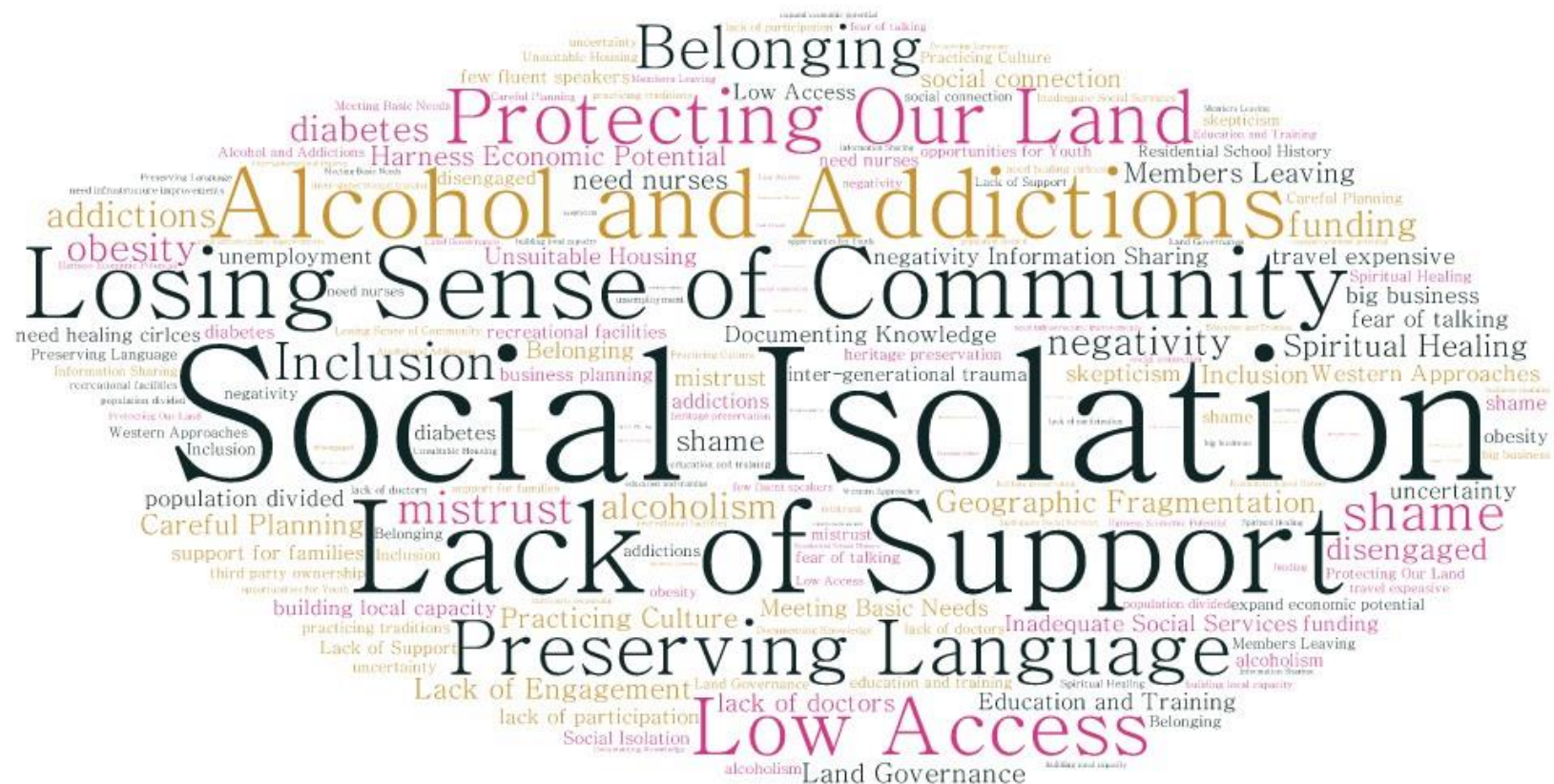
"We are willing to learn and grow through healing"

"Klahoose members are connected through culture"



Challenges Summary

The following word cloud displays some of the key words that describe the issues and challenges identified by community members during our CCP process. These challenges are described in more detail in the Situational Assessment.



Quotes from Challenges Discussion

"We don't know our culture and history – songs, dances"

"We have lost connections by not being here"

"Healing for our Elders is needed – what they went through"

"Focus on healing rather than just curing"

"Need to feel allowed to ask questions of government"

"Isolation of Cortes Island - especially during winter months"

"Economic drivers may not be sustainable"

"Sense of community has been lost"

"Members living in city want to come home but are unable to"

"Growing third party ownership of potential treaty lands"

"High cost of doing business on Cortes"

"No opportunities to be involved in cultural, traditional events and ceremonies"

"Young families leaving Cortes for schooling"

"Not using our lands to full capabilities/capacity"



Situational Assessment

Throughout the CCP process, community members shared with us their ideas for KFN's strengths, weaknesses, opportunities and threats. An analysis of this information, combined with the information gathered in our community profile, is summarized here.

Connection, Pride and Unity

Strengths

Desire for Unity: Members value being socially connected, building relationships and having a sense of belonging.

Quality of Members: We are accepting, concerned and interested, and eager to learn.

Connecting with our Members: Our monthly newsletter and KFN's website help us communicate with our members. We strengthen community ties by organizing community family-oriented and cultural events.

Solidarity: There is solid core of us who reach out to one another.

Respecting our Elders: Members feel the connection with our Elders but want to strengthen it.

Value our Youth: We value our Youth. They want to be educated and are interested in our future.

