



# Departmental Report to Chief and Council

*Department Name: Ts'ewulhtun Health Centre*

*Date: April 22, 2021*

*Submitted by: Marnie Elliott*

## Department Services Delivery during COVID

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### *Program Management*

**Kwun'atsustul** – community connections, counseling and groups are done through phone, text, Messenger and video counseling – Zoom, WebEx and Facetime. Play therapy supplies/counseling packages are safety dropped off to families and then supported through Zoom.

Ongoing service:

Individual counseling, Family counseling, couple's counseling, Play Therapy, Weekday On Call 8:30-4:30, Weekly Zoom Supporting Connection Circle, Weekly Zoom Couples Circle, Men Choose Respect 10 week Program. Ongoing cycles through 2021

**Elders Kitchen** – Meal Delivery to over 30 meals to our Elders, 50 Food Hampers for Elders, Meals on Wheels and Hampers, COVID Food Security to those in isolation or in need due to COVID

**Healthy Families Team** – Pandemic Lead Nurse and Logistics, COVID case and contact management, COVID Testing on site, off site and in home Monday to Friday, COVID Vaccine Clinic, Pre and Post natal families are followed by our Maternal Child Health Team who provide regular communications and weekly food support, Families with children of high medical needs are followed by telephone contact by our Infant Development Consultant, Speech and Language Services, Immunization is offered every day for children and adults, TB testing is offered, Community Health Representatives are doing water testing and outreach to the homeless with the distribution of harm reduction supplies, naloxone and meals, "Pop Up" overdose prevention trainings weather permitting, Preterm Birth Study and the Vaccine Hesitancy Study will continue with telephone and Zoom interviews.

Vision Testing and Dental Prevention are soon to be available

**Slhexun Sun'ts'a Clinic** – Seeing community members via telehealth, telephone, in person as needed, Evening Clinic Pilot – Monday to Wednesday from 8:30AM - 8:30 PM – Support with the Vaccine Clinic, immunizations, Social Determinants of Health Supporting for short term, Support and coordination with Island Health to support community members who have tested positive and do not have a primary physician



## Departmental Report to Chief and Council

**Clerical Administration** – Monitor Daily Check ins, Process Financials, provide Purchase Orders, Shop for needed supplies, Process invoices/P.O. Medical Transportation, Transportation for COVID Vaccine Clinic, Transportation for testing, Elders Tobacco Tax, Appliance repair/replacement for Elders, Funeral Subsidy, fielding and directing incoming calls, Food Delivery

**Youth Centre** – Delivered 48 activity packs for youth, 30x30 Activity Challenge with over 300 entries, First Nations Art Class via WebEx, Bath Bomb making, Car Maintenance – oil change – over 1900 viewed, Hul'qumi'num language class – Luschiim and Sonya Charlie shared Traditional Stories, language and plant knowledge – over 1500 reached, Yoga session – breathing and stretching techniques, Physical Activity hosted by Zach Elliott who has a kinesiology major, message shared from Elder Dora Wilson, Youth and Rec Committee has supported 17 activity payments, Youth Shelter – food is being distributed, clothing, connecting with youth to parents/caregivers and social workers as needed, connection with RCMP to report concern with youth and those are often target vulnerable youth, Shelter and outreach, supporting with hygiene supplies, clothing, personal supplies and lunches, supporting the Harm Reduction Team, Strong relationships are being developed with community agencies and community members, supporting the vaccine clinic, Joined a Front Line Staff Resiliency Course hosted by Royal Roads University, Staff are also in a variety of committees – CAT (Community Action Team), Opioid Working Group, Quamichan Middle School empathy planning group, Youth Safety Planning calls with caregivers and LS, Rowing Canada and Cowichan Tribes relationship building, Monthly touch point with Island Health/FNHA, reviewing and revising opioid overdose alerts, Provincial Shelter Leadership Group, Discovery Youth Outreach Team and MCFD check and safety planning for vulnerable youth

**Elders Department** – New position – CHR, Bath Program, Personal Care Workers provide support in community for approximately 30 Elders focusing on activities of daily living including bathing or dressing, medication assistance and meal prep. Bus Drivers – pick up for bath program, on call for medical appointments, food delivery, Monitoring case loads, partnership with Aboriginal Liaison Nurse, Home assessments, collaboration among Healthy Families and Slhexun Sun'ts'a Clinic, requests for Occupational Therapy, Liasing with family doctors/specialists/Island Health Home Supports, completing Special Needs Requests, supporting Elders who transition to Assisted Living or Long Term Care, supporting with housing requests, supporting transportation, supporting vaccine clinic, daily meetings to check in to monitor any changes



