Heiltsuk Human Well-being Indicator Report Card

Process Report

February 2009

Report for:
Ecosystem Based Management Working Group

Report by:
Cameron Brown
Josh Carpenter
Aaron Heidt

Disclaimer

This report was commissioned by the Ecosystem-Based Management Working Group (EBM WG) to provide information to support full implementation of EBM. The conclusions and recommendations in this report are exclusively the authors', and may not reflect the values and opinions of EBM WG members.

1 Introduction

In September 2008, with funding from the Ecosystem-based management working group (EBM WG), the Heiltsuk Nation began creating a community based report card on human well-being (HWB). The intent of the project is three fold:

1. To apply a project based on the principle of adaptive management to the community level with the intent of extracting important lessons for future community-based adaptive management projects;
2. To create a HWB report card process report, which could be used by other Nations to implement similar projects; and
3. To monitor the impacts of EBM on the HWB of members of the Heiltsuk Nation over time.

This report is designed to fulfill goal 2 and summarize the Heiltsuk HWB Indicator Report Card project process. Specifically, this report outlines the initial process employed to create an indicator report card for the Nation. Work on this project is on-going and the Heiltsuk people hope to build on the report card on an annual basis, monitoring changes in HWB over the long term.

The main purpose for establishing indicators is to measure, monitor and report on progress toward meeting pre-defined goals and objectives. Indicators have numerous uses and potential for improving management. They include the ability to monitor and assess conditions and trends, forecast changes and trends, as well as helping to evaluate the effectiveness of management strategies, actions and implementation. The selection of relevant and measurable indicators is one of the most important components of adaptive management.

Initially, the project team hoped to have all 12 relevant Heiltsuk agencies participate in the project; however, for reasons discussed below only 4 agencies are participating to-date. It is hoped that as further education and community awareness about the importance of monitoring and measuring progress occurs more agencies will participate. The draft report card is provided in Appendix 2.

2 Project Approach

2.1 Project Description

The project was designed to build on the significant body of work undertaken by Rubus EcoScience Alliance and the Sheltair Group in their respective indicator reports. Specifically, this project attempted to apply the HWB indicators promoted in these reports at a community level.

We sought to clarify whether the indicators selected by the aforementioned reports

were:

1. Informative to Heiltsuk organizations' goals and objectives or strategic direction?
2. Relevant to Heiltsuk community members?
3. Measurable and the data readily available?
4. Easily understood by a broad range of readers and audiences?

By focussing on these key questions the participating agencies were able to select a suite of indicators that were informative and relevant to the Heiltsuk Nation at a local level, while at the same time readily accessible. This final point was imperative as access to the relevant data should significantly increase the odds that the Heiltsuk HWB report card will be published again in the future.

In addition to these questions, the project team also set out to determine the level of interest in a Heiltsuk human well-being report card at the agency level, as the success of the report card project depends on buy-in from the agencies which administer the programs and collect the data. Our findings are summarized in section 3.

Step 1: Preliminary Work

The project team began the task of creating a HWB report card by gaining a broader understanding of the work done to date. Past reports reviewed for this project include:

- Schedule C and G of the CCLRMP and NCLRMP processes
- Indicators of HWB for the Central and North Coast: Review and Recommendations for Schedules C & G
- Ecosystem Based Management Human Well Being Indicators 2006 Baseline Report – Draft
- Ecosystem Based Management Human Well Being Technical Report

It became clear that the timeline and budget for this project would not allow for a detailed analysis of the indicator literature, as was undertaken by these previous reports. As such, we sought to build on the work done by testing the relevance of the suggested indicators at the community level.

As a first step, we created an introductory document explaining the intent of this project and its relationship to the broader EBM work being undertaken on the coast. Our intent was to create a document that would engage community partners and inform them of the broader work being undertaken through implementation of the land use plans, while focussing on the intent of this project (see Appendix 1).