Nation-to-Nation: We are working closely with neighbouring First Nations through territory sharing, by respecting rights and title, and by organizing trips for KFN Youth to other First Nation communities. We want to share more with other Nations.



Challenges

Scale and Size of Community: Our T'oq, Squirrel Cove community is secluded and accessibility / transportation are challenges. Our population is small (378 people) and is spread amongst different regions. We want to bring members home as only about 15% of our members currently live on Reserve year around.

Sense of Community and Connection: There is a lack of social connection between Youth and Elders, communities (on and off-Reserve), members (in person and online) and Nations (Klahoose, Tla'amin and Homalco). We want to nurture a culture of helping and sharing together between on and off-Reserve members. It is difficult to bring our community together. Members find it hard to come home and get to know their family.

Meaningful Engagement: We want to create opportunities to bring members together, deepen relationships and build trust. Our members are not informed due to a lack of information and communication. We lack opportunities for consistent involvement and communication amongst our membership and with our Chief and Council.

Negative Animosity: Negativity, shame, fear of talking, shyness and lack of trust prevent some members from volunteering or participating in community events and working together in a good way.

Lack of Youth Engagement: Many of our Youth live off-Reserve and are excluded from community affairs and activities. We need to get our Youth involved.

“Our CCP is a very important process to allow members input into the future direction of Klahoose” Online workbook



Health, Safety and Well-being

Strengths

A Community that Cares: Our members are gentle, kind and willing to learn and grow through healing. There is a strong desire for community physical, mental and cultural health.

Health Programming: We have an agreement with Health Canada and the FNHA to administer KFN health programming which includes immunizations, fitness programs, first aid and TB / diabetic screening programs.

Holistic Approach: We believe in providing physical, emotional and spiritual support and using a holistic approach to health care which includes alcohol and drug support as well as parenting support.



Challenges

Family Support: We lack social services for families including: day care, foster care, parenting and nutrition classes, Elder programs, meals on wheels, Youth programs, and recreational facilities to give families and Youth healthy activity options.

Alcohol and Addictions: We are seeking culturally relevant resources and treatment options to address inter-generational trauma, alcoholism and addiction. We are lacking space in treatment centers and support for our members coming out of treatment.

Traditional Healing: We need to focus on healing rather than curing, and not just in the mental / physical sense, but spiritually as well. Western “cookie cutter” approaches are not working for our people. We need more healing circles and more involvement of Elders in a holistic healing process.

Health Services: We lack doctors, nurses and care aides on Cortes Island and do not have access to basic health benefits, health care centers, medical accommodations, vision or dental care. Obesity and diabetes are growing health risks in our community.



*“Success needs to start with an individual with a healthy
mind, body, and spirit”
Workshop participant*



Culture and Lands

Strengths

Cultural Practices: Our community is rich with traditional food resources and cultural practices such as weaving, drumming, hunting, harvesting, canning and curing local food.

Our Elders: Our Elders are willing to teach our language and culture, especially to Youth. In turn, our members are eager to learn more about our culture.

Sharing our Culture: We desire to learn, share and teach our culture. We are increasing our ability to preserve and practice our culture, passing it down to future generations.

Restoring our Culture: We are trying to preserve, practice and value our language and culture by teaching Youth and writing a language dictionary. Our planning process, pole-raising projects, cultural camps, arbor glyph safe-keeping, and our traditional use and cultural mapping study are ways we are honouring our ancestors and traditional knowledge.



Challenges

Preserving our Language: The efforts to capture, teach and practice our traditional language is of particular urgency due to the few fluent speakers (about 4 members according to First Peoples Language Map) and because we are losing our Elders. We are afraid of using our language.

Preserving our Lands: Although we have successfully protected our waters, forests, fish and lands from potentially harmful initiatives in the past, we must remain committed to preserving our lands and resources. Our Elders worry about the impacts of global warming on our traditional foods.

Cultural Identity: We lack knowledge about our crests, territory, language and cultural practices relating to our Long House.

Regain our Culture: The time it is taking to regain and learn our culture is too slow.

Practicing our Culture: We need more opportunities to honour and preserve our culture and pass on our knowledge and traditions to future generations. Opportunities to go out on the land to practice our traditions (such as hunting and canoe journeys), and infrastructure to host cultural practices and events (such as a Long House / a Big House) or cultural programs would keep our culture and language alive.

Elders' Support and Recognition: We are developing better relationships with Elders but they are not getting enough attention. Our Elders feel forgotten and neglected.

Gathering of our Elders: Our Elders are not coming together or working together enough. We need our Elders to help document our culture and keep it alive.



Economic Self-reliance

Strengths

Strong Economic Potential: We have 2 hydro projects, our own Klahoose Incorporated Management Corporation, a sawmill, one of BC's largest tree farms, deep water operations and cultural / eco-tourism, T'oq woodworks and candle operation.

Vast Natural Resources: We have access to a 300-hectare woodlot on Cortes Island and over 1,300 hectares of Reserve land, manage and harvest 130,000 cubic meters of our forests per year and have vast aquatic resources.

Increasing Control over Lands and Resources: We are protecting our waters, forests, fish, land and nature by blocking Federal and Provincial policies and non-local company initiatives. We have control over our Reserve lands and have obtained leases and licenses for land, water and big game hunting.

Sharing our Wealth: We believe that wealth should be shared with our members.

Challenges

Building our Economy: With our vast resources and economic opportunities, it is difficult to decide which ventures to pursue and how to use our lands and resources without compromising our environment or land base for future generations.

