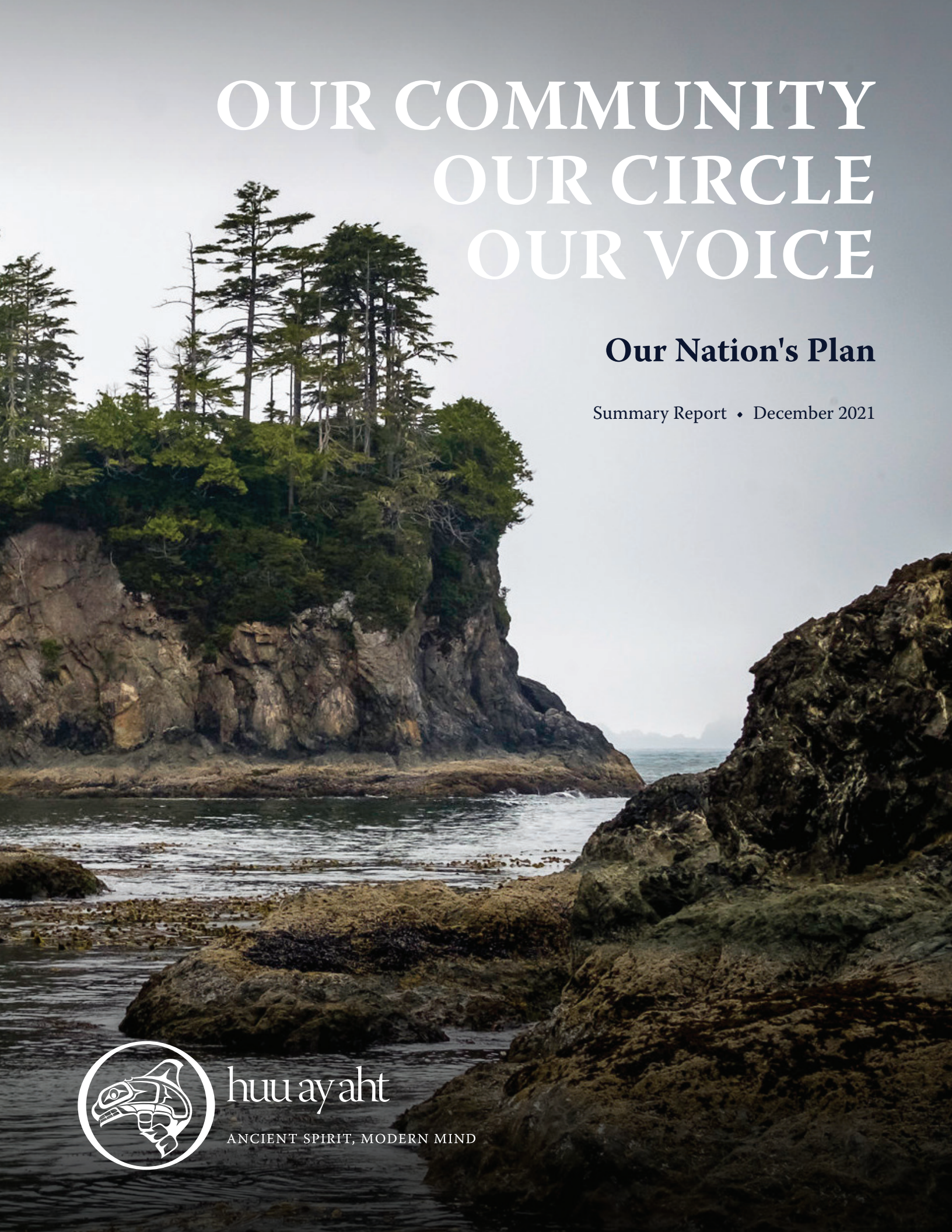


OUR COMMUNITY
OUR CIRCLE
OUR VOICE

Our Nation's Plan

Summary Report • December 2021

huu ay aht

ANCIENT SPIRIT, MODERN MIND

Our Community, Our Circle, Our Voice is the name of our community plan. The plan was created by Huu-ay-aht, for Huu-ay-aht, to guide the continued development of our Nation. Our citizens, Nananiiqsu, Ḥaẃiiḥ Council and Executive Council all played a part to come up with this name to represent Our Nation's Plan and Huu-ay-aht.

The name is important to set the tone and highlights key parts of the plan. Ultimately the elders felt it was important to relay that even though many of our citizens live away from the territory, we are still one community. *Our Community, Our Circle, Our Voice* highlights our connectivity as Huu-ay-ahts and shows us that all elements of our community are connected and this plan reflects our voice, our ideas, our dreams for Huu-ay-aht.

All citizens were given the opportunity to suggest names during a community survey early in 2021. Ḥaẃiiḥ Council and Executive Council discussed the suggestions and asked the Nananiiqsu at their meeting, welcoming all of our elders to participate, to decide on the final name for our Our Nation's Plan. About twenty of our Nananiiqsu met and discussed the names that were put forward by citizens. At the end of the meeting and after much deliberation and a few name additions, our Nananiiqsu decided that a short list of five names should go to all of our Huu-ay-aht elders to ensure that everyone's voice was included.

Over a series of days all our elders were individually phoned to discuss the Our Nation's Plan and its name. Ultimately about three quarters, or seventy-five, of our elders were part of the conversation. Our elders were very thoughtful and took time to deliberate on the importance of the Our Nation's Plan, and choose a name that will guide us in our ongoing work as a nation.

Our Community, Our Circle, Our Voice rose to the surface as the name of choice. It is *Our Community, Our Circle, Our Voice*.

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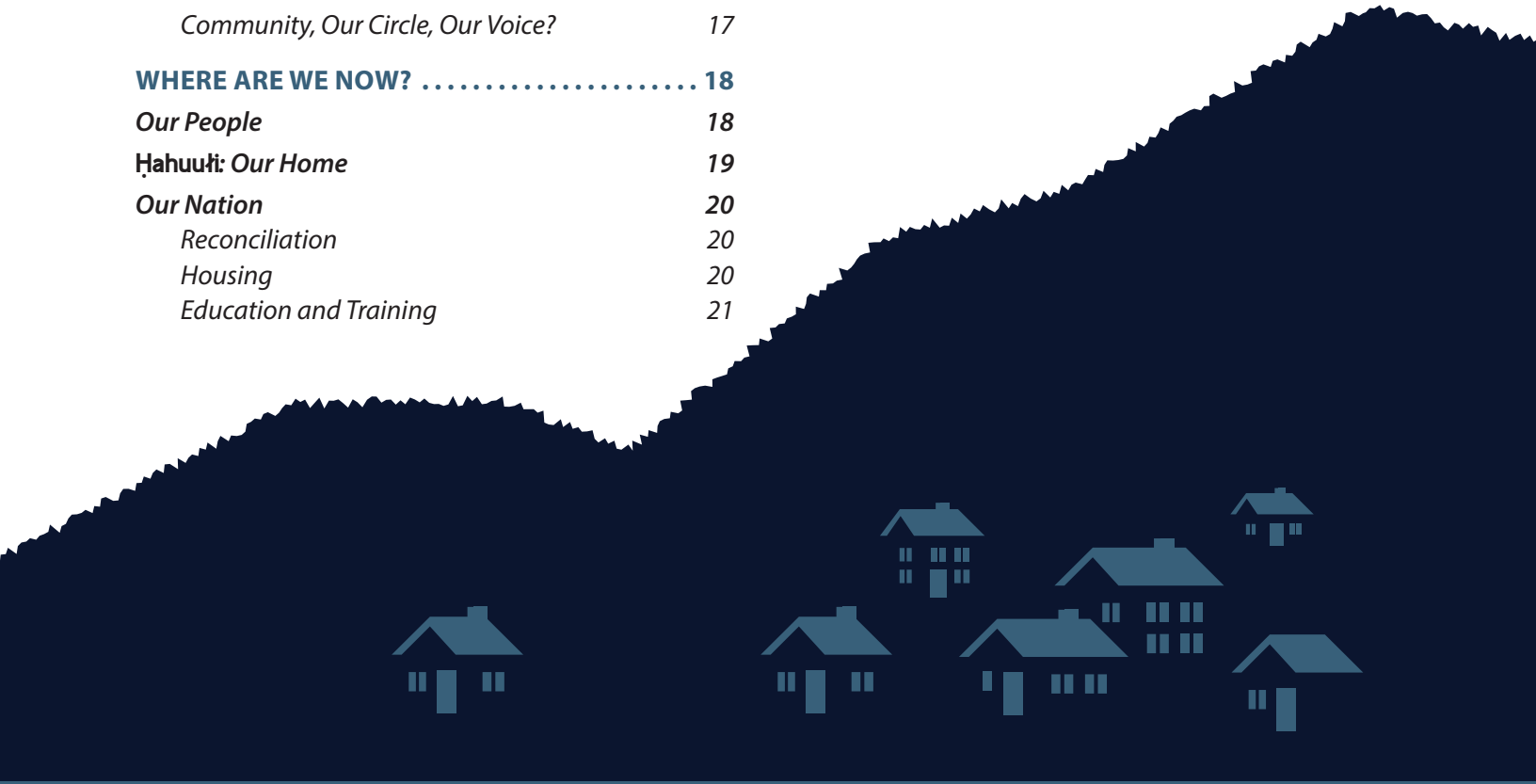
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ABOUT OUR COMMUNITY, OUR CIRCLE, OUR VOICE

OUR NATION'S PLAN

Our Community, Our Circle, Our Voice *gives voice to the needs, values and ideas of our citizens. It clarifies citizen priorities, and provides a foundation for our planning today, and well into the future. Having this knowledge available to our leaders and to each other is essential to our success as a modern and strong self-governing Nation.*

Our Community, Our Circle, Our Voice *embraces the Ancient Spirit, Modern Mind of Hu-ay-aht.*

Our Community, Our Circle, Our Voice *respects the sacred principles of Huu-ay-aht that ground us in our culture and traditions and inform how Huu-ay-aht governs and engages with citizens in a good way—the Huu-ay-aht way.*

Huu-ay-aht Sacred Principles

- ʔiisaak – Utmost Respect.
- Hišuk ma c̓awak – Everything is One.
- ʔuuʔałuk – Taking Care Of.

Our Community, Our Circle, Our Voice will help us to achieve our vision and mission and support our Five House Posts for a Strong Huu-ay-aht.

Huu-ay-aht Vision

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

Huu-ay-aht Mission Statement

Pursuing self-reliance through economic opportunities, empowering, and supporting citizens, stewardship of ḥahuuɬi, and revitalizing language and culture for all Huu-ay-aht.