Step 2: Community Engagement

As a project team, we chose to engage agencies rather than the general public when selecting the indicators. As agencies hold the ultimate ability to adapt their programs and collect the data used to inform the indicators their support for the project is paramount. Once the report card is released to the public we hope to receive feedback on how to improve the report card in future years.

Agency engagement was made possible by focusing the majority of the project resources on employing a community project coordinator who was a member of the Heiltsuk community. This has many advantages:

- As a resident of Bella Bella he was able to engage the community regularly over the length of the project;
- He has important insight into the strengths and weaknesses of different project approaches;
- He was able to quickly identify participating departments and build a rapport with them, which allowed for frank discussions on the utility of the project; and
- His regular engagement with the project participants resulted in important insights that may not have been possible through one or two focus groups conducted by an outside consultant.

The community project coordinator approached twelve agencies in the community to participate in the project (Table 1).

Table 1: Heiltsuk Departments that were approached to participate in the Heiltsuk HWB report card project.

Departments
Heiltsuk Social Development
Heiltsuk Health Centre
Heiltsuk Child and Family Services
Bella Bella Community School
RW Large Memorial Hospital
Heiltsuk Community College
Bella Bella Community School
Heiltsuk Forestry
Heiltsuk Fisheries
Heiltsuk Justice Department
RCMP
Heiltsuk Cultural Centre

Each department was asked to assign a key contact to the project. Initially, we explored engaging a broader number of participants from each department; however, given the small number of staff in each department, the tight timeline for

the project, and the intense level of participation we were requesting it was deemed more realistic to ask for one person to act as the project contact. To ensure we received input from the department as a whole we asked each participant to engage a wider audience within their department.

Due to time constraints one group meeting was held with all agencies. The purposes of this meeting were many:

- Explain the intent of the project and introduce the participants to the suite of indicators relevant to their department.
- Review of indicators based on the questions outlined in section 2.1 of this report.
- Solicit information that would be informative to the Adaptive Management Framework (see section 2.5 for more detail).

In addition, several one-on-one meetings were held with each agency to build and refine the report card. Specifically these meetings set out to:

- Refine the indicators based on departmental goals and review them with other department staff.
- Introduce possible designs for the report card.
- Discuss different methodologies for grading progress in each thematic area.
- Review next steps for the project, including data collection.

Step 3: Report Card Design

The project team recognized that for the report card to be successful it not only needed to be relevant to the community and the data readily accessible but also had to be visually engaging (See Appendix 2). As such, the report card was designed to be easy to read and engaging. The report card is broken out into two different thematic sections based on departmental participation: Health and well-being, and resource stewardship. Each section includes a suite of indicators.

In addition, the report card provides brief descriptions of relevant Heiltsuk programs or projects aimed at improving HWB. Project descriptions were included as an opportunity for agencies to describe actions they are taking today to improve Heiltsuk well-being. This portion of the report card was far and away the most attractive to the participants, as it allowed agencies to highlight the good work they are doing without being measured.

2.2 Heiltsuk Report Card & Adaptive Management

One of the goals of the Heiltsuk Indicator Project was to inform the development of the adaptive management framework being developed by Stephen Tyler. The ability of the project to fulfill these goals was hampered by the tight timeline for completion. However, two meetings were held with Stephen Tyler to better understand what he felt could be gained from the Heiltsuk project. The meetings

also proved very useful for our project team and, we believe, led to a better product.

2.2.1 Informing the Adaptive Management Framework

From an adaptive management viewpoint, Stephen Tyler was particularly interested in whether:

1. Current department visions, goals, objectives & strategies are still relevant to the agency and if so, how they are used to inform decision making. If not, what does guide decision making.
2. The departments feel that a Heiltsuk HWB report card is a useful project and how they see the report card informing decision making.

