

President's Sabbatical Project

May 1 to August 31, 2017

Title:

Strengthening NIC's role in supporting effective collaboration for community and regional development.

(social, economic and educational)

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Preamble and Disclaimers

1. Apologies at the outset for what is a text "heavy" report/presentation, somewhat visually uninteresting and unattractive. ☹
2. Lots of detailed information and specific to individual organizations and communities that was collected is not included here.
3. Social Science – more of "social" than science in this project – emphasis on qualitative data and personal learnings, reflections and application to NIC Plan2020 (actions and follow-up).
4. Participant interviewees. . . there is some under representation of First Nations communities, Aboriginal organizations and businesses/major employers, which will be addressed by follow-up actions.



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Goals for this session:

1. To share information about the sabbatical project. (the process, learning, and draft plans for follow-up action)
2. To initiate conversation, reflections (Q & A) about the insights that can be gained and how they may be used (by me and the College).



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Presentation Outline

1. Background
2. Benefits & Purpose
3. Objectives
4. Methods
5. Questions
6. Interviewees
7. Summary of Findings
8. Follow-up Actions



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Background

What the heck is a “sabbatical”?

In post-secondary institutions the definition and purposes of a “sabbatical leave” usually include to encourage and enable academic and institutional revitalization by providing the leave taker with sustained and focused time for research, or other creative activities; acquisition of expanded and/or new qualifications and skills; contribution to and advancement of institutional or departmental plans; or public service activities in accordance with the mission of the institution.



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President Employment Agreement Contract

(August 1, 2013 to July 31, 2018)

5.4 Sabbatical Leave

- a) The President shall be entitled to a Sabbatical Leave during . . . Such Sabbatical Leave shall not exceed four (4) months . . . The Sabbatical Leave shall be of mutual benefit to the President and the College. . .



Sabbatical Leave Project Plan submitted to and approved by NIC Board of Governors March 9, 2017.

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from NIC President Job Description . . .

8.0 Relationships with Key Stakeholders

Actively promotes the College to the community at large; plays a leading role in the College's resource development initiatives and develops effective relationships with all communities, agencies, organizations and institutions sharing common interests with the College including . . .



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Benefits & Purpose

For the College . . .

Support/Inform Plan2020 Priorities

- Active Connections to Community
- Access to Learning and Services Across the Region
- Aboriginal Education, Indigenization
- College Identity and Brand



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Benefits & Purpose

For John . . .

- **Relationships**
(strengthen existing, initiate, develop new)
- **Learning, prof. development**
(about communities, organizations, issues)
- **Rejuvenation** (a change of pace!)



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Objectives

- To assess and strengthen NIC's roles and collaboration with other organizations and community stakeholders.
- To enhance understanding of and support for Aboriginal Education, the AEAC and Regional Advisory Committees.
- To obtain feedback for improvement, support and planning by Regional Learning Councils.



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Methods

- Identification of community and organization contacts, list/sample of 110 selected
- Interview questions developed, modified
- Introductory letter, email follow-up and interview appointments scheduled (April)
- Interviews completed (May–August)



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Questions

1. What are your organization/community's major priorities and challenges?
2. What are the organization/community's connections/relationships with North Island College?
3. What have been your experiences and perceptions of NIC in general, and as a partner/collaborator?
4. What do you see as the major community and economic development issues/needs in this region?
5. Do you have any other feedback, questions or comments about NIC?

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Interviewees

- School Districts, Sec. Schools
(Superintendents, Principals)
- Local, Regional Government
(Mayors, Councilors, staff, MP's, MLA)
- First Nations, Organizations
- Chambers of Commerce
- Employment Agencies
- Economic, Community
and Social Services



- **A total of 81 individuals were interviewed**

Alberni-Clayoquot (18), Comox Valley (26)
Campbell River (20), Mount Waddington (17)

13 interviewees were from First Nations, Aboriginal orgs.

