



huu ay aht

ANCIENT SPIRIT, MODERN MIND



Strategic Plan 2024 - 2029

Vision

Huu-ay-aht envisions a strong, self-governing, and self-reliant Nation. ʔiisaak, hišuk ma čawak and ʔuuʔaʔuk guide us as we work together to foster a safe, healthy and sustainable Nation where our culture, language, spirituality, and economy flourish.

Mission

As a leader among First Nations, Huu-ay-aht First Nations will create certainty for its people and generate wealth for financial independence by providing economic opportunities, and social, cultural, and recreational programs for all Huu-ay-aht people.

*Naaca maʔaʔ Huuʔeeʔaʔh ʔaaʔak
ʔuukʔaqhʔwitas ʔuuʔaʔuk quuʔas minh
ʔiisaakstaʔ ʔuusahqʔin čačimhi
Hupukʔwanim, ciqyak, tirʔaqsti, tanaqit minhukqin*

Community Wellness Vision

Our citizens are grounded in our culture, teachings, and sacred principles. Through healing, wellness, celebration, and the understanding of our Treaty, we are connected, empowered, responsible, accountable, and motivated.





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Three Sacred Principles



ʔiisaak

Greater Respect.

Personal and collective respect for the community and its people, traditional knowledge, the natural world, the metaphysical world and other peoples and communities.

ʔuuʔaʔuk

Taking Care Of...

In this context, this is about taking care of present and future generations as well as taking care of the resources provided by the land and the natural world.

Hišuk ma c̓awak

Everything is One.

A notion of the interconnected, interdependent and reciprocal relationship between the people, the land and the wider world(s) in a physical, spiritual and social sense.

Historical photos courtesy of the Bamfield Community Museum and Archives



Six Posts for a strong Huu-ay-aht

1. Huu-ay-aht **citizens** will reach their fullest potential through self-determination.
2. Huu-ay-aht **children** will grow up safe, healthy, and connected to our language, culture and values guided by our traditions and our Nananiqsu.
3. Huu-ay-aht **ḥahuuli** will be a safe, healthy, thriving community where our people choose to live.
4. ḥahuuli, including Huu-ay-aht **lands**, waters, natural resources and traditional teachings will provide sustainable wealth that respects Huu-ay-aht core values.
5. Huu-ay-aht **economy** will operate sustainably, will be the major employer in the ḥahuuli, and the major source of revenue for the Nation.
6. Huu-ay-aht will **respect** and honour tradition, customs, and hereditary leadership.

Strategic Priorities



Muschuum and Maht Mahs
(People and Houses)



ḥahuuli - Hišuk ma ćawak
(Integrated Lands and Resources)



ʔiihmisuk
(To Treasure)



Ḥawit patuk Huu-ay-aht
(Governance)



GOALS AND OBJECTIVES

Priority

Muschuum and Maht Mahs (People and Houses)



Goal

Huu-ay-aht government and families support the social, cultural, and spiritual well-being and health of citizens and family members and support them in reaching their fullest potential. Huu-ay-aht muschuum are encouraged to reside in our hahuuli where they have opportunities to be self-reliant and to raise and live around family in a safe, healthy, and thriving environment.

1 Create a healthy and safe environment for all Huu-ay-aht citizens and those residing in the hahuuli.

- Create and implement a Huu-ay-aht Wellness Plan that incorporates Huu-ay-aht guiding principles and provides for training of Huu-ay-aht First Nations Government officials, hawiih, and citizens.
- Create a comprehensive plan to implement the recommendations from the Inquiry Panel, Community Wellness, and Intergenerational Impacts of Residential School reports.
- Create and implement programs that promote, support, and empower self-reliance for all citizens by providing opportunities for entrepreneurship, wellness workshops, community safety projects, and transparent delivery of current citizen services.
- Communicate with citizens to allow transparent and meaningful discussion and inclusion in some decision processes. Citizens are part of the decision process and take ownership of solutions.
- Continue to implement the Huu-ay-aht First Nations Social Services report recommendations and the Community Services report. Implement support services for trauma victims.

2 Provide sustainable infrastructure that improves the quality of life and health for Huu-ay-aht citizens and residents of the hahuuli.