Both questions were discussed at length with the participants. Findings are summarized in a separate report: *Heiltsuk Human Well-being Indicator Report Card: Insights for the Adaptive Management Framework.*

2.2.2 Creating a Better Report Card

Stephen Tyler offered the following points for consideration when creating the report card:

1. Create one report card for the Nation on an annual basis with different participating agencies. This approach will:
   - Make the project more flexible in terms of participation;
   - Prevent the singling out of any agency;
   - Allow agencies to participate less frequently if data isn't collected on an annual basis.
2. When creating the report card make sure it is useful to the community and departments, affordable, and interesting to the general public.
3. Collect brief descriptions of agency programs, projects or initiatives that are geared toward improving Heiltsuk HWB.

Recommendations 1&2 were already being considered by the project team and all suggestions were brought to the various departments for comment. The departments agreed that a single report card approach rather than an individual report card for each agency would be the most effective and realistic if the project was to continue over many years. Qualitative project/program descriptions were also included in the draft report card.

3 Findings & Recommendations

The findings and recommendations are organized by the questions the project team sought to answer at the beginning of the project:

1. *Are the indicators informative to Heiltsuk organizations' goals and objectives or strategic direction?*

For the most part, the participating agencies could not identify visions, goals, objectives and strategies that informed program and project decisions. As such,

indicator selection could not be informed by existing directives. Instead, agency participants selected indicators that they believed reflected the work they were doing in their agency.

The lack of agency visions, goals, objectives, and strategies create broader issues than the one faced by this project. Without such documents to guide decision making it is unlikely that programs are created, evaluated, adapted and terminated in a manner that maximizes Heiltsuk interests and needs. As such, as similar indicator projects are rolled out in other communities, it would be useful to take a broader look at program management and begin with reviewing and/or creating agency visions, goals, objectives and strategies. Educating program leaders on how these tools can be used to guide decision making is also recommended. Only then will an indicator project such as this reach its potential to create positive change.

The Heiltsuk recognize this deficiency and will be working with Heiltsuk agencies to create increased awareness around agency visions and evaluation.

2. *Are the indicators relevant to Heiltsuk community members?*

Initially resistance to the project was significant. One of the major hurdles was the proposed set of indicators. Many of the agencies did not believe the indicators were reflective of their programs or relevant to the Heiltsuk people. In addition, there was resistance to an outside body selecting indicators for the Heiltsuk. While, the project team worked to include additional indicators provided from past internal reports and engaged agencies in creating their own indicators where they believed the suggested indicators did not work, in the end half of the agencies lost interest in the project because they didn't like the indicators and did not have the time to create indicators that were relevant to their programs.

In future projects, greater success may be realized if:

(A) more education occurred at the beginning of the project on the benefits of measuring program and project success and

(B) internal reports were used as a starting point for discussion.

Many communities have attempted similar work in the past and likely have access to relevant work.

3. *Are the indicators measurable and the data readily available?*

Of the four agencies participating in the project, all believe they have access to the data needed to inform the indicators selected. However, in most cases, the data has not been presented in this manner in the past and may not even be in an accessible format. As such, only in the final phase of the project, when the indicators are populated, will we be able to determine whether the data is readily available.

4. *Are the indicators easily understood by a broad range of readers and audiences?*

For the most part, the participants understood the indicators. Any confusion tended to involve the lack of relevancy to the agencies work. Whether the indicators resonate with the general Heiltsuk population cannot be determined until the first edition of the report card is published

5. *Is there a high level of interest in a HWB report card at the agency level?*

No. Agency resistance to the project was high. According to the Heiltsuk project team members, underpinning this issue is a civil service culture in Bella Bella that is resistant to assessment and change. Because unemployment rates are so high, civil service jobs are seen as extremely valuable and they are guarded closely. It is likely that many participants view a project such as the HWB report card as a direct threat to their job.

In those departments that do not have mandates, goals or objectives there was a higher level of resistance to the idea of measuring the progress of the department, suggesting that departments which have already taken internal steps to chart a strategic direction are more receptive to evaluating and assessing their progress.