## Departmental Report to Chief and Council

**Quality and Safety** – continue to provide guidance in preparing the Health Centre for the Accreditation Survey – Scheduled for September – may be later due to COVID, monitor and develop policies if needed, follow up with any incident reports, weekly Administrative meeting with Acting Health Director, support Emergency Management, monitors along with the Acting Health Director the Annual Operational Plan, Strategic Plan, Business Continuity Plan

In person counseling sessions have been on hold due to safety. Drop in visits are not available for Healthy Families, Group Programs in person are on hold, Sexual and Reproductive Health Assessments are referred to the laboratory, rather than in person visits and followed up with treatments as needed, TB screening in outreach community for street and homeless are on hold, Foodsafe and other Training opportunities for community members are on hold

### *Staff in Office*

- Elders Kitchen – 2 Cooks
- Elders manager, 1 nurse, Personal Care Workers
- Healthy Families Manager, 3-4 nurses,
- Clerical Manager, 1-2 Clerical Staff
- Community Health Representative
- Sihexun Sun'ts'a Manager, Physician, 2 Nurse
- Youth Shelter 2 per shift
- Youth Centre 2-3 per day
- For the Elders Kitchen and Elders Department, they alternate daily.
- For the Healthy Families – alternate depending on what is happening, ie. Covid Testing, Covid Vaccine Clinic, Immunizations, Water Testing, Outreach
- Youth Centre – outreach, support for the Youth Shelter
- Youth Shelter - 2 on site during their scheduled shift

### **Everyone has been set up remotely with laptops, scanners and Z3 if needed**

- Kwun'atsustul Counselors– continue to have their sessions/groups daily virtually
- Nurses that alternate both from Healthy Families, Elders and Sihexun Sun'ts'a Clinic all do intakes, phone sessions, charting – also alternate on site
- Youth Centre - host Zoom classes, connect individually and groups through Zoom/WebEx/Messenger – also alternate with outreach and the youth shelter
- Acting Health Director – WebEx meetings, Administration, Zoom calls with Island Health and FNHA



## Programs that ended or are on pause due to COVID-19

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- Dental Program has ended, there is a significant financial cost to renovate the Dental Clinic with proper equipment, safety and space between the Dental Chairs. – Funding will need to be arranged to renovate before re-opening
- Face to Face Appointments – will restart when it is safe to do so
- Home support services are not running fully – will restart when it is safe to do so
- Face to Face Activities and Groups have been on pause – will restart when it is safe to do so
- Elders Luncheons – will restart when it is safe to do so

With a lot of our programs not able to provide face to face groups or sessions there were a few staff who did not have work to do from home, as well as not all accepted redeployment opportunities.

## Department Initiatives

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- Kwun'atsustul – Outpatient Addictions Treatment – Grant received
  - Elementary program in collaboration with Quw'utsun Smuneem on consent, harassment, cyber safety, abuse and preventing sexualized violence to launch in May 2021 through the 21/22 school year
- Opioid Task Force – continues to work on the recommendations
- The lead for the Pandemic Response Team
- Review and Update our CDC Plan
- Start the development of a Wellness Centre
- Nurses and CHR's will start meeting at the door of our Elders to do a check in
- Elders Staff would like to host a Zoom/WebEx luncheon with our Elders

## Challenges

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The major challenge we are facing is the limited face to face connections we need with our community due to safety. We do need to ensure we are following all safety measures, especially for our Elders.