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Summary of Findings & Action/Follow-up *

- ✓ General / College-wide
- ✓ Alberni – Clayoquot
- ✓ Campbell River
- ✓ Comox Valley
- ✓ Mount Waddington
- ✓ Regional Learning Councils
- ✓ Aboriginal Education
and Indigenization



* Need to establish priorities and timelines!
(those Actions to be completed in 1, 2, or 3 years)

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Summary of Findings: General

Regional optimism, progress, energy in communities

- political, economic, collaboration, leadership, pride

Positive feedback re NIC

- people, programs and services and quality, valued, responsive, collaborative, trusted, pride etc.
- support for college mission, mandate and plans – and willingness to help
- appreciation for challenges and limitations re: resources, geography, size, high community expectations
- the significance of the sabbatical project focus and effort

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Summary of Findings: General

Constructive criticism and suggestions for NIC

- opportunities for improvement and possible new initiatives (e.g. programs, services, other partnerships)
- greater/improved information sharing and communication with stakeholders
- new/improved processes and structures for collaboration (Partnership Agreements, MOA's, Regional Learning Councils, etc.)
- desire for increased contact/visibility/engagement with college leadership
- some areas within NIC may be/nearly over committed

Relationships are key to success!

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Summary of Findings: General

Regional/community issues, priorities

- Affordable housing
- Labour market demand and supply (current/future challenges)
- Economic development, by sectors (technology, forestry, tourism, creative, construction, aquaculture, aerospace, etc.)
- Education/training close to home and in-community
- Engagement and retention of youth



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Findings: Alberni - Clayoquot

- Relationships and collaboration have been strengthened
- Engagement with community and partners growing
- Regional leadership, staff, and faculty viewed positively
- Regional Learning Council a key forum/structure
- Alberni District Secondary School NIC connection VERY important



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Findings: Alberni - Clayoquot

- Regional economic priorities:
Wood/Forestry, Marine, Aerospace, Tourism, Arts/Culture,
Aboriginal Administration
- Significant opportunities on horizon (Alberni Airport,
Coulson Group) Transshipment Hub, Gateway to Tofino/West Coast)
- Technology related training needed for those "left behind"
- Need for greater/improved communication with
employers, and employment agencies (day-to-day)
- Mental health, addictions, homelessness and poverty issues
- Cultural competency needed across education, health social
services sectors

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Findings: Campbell River

- Campus Consolidation and Expansion Project will have major impact
- Opportunity to strengthen and "rebrand" NIC in Campbell River
- NIC staff, faculty and admin held in high regard, seen as responsive
and engaged
- Relationships among key organizations and leadership well
established and effective
- Regional Learning Council seen as positive to support collaboration,
planning and advocacy
- Communication between NIC-City-SD72 can be stronger to support
advocacy and planning
- NIC programming in trades and applied areas seen as high quality

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Findings: Campbell River

- Perception exists that NIC academic programs are not available in Campbell River
- NIC seen as “default” option by many secondary school students
- University studies transfer packages/course bundles not well understood/promoted
- Regional economic priorities:
Aerospace, Forestry, Tourism, Aquaculture, Technology
- NIC could serve role as a community convener for major issues e.g. innovation, technology, Reconciliation
- New Aboriginal Administrative Leadership Certificate program will meet an important need
- Salmon Centre of Excellence will offer opportunity for NIC to collaborate with the Centre for Aquatic Health Sciences

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Findings: Comox Valley

- NIC is a substantial asset to the CV community, however it is regarded as not yet reaching its full potential (adolescent stage)
- Some see NIC as a whole as insular, and in need of being more visible/present in the CV community outside the campus
- NIC is seen as a leader in supporting a diverse learning community (International, Elder College, Aboriginal education, Students with Disabilities)
- Academic, fine arts, health care, trades, human services, business and adult upgrading programs are viewed as high quality, relevant, etc.
- NIC can/should share its prestige and institutional capacity more broadly
- Need for greater collaboration across organizations in CV involved in labour market, education/training, community development
- Local government and political leadership in Comox Valley fragmented, their voices in advocacy for the College are lacking

