



Town of Hudson Bay

Saskatchewan, Canada

Essential Skills & Community Literacy Plan

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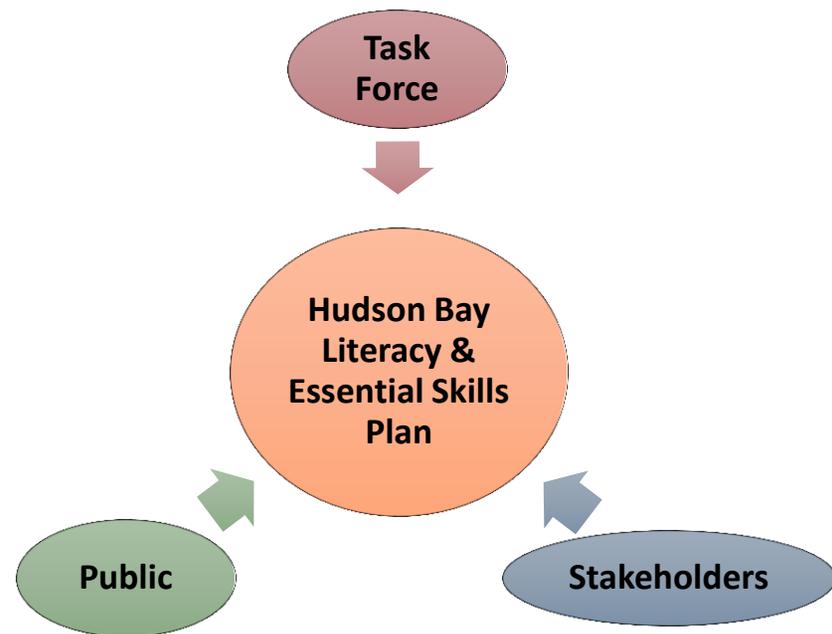
2 THE PEOPLE & THE PROCESS

The Town of Hudson Bay Essential Skills project involved individuals from a variety of backgrounds to ensure proper representation of the community. The project was coordinated by the local task force, who decided it would be best to approach the project by meeting with individuals one to one before bringing all the ideas to a community forum. The individual stakeholder meetings were a foundational step to collect the data needed to facilitate the community meeting properly.

The task force is comprised of five members of the community who are interested in the development of literacy and essential skills in the community. The members are:

- Jeanine Holowatuik, Town of Hudson Bay (Project Coordinator)
- Tracey Smith, Administrator- Rural Municipality of Hudson Bay
- Elvina Rumak, Mayor- Town of Hudson Bay
- Melanie Johnson, Community Wellness Coordinator- Kelsey Trail Health Region
- Sherlyn Coates, Counsellor- Cumberland Community College

The task force was essential to the project by providing a wide range of expertise and varied perspectives to the project. The task force assisted the coordinator by helping organize the stakeholder meetings and summarizing all ideas and responses.



The following people were interviewed as local stakeholders:

Contact	Organization	Sector
Marion Lozinski	Hudson Bay Wapiti Library	Library
Larry Myhr	Northeast Service & Subway	Business
Shelley Sjueberg	Hudson Bay Childcare COOP	Education
Louise Gel	Principal, HBCS	Education
Shelly Cal	HB Medical Clinic and Primary Health Team	Health
Tracey Myhr	Career Councillor, HBCS	Education
Corinne Reine	President, HB Chamber of Commerce	Business
Jennifer Cross	Hudson Bay Family & Support Centre	Community Support
Sandy Bashnick	Hudson Bay Family & Support Centre	Community Support
Cheryl Watt	Board of Directors of SK Heavy Construction	Industry
Henry Horkoff	Affinity Credit Union Hudson Bay Branch	Financial
Corey Liechart	Manager, Hudson Bay COOP	Business
Carolyn Shields	Social Services	Justice
Tracey Smith	RM of Hudson Bay	Civic
Elvina Rumak	Mayor, Town of Hudson Bay	Civic
Melanie Johnson	Community Wellness, KTHR	Health
Sherlyn Coates	Cumberland College	Education
Tom Weegar	President, Cumberland College	Education
Steve Kobalak	Weyerhaeuser OSB Mill Manager	Industry
Betty Lou Palko	Victim Services, Town Council & Retired Teacher	Justice & Education
Laurie Schotts	Service Canada	Federal Support Services

