



“Children
at the centre...”

Vancouver Island Aboriginal Transition Authority

SERVICE PLAN

2008-09 – 2010-11

January 2008





Library and Archives Canada Cataloguing in Publication Data

Vancouver Island Aboriginal Transition Authority (B.C.)

Service plan, 2008/09 - 2010/11. --

"December 2007"

Available also on the Internet at www.viatt.ca

ISBN 978-0-7726-5892-0

1. Vancouver Island Aboriginal Transition Authority (B.C.) 2. Native peoples - Services for - British Columbia - Lower Mainland. 3. Native children - Services for - British Columbia - Lower Mainland. 4. Child welfare - British Columbia - Lower Mainland. 5. Family services - British Columbia - Lower Mainland. I. Title. II. Title: Vancouver Island Aboriginal Transition Authority service plan.

HV746.B7V36 2007 353.53'31097112 C2007-960251-7

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Vancouver Island Aboriginal Transition Authority DRAFT SERVICE PLAN

Letter from the Chair



January 9, 2008

On behalf of the Board of the Vancouver Island Aboriginal Transition Authority, I am pleased to submit the 2008/09 – 2010/11 Service Plan.

The creation of the Vancouver Island Aboriginal Transition Authority's Service Plan signals an important milestone in the development of the necessary plans and structures to support an administrative transfer of programs and services from the Ministry of Children and Family Development into an Aboriginal Permanent Authority.

What began as a planning process in 2002 has strengthened and evolved with support from the Ministry of Children and Family Development to become an Interim Authority on June 8th, 2007. We are continuing to work in our communities and with the Ministry to fulfil the expectations of the Government's Letter of Expectation and to prepare for the creation of a Permanent Authority in 2008/09.

To date we have held over 150 meetings that include community gatherings, individual and collective meetings with Chiefs and Councils, Tribal Councils, representatives of the Métis community, and with service providers and Delegated Agencies. The guidance and support of our communities provides the foundation of our work. The ongoing deep relationship with our people, together with the goal of keeping children at the centre of all we do, forms the heart of our planning and implementation process.

Building on the rich experience of community consultations and meetings, the Interim Authority is continuing to create structures for participation on three levels. First, five inter-regional Community Circles are being established to provide a forum for those persons passionately interested in creating better lives for our children, families, and youth. Second, a Leadership table has been established from the recent Leadership Forum where numerous leaders volunteered their time to provide support, advocacy and vision. Third, a Delegated Agency Table is being established to further ensure that the unique perspective of Delegated Agencies continues to guide the process.

In the months ahead, we will work closely with the Ministry of Children and Family Development, Vancouver Island Region to determine those specific services to be transferred to the Aboriginal Communities through the overarching structure of the Vancouver Island Aboriginal Authority. This will include ascertaining the necessary organizational and corporate infrastructure requirements and ensuring the resources and fiscal supports are there to accomplish our goals.

We are on the threshold of a new era for the Aboriginal people of Vancouver Island. This historic administrative transfer to a community based Regional Aboriginal Authority has never happened before. It is only through such a transfer that we can truly affect the change needed to halt, and reverse, the current crisis and protect our most vulnerable – our children.

Gilakas'la!

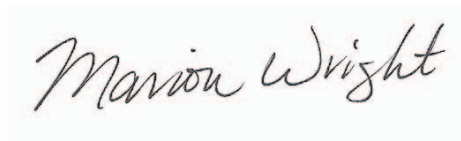
A handwritten signature in cursive script that reads "Marion Wright". The signature is written in black ink on a light-colored background.

Marion Wright, M.Ed.
Chair, Vancouver Island Aboriginal Transition Authority

Accountability Statement

The 2008/09 - 2010/11 Vancouver Island Aboriginal Transition Authority Service Plan was prepared under the Board's direction in accordance with the *Budget Transparency and Accountability Act* and the B.C. Reporting Principles. The plan is consistent with Government's strategic priorities. The Board is accountable for the contents of the plan, including the selection of performance measures and targets.

All significant assumptions, policy decisions and identified risks, as of December 14, 2007, have been considered in preparing the plan. The performance measures presented are consistent with the Vancouver Island Aboriginal Transition Authority's mandate and goals and focus on aspects critical to the organization's performance. The performance targets in this plan have been determined based on an assessment of the Vancouver Island Aboriginal Transition Authority's operating environment, forecast conditions, risk assessment and past performance.