Five Posts for a Strong Huu-ay-aht

1. **Huu-ay-aht citizens** will be guided through self-determination to reach their fullest potential.
2. **Huu-ay-aht children** will grow up safe, healthy, and connected to our home and culture/values guided by our traditions and our nananiiqsu.
3. **Huu-ay-aht homelands** will be a safe, healthy, appealing place where our people choose to live.
4. **Huu-ay-aht lands, waters, and natural resources** will provide sustainable wealth that respects Huu-ay-aht values of conservation.
5. **Huu-ay-aht economy** will operate sustainably, is the major employer in the region, and the major source of revenue for the Nation.

Our Community, Our Circle, Our Voice is a practical tool for our modern day treaty nation. It will help to remind us of where we have been, where we are now, where we want to go. It will also give us a framework to reflect on how quickly we are getting there. It is a well of information that will inform future plans and strategies, steer how we invest in our community, help us keep track of whether we are meeting our needs and goals, and help us gather resources as we move forward. It is a living document that will be updated and revised as we learn more from our citizens and create the future we envision of a strong, self-governing, and self-reliant Huu-ay-aht.

- **Citizen-driven,** meaning its development includes all citizens living on and off the ḥahuuƚi and is for the benefit of all citizens today and in the future
- **Big picture & Long-term,** meaning it considers all aspects of our Nation and the entire citizenship, past, present and future
- **Action-oriented,** meaning it is actionable, strategic, and phased. Based on thoughtful analysis and careful consideration of priorities with measures to monitor and evaluate implementation





HOW WAS *OUR COMMUNITY, OUR CIRCLE, OUR VOICE* CREATED?

We honour and respect our past community input as well as the current perspectives of citizens. We carefully considered previous and current planning initiatives, and all feedback gathered.

Where It Fits: Past, Current, and Future Plans

We reviewed more than 20 past reports, plans, and current projects to set the context and develop objectives for our community plan *Our Community, Our Circle, Our Voice*. Key plans and reports include:

- 2009 Comprehensive Community Plan
- 2010 Subdivision Plan
- 2013 Land Use Plan
- 2017 Sarita and Pachena Watershed Renewal Framework
- 2019 Tourism Destination Development Concept
- 2019 Homes for Our Citizens – Independent Housing Panel Report
- 2021 Huu-ay-aht Economic Summit
- 2019-2023 Strategic Plan

Other plans will follow the development of our community plan, including:

- Hišuk ma c̓awak Integrated Resource Management Plan (in progress)
- Updated Strategic Plan
- Marine Use Plan
- Physical development and integrated community plan
- Emergency Preparedness and Resilience Plan
- Long-term Culture Plan
- Nation-wide housing strategy
- Food security strategy
- Repatriation strategy



Citizen Engagement

Our Community, Our Circle, Our Voice was developed through extensive engagement with our citizens. The first round of engagement was wide open and let citizens put it all on the table: every idea and issue was welcome. The second round was more structured and focused on needs, wants and priorities. The results from this engagement generated results with a very high confidence level.[1]

Our planning process sought to answer three key questions, with each question building on information from the last. Our Ḥaw̓iiḥ Council and Executive Council provided feedback and direction throughout each phase of the plan development process. More than 250 citizens were involved in the process. Some of the ways they were involved include:

- **Visits:** We visited citizens at Huu-ay-aht events and organizations, including a Cultural night, a youth group, paawats and an Anacla site visit, to inform citizens about the project and begin listening to individuals' perspectives.
- **Group and one-on-one meetings:** we held over 28 meetings with the Ḥaw̓iiḥ Council, Executive Council, Huu-ay-aht Group of Businesses, and other citizens in administrative roles.
- **IdeaShare:** The IdeaShare online ideation platform encouraged citizens to go online, record their ideas to 'make Huu-ay-aht an even better community' and rank other ideas based on which they liked best. Citizens shared more than 60 ideas and around 170 participated in ranking.
- **Community Survey:** An online community survey about action priorities was completed by more than 210 citizens.
- **Community engagement sessions:** We designed three iterations of community engagement events to kick off our planning process and gather input from citizens in Port Alberni, Nanaimo, Victoria, Vancouver and Anacla, and via Zoom following the onset of the Covid-19 pandemic. Over 160 citizens participated in these engagement sessions.
- **Leadership Sessions:** Through individual meetings and presentations on progress, the Ḥaw̓iiḥ Council and Executive Council provided input, feedback and direction throughout each phase.
- **Newsletters:** We produced five newsletters that informed citizens about the process, promoted engagement, and reported back key findings.
- **Communications:** We kept citizens aware of the project and of opportunities to get involved through our Huu-ay-aht Facebook page.
- **huuayaht.org** website updates.



1 *95% confidence level with a 5% margin of error.*

Our Community, Our Circle, Our Voice Reports

Other documents prepared as part of this planning process can be found at the project website https://huuayaht.org/comprehensive-community-plan-2/ and include:

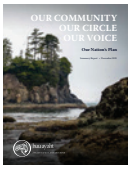
The Community Profile: A snapshot of the most current information related to aspects of the community including demographics, the economy, the land, and other community characteristics.

hišimʏ̓uuƛ – Coming Together: Engagement Report 1: A summary of citizen ideas on what would make Huu-ay-aht an even better community. Between four in-person sessions and one via zoom in February 2020, a total of 160 citizens participated. Key ideas included more family activities in Port Alberni, the availability of Nuu-chah-nulth language classes in Vancouver, support for housing and health, and road improvements to Anacla. Increasing the visual presence of language and culture on the territory and having more opportunities for people to be on the land came up strongly in the online session.

hišimʏ̓uuƛ – Coming Together: Engagement Report 2: This second round of engagement used several different methods to gather input and ideas from a range of citizens' about where they would like to see the most improvement over the next 10 to 20 years. 212 citizens participated in a community survey, and around 30 citizen attended two community engagement sessions via Zoom. Executive Council and Ḥawʏ̓iiḥ Council members participated in interviews. This report also considered other engagement findings from parallel planning processes. Overall, citizens emphasized a desire to "bring people home", both physically and culturally. Participants emphasized the importance of access to education, training, housing, and culture, both on and off the hahuułi. Other ideas included more educational and training opportunities, citizens filling jobs on the ḥahuułi, establishing a strong tourism industry, conservation, wellbeing support, opportunities to connect to culture together and remotely; and maintaining traditional governance, while enhancing modern governance.



Technical Binder: There is an extensive complimentary technical binder that includes detailed analysis of citizen input and ideas that form the basis of this Community Plan.



Summary Report (this report): An overview of process and results including a detailed action plan and a monitoring and reporting strategy.

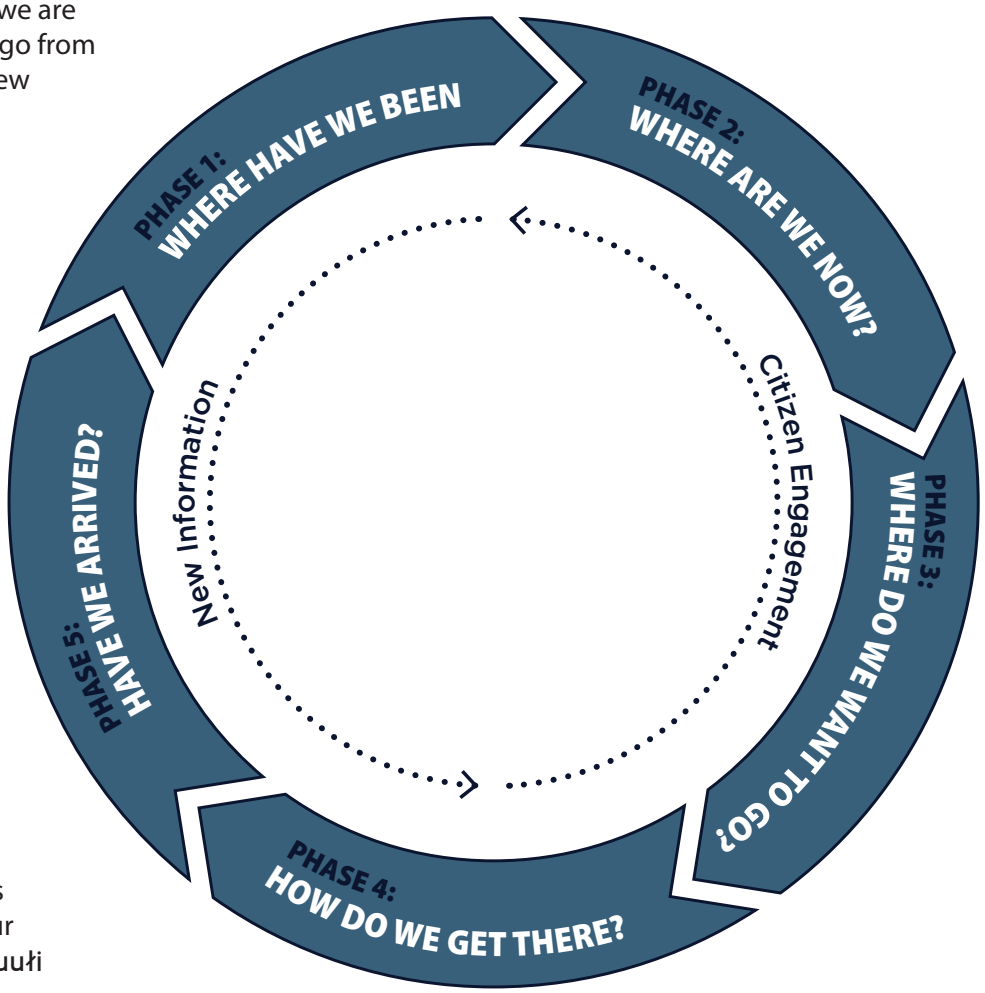


Our Community, Our Circle, Our Voice Organization

Our Nation's Plan is organized in phases to help us answer five questions:

1: Where have we been?

In order for us to understand where we are coming from and where we want to go from here, this section provides an overview of our community's history and how we make plans as a Modern Treaty Nation.



2: Where are we now?

This section provides a snapshot of where Huu-ay-aht is today, both on and off the ḥahuuɬi. This includes where our citizens live, housing, employment opportunities, businesses, culture, and more.

3: Where do we want to go?

This section describes where we want to go in the future. That future is described in Huu-ay-aht's Vision and supported by our Mission Statement, Sacred Principles, and Five Posts for a strong Huu-ay-aht. It also includes citizens needs and aspirations for each aspect of our community both on and off the ḥahuuɬi

4: How do we get there?

