

2017/18 HFN Financial Plan

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ANCIENT SPIRIT, MODERN MIND

ḤAWIIḤ COUNCIL STATEMENT

On behalf of the Ḥawiiḥ Council, we are encouraged that our Nation is committed to unity amongst the community and our leadership. We are also excited that Traditional Government is playing an important role in the decisions and direction of its Nation, and we are building a good working relationship with the Elected Government. The fiscal 2017-2018 budget allows us to create this place of discussion and unity.

As your Ḥawiiḥ Council, we are committed to creating a strong community with a "Modern Mind" while still respecting our teachings of the Nations' "Ancient Spirit." We will focus on sharing our knowledge, traditions, and culture with both Huu-ay-aht and non-Huu-ay-aht, so they will better understand who we are. Last year we started the education piece "Huu-ay-aht 101," and we continue to build on this important project. We want to focus our efforts on the things that matter for the tribe. So, we want to align our energy and focus the Ḥawiiḥ on being parallel with the Nation in what Huu-ay-aht is doing.

Last year, our Nation developed a new strategic plan for four years. In moving forward financially, we are committed to act responsibly as we strive to meet the goals set out in this plan. We will build on the successes of the Nation's activities in 2016-2017, as well as using our power of self-government, treaty, and economic development to overcome the adversity of colonization and achieve the five posts laid out in the strategic plan for a strong Huu-ay-aht.

In the best interests of present and future generations of Huu-ay-aht, we will work with our elected council to promote our culture and traditions, while honouring the priorities of the Strategic Plan (2017-2019) commitments to heal our ḥahuuƚi and bring our people home. We will do this by focusing on the creation and renewal of infrastructure, revival of language and culture, conservation of natural resources in our ḥahuuƚi, citizen development through support and empowerment, and building a strong economy.

We also want to ensure everything we do has a Huu-ay-aht look and feel. We want to promote it in our Government and in our businesses to showcase that they are Huu-ay-aht-owned. Establishing a strong Huu-ay-aht symbol, our welcome figures that are in the Royal British Columbia Museum and stand out our House of Huu-ay-aht, is another initiative to distinguish the front of our offices and businesses, as well as welcoming people to Huu-ay-aht.

It is vital to have control of our cultural activity funding and, at that table, decide how we would like to apply it to revitalize our culture. We are talking about focusing our energies on the Huu-ay-aht, looking at all the aspects of the tribe. We have our Nananiiqsu meeting with our Elders and our chiefs, having a more meaningful role in our cultural and communications departments, and our children's programs.

We are in one canoe, building a strong, sustainable community for the future, one that will offer citizens more and prepare them for the future. We are building a Nation together. Culture and language are a key focus for the Ḥawiiḥ Council and working as one we will achieve success to be a strong Nation – one people with one voice. We respect our "Ancient Spirit, Modern Mind," and we are committed to a brighter future for all.

On behalf of the Ḥawiiḥ Council,

ƛiišin
Derek Peters
Tayii Ḥawiƚ
Huu-ay-aht First Nations

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EXECUTIVE COUNCIL STATEMENT

With a new Strategic Plan (2017-2019) in place, 2016 was an exciting year for Huu-ay-aht. The newly formed government worked hard to meet the commitments it outlined in the strategic plan, while committing to fiscal responsibility. Together with Ḥaẇiiḥ Council, we worked diligently to build a stronger Huu-ay-aht, focusing on what is in the best interests of our citizens and future generations. We set out strong priorities for the next three years of healing our ḥahuuɬi and bringing our people home.

Our focus in the coming year will be the creation and renewal of infrastructure, revival of language and culture, conservation of natural resources in our ḥahuuɬi, citizen development through support and empowerment, and building a strong economy.

As your elected government, we are committed to acting responsibly on your behalf in all Nation business. We will uphold our promise of transparency to help create a brighter future for all citizens. By being transparent and accountable to our people, we also work to increase citizen involvement and participation.

In 2016, Huu-ay-aht built the Nations' economy by purchasing a number of businesses in Bamfield. With this and other initiatives, the Government strives to increase employment, generate more revenue, work towards making our treaty work, and generate wealth from our lands.

The 2017/18 Budget has been designed to help achieve these items, as well as ensure Huu-ay-aht at all levels have a better understanding of its content. Executive Council is extremely grateful to every citizen for the tolerance and patience you showed as we worked to form this new government last year. We worked hard to build a team that works well together through greater respect and partnership. Together, we strive to deliver a strong Huu-ay-aht Government and healthy economy.