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Findings: Comox Valley

- NIC's collaboration with CV Chamber of Commerce is extensive and positively impacts the community
- Relationships with Comox Valley School District #71 and local secondary schools are underdeveloped and offer significant opportunity
- Connections between NIC and health care service providers are strong and effective, new North Island Hospitals offer catalyst for growth and new initiatives
- Stronger connections between NIC and Island Health at the senior administration level could be beneficial
- Lack of available affordable housing in Comox Valley is a major concern, NIC student residence can be part of the solution
- Economic priorities: Business Retention and Enhancement, Investment Attraction/Promotion, Tourism/Events, Technology, Entrepreneurial Support, Export Development

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Findings: Mount Waddington

- New campus location will be positive/have impact in Port Hardy
- NIC and secondary school relationships very important, many secondary school students have not seen post-secondary education as an option
- Opportunity to connect and strengthen Port McNeil and Cormorant Island (Alert Bay, Namgis) access to NIC thru ITV, with School District #85
- Needs for additional course/program offerings (ABE, Life Skills, Tourism, Health Care, Marine, Aquaculture, Trades)
- Port Hardy Secondary School currently lacks ITV room
- Permanency of NIC offerings an issue for student/community planning

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Findings: Mount Waddington

- Economic priorities: Forestry, Tourism (Adventure/Eco-Tourism/First Nations), Marine, Aquaculture
- Demographics of regional workforce, retirements, attrition, succession planning major concerns
- Retaining younger people in the region thru post-sec education a goal
- Communities want to be heard, important for NIC to be connected and in communities
- Aboriginal Service Plan (ASP) programming has been helpful
- Look to replicate successes of project based initiatives

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Follow-up Actions - Notes

- o Some of the draft follow-up actions and initiatives listed have been previously contemplated within the NIC Plan2020.
- o Those are included and have been given further support and impetus as a result of this project.
- o In other cases the follow-up actions are newly identified as a result of the project.
- o Given the number and extent of work involved, the follow-up actions will need to be undertaken over the next 1-3 years



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Follow-up Actions General and Overall

1. Continue the project/engagement process, on an ongoing basis (+12 interviews in 2017/18)
2. Work with NIC leads and Regional Learning Council (RLC) participants to enhance the RLC's effectiveness.
3. Regularize and increase communications in writing to key partner and stakeholder organizations.
4. Increase engagement, visibility of senior college leadership in all communities.
5. Strengthen the College's knowledge of engagement with communities on the issue of affordable housing.
6. College senior leadership and Board of Governors to review status of relationships with strategically important organizations, stakeholders and partners.

Draft
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Follow-up Actions General and Overall

7. Work with school districts and secondary schools to grow dual credit offerings and student enrolments.
8. Discuss with Aboriginal Education Council (AEC) their individual feedback, and develop detailed action plans to address.
9. Explore with local First Nations the granting/designation of an appropriate Aboriginal language name for each NIC campus.
10. Continue to showcase NIC student and employee success stories across all regions.
11. Review services the College can provide for distance learners, including those enrolled with other institutions.
12. Discuss with North Island Chambers of Commerce development of formalized MOA to collaborate on shared goals (e.g. advocacy, innovation/applied research, economic development).

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Campbell River

1. Formalize and regularize communication and collaboration with the City of Campbell River.
2. Review, enhance and renew the MOA with the Immigrant Welcome Centre.
3. Explore opportunities to partner with Shaw TV for new program development and college related audio-visual productions.
4. Revise the agreement with School District #72 regarding shared facilities use with Timberline Secondary School, in context of campus changes.
5. Leverage investment in Campbell River Campus project to relaunch college brand, identity and engagement.
6. Strengthen linkages to the Centre for Aquatic Health Sciences and proposed Salmon Centre of Excellence.

Draft
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Campbell River

7. Review and update plans for and complete construction of the Aboriginal Gathering Place at the Campbell River campus.
8. Explore new and enhanced program development and delivery opportunities. . . .
 e.g. Business/entrepreneurship, Trades Exploration, Tourism/Hospitality, Fishing Masters, Forestry, Technology, Alternative and Renewable Energy, Audio-visual Media Production, additional Dual Credit course options.