This section outlines the specific actions that Huu-ay-aht will take on our journey towards achieving our Community Vision. We identify citizen ideas as well as who is responsible within Huu-ay-aht for implementation.

5: Have we arrived?

This section outlines the strategies that we will use to understand and evaluate our progress and whether or not we have accomplished what we have said we would in our objectives. This process is a cycle, so we will also evaluate, adjust, and modify as time goes.



WHERE HAVE WE BEEN?

This section provides a summary and timeline of key events that have shaped who we are and provided the context in which we must develop.

OUR STORY

The Huu-ay-aht First Nations have a long and proud history in our traditional territories. Our history extends back to the beginning of time, and tells of many great people, adventures, traditions and deeds.

The Huu-ay-aht first ancestors appeared in the Huu-ay-aht domain where they came down from the heavens to live amidst the many animals and creatures, whom they treated as equals. The first man, named Nutchkoa, and the first woman, Ho-miniki, were deities. These first ancestors reflect our sacred principles and embody the ancient and strong connections that exist between the Huu-ay-aht and all of nature.

Our ancestors drew all they required from nature's abundant bounty. Over the centuries our ancestors grew strong and came to number in the several thousands. Then, a series of diseases brought by colonizers during the late 1700s and early 1800s killed nearly 90% of the Huu-ay-aht. At one point, they numbered less than 250 people.

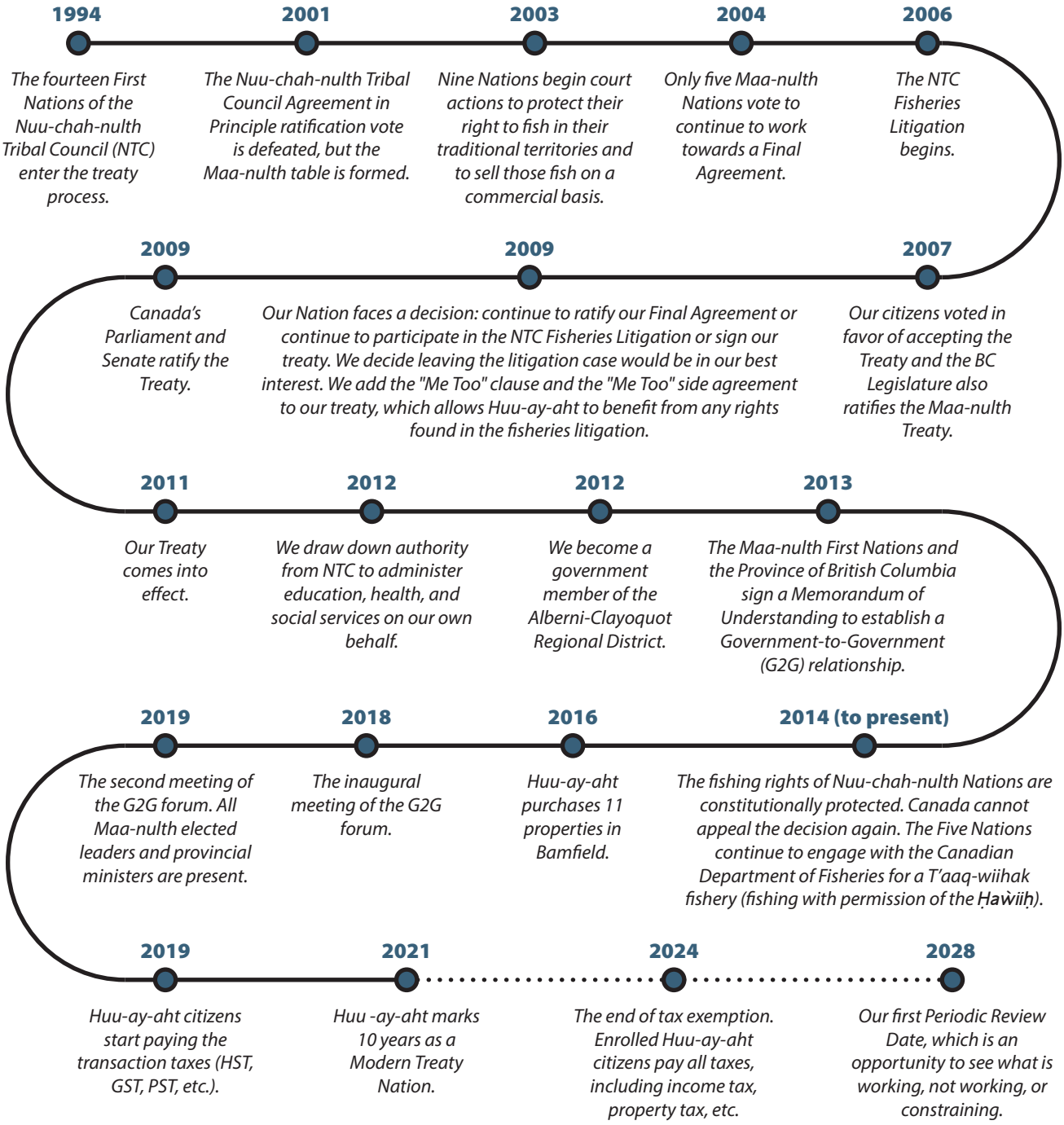
The Huu-ay-aht have faced and overcome many difficulties and challenges. We have struggled to survive and maintain the ancient and proud traditions of their ancestors. Today, we live in a world that is greatly changed from the world of our ancestors.



Carvings of the first ancestors were placed in front of a Ḥaẇiɬ's house in the Huu-ay-aht capital at Kiix?in. Nutchkoa, is carved with his arms outstretched, watching for the Huu-ay-aht at the beginning of time and beckoning them home. He is ready to haul up their canoes and invite them inside for a great feast and potlatch.

Maa-nulth *means "villages along the coast" in the Nuu-chah-nulth language. The Maa-nulth Treaty Society includes Huu-ay-aht First Nations, the Uchuclesaht Tribe, Ka'yu:uk'th'/ Che:k'les7et'h, Toquaht and* ***Yuułu?iɬ?atḥ*** *First Nations.*

In the 1990's, Huu-ay-aht, along with five other Nations (Ka:'yu:'k't'h'/Che:k'tles7et'h, Toquaht, Uchucklesaht and Yuułu?iɬ?atḥ), entered into the Treaty negotiation process with BC and Canada. During this time, significant litigations began between the Nuu-cha-nulth Nations and Canada about the Nations' aboriginal right to fish on a commercial basis. While our Maa-nulth Treaty is in force today, these legal proceedings continue to influence how we manage our fisheries, including constitutional protection of our fisheries and our ability to negotiate licences and fisheries. The Maa-nulth Final Agreement included the "Me Too" clause and the "Me Too" side agreement to allow for Maa-nulth Nations to benefit from any rights found in the ongoing litigation.



WHY NOW?

There are several factors and changes in recent years that necessitate this planning process. These factors have both removed obstacles from Huu-ay-aht exercising self-government and self-reliance and changed the context of who and where we are planning for.

2009
Updating the Comprehensive Community Plan

In March 2009, the Huu-ay-aht Comprehensive Community Plan (CCP) was completed. This CCP process enabled Huu-ay-aht to develop a collective vision that articulates goals for land use planning, governance, culture, youth, elders and natural resources. It was a community-based plan that included valuable input from membership, staff and managers, Ḥaẇiiḥ and Executive Council.

Building on the 2009 CCP, *Our Community, Our Circle, Our Voice* serves a similar purpose to our 2009 CCP and will incorporate changes since the Maa-nulth Final Agreement came into effect. Being a Modern Treaty Nation removes barriers we have faced to exercising our authority over our ḥahuuɬi. Now, our planning jurisdiction extends beyond previous reserve lands to benefit all citizens no matter where they live. For more information on changes to planning since becoming as Modern treaty Nation, see *Planning for a Modern Treaty Nation*.

2019
Provincial Commitment to Reconciliation

As part of its work to create true and lasting reconciliation with Indigenous peoples in BC, the provincial government has committed to implementing the *United Nations Declaration on the Rights of Indigenous Peoples* and adopting the *Truth and Reconciliation Commission of Canada's Calls to Action*. On November 28, 2019, the *Declaration on the Rights of Indigenous People* became provincial law. Key to reconciliation is building Government to Government (G2G) relationships with Indigenous peoples that are based on recognition of rights, respect, co-operation and partnership.

"We've developed a relationship where the province trusts us that we can do the work. That's a huge reconciliation piece of work."

- Dennis Sr.





2019
COVID-19 Pandemic

Following the onset of COVID-19 in BC, the pandemic quickly changed our day-to-day lives and therefore how we need to plan. One key change was the increase of business and activities online, that showed the importance of supporting citizens to have access to strong internet and cell-phone coverage. Many people would like to work remotely at least some of the time for the rest of their careers, and many companies intend to permit more remote working. This will open up more time that citizens could spend on the ḥahuuɬi. Increased screen time also provided us opportunities to unite, as we hosted more Nationwide online gatherings. Other trends include more people moving to rural locations and the importance of adaptable outdoor space for gatherings and activities. We also saw the importance of emergency preparedness planning for a community health crisis in a remote community, providing citizens access to mental health services, and providing parents access to affordable childcare.



2020
Paving the Bamfield Main Road

Safety improvements and upgrades to Bamfield Road have long been high priority for Huu-ay-aht. A meeting to discuss road safety improvements occurred between Huu-ay-aht and Premier John Horgan on September 24th, 2019. In September 2020, Huu-ay-aht First Nations and the Province of British Columbia announced they would partner to implement safety upgrades and resurface the road with a hard seal coat. The Province will contribute $25.7 million and Huu-ay-aht First Nations contribute the remaining $5 million. Upgrades are currently moving forward and expected to be complete by the fall of 2023.

We will take the lead on the construction project with technical support from consulting firm Urban Systems. This project represents restoration in our relationship with the Province of BC. A few years ago, the province would not have trusted us to do the work.