A handwritten signature in black ink that reads "Marion Wright". The signature is written in a cursive, flowing style.

Marion Wright, M.Ed.
Chair, Vancouver Island Aboriginal Transition Authority



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1. Overview

1.1 Core Purpose

The core purpose of the Vancouver Island Aboriginal Transition Authority is to plan for the creation of a Permanent Authority that will provide oversight of programs and services to Aboriginal children and families on Vancouver Island. Having started as a planning committee in 2002 and progressing to the status of Interim Authority in June of 2007, we will continue to develop plans and supports for a Permanent Authority that we anticipate will be created in 2008/09.

This Service Plan speaks specifically to the work of the Vancouver Island Aboriginal Transition Authority.

With support from Aboriginal communities, and under the direction provided by the B.C. Government's Letter of Expectation, we are pursuing the following specific actions:

1. Use an inclusive planning process that includes First Nations, Delegated Agencies, Métis and Urban Aboriginal people;
2. Provide options and make recommendations concerning Models of Leadership for Aboriginal Child and Family Services and planning;
3. Prepare an operational and transition plan consistent with a phased-in approach towards the creation of a Permanent Authority;
4. As part of the development of the operational and transition plan, the Interim Authority will develop and implement administrative services and systems necessary for a Permanent Authority to provide oversight for Aboriginal Child and Family Services.

1.2 Enabling Legislation and Mandate

The Vancouver Island Aboriginal Transition Authority was established under the *Community Services Interim Authorities Act* on June 8, 2007:

“The purposes of an interim authority are, with the assistance of the Minister,

(a) to prepare for the establishment and operation of a new permanent authority,
and

(b) to perform the functions necessary to facilitate a new permanent authority that will be providing some or all community services or administrative services in place of the Ministry of Children and Family Development (MCFD).”

The mandate provided by the Ministry of Children and Family Development in the Government's Letter of Expectation is to "plan for the possible creation of a Permanent Authority, including the transfer of authority and resources from MCFD to a Permanent Authority". Full details regarding the Government's Letter of Expectation for VIATT can be found on the following website: www.viatt.ca.

For information on the Vancouver Island Aboriginal Transition Authority's vision, mission and community mandate, please go to our website at www.viatt.ca.

1.3 Community Stakeholders

Our key stakeholders are:

- The formal political structures within Aboriginal communities on the Island, such as First Nations Bands and Tribal Councils, Métis Nation British Columbia, the United Native Nations, as well as the BC Assembly of First Nations, Union of British Columbia Indian Chiefs and the First Nations Summit;
- Aboriginal community members and families, including: natural community and family leaders, Elder groups, families with children and youth, families with children and youth in care or receiving services from the Ministry of Children and Family Development, families with special needs children, and youth and youth groups;
- Aboriginal Delegated Agencies¹ which have a unique role in providing statutory services;
- Aboriginal service providers delivering Child and Family Services and/or ministry-sponsored agencies (thereby having a direct financial link to Permanent Authority), including: Friendship Centres and other urban Aboriginal agencies, non-Aboriginal agencies, and Ministry of Children and Family Development Aboriginal service stream teams;
- Service providers delivering general community services (thereby having an indirect link to Permanent Authority), including: independent Aboriginal schools, alcohol and drug counsellors, Aboriginal youth justice workers, band education coordinators, and social development workers; and
- Other Stakeholders – including Ministry of Children and Family Development, Vancouver Island Health Authority, Community Living BC, regional municipalities, federal and provincial departments.

¹ A Delegated agency has the mandate to deliver child welfare services. This mandate is provided by the Minister of Children and Family Development.

1.4 Location of Operations

Our administrative office is located at #303, 31 Bastion Square, Victoria, British Columbia. Our work is carried out in various Aboriginal communities across Vancouver Island. Our mailing address is PO Box 9780, Victoria BC V8W 9S5.

Under the *Community Services Interim Authorities Act*, the Vancouver Island Aboriginal Transition Authority is not a service-providing agency. Instead, the Authority is developing the relationships, governance and infrastructure necessary to begin the transfer of programs from MCFD to the Permanent Authority once the enabling legislation is in place.