We are also thankful to all who have contributed to the preparation of the 2017/18 Budget. We cannot overstate the immeasurable contributions of government administration, our government committees, Ḥaẇiiḥ Council, and the Huu-ay-aht citizens towards the achievement of a stronger Huu-ay-aht Nation.

We hope this budget will give opportunity to the citizens of Huu-ay-aht to exercise their voices for more accountability and prudent management of the Government resources and programs.

On behalf of the Huu-ay-aht Executive Council,

Emchaaʔiik
Robert J. Dennis Sr.
Chief Councillor
Huu-ay-aht First Nations

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EXECUTIVE SUMMARY

The 2017/18 Huu-ay-aht First Nations Financial Plan focuses on the implementation of the Nation's Three-Year Strategic Plan building on the successes of the Nation's activities in 2016-2017, as well as using our power of self-government, treaty, and economic development to overcome the adversity of colonization and achieve the following five posts for a strong Huu-ay-aht:

1. By 2033, **our people** will be free from the negative effects of colonization.
2. By 2033, **our children** will grow up safe, healthy and connected to our home and culture/values.
3. By 2033, **our home** will be a safe, healthy, appealing place where half our people choose to live.
4. By 2033, **our land** will provide sustainable wealth that respects Huu-ay-aht values of conservation.
5. By 2033, **our economy** will operate sustainably, is the major employer in the region and the major source of revenue for the Nation.

This is in the best interests of present and future generations of Huu-ay-aht.

The priorities of the strategic plan are laid out in 2017-2019 commitments to healing our Ḥahuułi and bringing our people home commitment:

- Creation and renewal of **infrastructure**
- Revival of **language and culture**
- Conservation of **natural resources** in our ḥahuułi
- **Citizen development** through support and empowerment, and
- Building a strong **economy**

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STRATEGIC PLAN

To achieve success in each of the strategic area priorities, the following major initiatives have been identified per priority area.

- Citizen Development (CD)

    1. A minimum living wage of $17.22 per hour for all employees working for Huu-ay-aht government and Huu-ay-aht businesses.
    2. New programs to ensure all Huu-ay-aht children grow up safe, healthy, and connected to our Huu-ay-aht home, culture, and values.

- Economic Development (ED)

    1. Full implementation of our Economic Development Plan.
    2. Enact laws and policies as needed to support achievement of our 2019 goals including ensuring that Huu-ay-aht government and businesses are open, transparent, accountable, and financially sustainable.

- Language and Culture (LaC)

    1. Return of key HFN cultural material to Kiiẋin interpretative centre.
    2. Start full immersion Huu-ay-aht language and culture programs so our children speak our language and live our culture.
    3. Construction completed on Ta'yii House and a Huu-ay-aht welcoming and interpretive centre at Kiiẋin.

- Infrastructure (INF)

    1. Affordable housing and jobs to support 400 Huu-ay-aht citizens at home.
    2. Chip sealed road from Port Alberni to Anacla.
    3. Regular engagement with the community on issues to identify priority infrastructure needs.

- Natural Resources (NR)

    1. Begin replacing HFN revenues and employment from forestry in the ḥahuuƚi so the devastating impact of 100 years of over harvesting can be addressed through reduced harvest.
    2. Start project to restore Sarita and Pachena watersheds.
    3. Full implementation of Treaty, especially fisheries treaty right.

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FINANCIAL FORECAST

THREE-YEAR FORECAST OF REVENUE

Recurring Funding	2016/17	2017/18	Change	2018/19	2019/20
Resource Revenue Sharing	$215,000	$215,000	$0	$215,000	$215,000
INAC Funding	$2,996,000	$2,901,787	-$94,213	$3,100,000	$3,100,000
Other Income - Invested Wealth	$425,000	$425,000	$0	$425,000	$425,000
Other Income - Interest	$60,000	$25,000	-$35,000	$25,000	$25,000
Other Income - TSL Harvest	$250,000	$3,112,500	$2,862,500	$2,250,000	$2,250,000
Other Income - HGB Loan	$1,551,068		-$1,551,068		
Treaty Capital Funding	$2,603,455	$2,603,455	$0	$2,603,455	$2,603,455
Other income - Pawaats	$190,000	$75,000	-$115,000	$75,000	$75,000
Provincial fisheries Funding	$78,365	$80,716	$2,351	$83,654	$83,654
Provincial EcDev Funding	$41,822	$41,822	$0	$41,822	$41,822
NTC Program Funding	$77,000	$77,000	$0	$77,000	$77,000
Total Recurring Funding	**$8,487,710**	**$9,557,280**	**$1,069,570**	**$8,895,931**	**$8,895,931**