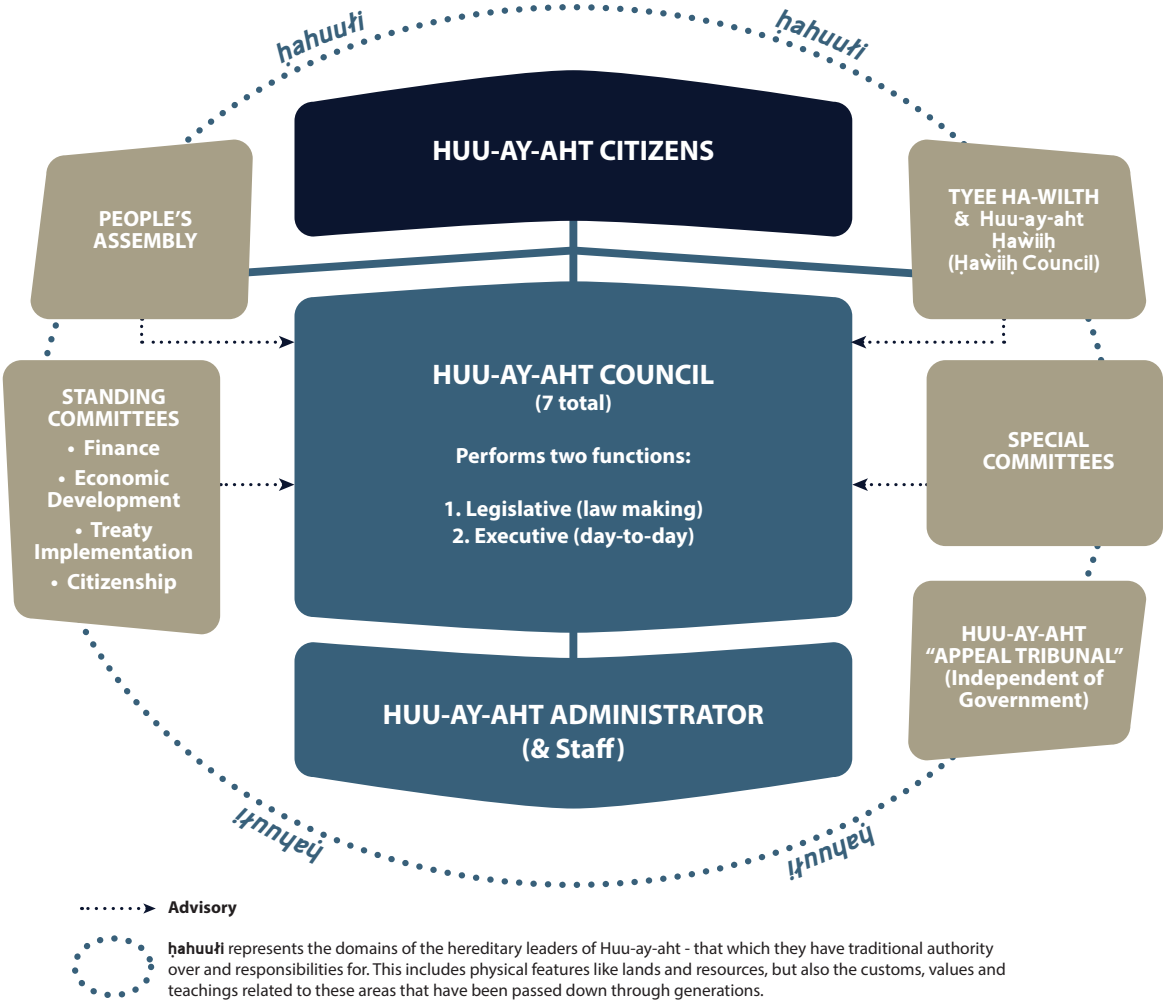


PLANNING FOR A MODERN TREATY NATION

Our Governance

Direct democracy is fundamental to our governance structure, meaning citizens participate in decision-making for our ḥahuuɬi.

- **ḥahuuɬi:** the domain of the hereditary leaders of the Huu-ay-aht – that which they have traditional authority over and responsibilities for, including physical features, customs, values and teachings that have been passed down through generations.
- **Huu-ay-aht Citizens:** citizens elect the Huu-ay-aht Council every four years and directly guide Huu-ay-aht by attending and speaking at the People's Assembly and participating in other engagement, like this planning process.
- **Huu-ay-aht Council:** one elected Chief Councillor, five elected councillors, and one appointed Tyee Ha'wilth who pass laws and oversee day-to-day functions, guided by citizens' input.
- **Ḥaw̓iiḥ Council:** represents the traditional hereditary governance system and advises the Huu-ay-aht Council.
- **People's Assembly:** represents all Huu-ay-aht citizens and advises the Huu-ay-aht Council.
- **Standing Committees:** oversee the management of core responsibilities, including finance, economic development, treaty implementation, citizenship, and other areas as needed.



Non-Huu-ay-aht Citizens

The Maa-nulth Final Agreement allows for non-huu-ay-aht citizens to live on Huu-ay-aht land and participate in the decision-making processes public institution, such as a school or health board, where those particular decisions on the activities of that institution directly and significantly affect them. Huu-ay-aht has the authority to develop procedures for addressing the interests of non-Huu-ay-aht citizens living on Huu-ay-aht land through our land code.

Intergovernmental Relationships

Nuu-chah-nulth Tribal Council (NTC)

NTC is a not-for-profit society that provides a wide variety of services and supports to fourteen Nuu-chah-nulth First Nations, including program and service delivery, political advocacy, and centralized administration.

Alberni-Clayoquot Regional District (ACRD)

On April 1, 2012, the Huu-Ay-Aht First Nations became a member of the ACRD. The ACRD provides services to member jurisdictions including providing important regional services and undertaking key activities on behalf of, the entire region.

Province of British Columbia and Government of Canada

Federal and provincial laws will apply on treaty settlement lands, known as Maa-nulth First Nation Lands. In matters where the Maa-nulth First Nations have law-making authority, the Final Agreement sets out which law prevails if a Maa-nulth First Nation law conflicts with a federal or provincial law. In areas related to internal and integral matters, Maa-nulth First Nation laws will have priority over conflicting federal and provincial laws.

BENEFITS OF THE MAA-NULTH TREATY

Huu-ay-aht has governed over the ḥahuuƚi since time immemorial but has faced several barriers to exercising this right in full since the arrival of colonizers. Today, as we work towards reconciliation, we are seeing some of these barriers removed. The Maa-nulth Final Agreement sets out each Maa-nulth First Nation's rights and benefits, respecting land and resources, and self-government over its lands and resources and its citizens. The Final Agreement provides certainty for all parties with respect to ownership and management of lands and resources and the exercise of federal, provincial and Maa-nulth First Nation governmental powers and authorities.

With our Maa-nulth Final Agreement, we no longer take direction Canada or the Province of British Columbia. We once again have full responsibility for our land, our assets, and our governance. Key benefits of our Treaty are highlighted in the following table.

"The treaty has offered so much to our people, and the other Maa-nulth Nations."

- Tayii Ḥaẃ iƚ ƛiišin
Derek Peters



	BEFORE TREATY *Huu-ay-aht status Indians only*	AFTER TREATY *all enrolled Citizens*
HOUSING	• Limited to "reserves" • Conditions set by Indigenous and Northern Affairs Canada (INAC)	• Can develop housing off the ḥahuuł̓i • Housing support available to all citizens
EDUCATION	• Funding limited and conditional • University degrees only • Up to three students per year • Services delivered by NTC	• Expanded education funding and Education Department administered by Huu-ay-aht • Funding available for upgrading, trades, certifications, and degrees • Education support available for youth
WELLBEING	• Funding limited • Conditions set by INAC • Homecare only available on reserve • Services delivered by NTC • No Elders funding	• Expanded Community Services Department administered by Huu-ay-aht • Child and Family Wellness Department • Expanded medical support and top-ups available to all citizens • Expanded food fish distribution system • Monthly elders' benefits
LANGUAGE AND CULTURE	• Not funded	• Culture nights in all major population centres • Community Camps • Men's Group and Women's Group • Cultural workshops (e.g., cedar stripping) • Cultural wellness staff and support
REVENUE GENERATION	• Forestry LP	• Created Huu-ay-aht Group of Businesses • Ability to enter major partnerships • Domestic fish allocations constitutionally protected • Operational businesses and natural resource operations in Anacla and Bamfield
EMPLOYMENT	• Funding limited and conditional	• Employment and career support • Employment agreements with business partners • Support for entrepreneurs that are using Nuu-chah-nulth Economic Development Corporation
COMMUNITY DEVELOPMENT	• Limited to "reserves" • Conditions set by INAC	• Land and home ownership opportunities on Treaty Settlement Lands (TSL) • Improved rental maintenance • Subdivision development in Anacla • Improved water and roads in Anacla • Emergency preparedness • Expanded Communications Department • Determine our own infrastructure needs, priorities, funding, and management
CONSERVATION	• Limited to "reserves"	• Own 10,536 hectares and purchased additional • Huu-ay-aht Lands Act and Resource Harvesting Act manages Natural Resources on TSL

	BEFORE TREATY *Huu-ay-aht status Indians only*	AFTER TREATY *all enrolled Citizens*
GOVERNANCE	• Under the Indian Act	• Governance structure includes seat for Ḥaw̓iiḥ and the People's Assembly • Determine our own citizenship • Citizens can receive supports and services and participate in decisions, regardless of where they live • Pass laws and regulations to replace the Indian Act • Determine all land use and zoning on TSL • Direct taxation powers on TSL
RECONCILIATION	• Under the Indian Act	• Huu-ay-aht Constitution defines the rights, responsibilities, and relationship of Huu-ay-aht government, administration, and citizens, and shapes how decisions can be made • Have a seat on the ACRD • Work collaboratively with the other Maa-nulth Nations • G2G relationship with the Province of BC

What Does This Mean for Our Plan Our Community, Our Circle, Our Voice?

- Our planning is directed by citizens' priorities
- We are planning according to our own laws and traditions
- We have greater capacity to support citizens on and off the ḥahuuɬi
- Citizens own their homes and can do with them what they like
- Huu-ay-aht has much more say over what happens on the ḥahuuɬi (subject to relevant provincial and federal laws)
- Huu-ay-aht can take advantage of economic opportunities that are presented without additional challenges
- We have an annual fishing allocation that is distributed to citizens
- Citizens can receive funding for technical trades and university degrees
- In addition to citizens and the Executive (Huu-ay-aht) Council, Ḥaw̓iiḥ Council are also consulted in decisions





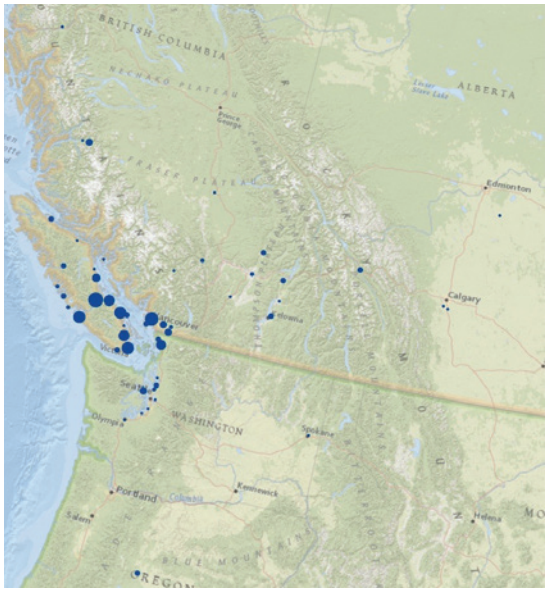
WHERE ARE WE NOW?