- Report on the action items from the 2020 Comprehensive Community Plan and where applicable update 2020 Comprehensive Community Plan.
- Develop and implement a 10-year Capital Plan that addresses current and new housing and infrastructure that meets community needs based on citizen input,

- and addresses recreation, cultural, and traditional needs.
- Plan and address alternate housing and lodging needs based on staff requirements, market conditions, and opportunities.
- Implement guiding principles for all Huu-ay-aht infrastructure (new and old) that incorporate a 'Huu-ay-aht look' into the design and upgrades.
- Implement a program and project management process that will identify timelines and resources required to ensure cost certainty.
- Develop emergency response plans to address potential man-made and natural disasters and implement provincial legislative changes.

3 Integrate history, culture, ceremonies, language, and traditions into the Huu-ay-aht way of life and continue to teach and pass on knowledge and traditions.

- Develop and implement a 10-year Language Action Plan that addresses citizens' revitalization of language knowledge, grows the number of fluent speakers, and other actions to showcase the Huu-ay-aht language.
- Create and implement a 5-year Cultural Program Plan that includes knowledge sharing, workshops, traditional practices on our lands, dance practices, and language lessons.
- Continue the Warrior Programs and Young Women Programs so our children and youth can learn and experience our traditions and culture.
- Develop and deliver Huu-ay-aht 101 for all staff, contractors, and volunteers who work for our Nation on a regular basis; continue to develop advanced materials and presentations for use within and outside the Nation (e.g., schools).



Priority

Ḥahuuḷi Hišuk ma c̄awak (Integrated Lands and Resources)



Goal

Respecting Huu-ay-aht core values and guiding principles, the ḥahuuḷi provides sustainable wealth and fulfills the needs of the current generation without compromising the needs of future generations. The ḥahuuḷi is managed in a way that balances economic growth, environmental care, and social, cultural, and spiritual well-being.

1 Determine the highest and best uses and opportunities for HUU-ay-aht lands and resources for all purposes.

- Implement the Hišuk ma c̄awak Integrated Resource Management Plan (HIRMP) and incorporate the HIRMP into a Comprehensive Land Use Plan.
- Incorporate consideration of the impacts of climate change in all plans and develop measures to mitigate significant impacts.
- Integrate HUU-ay-aht knowledge, language and traditions into plans and decisions made regarding all lands, waters, resources plans, and decisions within HUU-ay-aht ḥahuuḷi.
- Develop and implement a permitting system that is transparent and accessible to all citizens, partners, and stakeholders.
- Create a plan to utilize our marine resources, including harvesting and sustainable protection of the resources. Continue with projects to enhance salmon rivers and watersheds.
- Consider the impacts of climate change on our forests and develop mitigation strategies.

2 Build the Nation's natural resources economy to unlock the wealth of the ḥahuuḷi while ensuring the sustainability of the resources.

- Develop and implement the required regulatory regimes to accommodate and monitor development and the use of lands and resources while protecting the environment.
- Determine the economic potential of sustainable natural resource development.
- Encourage citizen entrepreneurship within the ḥahuuḷi that utilizes natural resources sustainably.

3 Establish responsible and sustainable HUU-ay-aht Natural and Cultural Resources management that incorporate our "Ancient Spirit – Modern Minds" philosophy.

- Promote sustainable harvest of natural resources in the ḥahuuḷi to meet the needs of citizens while respecting environmental sustainability and cultural integrity throughout our ḥahuuḷi.
- Develop and implement a Cultural Resources Management Plan.
- Manage and co-manage our natural and cultural resources based upon HUU-ay-aht guiding principles.
- Monitor our terrestrial and aquatic ecosystems and implement management actions as required to support healthy fish and wildlife populations throughout the ḥahuuḷi



Priority

ʔihmisuk (To treasure)



Goal

A strong and sustainable economy that unlocks the wealth of the Huu-ay-aht ʔahuuʔi, attracts visitors, provides diverse employment opportunities, and generates revenues to reinvest in the ʔahuuʔi and muschuum.

