



huu ay aht

ANCIENT SPIRIT, MODERN MIND



Strategic Plan | 2024-2029

2024 UPDATES

Amendments were informed by consultations with staff, feedback from the Citizen Development Committee, community input, and reviews conducted by the Ḥawīiḥ Council, Executive Council, and Senior Management Team.

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Vision

Huu-ay-aht envisions a strong, self-governing, and self-reliant Nation. ʔiisaak, hišuk ma cawak 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 maʔat Huuʔeeʔath ʔaaʔak
ʔuuk^waqh^witas ʔuuʔaʔuk quuʔas minʔ
ʔiisaakstaʔ ʔuusahqʔin čačimhi
Hupuk^wanim, ciqyak, timaqsti, tanaqit minhukqin*

Community

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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ANCIENT SPIRIT, MODERN MIND

Three Sacred Principles



?iisaak

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.

?uu?atuk

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 c'awak

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

Strategic Priorities

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 Nananiiqsu.
3. Huu-ay-aht **ḥahuuḷi** will be a safe, healthy, thriving community where our people choose to live.
4. Ḥahuuḷi, 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 ḥahuuḷi, and the major source of revenue for the Nation.
6. Huu-ay-aht will **respect** and honour tradition, customs, and hereditary leadership.



Muschuum and Maht Mahs
(People and Houses)



Ḥahuuḷi - Hišuk ma cawak
(Integrated Lands and Resources)



?iihmisuk
(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 ḥahuuḥi 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 ɥahuuɥi.

- 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, ɥawiiɥ, 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 continue to implement programs that promote, support, and empower self-reliance for all citizens by providing opportunities for education, employment, 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 protect and empower our children, youth, Elders, and the most vulnerable from the impacts of intergenerational trauma by implementing the recommendations from the HUU-ay-aht First Nations Social Services and Community Services reports. Establish trauma-informed support services for trauma survivors.
- Leverage new tools and technologies to strengthen and streamline communications.
- Establish and strengthen public safety and security programs within the community.
- Empower citizens for HUU-ay-aht government and staff roles through job-shadowing, training programs, and employment opportunities to increase representation of HUU-ay-aht citizens in HUU-ay-aht workforce. Establish a benchmark to track progress and ensure continued growth.
- Continue to uphold oath to protect women, children, and Elders in domestic and/or lateral violence.

2024 Highlights

Anacla Community Safety Report with Recommendations

Safety Act - hired 2nd Counsellor and an Outreach Coordinator

Citizens can request to be on the Executive Council Meeting Agendas

New In-House Services: Career Fairs, Community Engagement, Employee Satisfaction, Research on Benefits

Gottfriedson Funding

Food Support Program and Community Security Program

Oomiiqsu Centre

Health and Mental Wellness Committee Established

Updates to Website and work initiated on the New HUU-ay-aht App

Working Opportunities Program

Youth Training Program Pilot Project

Forest Fire Training for Citizens

First Aid Training at All Levels

Swiftwater Training

New Hiring Program to Provide Opportunities for Citizens

Footprints Security and Guardians Program

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

- 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 safety, recreation, cultural, and traditional needs.
- Collaborate with the Housing Society and citizens to plan and address alternate housing and lodging needs based on staff requirements, market conditions, and emerging opportunities, while also exploring financing options with banking institutions.
- 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. Explore the potential for an alternate route through HUU-ay-aht ḥahuuḷi.
- Develop resources and implement an Asset Management Program for HUU-ay-aht's entire asset inventory, with annual reviews to ensure continuous improvement and effectiveness.

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.

- Prioritize language and 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.
- Implement and continuously evaluate the 5-Year Cultural Program Plan, which incorporates experiential learning and cultural sensitivity through knowledge sharing, workshops, dance practices, language lessons, trauma-informed approaches, and traditional practices on our lands, including traditional foods and medicines.
- Create and implement children and youth programs and resources that integrate history, culture, ceremonies, language, and traditions into the HUU-ay-aht way of life, including initiatives like Warrior Programs, Young Women Programs, and Daycare Programs.
- Implement "HUU-ay-aht 101" for onboarding of all staff, contractors, and volunteers working regularly with the Nation, while continuing to develop and deliver advanced materials and presentations for both internal use and external audiences, such as schools. Emphasize the history, present, and future direction of HUU-ay-aht.

2024 Highlights

Water Treatment Project Initiation

Culture Centre Work Initiation

House of HUU-ay-aht 25-year Anniversary Upgrades Ongoing

10-year Capital Plan Draft Complete

Housing Society Implemented

Hired Emergency Program Manager

Forest Fire Training

Language Incorporated into All Communications

Gottfriedson Funding Received to Support the Cultural Program Plan and Language Action Plan

Guardian Program

Treaty Fish Harvesting

Marine Monitoring Program

Delivered HUU-ay-aht 101 to Citizens and Staff at HUU-ay-aht Days and Staff Days

Priority

Ḥahuuṭi - Hišuk ma ćawak
(Integrated Lands and Resources)



Goal

Respecting Huu-ay-aht core values and guiding principles, the ḥahuuṭi provides sustainable wealth and fulfills the needs of the current generation without compromising the needs of future generations. The ḥahuuṭi 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 cawak Integrated Resource Management Plan (HIRMP) and update the Land Use Plan, related legislation, and land use zoning to embed the HIRMP.
- Incorporate consideration of the impacts of climate change in all plans across all departments and develop adaptation and mitigation strategies, including those related to floods and wildfires.
- 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.

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.