Increasing our Capacity: Obtaining funding, building local capacity and training in potential industries will be necessary to expand our economic potential as a Nation.

Lack of Accessible Employment: There is not enough accessible jobs for our members. We need to increase seasonal and long-term employment opportunities for our members.

Members Leaving the Community: In order to prevent our members from leaving Cortes Island, and bring some members home, we need to expand successful training, education and employment opportunities and build local expertise, especially for our Youth.

"Economic development can create a wonderful and prosperous community if we plan together"

Workshop participant



Good Governance

Strengths

Control over Administration: We took control over our administration in 1987 and opened our first Band Office in 1998. We are improving recordkeeping and financial accountability standards and have developed new Chief & Council policies.

Treaty Process: We began the treaty process in 1994 and are now at Stage 4 of 6. In 2009, we established an *Incremental Treaty Agreement* (ITA) with the Province of British Columbia.

Strong Planning History: We are working on a Community Land Needs Assessment, a Regional Economic Development Assessment, a Land Selection Strategy and a Department of Fisheries and Oceans Canada Agreement that supports our Aboriginal Fisheries Strategy. We previously developed a Community Development Plan and Strategic Plan.

Completing our CCP: We will continue to strengthen our community as we work together to complete more phases of our CCP.

Challenges

Inclusion and Information Sharing: We desire to strengthen transparency, fairness and equity in governance activities and decision making through greater consultation, accessing information and communication with membership.

Careful Planning: We want increased independence which must be balanced by caution, restraint and good planning. It is hoped that the CCP will be a tool our community can use for decision making, including informing our treaty process.

Documenting Knowledge: We need to increase documentation of our community's information and data to inform better planning and decision making.

Land Governance: We are concerned by growing third party ownership of potential treaty lands and seek to increase our control, access and jurisdiction over our traditional lands and waters. We have not yet completed our land use plan or explored completing a land code.

Lack of Emergency Planning: We can increase the safety of our community by completely an Emergency Preparedness Plan.



Infrastructure and Access

Strengths

Buildings, Water and Energy: We are working on building new homes, a dock reconstruction, a canoe shed building, a woodworking shed and a multi-purpose building. 5 new modular homes were barged to T'og in spring 2016. We have significant transmission infrastructure to support our hydropower projects. We have plans for further upgrades to our water supply and septic systems.

Funding for Housing: We have access to funding to build new homes and renovate existing homes. We have seen follow through with previous housing developments.

Water Transportation: Our water taxi service (Yekwamen Charters) provides transportation from the village to hydro and forestry work sites on our territory.

Appearance: We are improving the appearance of our community.

Asset Management: Chief and Council's strong management of our housing and assets provides the ability to pursue funding for housing.



Challenges

Providing Suitable Housing: Ways to achieve suitable, available and affordable housing are needed along with improved roads. We lack housing for singles and for Elders.

Water and septic systems: We need improved water and septic systems.

Home Maintenance: We see the opportunity to train our Youth and adults on how to build and maintain homes, increase funding for homes, and reduce wait lists while exploring an Elder retirement home.

Lack of Seasonal Housing: We need to strengthen summer housing options to lodge our members who want to come to visit or attend celebrations and community events.

Population Growth: Our membership is growing.

Access to Basic Services: The high cost of travel makes access to basic services such as secondary and post-secondary education and health care often unaffordable to members living on-Reserve. In addition, the KFN must strive to improve access to holistic and culturally appropriate services for off-Reserve members.



Education and Training

Strengths

Willingness to Teach: Our Elders are willing to teach our language and culture, especially to our Youth.

Youth Interest: Our Youth want to be educated and are interested in our future.

Funding for Education and Training: There is available funding and training foundations to support our members.

KFN Support and Investment in Education and Training: Chief and Council encourage support for education.

Well Managed: Our education and training programs are well managed.



Weaknesses

Passing Down our Knowledge: We are concerned with the health of our Elders and the ability to pass on knowledge and teaching. The transfer of knowledge from Elders and leaders to the younger generation is not happening. Our traditional knowledge needs to be passed down.

Learning our Language: There are not enough opportunities to learn our language or culture in our school system.

Lack of High School: Our Youth and families have to leave Squirrel Cove to continue education.

Limited Adult Education: Adults have limited opportunities for education and learning.

Access to Education: Education opportunities are not offered to all ages and our members are not aware of the educational opportunities. A discrepancy exists between on and off-Reserve funding for children.

Learning Initiative: Some of our members lack initiative to increase their education. Our negative interaction with residential school has impacted some of our members. We also have low enrolment of participants in classes.



“Our youth want to be educated and are interested in our future; our community values our youth” SWOT workshop





Vision

A desired future state for KFN's people.

Our CCP Vision

Our CCP Vision Statement is the first part of our CCP Framework (summarized in figure 8). It is a high level statement that expresses our overall hopes for Klahoose and the values that drive our CCP.

Our Vision Statement was drafted based on ideas collected from community members during activities such as vision collages and vision brainstorms. Based on the ideas collected during workshops, three draft Vision statements were presented to community members as part of our Phase 2 CCP workbook. The parts of the Vision statement that received the most votes were combined to create our final CCP Vision Statement.



KFN's Vision Statement

We, the Klahoose people are the caretakers of the land.

We strive to keep our culture and traditions alive while promoting unity and equality.

Our existence is built on holistic practice, and respect for ourselves, our ancestors, our territory and our environment.

We are proud to be Klahoose First Nation and are connected through our shared identity.

United, we have built a bright future for our children and generations to come.



Principles

A set of statements that describe the values that will guide our CCP

Our principles were drafted based on the values that were identified during community visioning exercises.