1 Create an environment for strong, sustainable economic growth showing that Huu-ay-aht is “open for business”.

- Work towards a Bamfield/Anacla Master Plan for investment opportunities in our ʔahuuʔi.
- Incorporate plans for other uses such as visitor housing, and commercial or industrial development into a Comprehensive Land Use Plan.
- Update an Economic Development Plan that incorporates the Strategic Plan and Master Plan in collaboration with Huu-ay-aht Group of Businesses.
- Ensuring all partner/stakeholder plans that Huu-ay-aht provides knowledge and information align with all Huu-ay-aht plans.
- Encourage the development of visitor services, tourism amenities and cultural experiences to make the region an attractive place to visit.

2 Develop a diversified economy to provide multiple sources of employment and revenue.

- Provide substantive financial investments and other assistance to current and start-up businesses to provide employment and revenues for citizens.
- Develop and implement a plan to access capital to develop a diversified economy.
- Identify long-term employment requirements and opportunities and assist in developing training programs for citizens.

- Enhance the entrepreneur program to support Huu-ay-aht citizens in enhancing or creating their own businesses.
- Explore and initiate new partnerships and attract external investments to assist Huu-ay-aht First Nations to establish new business opportunities.
- Explore opportunities to utilize the ʔahuuʔi maritime resources to develop new business opportunities and investment.

3 Have responsible and sustainable current and new businesses that align with Huu-ay-aht First Nations’ visions, mission, and guiding principles.

- Support current businesses and work towards establishing new businesses that strengthen the Huu-ay-aht economy.
- Develop and report Huu-ay-aht Shareholder interest principles and targets and annually measure them against Huu-ay-aht Group of Businesses.
- Build and strengthen the relationship between Huu-ay-aht Government and Huu-ay-aht Group of Businesses.
- Encourage new and existing businesses to adopt climate friendly, green ways of operating, and helping to mitigate climate impacts.



Priority

Ḥawīł patuk Huu-ay-aht (Governance)



Goal

Grounded in our sacred principles of ʔiisaak, hišuk ma c̄awak, and ʔuuʔałuk, and respecting hereditary leadership, Huu-ay-aht Council makes decisions and takes actions that are in the best interests of present and future generations of Huu-ay-aht citizens.

1 Create an environment where the strategic priorities of the Nation can be achieved.

- Ensure that all levels of government are aware of and guided by the Nation's established Strategic Plan and priorities.
- Ensure the administrative structure is aligned to allow the organization to achieve its strategic priorities.
- Build and strengthen relationships between all levels of government and administration to provide a healthy and safe work environment that is harassment and violence-free for government officials, citizens, and visitors to all Huu-ay-aht First Nations Government facilities.
- Develop and implement an employee performance management program and create a fair and transparent hiring process.
- Ensure laws, acts, regulations, and policies and procedures are streamlined to allow work to be done in the most effective and efficient manner while also providing for fairness, accountability, and transparency.

2 Manage Huu-ay-aht financial resources in a transparent, responsible, sustainable manner following the highest professional standards.

- Develop policies and legislation that will allow for the generation of predictable long-term revenue from the ḥahuuli through taxation and other means.
- Align finances and resources to achieve the targets identified in the Huu-ay-aht Strategic Plan. Review financial processes and policies to ensure efficiency.

- Report to citizens annually on the progress towards the Strategic Plan, including financial reporting. Educate citizens on what financial reporting means in order to be transparent and show progress towards targets.
- Develop and maintain intergovernmental and external relationships and partnerships that will bring benefit to the Nation.

3 Ḥawīł patuk Huu-ay-aht reflects our Ancient Spirit, Modern Mind, and our culture, and values.

- All levels of Huu-ay-aht Government will respect Huu-ay-aht cultural practices, traditions, and beliefs and will follow the legislated requirements of the Nation.
- Council and staff take the time to listen to citizens and respond to their needs.
- Engage Hawiith Council in the role of Government. Decision making roles need to be defined and communicated to citizens. Need to paddle together.
- Citizens are actively engaged in creating a community.
- Huu-ay-aht laws, regulations, policies, and practices increasingly reflect the Huu-ay-aht values and traditional governance practices.
- Deliver training to Huu-ay-aht First Nations Government officials, ḥawīih, and citizens on Huu-ay-aht history and traditions.





huu ya aht

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