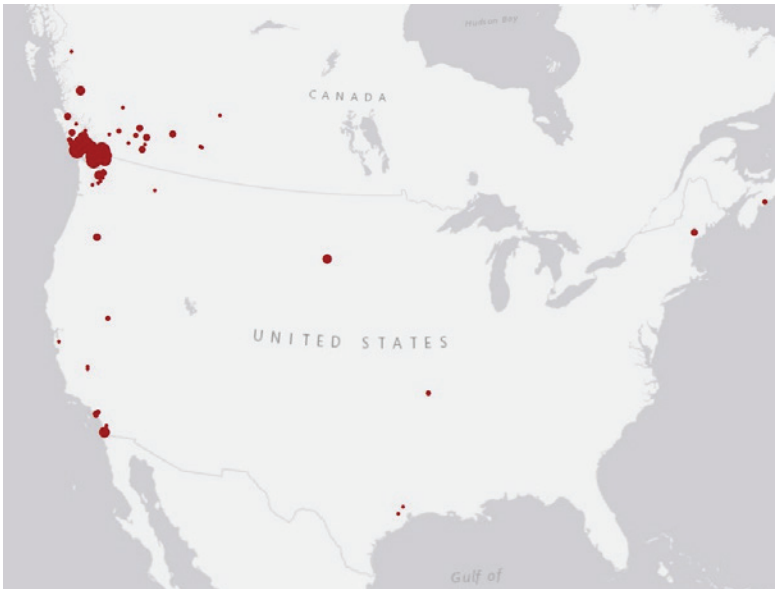
This section provides a snapshot of Huu-ay-aht community and Huu-ay-aht citizens today.

OUR PEOPLE

We are a self-governing, modern treaty Nation whose lands are located in what is now known as the Barkley Sound region on the west coast of Vancouver Island, at the entrance to Alberni Inlet. Our people have occupied these lands, our **ḥahuułi**, since time immemorial.

Today, around 10% of our citizens live on the **ḥahuułi**. The rest live in communities off the **ḥahuułi** across North America, including Port Alberni, Victoria, Parksville, Nanaimo, Vancouver and Duncan areas. The geographic distribution of citizens is shown on the maps.



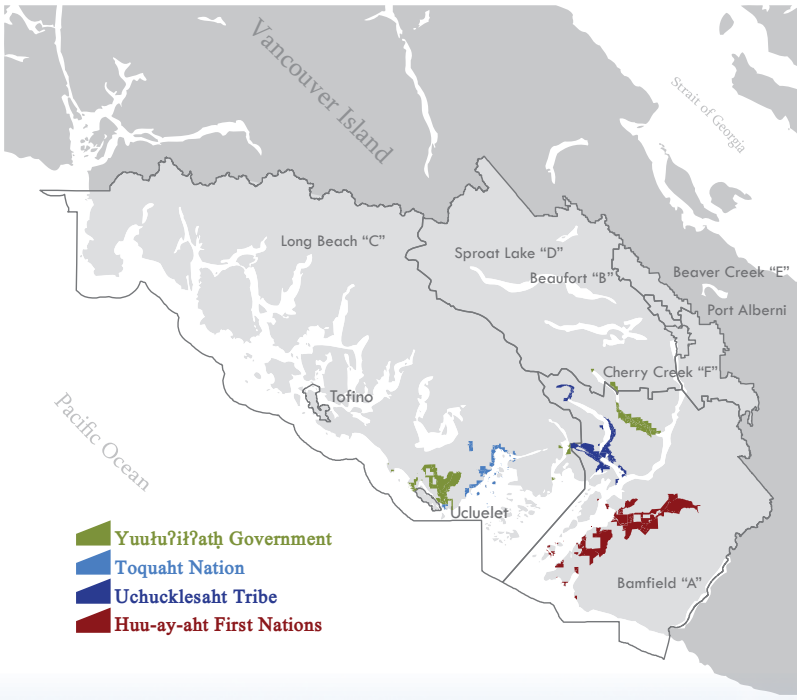


ḥAHUUŁI: OUR HOME

Our territory, our ḥahuuł*i, stretches from Tsusiat Falls in the south to the Deer Group Islands in the north in the Imperial Eagle Channel and in the north, to Coleman Creek in the Alberni Inlet. The* ḥahuuł*i includes the villages of Bamfield and Anacla.*

The Maa-nulth Treaty establishes lands over which each Maa-nulth First Nation has law-making authority. This authority applies to surface and subsurface land. Submerged lands remain under the authority of British Columbia, expect where the submerged lands were part of a former reserve. Key recreation sites cannot be converted without BC's consent and public access for hiking, canoeing and other recreational activities on its public lands is maintained, as regulated by the Maa-nulth First Nations.

Huu-ay-aht has over 8,250 hectares of constitutionally protected Treaty Settlement Lands (TSL) held in fee simple title. 1,077 hectares of this land is former reserves, with an additional 7,181 hectares of former Provincial Crown Lands. We can add to this land base through purchase. Expropriation of TSL may only occur in accordance with the Treaty and must be replaced and/or compensated.



The territories of the Huu-ay-aht First Nations, the ḥahuuł*i, extend beyond the TSL. The lands and waters making up the* ḥahuuł*i have been occupied by us since time immemorial. Huu-ay-aht will continue to be consulted and have input on planning and management of these lands.*

OUR NATION

In this section we explore where we are now as a modern treaty nation by reviewing our ten priority areas.

Reconciliation

Reconciliation is a multifaceted and persistent process of healing, respect, acknowledgement, and learning; there is a role for everyone. Reconciliation underlies everything we do as a Nation at many levels:

1. **People** – Supporting our citizens to thrive in all aspects of their lives.
2. **Community** – Building good relationships with each other and having a strong presence on and off the ḥahuułi.
3. **Nation** – Being a thriving Nation and exercising our authority.
4. **Leadership** – Being an innovative and influential leader amongst other Indigenous communities and Canadian governments.

Huu-ay-aht has done a lot of work to advance reconciliation. Our work is reflected in and enhanced by our Maa-nulth Treaty enacted in 2011 and continues to be actively guided by our Treaty Implementation Department. This includes supporting Huu-ay-aht's self-governance, citizenship, land and resource management, wealth generation, and budgeting. Being a Modern Treaty Nation is an act of reconciliation. With the Provincial Government passing the Declaration of Rights of Indigenous People Act, there will be more opportunities for furthering reconciliation.

Housing

As a Modern Treaty Nation, our approach to housing is two-tiered: helping citizens access quality and affordable housing in their current communities and developing housing on the ḥahuułi. Our government is directly responsible for all housing functions and we have one Housing Coordinator who oversees day to day housing business.

To-date, all Huu-ay-aht housing developments on the ḥahuułi are concentrated in Lower and Upper Anacla Village. Most citizens who live on the ḥahuułi want to stay and many others who live elsewhere – particularly Elders and young adults without children – share a strong interest in moving back to the ḥahuułi; however, factors such as lack of education and healthcare lead citizens to move away, and barriers such as lack of employment opportunities prevent them from moving back.

Citizens living off the ḥahuułi can put their name on a waitlist for housing on the ḥahuułi, when available, or talk to the Huu-ay-aht Housing Coordinator for help obtaining housing. Huu-ay-aht has partnered on some Indigenous housing projects off the ḥahuułi including an affordable Indigenous Housing project in Victoria and a culturally competent Mother Centre in Port Alberni.



Education and Training

We support learning from early childhood to adulthood. Huu-ay-aht runs two Paawats language and culture-focused childcare centres, one in Anacla (opened 2006) and one in Port Alberni (opened 2014). Bamfield Community School provides grade 1-7 education. Grade 8 to 10 students can take courses online through Choices Distance Education doing their work at the Bamfield Community School with the assistance of an educator. At this point, all grade 11 and 12 students attend school in Port Alberni, requiring families to board their children in Port Alberni, or move there themselves. Huu-ay-aht's Education department supports Adult Basic Education and other occupational training for all citizens.

Integrating culture and education is important. Children are taught language and culture at Paawats, childcare centers. The University of Victoria and North Island College offer opportunities for citizens to learn Nuu-chah-nulth and work to revitalize the traditional Huu-ay-aht language. Huu-ay-aht has also partnered with North Island College to pilot a Coastal Forest Worker Certificate to give their citizens hands-on skills for a range of entry-level careers in the forest industry.

Wellbeing

There are many dimensions of wellbeing, including good physical and mental health; freedom from harm or injury; life satisfaction; and sense of purpose. A primary way we are supporting citizens' wellbeing is by offering information and funding to connect citizens on and off the ḥahuuƚi with other existing services. Our Huu-ay-aht-run cultural program supports citizens' wellbeing by providing access to information about cultural protocols, family trees, Citizenship and status.

Remote, our ḥahuuƚi faces unique health and safety challenges. citizens access basic healthcare at Bamfield Health Centre, while other services are mainly based on the coordination of visiting health programs delivered through the Nuu-chah-nulth Tribal Council, such as illness prevention, chronic condition management and basic dental. With no helipad, emergency evacuation is limited.

The ḥahuuƚi faces several natural hazards including wildfire, flooding, tsunamis, and human-wildlife interactions. To mitigate these risks, new community development is focused in Upper Anacla, outside of the floodplain. There is also one 500-gal fire engine.



Language and Culture

We actively practice our culture and are developing ways to integrate our language and culture further into our everyday lives. A Language and History Coordinator helps us document more of our traditional language and incorporate it into regular communications, early education, and governance. We learn about Huu-ay-aht culture through the Nananiiqsu Society and through the repatriation of cultural artifacts. We have active cultural programming on the ḥahuuƚi and support learning and practicing our language and culture by creating cultural spaces, including a Cultural Center (in progress) and by offering citizens privileges to stay at Pachena Bay Campground.