Draft
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Alberni - Clayoquot

1. Examine feasibility of establishing an NIC point of contact location in downtown Port Alberni, in partnership with another organization.
2. Develop with School District #70 and Alberni District Secondary School a written agreement regarding cooperation, sharing resources, etc.
3. Learn more about and develop relationships with Port Alberni Port Authority, Coulson Group of Companies, and Canadian Alberni Engineering (CAE).
4. Work with MP Gordon Johns and Vancouver Island University to promote the Canada Learning Bond program within the NIC region.
5. Review with the Alberni Valley Chamber of Commerce the "Alberni Valley Tourism Program" and other opportunities.

Draft
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Alberni - Clayoquot

6. Review and develop opportunities to increase utilization of the Culinary Building on the Port Alberni Campus.
7. Strengthen relationships with and support for West Coast First Nation communities.
8. Explore potential college connections to the West Coast NEST.
9. Explore opportunities to collaborate with the Clayoquot Biosphere Trust for program development, funding applications and access to occasional use space in Tofino.
10. Explore new and enhanced program development and delivery opportunities. . .
 e.g. Rotational Trades, Outdoor Adventure/Recreation,
 Tourism/Hospitality, Local Government Admin., Dual Credit

Draft
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Comox Valley

1. Plan and implement a biennial College-Community Engagement Conference (beginning in Fall 2018) to enhance college community relationships with stakeholders and partners in the Comox Valley.
2. Further develop relationships with Comox Valley Economic Development Society, Innovation Island and regional Chambers of Commerce to raise awareness and develop applied research and innovation.
3. Invite K'ómoks First Nation to jointly develop an MOA and action plan detailing protocols, recognizing the unceded traditional territory, priorities for cooperation, partnership and mutual support.
4. Create an Aboriginal Gathering Place on the Comox Valley Campus.
5. Explore the relationship with Waichay Friendship Centre and opportunities for collaboration.

Draft
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Comox Valley

6. Leverage college resources, leadership capacity and NIC's role as a major corporate citizen and asset in the Comox Valley to support community development and other initiatives that are driven by other organizations.
7. Develop an MOA with the Comox Valley Community Justice Centre to enhance the Colleges' support for and role in the Annual Campagnolo Lecture Series and other CJC initiatives.
8. Develop and MOA with the Comox Valley Global Awareness Network (BC Council for International Cooperation).
9. Develop relationships between College Senior Leadership and Island Health senior leadership.
10. Strengthen collaboration with School District #71.

Draft
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Mount Waddington

1. Review and discuss Mount Waddington and Cormorant Island Economic Development Plans with stakeholders (RLC, communities) to determine how NIC can best support (e.g. N.I. Forest Industry Attraction, Training and Retention Strategy).
2. Examine opportunities to share resources and establish stronger educational linkages between Port McNeil (NISS), Alert Bay (Cormorant Island Learning Centre), Port Hardy (PHSS) and NIC through technology (ITV) and other methods.
3. Review feasibility of additional dual credit course offerings and further development/delivery of the “Transition” program model developed with School District #85.
4. Explore new program development and delivery opportunities (Forestry-related, Waste Water Technology, Education Assistant, rotational/one-time Construction Trades, Adventure Tourism, Marine Industry).

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Aboriginal Education and Indigenization

1. Discuss with Aboriginal Education Advisory Council (AEAC) augmenting their members’ feedback through additional interviews, and develop appropriate follow-up actions.
2. Seek to provide additional in-community program delivery (e.g. ABE, Trades, Human Services).
3. Explore with the First Nations on whose territory NIC campuses are situated, the request and granting/designation of an appropriate Aboriginal language name for each NIC campus.
4. Review and update plans for and complete construction of the Aboriginal Gathering Place at the Campbell River campus.
5. Invite Komoks First Nation to jointly develop an MOA and action plan detailing protocols, recognizing the unceded traditional territory, priorities for cooperation, partnership and mutual support.

Draft

Aboriginal Education and Indigenization

6. Create an Aboriginal Gathering Place on the Comox Valley Campus
7. Explore the relationship with Waichay Friendship Centre and opportunities for collaboration.
8. Strengthen relationships with and support for the West Coast First Nation communities.
9. Ensure that discussions regarding new program funding eligibility criteria occur with First Nations community education coordinators prior to program details being finalized.
10. . .
11. . .