# Departmental Report to Chief and Council

*Department Name: Quw'utsun Syuw'entst Lelum*

*Date: April 20, 2021*

*Submitted by: Stephanie Atleo*

## Department Services Delivery during COVID

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### *Program Management*

- K-12 Advisors continue to do 100% of their duties. The only change is nominal roll registration is now 100% on line instead of through an early registration event.
- Educational Counselor is working with the K-12 and Post Sec Advisor to support their programs. Due to the Pandemic the work for this program cannot happen as intended. Once restrictions ease the Educational Counselor will do more visits to the school and meetings with students and parents. Right now all referrals are over the phone.
- Culture and Language is hosting zoom lessons two nights a week. For months the classes stopped as they were usually in person. The language resource sales continue.
- Post-Secondary has worked with no downtime. Students have all been moved to direct deposit and work with our staff to submit all their applications and documents on-line.
- Transportation (bussing) did stop while schools were closed at the end of last school year but has been running with no interruption since September.
- Director – continued with all projects with no interruption to work due to the Pandemic.
- Our schools, QSE, YTT and QHS all closed in March – June 2020 and resumed in person instruction September 2020. In January we closed prior to a wide spread of COVID in our community. Schools all switched to on-line lessons and homework packages with our students. The schools re-opened again after Spring Break for in-person lessons.
- Our daycare closed from March to September to change the space and plan for a safe start in September 2020. The daycare closed in January 2021 for safety and before the spread of COVID in the community. The daycare opened again prior to spring break.

### *Staff in Office*

- Our receptionist has had the phone moved to her home so she can answer our main line from her home due to the need to have minimal staff in the office.
- Each staff member was set up to work from home immediately. A schedule alternating staff to do in office paper work was created. Staff continued to work 7-hours a day from home or in office when scheduled.
- In the office currently is our receptionist when required to do mail etc; transportation manager and assistant and the post-sec assistant. All other staff schedule time in office as needed but as per WCB regulations are working from home.



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- During the school closures when lessons were strictly on-line the school staff would take turns in the school to use their classrooms during lessons or the copy room.

## Programs that ended or are on pause due to COVID-19

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- At the beginning of the pandemic our family language and speaker classes were paused. They are now done through zoom
- Our graduation ceremony changed to a parade and will probably be a parade again this year.
- Our early registration event has been cancelled again this year.

## Department Initiatives

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- School assessments are underway
- Education Jurisdiction Negotiations are taking place and progressing
- Jordon's Principal is being transferred to CT for our special need students. Process is being finalized.

## Challenges

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- Keeping students and families safe. There is enormous pressure on our staff on the buses and in the schools and daycare.
- Keeping the staff safe is also a stress on management.
- Closing schools and the daycare is a stressful action since our kids need to be in class and our parents count on the daycare to go to work. We consider many things and put in a lot of planning before closing and before re-opening.



# Departmental Report to Chief and Council

*Department Name: Operations and Maintenance*

*Date: April 19, 2021*

*Submitted by: Rick Wilson*

## Department Services Delivery during COVID

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### *Program Management*

- Currently all areas of our department have continued to run throughout the Covid shut down. Garbage, Recycle and compost runs continued to run on schedule. All drivers and swampers now wear masks while in the trucks together and trucks get disinfected after every run.
- The grounds keeping crew has also continued to run but have taken on extra responsibilities. We called them back in when the grass started to get long again as we felt they could maintain a safe distance from each other while working. I believe for the first part of the pandemic everyone just rode in their own vehicles instead of together in the work vehicle. Since we could not hire a graveyard crew and this needed to be done we sent our groundskeepers to do this and gave them a couple of extra guys. We also used this crew to do the cutting and delivery of the elders firewood as well. Fall leaf removal and winter snow removal and salting all stayed in effect.
- Water, sewer and building maintenance also never stop so we had to keep guys on for this. The Chlorination Station and Lift Stations all need to keep running so require regular checks and occasional repairs. Water main leaks still happen, pumps break down, building lights burn out so we still need someone to stay on top of all these.

### *Staff in Office*

- Currently we have Three to Four people allowed into our office. The Department Manager, The Executive Assistant to the Manager, The acting Supervisor, and the previous O&M Supervisor who has returned to the role after working on the Covid Re Start Project for nine months.
- Normally the Executive assistant is the only one in so she can answer calls and hand out garbage stickers to the public through the window of the office. The Manager and Supervisor will come in briefly to sign paperwork, check or send emails, or complete forms.
- All of our work is in the field or buildings so occasionally only the Manager may work from home for Webex Meetings.

## Programs that ended or are on pause due to COVID-19

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- As stated above we were unable to hire a Graveyard Maintenance crew this year as Covid shut down access to CSETS funds. We did not do Spring or Fall Clean up this year as we were just sticking to the essential weekly pick up. As this was an unknown area for us we also did not feel



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it was safe to be breathing in dust from peoples garbage items like couches chairs, beds or bags of clothing.

- The Manager brought in a couple of extra guys on a TWA to work with the Grounds keeping crew and together they did the graveyards. They were kept on to help with the elder's firewood.
- O&M also temporarily lost one guy when the Supervisor was pulled from the division in June to work on the Covid Restart Project but he has recently returned in March.