Crystal Janzen	Weyerhaeuser HR Manager	Industry
Bonnie Choumont	Weyerhaeuser Quality Assurance Manager	Industry
Don Gelhorn	Doctor, Retired	Health
John Daisley	Timberlands Office	Industry
Terrace Borowitz	Hudson Bay Rotary Club	Service Club
Dave Pollock	Hudson Bay Rotary Club	Service Club
Dennis Reimer	Farmer, RM Council	Agriculture

The task force helped to identify stakeholders and organize the structure of the individual interviews. The project coordinator completed all the individual interviews and discussed the role of literacy and essential skills in the various organizations. Once the individual meetings were completed the task force was responsible for identifying the common themes. These themes were presented at a public meeting to discuss possible strategies, partnerships and solutions to the common themes identified. The public meeting allowed all stakeholders and any interested community members to review the information and make recommendations. The task force assembled all ideas from the community meeting and stakeholder meetings to create this plan.

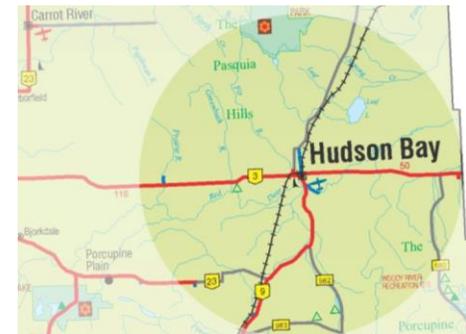
Project Timeline

December 2015	Formed Task Force
January 2016	Task Force Meeting & Start Stakeholder Interviews
February 2016	Continue Stakeholder Meetings
March 2016	Task Force Meeting and Finish Stakeholder Interviews
April 2016	Public Meeting
May 2016	Task Force Meeting and Draft Plan
June 2016	Final Plan Submitted

3 COMMUNITY CONTEXT

Background

The Town of Hudson Bay is a resource based community located in a semi-isolated part of central Saskatchewan. The 2011 Census reports the Town of Hudson Bay population to be 1,504, and 1,100 in the Rural Municipality (R.M.) of Hudson Bay No. 394. In 2015 Saskatchewan Health reports a population of 3,079 people for the Town and R.M. combined. The Town of Hudson Bay is the service center for the rural municipality surrounding it. Hudson Bay is primarily a forestry based community with agriculture and tourism secondary industries. Located at the junction of two major highways and railway, Hudson Bay has a long standing history tied to transportation.



As most resource based communities, Hudson Bay has experienced population decline as a result in the changes of the forestry industry. Hudson Bay experienced a peak in population in the early 1980's; since then population has been on a steady decline as job opportunities have dwindled. This has resulted in a lot of youth leaving the community for opportunities elsewhere and increased the median age of the community over the past couple of decades. The 2011 Census reports the Town of Hudson Bay's median age to be 49.5 and 48.4 in the R.M. of Hudson Bay # 394.

The literacy and skill development levels in the community are varied as a result of the forestry industry. A couple of decades ago most people did not graduate from high school and would work in the forestry sector instead. This has changed with the requirement of grade 12 now to enter the industry, but not all citizens took it upon themselves to increase their skills and finish high school. There are still some community members that did not finish school and have very limited skills as a result. The forestry industry also created a gap in entrepreneurship in the community because most people would prefer a secure high paying job in the forestry industry over the risk of opening a business. This results in low business development in the community.