Draft

Regional Learning Councils (RLC's)

Terms of Reference: Mandate and Purpose

The Alberni Valley Learning Council (AVLC) is an advocacy, advisory and supporting body for adult, post-secondary and secondary education and training in the region. AVLC will focus on helping to ensure that the regional communities' needs for access to adult, post-secondary education and training opportunities are met through effective collaboration, integration, planning and resource sharing on the part of organizations, institutions and communities.

Participants

- Local/regional government
- School District
- Chamber of Commerce
- Major Employers
- First Nations/Aboriginal organizations
- Employment agencies
- NIC
- Others

RLC's in

- Alberni Valley
- Mount Waddington
- Campbell River

Regional Learning Councils

Summary

Support for and positive feedback about the value, benefits of a multi-party forum/meeting/group that gets together regularly.

Key positives: Information sharing, collaborative planning, joint advocacy, relationships, connecting dots, importance of working across silos, etc.

Appreciation to NIC for convening facilitating, sharing ownership, but not directing – awareness that the RLC is another thing that NIC is doing and facilitating.



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Regional Learning Councils

Concerns/suggestions

- Need to clarify expectations for purposes, goal setting, outcomes expected
- Action and follow-up between meetings (strengthen)
- Too much time between meetings (need annual schedule)
- Support staff resources needed (facilitation, administrative supports and some budget \$)
- NIC leads are facilitating off the corners of their desks
- Review/discuss participants/organizations included and those not attending
- First Nations participation, establish clear connections to Regional Aboriginal Education Advisory Committees

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Project Interviewees

Alberni – Clayoquot (18)

Mike Ruttan, Mayor, City of Port Alberni - <https://www.portalberni.ca>
 Pat Deakin, Economic Development Manager, City of Port Alberni - <https://www.portalberni.ca>
 Greg Smith, Superintendent, School District #70 - <https://www.sd70.bc.ca/Pages/default.aspx>
 Rob Souther, Principal, Alberni Valley Secondary School - <https://www.sd70.bc.ca/school/adss/Pages/default.aspx>
 Greg Freethy, District Lead, Career Programs, School District #70 - <https://www.sd70.bc.ca/Pages/default.aspx>
 Bill Brown, Community Partnership Coordinator, Alberni Valley Employment Centre - <https://avemployment.ca>
 Ellen Froot, Director, Alberni Community and Women's Services (AWACS) - <http://www.acaws.ca>
 Terry Deakin, President/CEO, INEO Employment Services - <http://www.ineoemployment.com>
 Brent Ronning, Education, Trades and Employment Coordinator, Huu-ay-aht First Nation - <https://huuayaht.org>
 Bill Collette, Executive Director, Alberni Valley Chamber of Commerce - <https://www.albernichamber.ca>
 Marie Duperreault - Director - Port Alberni/West Coast Community, Island Health - <http://www.viha.ca>
 Vanessa Gallic, Aboriginal Liaison Nurse, Island Health, [West Coast General Hospital](#)
 Dave McCormick, [Port Alberni Port Authority](#)
 Gord Johns, [Member of Parliament, Courtenay-Alberni](#)
 Josie Osborne, Mayor, [District of Tofino](#)
 Diane St. Jacques, Mayor, [District of Ucluelet](#)
 Rebecca Hurwitz, Executive Director, [Clayoquot Biosphere Trust](#)
 Bill Morrison, North Island College, Ucluelet Centre

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Project Interviewees

Comox Valley (26)