## Department Initiatives

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- More Diversity. We need to get our staff to be able to do more things so we can move them around more. We have three drivers that have Air Brake Endorsement and currently two of them will drive the big garbage truck. We even need more guys that are willing to drive the small garbage truck which only requires a class five, so we can move guys around more easily when someone misses work. We need to get more guys into water training, something we were working on before Covid struck. I personally want to put together a work book on what to do month to month year to year in our division. Not for me but for whoever takes over from me, so there's less of a need to figure things out as you go along and you can just follow the book and take away or add to it as needed.

## Challenges

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- the drivers, wearing a mask when driving is difficult. Particularly with glasses and with the warm weather. Hopefully we will get to a point where we will not need one.
- Spring and Fall Clean up. How do we know when it will be safe to do this again? I thought maybe a week or so after receiving our second shot, but our second shot got delayed. I can see picking up some things, but many larger cloth items like couches and beds I wouldn't feel safe letting my guys breathe in with only cloth masks. Machinery is an option and I have a couple of contractors that can do this, but do we have the budget to bring them in. We have been giving out letters for members who can bring their own junk to the dump allowing the cost to be added to our account and a lot of members have made use of this and some have taken advantage of this. I've also seen on Facebook that some members have been fundraising on their own to hire Bin Tucks and loading them up themselves. Initially we want our reserve to get cleaned up but every time we do it some residents start a new pile within the same week after we picked up so it may be an advantage to let the community see this growing problem on their own.
- Training: all water training has halted at the moment except for some on line classes they just added recently. We have one candidate on board for this when it starts becoming available.





# Departmental Report to Chief and Council

*Department Name: Treaty Department*

*Date: Tuesday, April 20, 2021*

*Submitted by: Melissa Bellamy*

## Department Services Delivery during COVID

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### *Program Management*

- Treaty does not have programs/program delivery to the community. Although, being in stage 5 of the BC Treaty Process community consultation/engagement is key and priority but with COVID we are unable to meet in person with community. We will explore creative ways to do outreach/community consultation such as social media and virtual meetings.
- Treaty staff continue to participate virtually in the HTG related meetings (Working Group, Main Table, Board of Directors, Finance Committee)
- Treaty staff continue to participate virtually in the Cowichan Nation Alliance related meetings
- Treaty staff continue to provide technical support to legal counsel for the TI'uqtinus case on an as need basis

### *Staff in Office*

- Treaty Manager in the office 2 days per week
- Treaty Negotiator in the office 2 days per week
- Treaty Coordinator in the office 1 day per week
- The Treaty staff are alternating work days so we are not all in the office at the same time. Also working closely with the Housing Department to ensure the number of staff in the office is kept within the WorkSafe BC Safety in the Work Place standard set for the building

## Programs that ended or are on pause due to COVID-19

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- When the COVID-19 pandemic initially began the Treaty Reception was on a Term to March 31, 2021. Going into the 2020/21 fiscal year we did not extend the term as the Treaty Reception roles and responsibilities could not be carried out from a work from home agreement. We have not filled this position and current staff are covering off some of the main duties.
- Community Meetings and Community Working Groups were paused during COVID.
- Treaty updates in the Newsletter were paused as the Quw'utsun Newsletter main areas of focus were on COVID, Opioid Crisis and Flood Management matters.
- For the 2021/2022 fiscal year we will begin submitting treaty related updates in the Newsletter and will explore the use of social media and virtual methods for reaching out to community.
- To date, the funding agency has not discontinued or reduced the funding due to COVID
- When it is safe to restart community consultation we will consider utilizing surplus resources to bring in a communications position and or consultant. We will also explore collaborating with Lands to co-host and cost share community engagement initiatives.



## Department Initiatives

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- For 2021/2022 we will utilize social media and virtual meetings to do the community engagement and consultation.
- With the amalgamation with the Lands Department we are hopeful that there will be opportunities to co-host and cost share communication initiatives as well as cost share consultants and or positions to deliver community outreach/engagement programs

## Challenges

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- Challenges for making progress are more at the HTG negotiation table where we do not have senior decision makers at our negotiation table
- HTG timelines to reach Final Treaty are not realistic for Cowichan Tribes where we have the largest population of the five member First Nations
- We had challenges seeking guidance and input from our Leaders and Elders in relation to treaty negotiations and Cowichan's specific position on negotiation issues. With Committees now reactivated we are getting back on track.
- We are working with the Elders on the Elders Advisory Committee and the plans to provide technical equipment and support are being put in place to have this committee reactivated in the near future.