Citizens living off the ḥahuuƚi also have opportunities to learn about and practice Huu-ay-aht culture. Huu-ay-aht holds regular Community Meetings in population centres within and outside of the ḥahuuƚi, as well as online. All households are eligible to apply to receive a traditional food box at no cost, which teaches citizens – particularly Elders, young families, and low-income families – about our culture, while providing access to nutritious food.

Sustainable Revenue Generation

We have many successful revenue-generating businesses and economic development projects, including ongoing and upcoming projects with forestry, fisheries, shellfisheries, run-of-river hydro, and cultural tourism. In addition to these projects, the venture capital arm of Huu-ay-aht, the Huu-ay-aht Group of Businesses (HGB), seeks investment to generate revenue for the Nation through a number of businesses including: Bamfield East Dock, The Market and Café, West Coast Trail Crew, Pachena Bay Gas Bar, Pachena Bay Campground, Floathouse, Awis Guesthouse and Marina, Malsit Pub, Upnit Lodge, Hacas Inn, HFN Gravel LP, HFN Fisheries LP, and HFN Forestry LP.

Employment

We strive to connect all Huu-ay-aht's labour force (those who are employed or looking for work) with gainful employment and our Economic Development department works to create jobs for citizens, primarily on the ḥahuuƚi. There are a growing number of employment opportunities on the ḥahuuƚi, including working for our

In 2016 Huu-ay-aht purchased 11 properties in Bamfield. Many of these are businesses in the community centre.



government, HGB ventures, and the private sector. Entrepreneurship is promoted. Huu-ay-aht supports and encourages its citizens to develop their own business opportunities. The Economic Development Department acts in partnership with Nuu-chah-nulth Economic Development Corporation to provide Huu-ay-aht citizens with training in the development of a business plan. Establishing stronger internet and telecommunications infrastructure will also open opportunities to be self-employed or work remotely on the ḥahuuɬi.

Conservation

The Sarita and Pachena watersheds have a high cultural value to Huu-ay-aht. These watersheds are essential fish and wildlife habitat, and maintain valuable ecosystem services, such as the salmon fishery, hunting and gathering, and sustainable forestry. The *Sarita and Pachena Watershed Renewal Framework* (2017) catalogues the options available to restore ecosystem and watershed processes, enhance habitat, and protect wildlife. We have employed our citizens to undertaken several of the recommended projects.

Governance

As a self-governing, modern treaty Nation, our Constitution Act and laws regarding lands and land management, social development, protection and enhancement of culture, heritage and language, public administration, taxation and financial authority govern our operations. Maintaining their historic role as caretakers of the lands, waters, and resources of their ḥahuuɬi, the Huu-ay-aht Ḥaẃiiḥ work closely with Elected Council to ensure that development considerations are informed and guided by the long-held principles of ʔiisaak (respect), ʔuuʔałuk (taking care of), and hišuk ma c̓awak (everything is connected). Huu-ay-aht citizens contribute to the governance of the Nation through regular People's Assemblies, which employ a "direct democracy" model.

Community development within Huu-ay-aht Territory

The Village of Anacla is our principle community today and home to many Huu-ay-aht citizens. The Village is composed of two subdivisions – the older Lower Anacla and the newer Upper Anacla. The closest neighbouring communities are Bamfield and Port Alberni. Lower Anacla is composed of around 40 housing units, the Pawaats (childcare) facility, public works buildings, and the Soaring eagle Community Centre.

Lower Anacla is within a floodplain and is located below the Tsunami Protection Elevation, so we have committed to moving citizens and locating future development in Upper Anacla, a large site located across the Pachena River above the Tsunami Protection Elevation. Two buildings form the heart of Upper Anacla: the House of Huu-ay-aht longhouse built in 2000, and the Huu-ay-aht administration building was built in 2011. In 2018, we began building a subdivision with modular homes and other units to be rented by citizens.





WHERE DO WE WANT TO GO?

THE FUTURE WE WANT

The 10 Key Citizen Values that emerged from the extensive engagement will be help focus actions over the next few decades. This path to Huu-ay-aht's future will be guided by our sacred principles to achieve our vision and strengthen our House Posts.

SACRED PRINCIPLES

ʔiisaak
Utmost Respect.

Hišuk ma c'awak
Everything is One.

ʔuuʔałuk
Taking Care Of.

VISION & MISSION

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

Pursuing self-reliance through economic opportunities, empowering, and supporting citizens, stewardship of ḥahuułi, and revitalizing language and culture for all Huu-ay-aht.

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



10 KEY CITIZEN VALUES

1. **Access to quality and affordable housing for all citizens**
2. **Education and training for all citizens**
3. **Wellbeing (health and safety for all citizens)**
4. **Revival of our language and culture**
5. **Sustainable revenue generation for our Nation**
6. **Job and career opportunities for all citizens**
7. **Community development within the ḥahuułi**
8. **Conservation of natural resources**
9. **Keep improving our governance**
10. **Advance reconciliation**

IMPROVING THE THINGS WE CARE ABOUT: CITIZEN VALUES AND PRIORITIES

Overall Citizen Priorities

Driving this plan are the values of our citizens. These are the things we care about. Within *Our Community, Our Circle, Our Voice*, these are summarized into 10 key citizen values, or priority areas:

- ***Access to housing for all citizens***
- ***Education and training for all citizens***
- ***Wellbeing (health and safety for all citizens)***
- ***Revival of our language and culture***
- ***Sustainable revenue generation for our Nation***
- ***Job and career opportunities for all citizens***
- ***Community development within the ḥahuuƚi***
- ***Conservation of natural resources***
- ***Keep improving our governance***
- ***Advance reconciliation***

Citizens provided input regarding their interests, aspirations, and ideas to make Huu-ay-aht even better, for everyone. Over 300 action ideas were suggested. Each citizen idea is important and will guide Huu-ay-aht as we create our envisioned future. However, not everything can be done at once, and some ideas will pave the way for others. To know where to start and see which issues are the most important among citizens, we asked: "Of the 10 areas, where do you want to see the most progress in the next 10-20 years?". The overall combined results are provided at right.

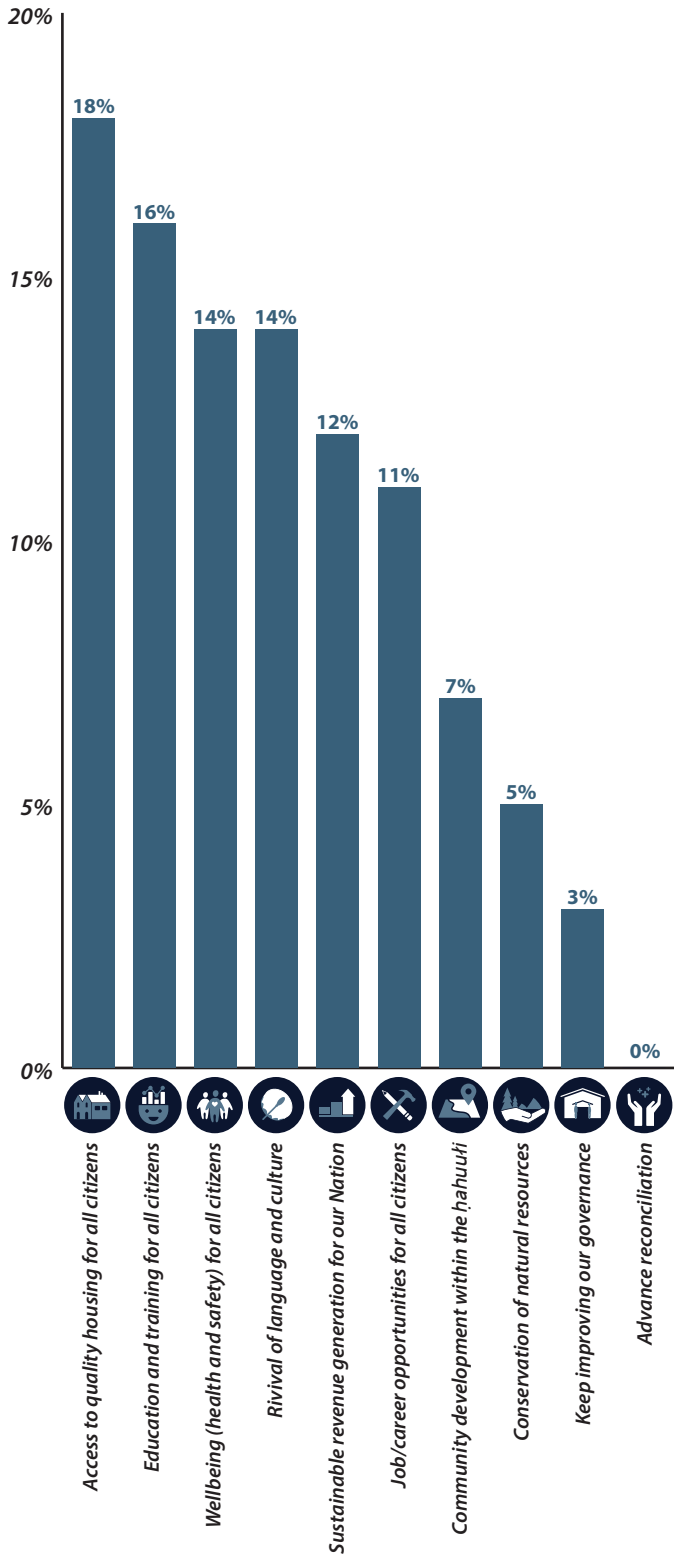


***FIGURE:** Top 3 Priorities Areas in which citizens who responded to the 2020 community survey would like to see progress made over the next 10-20 years.*

Citizen Priorities by Place of Residence

Looking at the priorities more closely, the top priority areas vary by location. These priorities are summarized below[2].

- **Community Development within HFN Territory and Job/Career opportunities for all Citizens** were most important for those living on the ḥahuuɬi.
- **Education and Training for all Citizens** was most important for those living on Vancouver Island (off the ḥahuuɬi)
- **Access to quality Housing for all Citizens** was most important for those living in British Columbia (off Vancouver Island).
- **Revival of our Language and Culture** and **Education and Training for all Citizens** were most important to those living outside of BC.