2024 Highlights

Indigenous Climate Leadership Initiative

Camping Permit System Updated

HIRMP

Climate Change Monitoring at Kiixin

Wildfire Response Training

Economic Opportunity Fishery (ESSR)

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 ḥahuuli to meet the needs of citizens while respecting environmental sustainability and cultural integrity throughout our ḥahuuli.
- 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 ḥahuuli.
- Enhance communication and education for citizens regarding their role in reporting harvests to support sustainable harvesting practices and resource management.

2024 Highlights

Food Fish Harvest Distributions

Permitting Process in Progress

HIRMP

Guardians Expanding to Year-Round Monitoring

Camera Monitoring for Elk and Ungulates



Priority

ʔiihmisuk
(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 implementation of Huu-ay-aht Framework Plan for investment opportunities in our ḥahuuḷi.
- Incorporate plans for other uses such as visitor housing, commercial or industrial development into the Huu-ay-aht Land Use Plan.
- Update the Economic Development Plan that incorporates the Strategic Plan and Framework 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 improving or creating their own businesses through mentorship, networking, and skills training.
- 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 ḥahuuḷi maritime resources to develop new business opportunities and investment.
- Conduct market analyses to recognize and act on emerging opportunities and market changes.

2024 Highlights

Framework Plan under Development

4-Year Economic Development Plan under development

Three Star Dark Sky Pilot Project

Grant Secured for the House of Huu-ay-aht Upgrades for HFN Food Fish Program and Shelter

Kiixin Research and Development Project Launched

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

- Provide continuous support to current businesses and work towards establishing new businesses that strengthen the Huu-ay-aht economy. Inform business owners of available resources and opportunities to foster success.
- 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 that help mitigate climate impacts.
- Identify capacity-building and hiring opportunities within HFN and HGB to support the efficient development and implementation of economic development plans, ensuring resources are not overstretched.
- Refine economic development policy to distinguish the priorities of Nation-owned and community-owned businesses to foster clear direction for future growth and coordination amongst business owners and Huu-ay-aht.

2024 Highlights

Exploring Hydrogen Production and Growcer Container Farming



Priority

Ḥa'w it patuk HUU-ay-aht
(Governance)



Goal

Grounded in our sacred principles of ?iisaak, hišuk ma cawak, and ?uu?a'uk, 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.

- Continue to ensure that all levels of government are aware of and guided by the Nation's established strategic plan and priorities.
- Continue to 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.
- Continue implementing the employee performance management program, including mid-year performance agreements, to maintain a fair and transparent hiring process.
- Continue to 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.
- Continue to provide training for staff and citizens to ensure safety compliance, including programs like Swift Water Rescue, First Aid, and Small Vessel Operation Proficiency.
- Establish and fill the role of Ethics Officer with an external consultant to focus on the implementation of the Community Safety Act.
- Explore capacity-building, employee advancement and hiring opportunities within HFN government to achieve better outcomes and processes.
- Develop and maintain intergovernmental and external relationships and partnerships that will bring benefit to the Nation.

2024 Highlights

Implementing Ombudsperson Program for Employees

Whispering Mother Earth Communication and Conflict Resolution for Staff

Mid-Year Performance Agreements

Employee Performance Management Review Panel now Includes a Citizen

Changes to Salary Grid to keep up with Current Compensation Trends.

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.
- Prioritize the investment and alignment of HFN resources to allow for the continued improvement of HFN financial operations and reporting, and to support better decision-making by Council.
- Develop a social procurement framework to support citizen-owned businesses in an equitable and responsible manner.

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

- Prioritize compliance with legislative requirements while respecting Huu-ay-aht cultural practices, traditions, and beliefs at all levels of government.
- Ensure Council and staff take the time to actively and respectfully listen to citizens and respond to their needs. Council should address inquiries related to policy and governance while staff should respond to administrative and operational inquiries.
- Engage the ḥawiiḥ Council in the role of government, ensuring their participation in decision-making processes.
- Identify, define and communicate decision-making roles to citizens, emphasizing the importance of collaborative efforts ("paddling together").
- Encourage citizens to engage in creating a safe and inclusive community.
- Review Huu-ay-aht laws, regulations, policies, and practices to ensure they increasingly reflect Huu-ay-aht values and traditional governance practices.
- Support Huu-ay-aht First Nations Government officials and ḥawiiḥ in understanding Huu-ay-aht history and traditions and deliver appropriate training.
- Refine the roles, operations, and resources of the ḥawiiḥ Council to enhance capacity and support consistency.

2024 Highlights

Workshop and Training Completed for Financial Reporting

Strategic Plan Update Underway and Includes Citizen Survey to Gather Feedback

Treaty Advisor and Intergovernmental Advisor Contracted

Hired Ḥawiiḥ Clerk

Past and Future Ḥawiiḥ Council Members Attend Good Governance Sessions

Held 3-4 Community Engagement Events in Anacla for Community Safety

Held Community Engagements in Victoria, Vancouver, Port Alberni on Proposed Changes to Community Safety Act

Indigenous Law Workshop

Governance Project Underway to make Amendments to Economic Development Act, Government Act, Community Safety Act, and Financial Administration Act

New Staff Polices: Staff Attire Guidelines & Social Media Guidelines



The amendments to the Strategic Plan were carried out by Vancouver Island University's Mount Arrowsmith Biosphere Region Research Institute, with ongoing support from Karen Haugen, Executive Director, and Nicole Otte, Senior Executive Assistant, of Huu-ay-aht First Nations.





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