# Departmental Report to Chief and Council

*Department Name: Sustainable Housing Department*

*Date: April 20, 2021*

*Submitted by: Dana Thorne*

## Department Services Delivery during COVID

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### *Program Management*

- No wet signatures required
- Online housing applications created for members
- Online reporting form created for members
- Interior maintenance is emergency maintenance only

### *Staff in Office*

- Office Administration Staff - Office Manager, Receptionist, EA work in office
- Property / Maintenance Staff - Data Entry in-office and home, Intake in-office and home, Property and Maintenance leads alternate in-office schedules
- Director works mostly in office, and periodically at home
- Capital Projects Team - alternate in-office schedules, at home, and in the field
- Maintenance Staff work in field or at shop (shop set-up with office station)
- Associate works mostly from home and periodically in office
- Property / Maintenance support work in office or at
- Staff that work from home are set-up fully with either Z3 connections or VPN. Z3 connections allow connection to the network through the desktop and use of meraki phone. The set-up has proven to allow employees to work at full-capacity.
- Office staff are kept minimal to reduce high contact points, as well as sharing of office air space.

## Programs that ended or are on pause due to COVID-19

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- We are still providing the same services and have not reduced the level of staffing

## Department Initiatives

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- Uploading files and housing applications into TIFIS
- Purging and shredding odds and ends
- Applying for and receiving funding for 32 units (RHI)
- Renovating vacated rental units for occupancy
- Enforcing zero policy as per Committee, and housing agreements



## Departmental Report to Chief and Council

- Collecting arrears
- Septic and water system maintenance and replacements
- Partnership with LS for 4-plex to place youth and families
- Relocating tenants in condemnable rental units
- Submitting largest Expression of Interest to CMHC new CP house needs (34 unit requests)
- Upgraded cameras and installed new cameras on Statlou and Maluqw to help catch illegal dumping
- Installed VHF radio systems on all work vehicles to increase safety of field staff, so they have direct and uninterrupted communication to the office – which will also double as emergency vehicles for the organization if needed as the VHF radios are compatible with the systems to be installed if Emergency Funding comes through
- Replaced 4 roofs (2 emergency related) and starting a 5<sup>th</sup> roof
- Started rebuild of the burnt down units at 2809 Statlou
- Had first draft of housing policy written and reviewed/edited
- Conducted maintenance Quality assurance and quality check with community for feedback to improve service delivery

### Challenges

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- Cost of soft lumber has gone up 300%, and expected to rise another 25-30% starting May 1, which has increased cost of building a home from \$175/square foot to \$300/square foot. Maintenance and construction labour costs are also increasing. Cost of interior doors and other finishings has doubled.
- Need funding to conduct property condition assessments for all homes on reserve so that we can provide transparent triage system for maintenance



# Departmental Report to Chief and Council

*Department Name:* FINANCE  
*Date:* APRIL 15, 2021  
*Submitted by:* CAMERON FULTON

## Department Services Delivery during COVID

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### *Program Management*

- Finance is operating with payroll in the office every two weeks to coincide with the preparation of staff pay. The payables team are in the office when needed and generally working from home.

### *Staff in Office*

- Those in the office alternate with the weeks (payroll or not payroll week)
- Generally the comptroller, the budget & reporting manager, and one or two clerks are always in the office
- Staff working from home have full access to the network and telephone and can be available at all times of the day

## Programs that ended or are on pause due to COVID-19

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- Finance is operating at normal levels

## Department Initiatives

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|---------------------|--|
| Asset management    | <ul style="list-style-type: none"><li>• Support the asset management coordinator with generating and maintaining a spatial database locating Cowichan's assets along with the related condition</li></ul>                                      |
| Housing             | <ul style="list-style-type: none"><li>• Support the housing department with a housing strategy and implementation of property management software</li></ul>  |
| Annual report & AGM | <ul style="list-style-type: none"><li>• Provide an annual report for 2021/22 and potentially a small video to introduce the financial statements and accomplishments for the year</li><li>• Provide a five-year financial projection</li></ul> |
| Policy update       | <ul style="list-style-type: none"><li>• Repeal and replace FAL</li></ul>   |