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THREE-YEAR FORECAST OF OPERATING EXPENSES

Expenses		2016/17	2017/18	Change	2018/19	2019/20
Community Services Department						
2000	Community Services Program	445,131	447,985	2,854	451,945	455,984
2100	Child & Family Services	15,419	209,763	194,344	213,958	218,237
2200	Health & Social Services	449,074	726,923	277,849	741,461	756,290
3100 + 3150	Paawats Program	31,138	189,665	158,527	193,458	197,328
3000, 3200, 3300, 3305	Culture and Education Program	635,255	779,643	144,387	753,416	768,484
1800	Communications Program	128,000	255,268	127,268	260,373	265,581
	Total Community Services Dept	**$ 1,704,017**	**$ 2,609,247**	**$ 905,229**	**$ 2,614,611**	**$ 2,661,904**
Lands Resources and Infrastructure						
1100	*TSL Services Program*	211,055	219,145	8,090	218,071	222,075
1300+1400	*Infrastructure and Engineering Program*	910,921	726,345	(184,575)	689,024	683,797
1500+1600	*Natural Resources*	237,128	370,240	133,113	343,106	343,991
1605	*Food Fish Program*	92,768	97,268	4,500	97,268	97,268
	Total Lands, Resources and Infrastructure Dept	**$ 1,451,871**	**$ 1,412,999**	**$ (38,872)**	**$ 1,347,469**	**$ 1,347,131**
Economic Development Department						
4000	*Economic Development Program*	243,402	334,469	91,067	338,348	342,307
4100	*Program management*	54,000	139,500	85,500	139,500	139,500
	Total Economic Development Services Dept	**$ 297,402**	**$ 473,969**	**$ 176,567**	**$ 477,848**	**$ 481,807**
Finance Department						
1000	Corporate Services Program	720,102	682,826	(37,276)	695,206	707,825
	Total Finance Dept	**$ 720,102**	**$ 682,826**	**$ (37,276)**	**$ 695,206**	**$ 707,825**

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THREE-YEAR FORECAST OF OPERATING EXPENSES AND ANNUAL OPERATING SURPLUS (DEFICIT)

Government Services Department		**2016/17**	**2017/18**	**Change**	**2018/19**	**2019/20**
1200	Government Council	1,394,132	1,660,159	266,027	1,687,123	1,717,385
1210	Committees Program	109,062	119,562	10,500	121,953	124,392
1205	Hawiih Council	209,134	240,834	31,700	245,651	250,564
1700	Admin Services	300,912	478,488	177,576	485,057	491,759
	Total Government Services Dept	**$ 2,013,240**	**$ 2,499,043**	**$ 485,803**	**$ 2,539,784**	**$ 2,584,100**
Human Resources Department						
1705	Human Resources	124,500	365,818	241,318	372,435	379,183
	Total Human Resources Dept	**$ 124,500**	**$ 365,818**	**$ 241,318**	**$ 372,435**	**$ 379,183**
Contingency and new programs		*300,000*	*300,000*	-	*300,000*	*300,000*
Total Expenses		**$ 6,611,133**	**$ 8,343,901**	**$ 1,732,768**	**$ 8,347,353**	**$ 8,461,950**
Annual Operating Surplus/(Deficit)		**$ 1,876,577**	**$ 1,213,379**		**$ 548,578**	**$ 433,981**

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THREE-YEAR FORECAST OF CAPITAL