Fred Bigelow, Chief Executive Officer, Comox Valley Airport Authority - <http://www.comoxairport.com/>
 Paul Ives, Mayor, Town of Comox - <http://www.comox.ca/>
 David Allen, Chief Administrative Officer, City of Courtenay - <http://www.courtenay.ca/>
 Bruce Curtis, Chief Administrator, Comox Valley Community Justice Centre - <http://www.communityjusticecentre.ca/>
 Dean Lindquist, Superintendent, School District #71 (Comox Valley) - <https://www.sd71.bc.ca/Pages/default.aspx>
 Tom Demeo, Assistant Superintendent, School District #71 (Comox Valley) - <https://www.sd71.bc.ca/Pages/default.aspx>
 Jeff Stewart, Navigate NIDES - <http://www.navigatenides.com/>
 Leslie Baird, Mayor, Village of Cumberland - <https://cumberland.ca/>
 Sundance Topham, Chief Administrative Officer, Village of Cumberland - <https://cumberland.ca/>
 Jim Brennan, Executive Director, Immigrant Welcome Centre - <https://www.immigrantwelcome.ca/>
 Lisa Moyes, Chair, North Island College Foundation Board of Directors - <http://foundation.nic.bc.ca/>
 Bruce Jolliffe, Board Chair, Comox Valley Regional District - Comox Valley Regional District - <http://www.comoxvalleyrd.ca/>
 Debra Oakman, Chief Administrative Officer (retired), Comox Valley Regional District - <http://www.comoxvalleyrd.ca/>
 Russell Dyson, Chief Administrative Officer, Comox Valley Regional District - <http://www.comoxvalleyrd.ca/>
 Fran Prince, Elder, Komoks First Nation, Chair NIC Aboriginal Advisory Council - <http://www.komoks.ca/>
 Charlene Everson, Education Coordinator, Komoks First Nation - <http://www.komoks.ca/>
 Roger Kishi, Waichay Friendship Centre - <https://www.waichay.org>
 Jane Murphy, President and CEO, St. Joseph's Hospital - <http://www.sjghcomox.ca/>
 Jerry Mundi, Regional Coordinator, Comox Valley Global Awareness Network - <http://bccic.ca/cvgan/>
 Tom Sparrow, Project Director, North Island Hospitals, Island Health - <http://nihp.viha.ca/>
 Diane Hawkins, Chief Executive Officer, Comox Valley Chamber of Commerce - <http://www.comoxvalleychamber.com/>
 Captain Christina Scott, Personnel Officer, 19 Wing Comox, Canadian Air Force - <http://www.rcaf-arc.forces.gc.ca/en/19-wing/index.page>
 John Watson, Executive Director, Comox Valley Economic Development Society - <https://discovercomoxvalley.com/>
 Paul Horgen, Chair, Comox Valley Project Watershed Society - <https://projectwatershed.ca/>
 Dan Bowen, Director, Comox Valley Project Watershed Society - <https://projectwatershed.ca/>
 Ronna-Rae Leonard, [MLA Courtenay-Comox](#)

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Project Interviewees

Campbell River (20)

Jim Powell, Chief Executive Officer, BC Centre for Aquatic Health Sciences - <http://www.caahs-bc.ca/>
 Chris Roberts, Economic Development, Nanwakolas Council - <http://www.nanwakolas.com/>
 Mary Ashley, Board Member, Island Corridor Foundation - <http://www.islandrail.ca/>
 Andy Adams, Mayor, City of Campbell River - <http://www.campbellriver.ca/>
 Debra Sargent, Chief Administrative Officer, City of Campbell River - <http://www.campbellriver.ca/>
 Rose Klukas, Economic Development, City of Campbell River - <http://www.campbellriver.ca/>
 Charlie Cornfield, Councillor, City of Campbell River - <http://www.campbellriver.ca/>
 Michele Babchuk, Councillor, City of Campbell River - <http://www.campbellriver.ca/>
 Mary Ruth Harris, Producer, Shaw TV (North Island) - <https://www.shaw.ca/ShawTV/Comox/>
 Colleen Evans, Chief Executive Officer, Campbell River Chamber of Commerce - <http://www.campbellriverchamber.ca/>
 Doug Podetz, Apprenticeship Advisor, Industry Training Authority (ITA) - <http://www.itabc.ca/>
 Averil Henderson, Post-secondary Education Coordinator, Wei Wai Kum First Nation - <https://www.weiwaiikum.ca/>
 Sherry Simms, Manager, North Vancouver Island Aboriginal Training Society (NVIATS) - <http://www.nviats.com/>
 Val Meany, Executive Director, North Island Employment Foundations Society (NIEFS) - <http://www.niefs.net/>
 Shannon Baikie, Regional Manager, North Island Employment Foundations Society (NIEFS) - <http://www.niefs.net/>
 Tom Longridge, Superintendent, School District #72 (Campbell River) - <http://www.sd72.bc.ca/Pages/default.aspx>
 Kevin Patrick, Secretary-Treasurer, School District #72 (Campbell River) - <http://www.sd72.bc.ca/Pages/default.aspx>
 Jeremy Morrow, Principal, Timberline Secondary School - <http://www.sd72.bc.ca/school/timberline/Pages/default.aspx>
 Jeremy Dunn, Chief Executive Officer, BC Salmon Farmers' Association - <http://bcsalmonfarmers.ca/>
 Rachel Blaney, Member of Parliament, North Island-Powell River - <https://www.facebook.com/Rachel.a.blaney>