4 Conclusion

There is still much work to do to make the Heiltsuk HWB report card a reality. This includes:

- On-going education in Heiltsuk agencies about the utility of creating a report card for monitoring HWB;
- Finalizing the indicators for the report card;
- Identifying and collecting data to inform the chosen indicators;
- Choosing a method for grading the achievement of and progress toward HWB;
- Publishing the Heiltsuk HWB report card for distribution;
- Receiving feedback from the community and adapting report card for future use.

Under this contract the work will continue through to February 28, 2009. The Heiltsuk Nation hopes to continue publishing the report card on an annual basis and believe that as awareness grows participation in the project will also increase.

Appendices

A-1: Introductory Letter

Photo: Julie Carpenter

Heiltsuk Human Well-being Indicator Project

"What gets measured tends to get done. If you don't measure results, you can't tell success from failure. If you can't recognize success, you can't reward it. If you can't recognize failure, you can't learn from it."[1]

The Heiltsuk Nation human well-being indicator project pilot is intended to monitor the enduring benefits that may flow to the Heiltsuk Nation and peoples in Bella Bella, BC from the Heiltsuk land use plan and forestry EBM (ecosystem-based management) initiative and process. In agreeing to participate in the LUP and EBM initiative and process with the Provincial and Federal Governments, the Heiltsuk Nation set aside major old growth cedar in its Traditional Territory and put them into Protected Areas (conservancies and parks). As a result, the Heiltsuk Nation, who is an active player in the central coast forest industry, saw major foregone and lost economic opportunities in terms of less wood to cut, higher logging standards and practices, and higher costs of doing business in the forest industry, (i.e., lost logging revenues, jobs, income, training and education and new wealth in the community). In return, the Heiltsuk Nation along with the twenty-seven (27) other participating coastal First Nations negotiated the establishment of a $120 million economic development redress/mitigation and conservation fund (the Coast Opportunity Funds), a proposed Heiltsuk Nation and other coastal First Nation TFL and value-added facilities initiative, and other proposed economic measures.

These economic measures are intended to mitigate the negative impact of the foregone and lost economic opportunities on the health and well-being of the Heiltsuk Nation and peoples in Bella Bella. The human well-being indicator project will measure the impacts of those funded economic development activities and projects on the health and well-being of the Heiltsuk Nation and peoples. In particular, the pilot will investigate the relationship between economic progress and the health and well-being of the Heiltsuk Nation and peoples. This will be done through the establishment of an indicator report card or Heiltsuk human development index. The report card is intended to measure the community's progress as a whole, while not singling out the performance of an individual agency.

Eleven (11) Heiltsuk Tribal Council (the governing body of the Heiltsuk Nation) agencies in Bella Bella will participate in this pilot. They are normally part of an inter-agency partner group that deals with and strategizes around improvements to

[1] D. Osborne and T. Graebler. 1992. *Reinventing Government.*

the health and well-being of the Heiltsuk Nation and peoples.

As part of the Heiltsuk Nation human well-being indicator pilot project, participating agencies will be asked to:

1. Provide information on the organization's strategic vision (or mandate), goals or objectives.
2. Review and possibly revise the list of provided indicators based on their relevance, data access, and clarity.
3. Assist in the collection or location of data for the report.

The Coast Information Team and the Ecosystem-based management working group have undertaken considerable work in selecting indicators for monitoring the effectiveness of ecosystem-based management at the regional level. Specifically, the indicators from three reports are summarized in this study:

1. Central Coast Land and Resource Management Plan (schedule C),
2. *Indicators of Human Well-Being for the Central and North Coast: Review and Recommendations for Schedules C and G*, and (Rubus)
3. *Ecosystem Based Management: Human Well Being Indicators 2006 Baseline Report.* (Sheltair)

The three bodies of work have divided indicators along the following 6 themes:

1. Population
2. Economics
3. Governance
4. Culture
5. Health
6. Education

These reports used a variety of criteria to select relevant indicators. Specific to this project, indicators should be selected based on the answering three main questions:

5. Is the indicator relevant to community members?
6. Is the data measurable and readily available?
7. Is the indicator easily understood by a broad range of readers and audiences?