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| TIFIS update                                     | <ul style="list-style-type: none"><li>• Perform a needs assessment and business case for re-platforming and potentially monetizing TIFIS</li><li>• Update the module to improve the user experience</li></ul>               |
| Health   | <ul style="list-style-type: none"><li>• Create a business plan for:<ul style="list-style-type: none"><li>a.) Health Centre</li><li>b.) Elder's Centre</li><li>c.) Youth Centre</li></ul></li></ul>                          |
| Insurance  | <ul style="list-style-type: none"><li>• Hire a dedicated staff member to manage insurance for housing and the Nation's assets</li></ul>   |
| Governance                                       | <ul style="list-style-type: none"><li>• Establish a A&amp;F webpage with governance initiatives</li></ul>   |
| Investment strategy                              | <ul style="list-style-type: none"><li>• In cooperation with EcDev develop an investment strategy</li></ul>  |
| Funding arrangements and reimbursements          | <ul style="list-style-type: none"><li>• Provide assistance when departments apply for funding or reimbursement and ensure Cowichan is receiving the money to which it is entitled</li></ul>                                 |
| Project management                               | <ul style="list-style-type: none"><li>• Support capital and housing projects with financial and budgeting expertise</li><li>• Complete a business case for infrastructure prioritization and maintenance capacity</li></ul> |
| Local transportation                             | <ul style="list-style-type: none"><li>• In consultation with the general manager create a working relationship with BC Transit and the CVRD to provide local bus service to Cowichan Tribes</li></ul>                       |
| Responsibility and tracking of expense to actual | <ul style="list-style-type: none"><li>• Provide quarterly expense reports to A&amp;F and consultation with managers to establish accountability with regards to program expenses</li></ul>                                  |

## Challenges

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- Nothing to report



# Departmental Report to Chief and Council

*Department Name: Social Development*

*Date: April 19, 2021*

*Submitted by: Jennie Thomas*

## Department Services Delivery during COVID

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### *Program Management*

- Income Assistance - delivery includes clients utilizing email & phone
- Quw'utsun Employment & Training – delivery via email, in person to pay for training and file signatures as needed
- Pre-Employment Supports Program – currently client referral; follow up with Band Social Development Workers regarding client update
- Individual Opportunities Program – clients follow-up via email, phone or text
- Clerk/Receptionist – front desk/window staffed daily
- Social Development Intake Worker – delivery by email and in person
- Designated Band Representative – working remotely utilizing laptop and cell phone; comes to Social Development to sign documents with staff witness; attends mediations/meetings with members & social workers by Zoom, Skype, and WebEx.
- Social Development Manager – continues to provide support to Social Development staff and complete reporting requirements; support members when they walk up.
- Staff working remotely are required to respond to WebEx messages immediately (especially if Social Development client at office); follow-up to emails

### *Staff in Office*

- Band Social Development Workers rotate – 5/6 in office two days/week (two BSDWs at a time); clients are familiar with their worker in-office schedule; one BSDW working from home serves community via email with support from staff in office – challenging at times; worker does not have access to physical files; able to complete entries
- QET – two rotate office days (each at two days/week)
- Pre-Employment Support Worker – covers Reception two days/week & PES work from home (will be attending office to work on files and follow up with BSDWs)
- IOP – covers BSDW maternity leave up to June; works with clients (family units) and checks in with them
- Clerk/Receptionist – two days in office as Reception, one day in office to complete filing
- Social Development Intake Worker – in office two days/week; can work remotely
- Designated Band Representative – works from home and in community.
- Social Development Manager – in office four days/week



## Programs that ended or are on pause due to COVID-19

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- PES – groups have stopped. Funding has continued into this fiscal year; with the purchase of laptops, work will resume in partnership with VIU and community partners.
- Program support workers were laid off – PES Tutor, PES Outreach worker, and one PES Worker

## Department Initiatives

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- Programming through remote learning with partners, utilize rented space to continue small groups (maximum three-four)

## Challenges

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- Pre-Employment Supports Program running programs remotely – clients who do not have internet connection or laptops to work from. PES program purchased 25 laptops for client access, now need to run program virtually.
- IOP – running summer programs in partnership with Summer Literacy & Cultural Camp





# Departmental Report to Chief and Council

*Department Name: Lulumexun*  
*Date: April 20, 2021*  
*Submitted by: Smaalhun, Larry George*