Community Priorities by Location

(1=most important areas to see progress made over the next 10 to 20 years)

Community Priorities by Location (population 848[3])	**ḥahuuɬi (90)**	**Vancouver Island (494)**	**BC (155)**	**Outside BC (81)**
Education and Training for all Citizens	4	1	3	1
Access to quality Housing for all Citizens	3	2	1	4
Revival of our Language and Culture	5	4	2	1
Wellbeing (Health and Safety) for all Citizens	5	3	5	4
Sustainable Revenue Generation for our Nation	5	5	5	3
Job/Career opportunities for all Citizens	1	6	4	9
Community Development within HFN Territory	1	7	8	6
Conservation of Natural Resources	8	8	7	7
Keep improving our Governance	9	9	8	7
Advance Reconciliation	10	10	10	9

The priorities were consistent across age groups. Education and training, access to quality housing for all Citizens, and revival of language and culture were selected most frequently across all age groups. Advancing reconciliation was not directly a top priority for Citizens, as many saw improvements in other priority areas as a good way to move towards reconciliation.

2 *This is a high-level summary. Details can be found in the Technical Report.*
3 *28 Citizens did not specify locations in the 2019 HFN Member Database.*



Key Action Ideas

The following are citizen ideas related to the top three priorities of their place of residence, as well as the top three improvements these citizens would like to see on Huu-ay-aht lands.

TOP IDEAS OF CITIZENS LIVING IN ANACLA AND BAMFIELD

Citizens living in Anacla and Bamfield are situated at the heart of Huu-ay-aht territory, which offers many opportunities to learn about and practice culture. The community is remote and somewhat isolated, and has a mix of aging infrastructure and new development. Citizens on the ḥahuuƚi *currently seek better job opportunities, improved pre-school to 12 education, and medical services.*

Job & Career Opportunities

- Natural resource and tourism jobs (e.g., cultural tourism, ocean guided tours, local lumber processing)
- Financial and planning support to start a business (e.g., cannabis)
- Housing as a business

Community Development

- Safety and Emergency Preparedness (e.g., Emergency Preparedness Plan, street lighting, safety officers, and signage)
- Recreation for children and youth
- Health, medical, and sobriety services
- K to 12 education
- Part-time accommodation

Housing

- A housing navigator
- Elders housing and support (regular check-ins by citizens, transportation support, etc.)
- More housing options for a range of household sizes
- Housing maintenance programming
- Serviced land and housing developments outside Anacla

★ ***Top 3 improvements to living on Huu-ay-aht lands:***

- ***Employment opportunities***
- ***Medical and health service***
- ***Education***

TOP IDEAS OF CITIZENS LIVING ON VANCOUVER ISLAND

Around half of citizens living off of the ḥahuuƚi *but on Vancouver Island are living in Port Alberni, while the rest live in other communities including Victoria, Nanaimo, and Duncan. Several citizens on Vancouver Island say they had to leave the* ḥahuuƚi *for employment or education. Transportation is a key barrier to these citizens spending more time on the* ḥahuuƚi*, but several also feel connected to Huu-ay-aht culture in their current communities.*

Education

- High school and post-secondary Huu-ay-aht student support (housing, tuition, living allowance etc. without a 5-course workload requirment)
- Youth extracurricular activities
- Financial literacy training
- Skilled trades training

Housing

- Homeownership
- Sober and emergency housing and supports in Port Alberni and Nanaimo

Wellbeing - Health & Safety

- Intergenerational activities
- Direct more resources into communities where citizens live
- Online cultural opportunities/ gatherings

★ ***Top 3 improvements to increase motivation to visit or move to Huu-ay-aht lands:***

- ***Employment opportunities***
- ***Transportation***
- ***Enhanced quality of life (internet, reliable power, more activities, etc.)***

TOP IDEAS OF CITIZENS LIVING IN BC (but not on Vancouver Island)

Around 75% of citizens living elsewhere in BC are in Metro Vancouver. Despite many urban services, some citizens still feel their needs are not met. They need support connecting to existing services, such as culturally competent job support and social housing. Several noted feeling disconnected from Huu-ay-aht culture, and desire regular opportunities to learn and practice their culture in their current communities, as well as support to spend more time on Huu-ay-aht lands for big cultural events.

Housing

- A housing navigator
- Huu-ay-aht social housing in Vancouver

Language & Culture

- Cultural opportunities where citizens live
- Intergenerational gatherings
- Transportation, food, and/or accommodation subsidies to Huu-ay-aht lands

Education & Training

- High school and post-secondary Huu-ay-aht student support
- Education for jobs in cannabis, cultural tourism, and ocean guided tours
- Training about employment (e.g., navigating day-to-day working life, preparing for job interviews, etc.)

★ ***Top 3 improvements to increase attractiveness of visiting or moving to Huu-ay-aht lands:***

- ***Health and medical services***
- ***Employment opportunities***
- ***Enhanced quality of life (internet, reliable power, more activities, etc.)***

TOP IDEAS OF CITIZENS LIVING OUTSIDE OF BC

Nearly 80% of citizens living outside of BC are also not living in Canada. Many express a feeling of disconnection from their culture and a strong desire be better connected to Huu-ay-aht. They are interested in knowing how Huu-ay-aht can support them in their current communities, but also want to see the Huu-ay-aht lands thrive. Many want to be kept in the loop about opportunities to spend more time there.

Education

- Clarity on how Huu-ay-aht can support citizens outside Canada
- Financial support to finish training for job in natural resources and accounting
- School from k to 12 and consistent daycare options on the ḥahuuƚi are a key consideration in motivating them to move home.

Language & Culture

- Support to visit the ḥahuuƚi for events
- Cultural opportunities (language, music) where citizens live

Sustainable Revenue Generation

- More information about ḥahuuƚi commercial forestry
- Supportive of cannabis, cultural tourism, and ocean guided tours on Huu-ay-aht lands
- Balance cultural tourism and ecological conservation

★ ***Top 3 improvements to increase attractiveness of visiting or moving to Huu-ay-aht lands:***

- ***Employment opportunities***
- ***Transportation***
- ***Medical and health services***



HOW DO WE GET THERE?

HUU-AY-AHT ACTIONS

This section is a collection of citizens' ideas on how to get to the future we envision.

Values	Ideas
Access to quality and affordable housing for all citizens	1. Review and update housing and land access policies and legislation. 2. Develop a Housing Strategy. 3. Establish an Independent Huu-ay-aht Housing Authority (IHHA). 4. Establish a Housing Support Officer.
Education and training for all citizens	5. Support parents to access affordable pre-K and childcare programs in their own community. 6. Support all Huu-ay-aht students from K-12. 7. Support all citizens to access and succeed in higher education opportunities. 8. Provide more access to training and mentorship for citizens on topics such as home maintenance, budgeting, finance, starting a business, etc.
Wellbeing (health and safety) for all citizens	9. Ensure infrastructure and utilities are safe and well-maintained on the ḥahuuƚi. 10. Promote safety, peace and healing on the ḥahuuƚi. 11. Address gaps in the ḥahuuƚi Emergency Preparedness Plan. 12. Create Huu-ay-aht virtual health and wellness services. 13. Increase knowledge and use of culture and traditional medicine. 14. Empower citizens to live healthy lives.
Revival of our language and culture	15. Expand cultural opportunities on the ḥahuuƚi. 16. Develop a Long-Term Culture Plan. 17. Develop Huu-ay-aht traditional language school curriculum. 18. Archive Huu-ay-aht culture.

Values	Ideas
Sustainable revenue generation for our Nation	19. Expand and explore new industries (e.g., property development, land leasing, aquaculture). 20. Support citizens in developing businesses. 21. Balance tourism expansion with conservation and preserving natural features.
Employment opportunities for all citizens	22. Strengthen job preparation, training, recruitment, and apprenticeship programs. 23. Support citizen entrepreneurship. 24. Huu-ay-aht preferential hiring agreements with any group doing business on the territory. 25. Develop a jobs bank on and off the ḥahuuƚi. 26. Explore social enterprise opportunities.
Community development within Huu-ay-aht Territory	27. Develop an Integrated Community Design Plan for the ḥahuuƚi. 28. Create a clear plan to assist those citizens who want to move to the hahuuli.
Conservation of natural resources	29. Establish a Guardian Watchmen Program. 30. Develop ḥahuuƚi-based plans/policies: Integrated Resource Management Plan (underway), Marine Use Plan, and revised Land Use and Residential Plan.
Keep improving our governance	31. Conduct a ten-year review of Huu-ay-aht's government system. 32. Analyze existing administration, organizational, and communications operations. 33. Continue to improve communications with citizens.
Advance reconciliation	34. Support and honour citizens on their personal journeys of reconciliation. 35. Support strong relationships and sharing amongst citizens. 36. Assert our role as rightful and traditional stewards of our lands. 37. Enhance relationships with other governments.

Access to quality and affordable housing for all citizens

1 REVIEW AND UPDATE HOUSING AND LAND ACCESS POLICIES AND LEGISLATION.

Priority Areas Impacted	Housing, Community development, Wellbeing, Governance, Reconciliation
Citizen Ideas	**On ḥahuuł̓i:** • Develop West Coast climate and culturally specific building guidelines • Non-citizen land lease policies and laws • Update the Land Use Plan and enact zoning bylaws that outline: – Residential areas for citizens only – Residential areas outside of Anacla – Natural hazard areas and relevant development considerations • Develop an Independent Huu-ay-aht Housing Authority bylaw that clearly outlines the roles and relationship with Huu-ay-aht government.
Action Leads	Director of Lands and Natural Resources

2 DEVELOP A NATION-WIDE MARKET AND NON-MARKET HOUSING STRATEGY.

Priority Areas Impacted	Housing, Community development, Wellbeing, Governance, Reconciliation
Citizen Ideas	**General:** • Ensure citizens on and off the ḥahuuł̓i have access to safe, suitable, adequate, and affordable housing. **On ḥahuuł̓i:** • Develop opportunities for all members who want to live on the ḥahuuł̓i. – An Independent Housing Authority – Variety of housing types and tenures (rent-own) – Access to new lots – Elders' housing and services – Access to new lots outside Anacla, such as Sarita Bay or other traditional village sites – Safe, secure homes built to withstand the west coast climate • Visitor (member and non-member) vacation rentals • Non-citizen rentals/long term lease/vacation units • Renting and/or lease to non-citizens as a revenue generating opportunity • Update the Land Use Plan with some places on the ḥahuuł̓i designated for citizen only housing and non-citizen land leasing. **Off ḥahuuł̓i:** • Indigenous Social Housing in urban centres, particularly for families with children • Elders housing in Port Alberni • Support to rent, own, or build housing off the ḥahuuł̓i
Action Leads	Housing Coordinator with support from Director of Infrastructure and Capital Projects and Director of Community Services.