Culture: We strive to practice, revive and incorporate our culture and language in everything we do.

Participatory: We support and value community participation in planning and decision making.

Informed: Our community is well-informed and has the information it needs to be engaged in community decision making.

Connected: The Klahoose people are connected; we take care of ourselves and our own people.

United: We are united by our strong culture and traditions.

Strong community: We strive to establish Squirrel Cove as the cultural and social center of our Nation, bringing members home.

Balance: Our existence is based on a balance between the environment, economy and social well-being.

Holistic: Our decisions consider the interconnections between our health, economy, culture, environment, governance, infrastructure, education and social supports.

Empower: We maximize opportunities for capacity development for our members.

Invest: We reinvest in our community so that the health of our people and lands remain strong.

Protect: We are the caretakers of our land and will continue to protect our lands from degradation.



Directions

The broad aims toward which our efforts are directed

Our Directions were drafted based on the themes that emerged from the situational assessment and then validated and through multiple rounds of community engagement. Our Directions is presented in Figure 9 and further described on the following page.



Figure 9: Core Directions



Honour Our Culture, Language & Traditions: We are actively working to capture, teach and practice our traditional language and culture and provide more opportunities for members to get out on the land to learn and practice traditions, and for Youth to learn from Elders.

Increase Belonging, Connections & Pride: We seek to build a culture of helping each other, a strong sense of community and consistent opportunities to build social connections among members, especially between on and off-Reserve members and between Youth and Elders.

Invest in Education & Training: We are investing in our members, especially our Youth, to ensure that they have access to the skills, supports, education and training they need to participate in our growing economy.

Strengthen Our Health & Well-being: We provide physical, emotional, social and spiritual support using a holistic approach to health care by focusing on healing rather than curing, supporting our families, and providing culturally relevant resources to address inter-generational trauma, alcoholism and addiction.

Expand Financial & Economic Self-reliance: We seek to increase control over our lands and resources, and harness our full economic potential to provide more local economic opportunities for our members. We do so while remaining the caretakers of our land and resources, committed to preserving lands and resources for future generations.

Invest in Our Housing & Infrastructure: We strive to achieve suitable and available housing for our members and for visiting members. We seek to build the infrastructure needed to improve services and economic opportunities for our members.

Support Strong Governance: We continue to document community information, engage community members and undertake careful community planning in order to strengthen our community and land governance. We seek to build a culture of inclusion and information-sharing through great consultation and communication with members.



Pathways

A way to reach our Core Directions

Our Pathways were drafted based on the themes that emerged during our situational assessment, and by considering the relationship between our Directions and emerging Actions (Figure 10).

Figure 10: Pathways



In summary, these elements are captured below in our CCP Vision Framework:

Vision

We, the Klahoose people, are the caretakers of the land. We strive to keep our culture and traditions alive while promoting unity and equality. Our existence is built on holistic practice, and respect for ourselves, our ancestors, our territory and our environment. We are proud to be Klahoose First Nation and are connected through our shared identity. United, we have a bright future for our children and generations to come.

Principles

Culture Balance Participatory Holistic Informed Empower Connected Invest United Protect Strong

7 Directions

Honour our Culture,
Language &
Traditions

Increase Belonging,
Connections
& Pride

Invest in
Education &
Training

Strengthen our
Health, Safety
& Well-being

Expand Financial
& Economic
Self-reliance

Invest in our
Housing &
Infrastructure

Support
Strong
Governance

15 Pathways

Learn, practice,
preserve our
knowledge, culture,
language & history

Increase
connections with
members, families
& Nations

Invest in
our Youth

Increase Elder
care, support &
involvement

Create economic
development &
viable businesses

Increase our
housing

Ensure respect,
transparency,
fairness &
equality

Increase
off-Reserve support

Increase school
enrolment &
graduation

Promote holistic
health & well-being

Look after our
homes &
community

Govern our
land base

Increase job
training &
employment

Support strong
families &
parenting

Inform, engage
& communicate
with
membership

Actions



Priority Actions

The specific actions that we will undertake to put into motion our Directions and Pathways.

Rationale for Choosing Actions

Action ideas were collected throughout Phase 1 and during Phase 2 workshops and staff interviews. In total, 131 Action ideas were compiled by scale and type and voted on by both on and off-Reserve members in a CCP Community Workbook circulated in February and March 2016. Actions were then clustered and grouped by theme. Additional Action ideas were then collected through an Elders Gathering and a Youth Gathering. On May 25th, 2016, on-Reserve members had an opportunity to pick priority Actions by theme from a list of 130 Actions organized into 10 themes. Based on the collective results from the Workbook and the Action ranking, and by clustering similar Action ideas and dropping any ideas that did not relate to other Actions or that received very few votes, we created a streamlined list of 51 Actions that breaks down into 3 levels of priority (high, medium and eventual) and 3 time frames (short term (1-2 years), medium term (3-5 years) and long term (5-10 years)) (see the Appendix Binder for full list of actions). Priority was established by considering:

- The relationship of each Action to our Directions and Pathways, ranking Actions that met multiple Directions and Pathways
- Popularity of the Action, with consideration to the balance of on and off-Reserve populations, and Elder and Youth perspectives
- Feasibility of Actions, pushing Actions that will require significant changes to our current situation (such as larger on-Reserve populations, expansion of our local economy and increases in funding sources) to the eventual priority category

Actions by Direction / Pathway

The following pages present our current priority Actions by Direction and Pathway. Actions that related to more than one Direction are listed multiple times.