One of the objectives of this study is to determine whether these indicators are relevant at the community level. If so, the Heiltsuk can monitor their progress relative to the region. If not, the agencies should identify 2-4 indicators that are relevant to their agency, meet the criteria set out in the three questions above, and are measurable over time.

Thank-you for your participation.

Photo: Aaron Heidt

Department/Agency	Is the indicator relevant?	Do you have the data for this indicator?	How frequently is the data collected? (yrs)	Is the indicator easy to understand?
1) Heiltsuk Social Development				
a. Total population and growth rate, by community and plan area (CTX-1; Sheltair)				
b. Demographic Breakdown, by age cohort (CTX-2; Sheltair)				
c. Rate of population turnover (CTX-3; Sheltair)				
d. Labour force by sector (EMPL-1; Sheltair)				
e. Employment rate (EMPL-2; Sheltair)				
f. Median household income (INC-1; Sheltair)				
g. Household income distribution by quintile (INC-2; Sheltair)				
h. Percentage of income by source (INC-3; Sheltair)				
i. Breakdown of total income by source (INC-4; Sheltair)				
j. EI claimants as a % of labour force vs. BC overall rate (INC-5; Sheltair)				
k. Economic diversity index (ACC-8; Sheltair)				
l. Local recreation opportunities and facilities (indoor and outdoor) (REC-1; Sheltair)				
m. Volunteer rates (A5; Rubus)				
n. Formal group membership rates (A6; Rubus)				
2) Heiltsuk Health Centre/ R.W. Large Memorial Hospital				
a. Life expectancy at birth (HEA-1; Sheltair)				
b. Infant mortality rate (HEA-2; Sheltair)				
c. Potential years of life lost due to suicide/homicide (B1; Rubus)				
d. Teen pregnancies (B2; Rubus)				
e. Potential years of life lost, natural or accidental (B5; Rubus)				
f. Percent of population, aged 15 and older, that uses tobacco products (B7; Rubus)				
g. Percent of total population that is obese/overweight (B8; Rubus)				

Department/Agency	Is the indicator relevant?	Do you have the data for this indicator?	How frequently is the data collected? (yrs)	Is the indicator easy to understand?
h. Percent of population reporting consuming fruit/vegetables at least 5 or more times a day (B9; Rubus)				
i. Percent of population considered active or moderately active (B10; Rubus)				
3) Heiltsuk Child and Family Services				
a. Life expectancy at birth (HEA-1; Sheltair)				
b. Infant mortality rate (HEA-2; Sheltair)				
4) Bella Bella Community School				
a. Percent of Heiltsuk in community that speak Hailzaqv (CUL-1; Sheltair)				
b. Education attainment (EDU-1; Sheltair)				
c. Percent of graduates form Grade 12 in the schools as percentage of those in grade 12				
5) Heiltsuk Community College				
a. Percent of Heiltsuk in community that speak Hailzaqv (CUL-1; Sheltair)				
b. Education attainment (EDU-1; Sheltair)				
c. Skill domain (% of labour force by skill domain) (EDU-2; Sheltair)				
d. Number of locally delivered skills training programs and number of people enrolled (EDU-3; Sheltair)				
6) Heiltsuk Forestry				
a. Number of jobs in forestry and wood processing per cubic meter harvested in land use area (EMPL-3; Sheltair)				
b. Heiltsuk forest sector revenues and employment, compared with revenues to province (ACC-4; Sheltair)				
c. Timber harvest level for plan area (ACC-5; Sheltair)				
d. Hectares protected/managed specifically for enhancement or cultural resources (E5; Rubus)				
7) Heiltsuk Fisheries				
a. Percent of aquaculture tenures owned by Heiltsuk and				