On a positive note, Hudson Bay has seen some changes to the traditional out-migration trend in recent years. There have been young families moving back to the community as jobs open up. Hudson Bay has a positive effect on people who have lived here in the past and citizens often return to raise their families in the community. This trend results from the high quality of life and safety that the residents of the community experience. If we can continue to create high paying jobs, it will increase the likelihood of this trend continuing.

Diversification of the local economy is of high importance for the community. By diversifying the industry we can create more jobs. Having high paying jobs is important to continue to attract young families to the community. By diversifying the economy we can continue to attract skilled workers to increase the local population.

Current Changes in Literacy and Skill Development

Over the last couple of years Hudson Bay has seen a change in the support of literacy and skill development in the community with the Cumberland Regional College closing its local campus. This has had a negative impact on skill development because now the closest campus for assistance is over an hour's drive away. This has taken away the ability for most people to take further education or even basic education. The people who need the assistance the most cannot be expected to have to drive a couple hours a day to get help. Without the option for further education in the community, the out-migration of youth will continue and probably increase. This negative impact is just starting, as the Campus was closed in 2015. We expect to see more negative results from this closure.

What is working well?

The location of Hudson Bay has resulted in the community being very self-sufficient. Hudson Bay is a small community with several organizations that are all dedicated to improving the community in some way. This small town atmosphere makes it easier for organizations to help each other and assist people just by connecting them to the right person.

The Interagency Committee is a group that meets regularly to collaborate on issues. This group is a cross-section of organizations that work together to address issues from a multi-sectoral standpoint. This is essential in a small town both for increasing communication and support.

The Hudson Bay Family and Support Centre is an important organization. The events and support groups the organization runs are very helpful for essential skill development. By building on what they do and creating more awareness around their programming, we can build on this great organization.

The Hudson Bay Library is a great resource of information for our community. We want to expand on resources available at the library to help address some of the skill development needs in the community. Making the Library more of a job resource location will reduce the gap created with the closing of the Cumberland Regional College campus.

Hudson Bay has a strong base of organizations and groups dedicated to making the community stronger and better. There are a lot of dedicated volunteers that help make the community better. This is a large advantage to small communities, as these

organizations and volunteers are essential to community development. The problem in the coming years will be to encourage younger generations to get involved and fill these volunteer positions. Although communication can always improve, when it comes to small communities, it is easier to coordinate efforts among organizations. This is an important aspect that must be built on to further develop the community.

4 COMMUNITY DEVELOPMENT & LITERACY COLLABORATION

Collaborations that currently exist to support literacy and skill development:

- Industry partnerships with the school system.
- Hudson Bay Family & Support Centre works with the school to provide programming.
- Interagency Committee is a collaboration of various organizations.

Suggested Collaborations

- Hudson Bay Library and Service Canada office offer employment support services.
- Interagency Committee to expand on organizational representation.
- Annual organization updates for all groups to increase collaboration and communication.

5 GOALS & ACTIONS

Themes	Issues	Strategies	Partners	Actions	Goals
<p>Essential Skills development at an early age.</p>	<ul style="list-style-type: none"> •Low creativity, problem solving and math skills in younger children. •Shift work makes it difficult for parents. •Need to increase awareness of early years programing. People who often need programs the most do not attend. 	<ul style="list-style-type: none"> •Encourage parents to participate in school programs. •Encourage family literacy and involvement. •Encourage parents to balance technology in the early years. • Grandparent mentoring program & Saskatchewan Literacy Network Family Training. 	<p>Families, North East School Division, Hudson Bay Day Care, Kelsey Trail Health Region, Stepping Stones Playschool, Early Ages groups, Hudson Bay Family and Support Centre and Hudson Bay Interagency committee.</p>	<p>Encourage communication & participation between groups and parents by connecting them through community calendar, local radio and newspaper.</p> <p>Expand on current mentorship program at HBCS to include seniors and community elders.</p> <p>Celebrate grandparent day through the mentorship program. To possibly include Family Literacy and Come Read with me program training.</p>	<p>Parents involved in early years development.</p> <p>Higher participation in early years programing.</p> <p>Children entering school with a good start on essential skills development.</p> <p>Mentorship program expanded to include seniors.</p>