Account Description	Detail	Original Budget 2016	Actual Budget 2016	Budget 2017	Budget 2018	Budget 2019
Government Services Department						
Audio & Teleconference	Video conference upgrades	10,000	10,000	10,000	7,500	5,000
Office Art	HFN Citizen Art			10,000	10,000	10,000
Records Management	Document program	10,000	10,000			
Vehicles	EC commuting vehicles	60,000	80,000			
Vehicles	Human services vehicle	40,000	40,000			
Anacla Building Upgrades	Anacla Building Upgrades	50,000	50,000	15,000	15,000	10,000
Vehicles	Commuting vehicles	40,000	40,000	40,000	40,000	40,000
HOH Upgrades	House of Huu-ay-aht	70,000	50,000	200,000	50,000	50,000
Cemetary	Clean-up	25,000	25,000	20,000	15,000	15,000
Cemetary	Sarita cemetary	70,000	70,000	15,000	10,000	10,000
Sewer Project		280,932	280,932	2,187,500	1,113,775	
Subdivision		1,200,000	1,200,000	165,250	837,147	-
Fisheries Equipment		5,000	5,000	5,000	5,000	5,000
Lands Registry		150,000	150,000	150,000	25,000	25,000
Emergency Prepareness		25,000	25,000	25,000	25,000	25,000
Triplex	Assessment and upgrade	15,000	15,000	15,000	5,000	5,000
Chip Seal Road	Lower Roads			140,000		
Public Works Yard	Upper Anacla			150,000		
Fishing Licences	Commercial Fishing Licences			406,779	406,780	406,780
Quanasit Building	Firewoord Storage	-	-	100,000	-	-
Subtotal - Government Services Department		**2,050,932**	**2,050,932**	**3,654,529**	**2,565,202**	**606,780**
Community Services Department						
Community Health	Patient travel vehicle	5,000	-	35,000		
Community Health	ETV		35,000	35,000		
Paawats	PA Garage reno	30,000	-	42,000		
Education	database for skills inventory	10,000	10,000	7,000	-	-
Patient Travel House	House for Patient Travel	-	-	300,000	-	-
Subtotal - Community Services Department		**45,000**	**45,000**	**419,000**	**-**	**-**
Economic Development Department						
Contingency Fund	Property Acquisition	100,000	100,000	100,000	100,000	100,000
Kiixin	Preservation/Protection	25,000	25,000	50,000	50,000	50,000
Kiixin Tyee House				50,000		
Land Acquisition		-	-	500,000	-	-
Subtotal - Economic Development Department		**125,000**	**125,000**	**700,000**	**150,000**	**150,000**
Finance Department						
Accounting Software	New Accounting Software	-	-	65,000	-	-
Subtotal - Finance Department		**-**	**-**	**65,000**	**-**	**-**
Total - Capital and Major Infrastructure		**$ 4,441,864**	**$ 4,441,864**	**$ 4,838,529**	**$ 2,715,202**	**$ 756,780**

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CASH MANAGEMENT

Cash management will be in accordance with the Cash Management Policy Regulation to maximize interest revenue and to maintain a 60-day operating reserve in the main operating account. Initial allocations of funding may be placed in money market or other high interest accounts and drawn quarterly or monthly as needed. All planned sources of revenue are from confirmed government allocations or conservative estimates of interest income. Cash will be used to fund ongoing programs and operations, provide allocation to the invested wealth fund, and invest in capital upgrades and acquisitions.

THREE-YEAR ESTIMATE OF THE BALANCE SHEET

	YTD 2016	Budget 2017-18	Budget 2018-19	Budget 2019-20
Financial Assets				
Cash	2,232,081	920,537	709,798	378,484
IWF	12,139,094	12,624,657	13,129,644	13,654,829
HST	4,433,118	2,810,443	2,922,861	3,039,775
Other	11,549,136	13,300,000	13,300,000	13,300,000
Total Financial Assets	**$ 30,353,429**	**$ 29,655,638**	**$ 30,062,303**	**$ 30,373,089**
Liabilities				
Loans	4,940,271	4,733,271	4,519,771	4,300,771
Other	887,870	850,000	850,000	850,000
Total Liabilities	**$ 5,828,141**	**$ 5,583,271**	**$ 5,369,771**	**$ 5,150,771**
Capital Assets	$ 17,383,033	$ 21,402,084	$ 23,281,419	$ 23,185,614
Opening Surplus	40,031,744	41,908,321	45,474,450	47,973,950
Capital Contributions	-	2,352,750	1,950,922	-
Current Surplus/(Deficit)	1,876,577	1,213,379	548,578	433,981
Accumulated Surplus	**$ 41,908,321**	**$ 45,474,450**	**$ 47,973,950**	**$ 48,407,931**

ASSUMPTIONS AND RISKS

Revenues are recorded at either known amounts or at conservative estimates for highly likely amounts. Funding that is uncertain, highly variable, or discretionary at the request of a third-party has not been recorded in the draft budgeted and will be accounted and allocated when confirmation of funding is received. As a result of this constraint, revenues as shown are highly certain. It is assumed that additional funds will be identified throughout the year as funding grants and proposals are approved those funds will be used to enhance or complement existing program funding. A mid-year review will be completed to determine the financial performance of the execution of the strategic plan and reallocate and address shortfalls and new revenue as required.

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