Department/Agency	Is the indicator relevant?	Do you have the data for this indicator?	How frequently is the data collected? (yrs)	Is the indicator easy to understand?
percent of productive activity by Heiltsuk (ACC-1; Sheltair)				
b. Percent of commercial fish licences held locally and non-locally, number of Heiltsuk fish licences and percentage of productive activity by Heiltsuk (ACC-3; Sheltair)				
c. Number of returning salmon to key waterways in Heiltsuk territory (CUL-2; Sheltair)				
8) Heiltsuk Justice Department/ RCMP				
a. Total number of crimes in community – 2007 (BC crime statistics)				
b. Number of violent crimes in community – 2007 (BC crime statistics)				
c. Number of property crimes in community – 2007 (BC crime statistics)				
d. Number of youth crimes in community – 2007 (BC crime statistics)				
9) Heiltsuk Cultural Centre				
a. Number of Heiltsuk community members using traditional cultural resources for non-market purposes (CUL-3; Sheltair)				
b. Percent of Heiltsuk in community that speak Hailzaqv (CUL-1; Sheltair)				

Additional Questions:

1) Are there any indicators not listed above that you think would better track the progress of your agency and for which you collect data?

2) Do you think grading should be part of the first report card? If yes, what should grading be based on?

3) Which of the grading schemes presented in the examples provided do you believe would be most suitable for the Heiltsuk project?

A-2: Draft Heiltsuk HWB Report Card

Note: the data in the report card is fictional and is provided solely as a place-holder until the actual data collection is complete

THE HEILTSUK HUMAN WELL-BEING REPORT CARD WAS CREATED BY THE HTC, WITH PARTICIPATION FROM THE HEILTSUK HEALTH CENTRE, HEILTSUK RESTORATIVE JUSTICE PROGRAM, HEILTSUK FORESTRY PROGRAM, AND HEILTSUK FISHERIES CO-MANAGEMENT. IF YOU WOULD LIKE FURTHER INFORMATION ABOUT ANY OF THE PROGRAMS INCLUDED IN THE REPORT CARD PLEASE CONTACT THE RESPECTIVE AGENCY. IF YOU HAVE ANY QUESTIONS ABOUT THE REPORT CARD ITSELF, PLEASE CONTACT JOSH CARPENTER AT THE BAND OFFICE. EMAIL: JOSHC@BELLABELLA.NET

HEILTSUK NATION WELL-BEING REPORT CARD 2009

DESIGN BY KYLE PICKERING HTTP://KYLEPICKERING.COM

ABOUT THE REPORT CARD

The Heiltsuk human well-being report card has been created by the HTC and participating Heiltsuk agencies to monitor the benefits from the Heiltsuk land use plan and forestry ecosystem-based management initiative to our people. In particular, the report card will track the relationship between economic progress and the health and well-being of the Heiltsuk Nation and peoples. The report card has two components: A set of indicators and a list of programs and services from participating agencies.

The indicators will be monitored on an annual basis. The HTC hopes that the number of indicators will be expanded upon as more agencies participate in the program. As this is the first year of the report card, the indicators do not include a grade or ranking. In future years, the report card will show where Heiltsuk well-being is improving.

The list of programs is provided to highlight how Heiltsuk agencies are taking steps today to improve the health and well-being of our Nation.

HEILTSUK HEALTH CENTRE

The Heiltsuk Health Centre provides health and recreation services for new mothers and their families, youth and elders. Programs include:

Education and support for expectant mothers and post natal infants including home visits, nutritional information, HIPPY (home instruction for parents of pre-school youth), and the pre-school educational primer.

Recreational services for youth, including night's alive, a Friday night recreation program; health centre youth group, a youth mentorship and advocacy program; an arts and crafts afterschool program; and outdoor swimming opportunities and lessons for young children in the summer.