Themes	Issues	Strategies	Partners	Actions	Goals
<p>Promote awareness of programs available and currently offered.</p>	<ul style="list-style-type: none"> • Each organization often doesn't know what the others do. • Marketing costs for workshops are high. • Need to promote organizations and services in the community through all available avenues. • Increase communication between service clubs and organizations. 	<ul style="list-style-type: none"> • Increase awareness of programs and services offered that relate to essential skill development. • Library to host and market a series of workshops to help reduce marketing costs and increase attendance. • Use local media to create a 'Community Corner' that would advertise nonprofit groups, events and services. • Annual public meeting to increase communication between groups. 	<p>Hudson Bay RM and Town Councils, Interagency Committee, Family and Support Centre, Hudson Bay Library, Hudson Bay Community School and Hudson Bay Economic, Tourism and Culture Committee, service clubs, Junction Review Newspaper and CFMQ Community Radio.</p>	<p>Promote Community Events Calendar online.</p> <p>Host annual workshop series at the library in the Fall.</p> <p>"Community Corner" advertising keeps information current.</p> <p>Host annual meeting for all clubs to communicate.</p>	<p>Increased usage of online community events calendar by all groups.</p> <p>The library more of a resource center for the community.</p> <p>Help develop and grow community through 'Community Corner' advertising of organizations and services.</p> <p>Increased communication in community.</p>

Themes	Issues	Strategies	Partners	Actions	Goals
<p>Awareness of Essential Skills</p>	<p>•There is not a lot of awareness when it comes to essential skill development.</p>	<ul style="list-style-type: none"> •Encourage essential skill development. •Encourage literacy awareness. •Promote literacy at all levels, not just low levels. Need to encourage everyone to improve, no matter what level they are at. 	<p>Hudson Bay Provider Team, North East School Division, Hudson Bay Family & Support Centre, Hudson Bay RM and Town Councils, Essential Skills Task force and Hudson Bay Interagency Committee.</p>	<p>Promote groups to participate in literacy days by advertising and coordinating activities through the Interagency committee.</p> <p>Connect to Sask. Literacy E-news and distribute information as needed.</p> <p>Encourage people to take professional literacy development training as available.</p>	<p>Increased awareness of what literacy and essential skill development is and its importance.</p> <p>Annual literacy celebrations and activities for National Literacy Day (Jan.) and International Literacy Day (Sept.)</p> <p>Community Members professionally trained in literacy.</p>

Themes	Issues	Strategies	Partners	Actions	Goals
Volunteerism	<ul style="list-style-type: none"> •Low volunteerism from younger generations. 	<ul style="list-style-type: none"> •Encourage more people to volunteer and see the importance of volunteering within the community. •Build on the large older generation volunteer base to encourage more participation by younger people. •Recognize the volunteers we have. •Have shorter term volunteer opportunities, or something considered fun for youth. 	<p>Hudson Bay RM and Town Councils, Essential Skills Task force, Service Groups and North East School Division.</p>	<p>Town and RM to host a joined Volunteer Appreciation Day event.</p> <p>Organize a day to encourage everyone to do something for their community.</p> <p>Possible workshop to promote and educate volunteers.</p>	<p>Annual appreciation for volunteers.</p> <p>Increase in the number of volunteers.</p> <p>Community members will know how important volunteerism is to the community.</p>