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Project Interviewees

Mount Waddington (17)

Roger Nopper, Band Manager, Gwa'sala-Nakwaxda'xw Nation, <http://www.gwanak.info/>
 Grace Smith, Education Coordinator, Gwa'sala-Nakwaxda'xw Nation, <http://www.gwanak.info/>
 Pat Corbett-Labatt, Councillor, District of Port Hardy - <http://porthardy.ca/>
 Allison McCarrick, Chief Administrative Officer, District of Port Hardy - <http://porthardy.ca/>
 Fred Robertson, Councillor, District of Port Hardy - <http://porthardy.ca/>
 Pat English, Manager Economic Development, Mount Waddington Regional District - <http://www.rdmw.bc.ca/>
 Shirley Ackland, Mayor, Town of Port McNeill - <http://www.town.portmcneill.bc.ca/>
 Michael Berry, Mayor, Village of Alert Bay - <http://www.alertbay.ca/>
 Randy Bell, Training Coordinator, Namgis First Nation - <http://www.namgis.bc.ca/>
 Verna Ambers, Manager - Namgis First Nation - <http://www.namgis.bc.ca/>
 Kelly Speck, Councillor, Namgis First Nation - <http://www.namgis.bc.ca/>
 Jay Dixon, Principal, North Island Secondary School (NISS) - <http://northislandsecondary.edublogs.org/>
 Adrian Pendergast, Vice Principal, Port Hardy Secondary School - <http://phss.ca/>
 Trish Weatherall, Coordinator, Literacy Now Mount Waddington - <https://mwliteracynow.wordpress.com/>
 Scott Benwell, Superintendent, [School District #85 Vancouver Island North](#)
 David Mitchell, Manager, [Community Futures of Mount Waddington](#)
 Janet Hanuse, Executive Director, [Sacred Wolf Friendship Centre](#)

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Project Interviewees

First Nations and Aboriginal Organizations

Averil Henderson, Post-secondary Education Coordinator, Wei Wai Kum First Nation - <https://www.weiwaikum.ca/>

Sherry Simms, Manager, North Vancouver Island Aboriginal Training Society (NVIATS) - <http://www.nviats.com/>

Chris Roberts, Economic Development, Nanwakolas Council - <http://www.nanwakolas.com/>

Brent Ronning, Education, Trades and Employment Coordinator, Huu-ay-aht First Nation - <https://huuayaht.org>

Roger Nopper, Band Manager, Gwa'sala-Nakwaxda'xw Nation, <http://www.gwanak.info/>

Grace Smith, Education Coordinator, Gwa'sala-Nakwaxda'xw Nation, <http://www.gwanak.info/>

Janet Hanuse, Executive Director, [Sacred Wolf Friendship Centre](#)

Randy Bell, Training Coordinator, Namgis First Nation - <http://www.namgis.bc.ca/>

Verna Ambers, Manager - Namgis First Nation - <http://www.namgis.bc.ca/>

Kelly Speck, Councilor, Namgis First Nation - <http://www.namgis.bc.ca/>

Fran Prince, Elder, Komoks First Nation, Chair NIC Aboriginal Advisory Council - <http://www.komoks.ca/>

Charlene Everson, Education Coordinator, Komoks First Nation - <http://www.komoks.ca/>

Roger Kishi, Waichay Friendship Centre- <https://www.wachiay.org>