Actions by Scale / Type

Table 3 summarizes all of our Actions by priority (high, medium and eventual) and time frame (short term, medium term and long term).

Next Steps on Prioritizing Actions

This list of Priority Actions represents our community's conversation up to this point in our planning process. This list will be further defined in our next phase of planning where we will have a chance to further explore and rank our priority Actions. In this next phase we will want to consider how different future scenarios (example population growth, level of economic development) might impact which Actions are a top priority. We will also consider factors such as feasibility, phasing (what needs to happen first) and potential impacts on our Directions and Pathways.



Directions, Pathways, Emerging Actions

Directions

Honour our Culture,
Language & Traditions

Pathways

Learn, practice, preserve our
knowledge, culture,
language & history

Emerging Actions

KFN logo redesign
Smokehouse
Cultural activities and events program
Youth-Elder mentorship program
Cultural training
Cultural knowledge documentation project
Canoe journey program
Totem pole in Squirrel Cove
Ceremonial area
Klahosse language book/DVD/video
Hereditary system of governance
Cultural centre/Long house/Big house



Directions

Pathways

Emerging Actions

Increase Belonging
Connections & Pride

Increase connections with
members, families and
Nations

Increase off-Reserve support

Cultural activities and events program
Community engagement strategy
Communications strategy
Campground
Community garden
Cultural centre/Long house/Big house
Off-Reserve housing
Friendship center off-Reserve

Invest in Education &
Training

Invest in our Youth

Increase school enrolment
and graduation

Youth council
Youth activities program
Youth-Elder mentorship program
Healthy parenting program
Substance abuse workshops
Student meal and loan program
Off-Reserve Youth housing
K-9 Coast Salish School



Directions

Pathways

Emerging Actions

Strengthen our Health,
Safety & Well-Being

Increase Elder care, support
and involvement

Promote holistic health,
healing and wellbeing

Support strong families and
parenting

Mental health/addictions strategy
Mental health training for staff
Natural disaster preparedness training
Wellness and fitness program
Treatment centre
Healthy parenting program
Child welfare program
Recreation facility
Community garden
Elders centre
Retirement centre

Expand Financial &
Economic Self-Reliance

Increase job training and
employment

Create economic
development and viable
business

Economic development strategy
Life skills training
Adult education program
Campsite/RV/Cabins
Gas station, store, post office
Aquaculture/shellfish processing
Sawmill/woodworks expansion



Directions

Pathways

Emerging Actions

Invest in our Housing & Infrastructure

Increase housing

Look after our home and community

New housing
Community clean-up
Paving, new fences
Totem pole in Squirrel Cove
Welcome sign
Housing repair program
Discussion about future of church
Sewer and water system upgrades

Support Strong Governance

Ensure respect, transparency, fairness and equality

Govern our land base

Inform, engage and communicate with membership

Community engagement strategy
Communications strategy
Land use plan
Administrative bylaws and policies
Data gathering project
Hereditary system of government
Treaty process
Off-Reserve governance building



Emerging Actions by Timeframe and Priority

In summary, Table 3 lists all of our Actions by priority (high, medium and eventual) and time frame (short term, medium term and long term).

Table 3: Actions by Timeframe and Priority

	Short term projects (1-2 years)	Medium term projects (3-5 years)	Long term projects (5-10 years)
High priority	KFN logo redesign Youth council Community engagement strategy Communications strategy Smokehouse Cultural activities program Youth activities program Land use plan Economic development strategy Disaster preparedness training	Youth-Elder mentorship program Totem pole Ceremonial area Community garden Canoe journey program Campground/RV park/cabins Substance abuse workshops Mental health strategy Cultural training Cultural knowledge documentation Adult education program	Cultural center/long house/big house Elder's center Treaty process Klahoose language book/DVD/video
Medium priority	Data gathering project Discussion on future of church Life skills training Welcome sign Community clean up Wellness and fitness program Administrative bylaws and policies Paving, trails, new fences	Mental health training for staff Sewer and water system upgrades On-reserve housing Hereditary system of governance	Off-reserve governance building Off-reserve housing Recreation facility Sawmill expansion Aquaculture/shellfish processing Gas station/store/post office Treatment center
Eventual priority	Student meal and loan program	Healthy parenting program Child welfare program Housing repair program	Off-Reserve friendship center Retirement home K-9 Coast Salish School



Action

We are ready to put our Vision into action. Now is time to launch our CCP and begin the journey of implementing our Vision. The Action stage is about mobilizing resources to move the CCP forward and begin getting results. In this section of the report, we introduce our implementation strategy and tools to help move the plan from Vision to action.

Time for Action

Implementation of our CCP is all about putting our **ideas to Action**. It is a time of transition from talking about our Vision for the future to acting on that Vision. It is now that we need to mobilize and organize actions, people, time, money, relationships, tools and resources to move our plan from words on a page to tangible action. Without this mobilization, our plan will sit on a shelf and gather dust. Effective implementation is crucial to increase community buy-in and ownership as members see their Vision come to life.

Staff are typically the most important players in implementation of a CCP; however, a group of Klahoose members will be necessary for effective implementation. Implementation requires careful coordination of all of the people and partnerships necessary to complete the actions identified in the CCP.



Implementation Steps

The following is a set of implementation steps as a general guide of how to ensure the successful implementation of our CCP.