Themes	Issues	Strategies	Partners	Actions	Goals
Computer Skills & Technology	<ul style="list-style-type: none"> •Technology is a benefit to learning, when used in balance. •Technology has created a negative impact for people to communicate in person. • Seniors need assistance for basic computer skills. 	<ul style="list-style-type: none"> •Promote screen time balance - BC's "Screens Off" example. •Promote the participation of parents when it comes to screen time. •Encourage computer skill development workshops and mentorships between youth and seniors to share skills. 	Hudson Bay Library, North East School Division, Hudson Bay Provider Team, Local Businesses.	<p>Promote the Library computer services and workshops through partnerships and communication.</p> <p>Bridging program to share skills between generations. (cultural and tech)</p> <p>Promote the healthy balance of screen time, through a "Play Time" program that brings parents together for a purpose, to play with their children.</p>	<p>Increased computer usage at the Library.</p> <p>Increased computer skills among older generations.</p> <p>Parents have increased screen-free organized play time with their children.</p>

Themes	Issues	Strategies	Partners	Actions	Goals
Job Readiness & Resources	<ul style="list-style-type: none"> • Work Ed program is really good; but a gap is created between youth ready for the workplace and those who are not because they did not take the Work Ed program. • Need to teach youth safety in the workplace. • A need for resume writing skills, and interview and cover letter writing skills. 	<ul style="list-style-type: none"> • Promote the library services; have more job resource information available. • Encourage the Provincial Work Safe Program and industrial safety program to train youth to be prepared for workforce. 	<p>Hudson Bay Library, North East School Division, Service Canada, Hudson Bay Family & Support Centre, Essential Skills Task force and industry partners.</p>	<p>Increased awareness of Work Safe Program both for employers and youth by advertising the Provincial program locally.</p> <p>Encourage industrial safety program development by reporting on the successes of the 2016 pilot project.</p> <p>Have resume, cover letter and interview skill information available at the Library.</p> <p>Host skill building workshops for: Resume writing, computer skills, mobile technology and budgeting.</p>	<p>More youth completing the Work Safe program and industrial safety course.</p> <p>More people have resume and cover letter writing skills and interview skills</p>

Themes	Issues	Strategies	Partners	Actions	Goals
Business Development & Entrepreneurship skills	<ul style="list-style-type: none"> •Little to no business development in Hudson Bay. Encouraging entrepreneurship skills would also increase jobs. •Very easy to shop away; customer service is the difference when it comes to promoting local shopping. •Lack of reliable high speed service or cell service makes online businesses difficult. 	<ul style="list-style-type: none"> •Promote tourism related business startups. •Promote the Youth Business Excellence Awards program and encourage youth to get involved in business. •Educate on benefits of shopping locally and the importance of small and medium sized business. 	Hudson Bay Economic, Culture and Tourism Committee, Newsask Community Futures, Hudson Bay Library.	<p>Continue to promote business development and foster entrepreneurship skills in the community by:</p> <ul style="list-style-type: none"> -hosting a Youth Business Excellence program information session. -Promote current business incentive program. -Town to host business educational workshops to promote online business. 	<p>Have an increase in business startups and entrepreneurs.</p> <p>Increased local shopping.</p> <p>Better internet & cellular connectivity in rural areas.</p>

Themes	Issues	Strategies	Partners	Actions	Goals
Advanced Education	<ul style="list-style-type: none"> •Cumberland College closed their local campus in 2015, creating a gap in the educational system. The access to their services and assistance is more difficult, even online courses sometimes require assistance. 	<ul style="list-style-type: none"> •Encourage some form of assistance be provided to the community by the Cumberland College. Need to solidify which programs would work and how many people interested. •Job readiness and resources support; possible partnership with library. 	Hudson Bay RM and Town Councils, Essential Skills Task force, Cumberland College.	<p>Town and RM will send a letter of support and encouragement to Cumberland College.</p> <p>Request for a satellite office to offer assistance as needed and exam location.</p> <p>Look at digital support access.</p> <p>Look at opportunities to increase skills through 'Coursera'.</p>	<p>Have Cumberland College support available within the community.</p> <p>Cumberland offer some form of employment assistance as needed.</p> <p>More people can access higher education.</p>