The Vancouver Island Aboriginal Transition Authority recognizes that both the unique cultural and geographic diversity of Aboriginal communities on Vancouver Island, along with the significant distances and distinct transportation routes, must be considered when planning services. For these reasons, the Vancouver Island Aboriginal Transition Authority has developed a set of proposed service areas relevant to Aboriginal communities to use when planning for and implementing all linkage activities and service areas of the Permanent Authority.

The five service areas are:

- North Island – including Kingcome and Rivers Inlet;
- West Coast – as a whole, up the western coast of Vancouver Island, but broken into two or three sub-service areas, and including Zeballos;
- North Central – including Sayward, Campbell River, Courtenay, Quadra Island, Cortes Island, Hornby Island and Denman Island;
- Central – including Qualicum south to Malahat, and including Saltspring Island, Thetis Island, Kuper Island and Gabriola Island;
- South – including south Island communities to Victoria and Port Renfrew, and including Galiano Island, Mayne Island, Pender Island and Saturna Island.

2. Governance

2.1 Role of Board of Directors

The Board's role is to foster the success of the organization's short- and long-term success consistent with the mandated objectives and accountabilities provided by the Government's Letter of Expectation. The Board oversees the affairs of the organization and supervises the CEO, who is responsible for the day-to-day operations.

The Board meets a minimum of once a month, or on a schedule approved by the Board, in communities throughout the service area. As a new organization, the Board is working toward establishing the best practice guidelines and standards for compensation, meetings, and set up of required working committees for HR, governance, etc.

We are guided by the Board Resourcing and Development Office's Standards of Ethical Conduct for Directors of Public Sector Organizations. These standards can be found at <http://www.lcs.gov.bc.ca/brdo/conduct/ethicalstandards.pdf>

2.2 Board Membership

As of December 2007, there are 12 members on the Vancouver Island Aboriginal Transition Authority Board, representing all three First Nations cultural groups, the Métis and Urban Aboriginal people on Vancouver Island. The representational structure of the Board is:

- 2 Métis
- 4 Urban Aboriginal
- 2 Kwakwaka'wakw
- 2 Coast Salish
- 2 Nuu'Chah'Nulth

This structure is preserved in our governance policy for the selection of future members and ensures that voices from throughout the Island will continue to be a part of the planning process. For more information on our governance policies, please go to www.viatt.ca. Further work will be done on the board member selection processes and other governance policies once the language in the enabling legislation is known.

The Board is remunerated according to the Treasury Board guidelines and disclosure of governance practices is in compliance with the Board Resourcing and Development Office's guidelines.

As the planning process has evolved, new members have come forward by responding, through an open and transparent process, to advertised board vacancies. Board applicants are interviewed and selected to ensure that the representative structure is maintained and that it includes the appropriate cultural, legal, financial and service delivery expertise. An Executive Director of a Delegated Agency has participated as a member of the Board from the beginning of this process. Selected board members are then approved by the Minister of Children and Family Development and receive their letters of appointment to the Vancouver Island Aboriginal Transition Authority Board.

Current board members are:

- Chair, Marion Wright, Kwakwaka'wakw
- Vice Chair, Paul Sam, Coast Salish
- Vice Chair, Bruce Parisian, Urban Aboriginal
- Helen Dick, Nuu'Chah'Nulth
- Sue Hendricks, Métis
- Pearl Hunt, Kwakwaka'wakw
- Grace Elliott-Nielsen, Urban Aboriginal
- Wally Samuel, Urban Aboriginal
- Ron Schell, CGA, Métis
- Audrey Wilson, Urban Aboriginal
- Carol Anne Hilton, Nuu'Chah'Nulth (pending appointment)
- vacant, Coast Salish

2.3 Board Committees

We are guided by the Board Resourcing and Development Office's Standards of Ethical Conduct for Directors of Public Sector Organizations. These standards can be found at <http://www.lcs.gov.bc.ca/brdo/conduct/ethicalstandards.pdf>). As a new organization, VIATT has established the following two committees:

An **Executive Committee** is used for labour relations and financial oversight support to the Board. Committee members are:

- Chair, Marion Wright
- Vice-Chair, Bruce Parisian
- Ron Schell
- Paul Sam
- Audrey Wilson

The second committee is the **Operational Service Plan Committee**, which is tasked with making recommendations on the detailed review of planning documents and strategies necessary for the completion of the planning process. Committee members are:

- Chair, Marion Wright
- Helen Dick
- Grace Elliott-Nielsen
- Audrey Wilson
- Pearl Hunt
- Wally Samuel

2.4 Names and Titles of Senior Management

The Vancouver Island Aboriginal Transition Authority Board, through its governance policy framework, has one employee: Chief Executive Officer, David Stevenson.