- Step 1:** Complete a skills analysis: Identify what skills are needed to implement our CCP and who has those skills
- Step 2:** Assemble the implementation team / assign a champion: Identify the key champion or team of players who have the skills necessary to drive our implementation effort
- Step 3:** Decide on implementation principles: Decide on what general principles, or foundation, will guide implementation. For example, start small and scale up, build capacity as we go, and monitor our progress.
- Step 4:** Assess the implementation budget: Look at what current funds are available that could be applied to implementation and calculate the gaps in funding.
- Step 5:** Undertake project analysis and project planning: For each proposed project, it is important to properly study it first, by figuring out how easy it will be to undertake and anticipate the risks involved.
- Step 6:** Decide on action selection criteria: Define what criteria will be used to finalize what projects should be implemented and when.
- Step 7:** Update sequencing and phasing of projects: Apply these criteria to decide in what order actions should be started.
- Step 8:** Decide on roles and responsibilities (decide if you need a project committee): For each action, decide on tasks, roles and responsibilities. Some larger actions may require a specific project committee.
- Step 9:** Create an implementation work plan and a timeline: Map out all of the anticipated actions on a timeline with due dates and assigned roles.
- Step 10:** Finalize the budget: Finalize the budget required to complete each step of the implementation work plan.
- Step 11:** Create a fundraising strategy: Develop a strategy for raising the funds necessary to fund the implementation work plan budget.
- Step 12:** Implement the work plan: Start tackling the work plan tasks, one by one.
- Step 13:** Track results: Monitor results as you go, in order to be able to evaluate implementation successes.



Implementation Challenges and Strategies

To ensure implementation success, it is important to anticipate what challenges we might face. Table 4 provides a few typical implementation challenges paired with strategy recommendations.

Table 4: Challenges and Strategies

Challenge	Strategy
No one knows about our CCP and what it is for	Teach the CCP Secure community endorsement of the CCP
Our CCP sits on a shelf and never gets used	Build excitement for the plan and celebrate results Establish a process to change our CCP to keep it current
No one takes responsibility for the CCP	Establish an implementation team or assign a champion Create a work plan with clear roles and responsibilities
There is a lack of willingness or capacity to implement the CCP	Build training opportunities into the implementation strategy Share implementation responsibilities
Leadership disruptions and staff turnover impact our CCP	Keep members involved and up to date on the process and results
There is not enough funding	Create a funding strategy Hire a proposal writer
We take too much on too soon	Start small, demonstrate results, scale up gradually
We do not know if our implementation efforts are working	Create a monitoring and evaluation strategy to track results



Celebration

Once the journey has begun, it is important to look back to where we have come from and look ahead to make sure we are still on course. The Celebration stage is about tracking results and assessing whether or not we are getting the results, impacts and outcomes we desire. In this section, we describe a process and a set of tools and steps to use for monitoring and evaluating our community plan.

Taking Control of our Results and Accomplishments

For many First Nations, the term 'monitoring and evaluation' is associated with control and domination from outside funders with heavy reporting requirements. However, since time immemorial, our people have learned from experience and observation. Monitoring and evaluation is an opportunity to do just that - observe what is unfolding to help us make better decisions in the future. Monitoring and evaluation supports our natural abilities to make sense of the world.¹ It has the potential to be a tool for empowerment and better decision making.

We want to ensure we get the information we need, and control how information is collected, stored and shared. We want to be able to track the impacts of our hard work, identify what is working, ask ourselves why, and then change or adapt our plan.



¹ Mark, M. Henry and Julnes, G (2000) Evaluation: An integrated framework for understanding, guiding and improving public and non-profit policies and programs. Jossey-Bass, San Francisco.

Monitoring and Evaluation Definitions

Compliance monitoring: This type of monitoring asks the question “*Did we do what we said we would do: Yes or no?*” It involves defining a process to track and communicate results in relation to our actions. Communicating our progress with community members and funders helps maintain support for the plan and build momentum.

Impact monitoring: This type of monitoring asks the question “*What is the impact of what we are doing?*” One way of assessing the impact of our actions is to identify indicators to measure progress on our Directions, Pathways or Actions.

An indicator is a measure of something expressing a value to indicate change. *Example: Number of new houses built*

Baseline data is information about our current situation that we can compare to future results. *Example: We currently have 38 residences*

Targets are an expression of the desired change we would like to see in the future. *Example: We would like to have 45 residences by 2020.*

Table 5 shows how indicators can be used to measure progress on our Direction: “Invest in our Housing and Infrastructure”

Table 5: Indicators Measuring Progress

Direction	Indicator	Baseline Data	Target 2020	Actual 2020	Target 2025	Actual 2025
Invest in our Housing and Infrastructure	# of new houses built	38 residences	45		55	

Evaluation: Evaluation uses the information from compliance and impact monitoring to determine if and why there are opportunities for changes and improvements to our CCP. Evaluating our results allows us to communicate the value of the decisions we made and allows us to adjust our plan if we are not getting the results we desire. It also helps us understand what is working well, so that we can celebrate success and communicate these to community members and funders. Finally, it mobilizes our community and increases our control, ownership and pride as we implement our CCP.