Themes	Issues	Strategies	Partners	Actions	Goals
Financial Literacy	<ul style="list-style-type: none"> •The need for budgeting and financial planning is increasing as costs and debt go up. •People overlook how important basic math skills are to making financial decisions. 	<ul style="list-style-type: none"> •Educate and encourage budget planning. 	Hudson Bay Library, Affinity Credit Union and Scotiabank.	Host a workshop at the library for budgeting and financial planning.	Increased math and budgeting skills.
Government Forms	<ul style="list-style-type: none"> •Forms use a technical vocabulary and are very time consuming and there is little understanding of how to properly fill them out. 	<ul style="list-style-type: none"> •Show support for simplified forms for government applications. •Have tip sheets available or resources to aid in filling out forms at the library and Family and Support Centre. 	RM and Town of Hudson Bay, Service Canada, Hudson Bay Library, Hudson Bay Family & Support Centre.	<p>RM and Town to communicate the issue to government officials.</p> <p>Create tip sheets and have available at the library and Family and Support Centre.</p> <p>Librarian will partner with Service Canada office to be trained.</p>	<p>Government addresses the literacy levels of common forms and communicates at a more appropriate level.</p> <p>People will be able to fill out government forms correctly.</p>

Themes	Issues	Strategies	Partners	Actions	Goals
Literacy and Essential Skills Promotion by Government	<ul style="list-style-type: none"> •Small groups and organizations and rural communities feel that government does not support the development of essential skills and literacy levels. There is a lack of funding across the board and as long as this trend continues, the development of essential skills will continue to decline. 	<ul style="list-style-type: none"> •Increase funding for awareness and programs that address essential skills development in small rural communities. 	Government, Communities and Community Organizations	Town and RM Councils will encourage the need for funding to support essential skills development.	Financial support to increase the awareness of and actions for essential skills development at all levels.

6 INDICATIONS OF SUCCESS

Short Term Indications	<ul style="list-style-type: none"> -43 people engaged in the planning process. -10 partnerships made as a result of the planning process. -Literacy and Essential Skills plan developed. -Workshop series developed from Literacy and Essential Skills Action Plan. -Reporting and communicating the plan. -Number of parents attending early years programs. -Number of people attending skill-building workshops.
Long Term Indications	<ul style="list-style-type: none"> -Increased awareness of literacy and essential skills development in the community. -Increased awareness and collaboration of the community's organizations. -Increased job opportunities and business development. -Community development through increased literacy. -Cumberland College presence in Hudson Bay. -Number of new business startups.

A true indication of success begins with the planning process itself. By engaging the community to discuss essential skills and literacy it gets the conversation started. Often just increasing the communication amongst community members and groups can have a true impact on community development.

Hudson Bay had a very wide range of organizations and individuals included in the planning process throughout the project. This generated interest and increased attendance for the community meeting. Through discussions both on the one-on-one level and in a

group setting, individuals often began to increase their interest and begin to see solutions to obvious issues. The planning process has been essential for engaging the community in essential skill development. This engagement will assist the action plan to move forward as much as possible, depending on funding.

7 CONCLUSION

The Town of Hudson Bay has seen an increased interest in the development of essential skills throughout the planning process. Through engaging various community members in the project, there has been an increased interest in essential skills development. The action plan implementation will depend on funding and time commitments available by community organizations.

Since the beginning of the planning process we have seen some success in terms of engaging the community to think about how important essential skills development is. There will be immediate action in terms of developing an informative workshop series at the library to address skill gaps identified in this planning process. The library will be an important organization to increase literacy and essential skills in our community. Further implementation will be dependent on resources and funding.

By encouraging the development of essential skills and literacy amongst citizens we will be able to develop and strengthen our community as a whole. The Town of Hudson Bay will continue to work together to promote the development of the people of our community. The extent to which the Town of Hudson Bay will be able to assist organizations to increase community capacity through essential skills and literacy development will be determined by funding availability.