Other key positions are:

- Communications, Bob Hemphill
- Community Linkage, Kris Archie and Ruth Lyall
- Operational Linkage, Kyra Mason
- Corporate Services, vacant

3. Strategic Context

3.1 Key Challenges and Opportunities

As a planning body, the Vancouver Island Aboriginal Transition Authority is concerned with risks and opportunities that might impact the creation of a Permanent Authority. It is anticipated that at some time during 2008/09, the Permanent Authority will be created and with it a new set of risks and opportunities that will be laid out in the Service Plan of the Permanent Authority. Until that time, these are the key risks and opportunities that the Vancouver Island Aboriginal Transition Authority expects to be address over the next year:

Risk/Opportunity	Assessment	Potential Impact	Management Mitigation Strategy
Clarity on the role of the Permanent Authority	<ul style="list-style-type: none"> Challenge to communicate out details about a complex, large administrative transfer Permanent Authority is not a mechanism to resolve jurisdictional/constitutional protection issues 	<ul style="list-style-type: none"> Understanding will lead to informed decision making 	<ul style="list-style-type: none"> Meetings will continue with people and agencies from all over Vancouver Island
Clear identification of Aboriginal service streams and resources	<ul style="list-style-type: none"> MCFD Vancouver Island is currently building systems that will enable a more accurate identification of services used by Aboriginal people 	<ul style="list-style-type: none"> The sequence for program transfer may be impacted by the ability to identify the full range of services provided to Aboriginal people. The operational and infrastructure plans are delayed 	<ul style="list-style-type: none"> Develop a service plan that establishes the sequence for program transfer based on the availability of information
Development of organizational and community capacity, including adequate staff and resources to ensure successful operation of the Permanent Authority	<ul style="list-style-type: none"> Current labour market makes it difficult to recruit into key positions Instability of organizational future leads to loss of personnel with corporate knowledge 	<ul style="list-style-type: none"> Inability to move forward due to a lack of qualified staff in certain areas of expertise 	<ul style="list-style-type: none"> Move forward as quickly as possible to create stability Meet or beat labour market standards as required Recruitment strategies, i.e., mentoring
Maintaining government support and priority for the creation of a Permanent Authority	<ul style="list-style-type: none"> Political will exists for the creation of the Permanent Authority during the Spring 2008 legislative session 	<ul style="list-style-type: none"> Failure to pass the enabling legislation for the Permanent Authority may result in a delay 	<ul style="list-style-type: none"> Participation in the legislation working group to build language that will be supported by stakeholders Ensuring continuity of technical resources supporting the legislative effort
Ensuring that the planning for the Permanent Authority reflects the unique capacity and circumstances of Vancouver Island communities apart from other planning processes	<ul style="list-style-type: none"> Aboriginal communities are not well served by a one-size-fits-all approach Support for unique planning processes is required 	<ul style="list-style-type: none"> Standardized planning processes are not always respectful of unique geographical (i.e., isolated or semi-isolated) and cultural differences 	<ul style="list-style-type: none"> Work with partners to ensure that uniqueness is supported when necessary

4. Goals, Objectives, Key Strategies, Measures and Targets

4.1 Objectives, Strategies and Measures

The Vancouver Island Aboriginal Transition Authority's work is to plan for the creation of a Permanent Authority and therefore the goals, objectives, key strategies, measures and targets focus on this planning function only. We anticipate that the legislation that creates the new Permanent Authority will come into effect during the 2008/09 fiscal year. As a result, performance measures and targets for 2009 and beyond will be developed by the Permanent Authority.

As a planning body, our performance measures are focused on planning, community engagement, and development of governance, operational and transition plans necessary to become a permanent authority. The targets identified are important as they meet the action items identified in the Government Letter of Expectation requirements. As an Interim Authority some risks to achieving the targets include large geographic areas, diverse stakeholder interests, time required to engage in consultations, and development of organizational and human resource capacity.

Objective #1 Use an inclusive planning process with every First Nation and Delegated Agency as well as the Métis and Urban Aboriginal people to ensure that the Permanent Authority meets the needs of Aboriginal communities.