Recreational programs and services for elders, at the Ninuagailas building including elders luncheons, social drop-ins, hot breakfasts, and a Wii console for light recreation. Heiltsuk Health Centre also helps organize an annual elders gathering, which is held in a different community in British Columbia each year.

HEILTSUK RESTORATIVE JUSTICE PROGRAM

The restorative justice program is working collaboratively with several agencies to offer programs and services for youth as alternatives to anti-social activities, graffiti, self harm and poverty damage. These include:

Developing a collaborative work plan with participating agencies to provide recreational activities and youth-focussed events.

Working with Koeye Camp to send economically disadvantaged youth for a week long camping adventure, where they learn about their cultural history, participate in recreation games and actively engage in Heiltsuk cultural events.

Gathering youth-focussed agencies to begin a dialogue on youth crime and its relationship to poor economic and social conditions in the community.

HEILTSUK FISHERIES CO-MANAGEMENT

The Heiltsuk Fisheries Co-management department works toward the recovery of endangered species in our territorial waters and sustainable job creation. The co-management team applies annually for funding, which provides co-management jobs and sustains our programs. Programs include:

Observing, documenting and reporting encounters with threatened marine mammals such as the Humpback Whale and the Sea Otter.

Observing, documenting, and recording endangered invertebrates such as Abalone and Scallops.

Managing the shellfish aquaculture pilot project, which is designed to provide sustainable jobs for the Heiltsuk.

PHOTO CREDIT: LISA MARIA SCHLOSSER

	HEALTH AND WELL-BEING
LIFE EXPECTANCY AT BIRTH	70 YEARS
INFANT MORTALITY RATE	1%
POTENTIAL YEARS OF LIFE LOST DUE TO SUICIDE/HOMICIDE	10 YEARS
TEEN PREGNANCIES	5%
POTENTIAL YEARS OF LIFE LOST, NATURAL OR ACCIDENTAL	7 YEARS
PERCENT OF POPULATION, AGED 15 AND OLDER, THAT USES TOBACCO PRODUCTS	20%

	HEALTH AND WELL-BEING
PERCENT OF TOTAL POPULATION THAT IS OBESE/OVERWEIGHT	10%
PERCENT OF POPULATION REPORTING CONSUMING FRUIT/VEGETABLES AT LEAST 5 OR MORE TIMES A DAY	60%
PERCENT OF POPULATION CONSIDERED ACTIVE OR MODERATELY ACTIVE	5%
TOTAL NUMBER OF CRIMES IN COMMUNITY	200
NUMBER OF VIOLENT CRIMES IN COMMUNITY	30
NUMBER OF PROPERTY CRIMES IN COMMUNITY	100

	RESOURCE STEWARDSHIP
NUMBER OF JOBS IN FORESTRY AND WOOD PROCESSING PER CUBIC METER HARVESTED IN LAND USE AREA	322
HEILTSUK FOREST SECTOR REVENUES AND EMPLOYMENT, COMPARED WITH REVENUES TO PROVINCE	$4,000
TIMBER HARVEST LEVEL FOR PLAN AREA	20 METERS
HECTARES PROTECTED/MANAGED SPECIFICALLY FOR ENHANCEMENT OR CULTURAL RESOURCES	20,000
PERCENT OF AQUACULTURE TENURES OWNED BY HEILTSUK AND PERCENT OF PRODUCTIVE ACTIVITY BY HEILTSUK	20%
PERCENT OF COMMERCIAL FISH LICENCES HELD LOCALLY AND NON-LOCALLY, NUMBER OF HEILTSUK FISH LICENCES AND PERCENTAGE OF PRODUCTIVE ACTIVITY BY HEILTSUK	20%
NUMBER OF RETURNING SALMON TO KEY WATERWAYS IN HEILTSUK TERRITORY	15,593