Scales of Monitoring and Evaluation

Monitoring and Evaluation can be used to track results on a number of different aspects of our plan and process. It can be used to track results on:

- Our CCP community engagement process
- Our Vision
- Our Directions
- Our Paths
- Our Actions

Sample Indicators

One of the most common elements to track is the Directions. For each Direction, we will want to pick a set of indicators that:

- Are as accurate as possible in demonstrating the change we seek to measure
- Have the resources available and our team has the ability to collect information and data for analysis

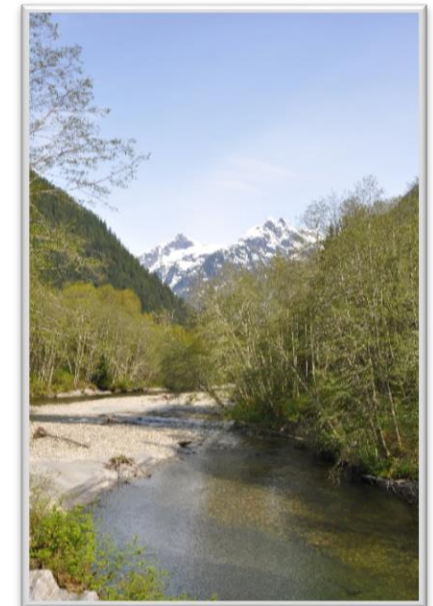
We will spend significant time in Phase 4 of our planning process developing a Monitoring and Evaluation strategy. Ideally, we want to engage community members in a conversation about how they would define success on our CCP Directions.



Table 6 provides a few sample indicators to get us thinking about how we might measure the results of our CCP's Directions. Indicators can be a number (example: # of jobs, level of funding), a percentage (example: unemployment rate) or a self-reported assessment of something (example: satisfied or not-satisfied, feelings of safety).

Table 6: Sample Indicators

Direction	Sample Indicators
Honour Our Culture, Language & Traditions	# of participants in annual canoe journey # of cultural events # of fluent language speakers
Increase Belonging, Connections & Pride	# of community events # of off-Reserve members who return to the Reserve # of participants for Camp Au'Puk'Wum
Strengthen Our Safety, Health & Well-being	Diabetes rate Addictions rate Feelings of safety
Expand Financial & Economic Self-reliance	Unemployment rate # of new jobs # of Klahoose-owned businesses
Invest in Education & Training	# of graduates # of training opportunities Level of funding for training and education
Support Strong Governance	# of community engagement events Satisfaction levels with communication with Chief and Council # of voter turn out
Invest in Our Housing & Infrastructure	# of new houses Level of funding for new infrastructure Satisfaction level with housing



Monitoring and Evaluation Steps

The following is a set of monitoring and evaluation steps as a general guide.

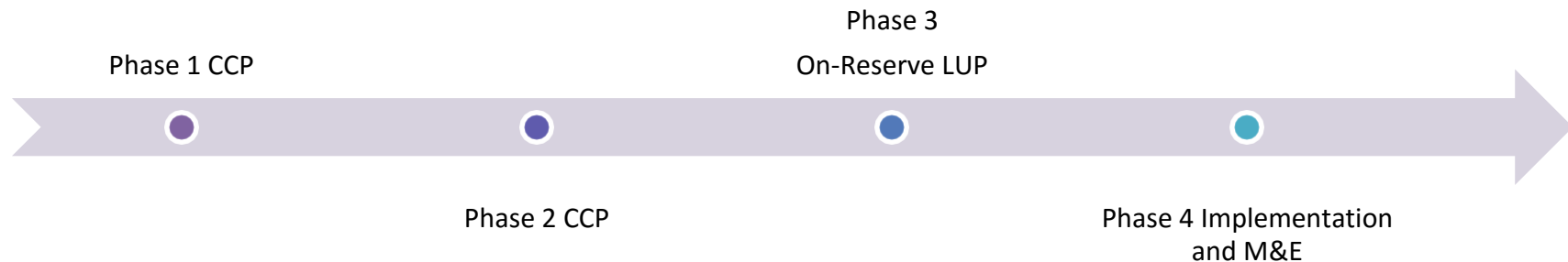
- Step 1:** Decide on the value of Monitoring and Evaluation for Klahoose: Monitoring and Evaluation should be about empowerment and control. Spend some time thinking about why Monitoring and Evaluation is important for Klahoose, and what needs to be monitored and evaluated.
- Step 2:** Pick indicators: For everything that is being monitored and evaluated, pick a set of indicators.
- Step 3:** Gather baseline data: For each indicator, identify existing baseline data.
- Step 4:** Set targets: For each indicator, set targets of where we would like to be in the future (Example: 5 years from now)
- Step 5:** Set a timeline: Decide when we will gather information on your indicators, when we will assess results and when we will communicate results with the community.
- Step 6:** Identify what information is needed: Collect information for those indicators for which we do not have baseline data, and for the indicators that we need to measure. Decide what information we will need to track to measure results.
- Step 7:** Identify tools used to collect data: Decide what tools we will need to collect this information. This might be surveys, census taking, interviews or research.
- Step 8:** Gather information: Gather data on your indicators and keep track of it.
- Step 9:** Assess results: At set times in the process, compile and assess the information we have gathered in order to make some conclusions on what is working and what is not.
- Step 10:** Adjust the plan as needed: Based on these results, identify opportunities to change the plan and our actions in order to improve future results.
- Step 11:** Celebrate results! Be sure to communicate the results of your evaluation and take time to celebrate results, to keep momentum going and build excitement and pride.



Conclusion and Next Steps

Overview of our Process Phases

We now come to the close of Phase 2 of our CCP; and now we begin our Land Use Planning process, the 3rd of 4 Phases.



In Phase 1 of our CCP process, we designed and initiated the delivery of our community-driven process. Highlights of our Phase 1 process include learning about CCP, sharing our cultural and social history, reviewing our planning history, gathering community information, building relationships, engaging our members, and understanding needs. The results of our Phase 1 process were summarized in our Phase 1 CCP Results Report.