## Department Services Delivery during COVID

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### *Program Management*

- Maintained the delivery of the Land Management; Fisheries; Self-governance & Enforcement; Environment & Natural resources; and Administration. There has been little disruption in the delivery of services.
- Under the Quw'utsun Tumuhw a number of the documents require original signatures, needed to coordinate the Director & Commissioner's time. Two staff need to work from office work station due to access of specific information

### *Staff in Office*

- The Geographic Information Systems & Land Clerk are required to work from the office because of information and data bases that need to be accessed. The Land Receptionist will stay at the office to support staff with files, scanning, receiving correspondence and deliveries.
- There is no rotation of staff currently, and unlikely in the near/mid future.
- The majority of staff can maintain near full work load from home. There are times when the field staff has availability to support other Initiatives.

## Programs that ended or are on pause due to COVID-19

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- No Programs are ended/suspended

## Department Initiatives

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- **ADMINISTRATION:** Completed Draft Departmental Operational Plan review with the two Elders involved. Temporary reassignment of two staff due to maternity leave and staff leaving CT.
- Finalized and signed Healthy Water Initiative Agreement to continue Koksilah Watershed project,
- Amalgamation of Lulumexun and the Treay Department, the Treaty will be incorporated into the Draft Department Work Plan.
- UVIC Law Students: review and approve final draft of the Quw'utsun Tumuhw Interim Protection Law



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- **ENFORCEMENT & SELF-GOVERNANCE:** Continued to support to the COVID 19 Community Protection via Checkpoints. Increase in campsites.
- Partnering with Sustainable Housing and Capital to address land legacy issues
  
- **ENVIRONMENT & NATURAL RESOURCES:**
  - Community engagement planning.
  - Land use plan.
  - Environmental management plan.
  - Initiating an Oil Spill Response program.
  - MOTI - Working together on capital projects (Clem Clem) and contractor hiring.
  - Mt. Tzouhalem - Working with North Cowichan to 'aggressively decommission' trails trespassing band lands on Mt. Tzouhalem (letter to MNC being prepared).
  - Lagoon Outfall Relocation - Working with North Cowichan to confirm terrestrial and marine routes.
  - GIS - Migrating to online mapping program to share map and mapping information & technology inter-departmentally.
  - River Gravels - Working with Cowichan contractor's manage gravel stockpiles.
  - Interim Tumuhw Protection Law - Drafted by UVic law students, staff to review and revise before advancing.  
Oil
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## Challenges

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- Staff Communication - remote work has led to less inter-staff communication.
- Meeting Intensity - many meetings leading to reduced project-focused time.
- Capacity - Successful funding has led to over-capacity managers.
- Community Engagement - Challenging in COVID times.
- Hiring Limitations - Essential services and the inability to advertise for positions has resulted in some lost funding opportunities, continues to be a challenge to hire staff as needed.
- Staff hardware needs – laptops

### Fisheries Items

- Freezer - Poor building condition is putting the food-fish at risk.
- Sockeye - Anticipated poor returns this year.



# Departmental Report to Chief and Council

*Department Name: Lalum'utul'Smun'eem*

*Date: April 19, 2021*

*Submitted by: Addie Price*

## Department Services Delivery during COVID

### *Program Management*

- Delegated Teams are running – Child Safety , Permanency Team, Support Services,
- Prevention Virtual Programs;
- Youth Group for Males & Females
- Cultural Medicines Program:
- Hul'qumi' num
- Daughters of Tradition
- Cultural Program
- Building Healthy Relationships
- Drumming for Medicine: 5:00 to 7:00
- Family Wellness
- Healthy Families
- Embracing Life
- The delivery of services within Lalum'utul'Smun'eem have change significantly due to COVID with the maximum number of staff Work Safe BC Policie/we created a rotation to our scheduling:  
**\*Please see attached Schedule\*\***
- All Programs are being done virtually for Prevention and through our Delegated Services/only those that are not able to have a virtual response we are having staff attend using work safe Covid policy and standards

### *Staff in Office*

- Receptionist
- File room clerk
- Child Safety Investigating Social Worker
- Child Safety Social Worker
- Resource Social Worker
- Resource Social Worker
- Permanency Social Worker
- Permanency Social Worker
- We have 1-2 staff members from the Delegated teams rotating on a weekly schedule in office, also staff who require to work directly with our Community members in office daily. Prevention team, Embracing Life team members work majority from home, however we have some staff



## Departmental Report to Chief and Council

who reside in more remote locations that aren't able to access a clearer internet signal who will access the Prevention Office to complete tasks / and virtual programs.