Strategy			
Ensure that the planning process is inclusive of community-based service providers, Aboriginal political groups, Aboriginal communities, and Government.			
Performance Measures	Targets		
	08/09	09/10	10/11
1. Conduct planning meetings with service providers, community members and Aboriginal political groups to understand needs	75 meetings	TBD	TBD
2. Establish Community Tables in each sub-region to formalize community engagement in planning process	Establish 5 tables	TBD	TBD

Objective #2 Provide options and make recommendations to the Government concerning models of leadership for Aboriginal child and family development services and planning.

Strategy			
In consultation with stakeholders, develop and document options for a governance model			
Performance Measures	Targets		
	08/09	09/10	10/11
Host meetings to gain community input on governance model	25 meetings	TBD	TBD
Develop draft governance policies and procedures to support governance model	Permanent Authority board governance structure completed	TBD	TBD

Objective #3 Prepare a phased-in operational and transition plan for development of Permanent Authority.

Strategy			
Work with MCFD Vancouver Island Region and to map current services and to develop plans to transfer programs and services.			
Performance Measures	Targets		
	08/09	09/10	10/11
Operational and transition plan completed for first programs	Transfer plan developed	TBD	TBD
Quality Assurance plan developed	Plan developed	TBD	TBD
Work with MCFD Vancouver Island Region to map current services and resources	Analysis completed of resources and services	TBD	TBD

Objective #4

Develop and implement administrative services and systems necessary for a Permanent Authority to provide Child and Family services.

Strategy			
Develop and implement the administrative services, systems and staffing structure necessary for oversight and management of Aboriginal Child and Family Services.			
Performance Measures	Targets		
	08/09	09/10	10/11
Establish Human Resource, Finance Accounting System, Facilities and Information Management/Information Technology systems and resources to provide oversight function	Permanent Authority structures, functions and systems in place	TBD	TBD

5. Performance Management Systems

The following tools and approaches are in development and will be used to track performance targets.

Dialogue Trackers	Information system developed to track all community, operational and political linkage meetings by location, subject, attendees, and to ensure analysis by themes/issues.
Monitoring/Feedback	Maintain record of all correspondence received as confirmation of support for the Permanent Authority.
Quarterly Status Reports	Quarterly status reports will be issued to compare completed work against operational work plans and targets.
Financial Audit	The Vancouver Island Aboriginal Transition Authority is audited by the Office of the Auditor General
Systems Matching	Data matching and Linkage with Ministry of Children and Family Development

5. Summary Financial Outlook for the Service Plan Period

5.1 Financial Summary

	2007/08 (Forecast) (000's)	2008/09 (budget)	2009/10 (forecast)	2010/11 (forecast)
Total Revenue from Ministry of Children and Family Development	\$1,604	TBD	TBD	TBD
Expenses				
Staffing	\$644	TBD	TBD	TBD
Administration	\$199	TBD	TBD	TBD
Contracted Services	\$361	TBD	TBD	TBD
Planning Committee	\$181	TBD	TBD	TBD
Consultation and Linkage	\$198	TBD	TBD	TBD
Capital Purchases	\$21	TBD	TBD	TBD
Total Expenses	\$1,604	TBD	TBD	TBD
Net income (loss)	0	TBD	TBD	TBD
Total Debt	0	0	0	0
Retained earnings	0	0	0	0
Capital Expenditures	0	0	0	0
FTEs (by core business area)	12.5	TBD	TBD	TBD

Note: VIATA is an Interim Authority with the mandate to “plan for the possible creation of a Permanent Authority, including the transfer of authority and resources from MCFD to a Permanent Authority”. Contingent on the consideration of Permanent Authority legislation by the Legislative Assembly and achieving readiness criteria, VIATA anticipates to be established as a Permanent Authority in 2008/09. VIATA is in the process of developing a budget proposal for the Ministry of Children and Family Development’s review and funding approval based on an ongoing assessment of anticipated activities in 2008/09.

5.2 Key Assumptions

1. The budget received from the Ministry of Children and Family Development will be retained for the completion of the planning process.
2. Planning process is able to accurately forecast budget requirements.
3. Ministry of Children and Family Development receives adequate funding to support the operation of the Interim Authority.
4. The mandate provided by Ministry of Children and Family Development will not change substantially requiring additional funding.



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