In Phase 2, we continued the process of engaging our members. We formed a Youth planning team to take over the process. We had logos designed by a Klahoose member, there was a community vote and the winning logo had over 70%. Interviews were conducted with KFN staff by a UBC student intern. We hosted 13 workshops in 5 regions; Squirrel Cove, Powell River, Campbell River, Nanaimo, and Auburn, WA. We completed a community profile and a situational assessment to summarize our key strengths and challenges and to inform our draft Vision Framework. We finished by hosting an Elder's gathering, a Youth gathering and a community feast, where we focused on validating our Vision, Directions, and Pathways, and narrowing down our list of actions to identify our top priorities for getting started.

Our time is up for Phase 2, but we do not want to lose our momentum. In Phase 3, we will build on our community planning efforts and focus our planning specifically on our lands and resources to create a land use plan. A land use plan will help us manage, preserve, and/or utilize our lands. We will also discuss options for a cultural metaphor that will be used to visually represent our plan, bring the plan together and reflect who we are. This Phase will allow us to further refine our priorities for action and finalize our implementation strategy.

In Phase 4, we will engage the community in developing our monitoring and evaluation strategy to help us understand what is being accomplished and how the plan is impacting our community. This will help us measure our success and adapt the plan if we are not getting the results we want.

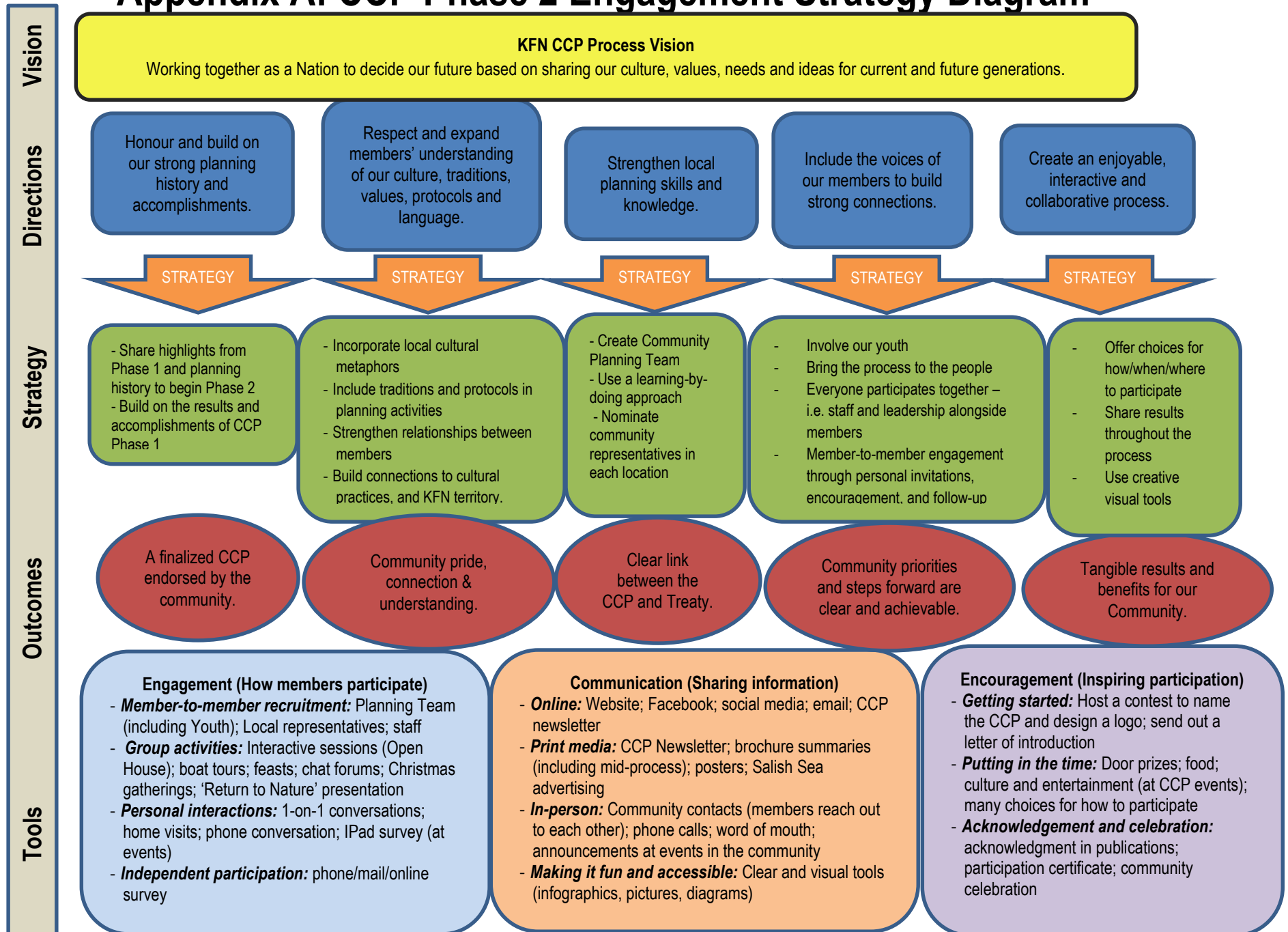
We look forward to continuing this journey with all of you.



“Community Planning is a traditional practice and it still remains in the modern context with the Klahoose CCP team. I am so very proud of our people for taking the time to help us in the process, learn from each other and commit to making a difference for our peoples. The results will speak volumes and will reflect positively for the generations to come.” Chief Delorme



Appendix A: CCP Phase 2 Engagement Strategy Diagram



Appendices Binder Table of Contents

See our KFN CCP Phase 2 Appendices Binder for additional reports, documents and details.

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Appendix F	Analysis of Directions Ranking
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