- Prevention Manager,
- Prevention Program Manager
- Prevention Program Manager
- Operations Manager
- Resource Manager
- Office Manager
- Executive Director/ Associate Director

These positions are able to serve the community full time from home as the managers are supporting the day to day work responsibilities of the front line staff on their respected teams.

### Programs that ended or are on pause due to COVID-19

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- The programs within our agency that has not being able to run due to Covid in our department are:
- Providing 1:1 supports and services for children/ youth
- Parenting support
- Groups for children/youth/parents/community members.
- Supervised /Access visits for parents- although running not at full capacity
- Youth/Community Forums – guest speakers/motivational speakers work with our members

All programs within our agency Delegated and Prevention Services would be running and fully staffed to physically provide for our Community Members.

- It saddens me to see the impacts that COVID has had on all Cowichan Tribes departments and services. Throughout the COVID pandemic we have tried our best to keep staff working remotely from home, to redeployment within Cowichan Tribes departments and or to offer staff a Temporary work assignment within our Agency to keep them working 35 hours a week. It is unfortunate we have had to lay off some employees.

### Department Initiatives

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- Lalum'utul'Smun'eem is working with Housing on – the 6 “Isolation Units” which are located at Hulithut – will be given to Lalum'utul'Smun'eem “youth” who we are working with so they have their own homes



## Departmental Report to Chief and Council

- 12 plex with Housing –for families/youth/young parents with wrapped around supports and services
- Prevention Building as we expand Services for Cowichan Community/Boundary Street office
- Wellness and Legislation Project – moving this work forward
- Prevention Services/Programs – we provide services to “all” members /ensuring programs are what is “needed” in the community

### Challenges

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- Our challenge is not being able to come together as an Agency to provide the services and to do the work for our members. COVID is not allowing us to have the face to face/ in office access with our members as we once had. Prevention Services /groups have to be tailored virtually as we work to support our members. Even after this pandemic I wonder what the long term impacts will be?



# Departmental Report to Chief and Council

*Department Name: Membership Dept & TobTax*

*Date: April 21, 2021*

*Submitted by: Jen Charlie*

## Department Services Delivery during COVID

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### *Program Management*

- The Membership staff continues to work remotely and go into the office only when needed. When members/clients request documents then packages are either email or mail packages directly. These include Status registration packages, Membership packages, SCIS packages, Tobacco Tax, etc.
- All Membership staff now has access to a work phone at home so members/clients can access staff directly.
- The Membership Committee and Membership Rules Amendments meetings have all moved to Webex meetings
- When providing the Commissioner for taking Affidavits the Membership Administrator assists members outside the office in an open and safe environment.
- The Tobacco Tax clerk continues to receive and process applications via email, fax, hard copy and DocuSign.
- The Membership Administrator continues to work on the Membership Rules Amendments Project after receiving an approval from the governing body. The plan is to complete all edits and move to community engagement.
- The Membership Administrator continues to work on Chief and Council approved recommendations for the Opioid Response Project as co-lead and with the all staff working group. The next steps are outlined in a report from the co-lead Erin Kapela.
- Working with the Pandemic team in the COVID-19 vaccine clinics as a transcriber. This was definitely nice to be out and refreshing to see our People and community members.
- As of March 2021 the Cowichan Tribes current registered population is 5,185

### *Staff in Office*

- Arrange a time to go into the office with the Lulumexun receptionist to ensure building capacity is still within the safety perimeters.
- All staff work remotely.
- To ensure that members/clients receive adequate services a temporary staff member has continued their role as the Tobacco Tax Clerk/Membership Intake worker.



## Programs that ended or are on pause due to COVID-19

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- The Membership Department has ceased processing the laminated status cards. This service will continue when it is safe for more staff and clients to enter the building. This has increased the requests for SCIS applications.

## Department Initiatives

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- The Membership Dept will be assisting families with the COVID-19 Funeral Funding Application. This will allow families to access assistance from Cowichan Tribes with more funding options.

## Challenges

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- The challenges that the department has is directly assisting members/clients with meeting face to face to assist with documents.
- When clients call into the main office or Lulumexun the call is transferred to Membership staff and it gets dropped. We are working with Cowichan tribes IT Dept to fix the situation.
- The Membership Rules Amendments project was approved to move forward but the challenge now is to safely & efficiently communicate with our members.