"Better housing supports for fixing current issues in houses like mold and extensive repair and upkeep"

- Huu-ay-aht Citizen

Access to quality and affordable housing for all citizens

3 ESTABLISH AN INDEPENDENT HUU-AY-AHT HOUSING AUTHORITY (IHHA).

Priority Areas Impacted	Housing, Community development, Wellbeing, Governance
Citizen Ideas	**General:** • Establish an independent agency that will work with Huu-ay-aht to implement Huu-ay-aht's housing strategies • Roles include: – Property management (e.g., working with tenets) – Asset management (e.g., capital asset management) • Establish a Housing Implementation Oversight Body and Citizen Advisory Body **On ḥahuułi:** • Maintain a housing waitlist with options for citizens in a range of financial situations (e.g., those who require social housing, those who want to build their own house, etc.)
Action Leads	Director of Infrastructure and Capital Projects together with Director of Community Services.

4 ESTABLISH A HOUSING SUPPORT OFFICER.

Priority Areas Impacted	Housing, Community development, Wellbeing, Reconciliation
Citizen Ideas	**General:** • Draft and fill Housing Navigator and Tenancy Support Officer positions • Maintain a database of applicable loans/grants and support the application process • Develop, coordinate and run housing-related programming that supports post-Treaty housing independence. Topics include: – Renter and owner rights and responsibilities – Home care and maintenance – Tool and supports to help determine costs of home development – Financial planning for all types of current and future housing needs • Explore how challenges accessing mortgage financing can be overcome • Help connect citizens to Indigenous social housing and Seniors' housing • Develop a Residents' Housing Guide that communicates to citizens about Huu-ay-aht housing, including – How the waitlist works – How to build a home on the ḥahuułi – Who citizens can rent/lease homes to – What housing support citizens are eligible for **On ḥahuułi:** • "Welcome wagon" – welcoming and orienting Citizens moving back to the ḥahuułi
Action Leads	Housing Coordinator

"Houses for larger families need to be focused on in city life"

- Huu-ay-aht Citizen

5 SUPPORT PARENTS TO ACCESS AFFORDABLE PRE-K AND CHILDCARE PROGRAMS IN THEIR OWN COMMUNITY.

Priority Areas Impacted	Education, Jobs and careers, Reconciliation
Citizen Ideas	**General:** • Establish a childcare navigator role that can help parents identify programs, pre-register, enroll, and access financial support for their children in pre-K and childcare programs **On ḥahuuɬi:** • Reduce barriers and provide support for Citizen's wishing to open small-scale in-home childcare – review childcare requirements for citizens – provide resources, training, and certification
Action Leads	Director of Community Services and Early Childhood Education Coordinators

6 SUPPORT ALL HUU-AY-AHT STUDENTS FROM K-12.

Priority Areas Impacted	Education, Community development, Governance, Reconciliation
Citizen Ideas	**General:** • Involve citizens in the development of a K-12 language and culture curriculum plan • Access to student supports and awards **On ḥahuuɬi:** • Integrate on-the-land education program (Warriors) into school curriculum to bring Huu-ay-aht students onto the ḥahuuɬi • Support an additional teacher in Bamfield for higher grades • In-person high school past grade 10 • Distance learning support **Off ḥahuuɬi:** • Host more students on the ḥahuuɬi • Provide housing and living supports for students who live off the ḥahuuɬi to visit for a semester and complete regular high-school coursework in addition to cultural, language, and on-the-land and water learnings.
Action Leads	Director of Community Services and Early Childhood Education Coordinators

"Elders to pass in knowledge and work alongside with"

- Huu-ay-aht Citizen

"More supports for finishing and upgrading for prerequisite to college courses"

- Huu-ay-aht Citizen

Education and training for all citizens

7 SUPPORT ALL CITIZENS TO ACCESS AND SUCCEED IN HIGHER EDUCATION OPPORTUNITIES.

Priority Areas Impacted	Education, Language and culture, Reconciliation
Citizen Ideas	**General:** • Work with higher education providers (e.g. North Island College, VIU, etc.) to increase course and program offerings that connect to Huu-ay-aht priorities • Continue expanding communication channels for education opportunities (e.g., a central hub with information about the opportunities available, and clear information on eligibility) • Partnership education model with partners such as North Island College to develop and deliver language revitalization and trades and training programs **On ḥahuuƚi:** • Expand on the success of the Coastal Forest Worker Certificate pilot project
Action Leads	Education and Employment Manager

8 PROVIDE ACCESS TO TRAINING AND MENTORSHIP FOR CITIZENS ON TOPICS SUCH AS HOME MAINTENANCE, BUDGETING, FINANCE, STARTING A BUSINESS, ETC.

Priority Areas Impacted	Education, Jobs and careers
Citizen Ideas	**General:** • Increase access to additional life-skills and interest-based education and training • Establish a "life coaching" program for Huu-ay-aht citizens – Goals could include starting a business, finishing, high school, excelling in university, or other – Establishing a coach/mentee matching network – Provide supports for coaches (expenses reimbursements, per diems, etc.) • Expand adult education courses in entrepreneurship, personal finance, home maintenance, and other life skills. – Workshops and courses in these areas could be offered through partnerships or developed by Huu-ay-aht
Action Leads	Education and Employment Manager

"I see more traditional teachings would be important."

- Huu-ay-aht Citizen

9 ENSURE INFRASTRUCTURE AND UTILITIES ARE SAFE AND WELL-MAINTAINED ON THE ḤAHUUŁI.

Priority Areas Impacted	Wellbeing, Community Development, Language and culture, Employment
Citizen Ideas	**On ḥahuułi:** • Build safe, resilient infrastructure and other safety features – Streetlights – Speed limit signs – Children playing signs – Bamfield Main Road upgrades – Locks on homes • Maintain infrastructure and utilities, including roads, electricity, moorage facilities, and water and sewer infrastructure • Employ citizens to fill community maintenance roles • Plan how infrastructure will be resilient to shocks (rapid changes) and stresses (e.g., long-term trends) • Work with Huu-ay-aht government departments local artists to design and beautify the community
Action Leads	Education and Employment Manager

10 PROMOTE SAFETY, PEACE AND HEALING ON THE ḤAHUUŁI.

Priority Areas Impacted	Wellbeing, Community Development, Governance, Reconciliation
Citizen Ideas	**On ḥahuułi:** • Train community safety officers in mediation and mental health services • Establish a neighborhood watch • Establish a formal Guardian Watchmen program • Support citizens in need to access supportive, sober living, and safe housing
Action Leads	Director of Child and Family Wellness

11 ADDRESS GAPS IN THE ḤAHUUŁI EMERGENCY PREPAREDNESS PLAN.

Priority Areas Impacted	Wellbeing, Community Development, Governance, Language and culture, Employment
Citizen Ideas	**On ḥahuułi:** • Plan to mitigate, respond to, and "build back better" from a range of potential emergencies: – Natural hazards (earthquake, flooding, fire, heatwaves, sea level rise, other local climate changes) – health emergencies (epidemic/pandemic, emergency medical services, food security, addiction) – Social conflicts (e.g., protests, political unrest, racism, xenophobia) • Upgrade emergency healthcare services including an ambulance and helipad • Develop a food security strategy to ensure citizens have access to safe, sufficient, and nutritious food at all times
Action Leads	Community Development Coordinator

Wellbeing (health and safety) for all citizens

12 CREATE HUU-AY-AHT VIRTUAL HEALTH AND WELLNESS SERVICES.

Priority Areas Impacted	Wellbeing, Language and culture
Citizen Ideas	**General:** • Work with other communities to provide continual culturally competent telehealth • Consolidate health service information on Huu-ay-aht's website – What opportunities are available – How to apply – Application documents – Application checklists – Up-to-date point of contact information • Maintain virtual community gatherings language classes, history nights, and other online community meetings
Action Leads	Director Child and Family Wellness

13 INCREASE KNOWLEDGE AND USE OF CULTURE AND TRADITIONAL MEDICINE.

Priority Areas Impacted	Wellbeing, Community Development, Language and culture, Reconciliation
Citizen Ideas	**General:** • Learn and pass down culture, language, traditional foods, practices, and medicines – Learn from nananiiqsu and Ḥaw̓iiḥ – Share stories • Support Citizens to fill health and wellness service roles through training, education, and traditional knowledge transfer – Counselling, nursing, homecare, support workers, healing and luxury services, and other health and wellness professions • Elders' health services – Have youth check in on Elders – Support transportation, groceries, healthcare, and other needs. **On ḥahuuƚi:** • Enhance Bamfield Health Centre to include a healing room
Action Leads	Director of Child and Family Wellness together with Director of Community Services

14 EMPOWER CITIZENS TO LIVE HEALTHY LIVES.

Priority Areas Impacted	Wellbeing, Education, Community Development, Language and culture, Reconciliation
Citizen Ideas	**General:** • Develop healthy living programming in-person and online – Knowing more about Huu-ay-aht culture – Education about health and nutrition – Opportunities and recreation for youth • Support access to health and fitness centres • Help Citizens know and connect with their family **On ḥahuuƚi:** • Build a community fitness centre **Off ḥahuuƚi:** • Support connection with Huu-ay-aht family and friends on ḥahuuƚi
Action Leads	Director of Child and Family Wellness

15 EXPAND CULTURAL OPPORTUNITIES ON THE ḥAHUUŁI.

Priority Areas Impacted	Language and culture, Housing, Reconciliation
Citizen Ideas	**General:** • Develop a non-for-profit agency committed to supporting every citizen to visit a big cultural event on the ḥahuuł**i** at least once in their lifetime. **On ḥahuuł**i**:** • Develop short-term and vacation accommodation for citizens • Remove barriers for citizens to attend big cultural events on the ḥahuuł**i** – Transportation – Accommodation – Food stipends – A Welcome Wagon or other inviting programming – Support connection with Huu-ay-aht family and friends on ḥahuuł**i**
Action Leads	Director of Infrastructure and Capital Projects together with Director of Community Services

16 DEVELOP A LONG-TERM CULTURE PLAN.

Priority Areas Impacted	Language and culture, Community development
Citizen Ideas	**General:** • Maintain and enhance cultural and language programming – Maintain: Traditional food gathering and processing, and other traditional ceremonies – More: Pow-wows, memorial potlatch style teachings, canoe races, and canoe building, naming ceremonies, Lahal games, and cedar weaving and carving, camping, and tours **On ḥahuuł**i**:** • Build a Cultural Heart on the ḥahuuł**i** (in progress). • Update the traditional use study • Protect places of special interest • Smaller spaces in House of Huu-ay-aht to support more cultural events • Cultural facilities: – Cultural centre – Community smoke house, – Art space – Ceremonial grounds **Off ḥahuuł**i**:** • Identify off-ḥahuuł**i** cultural spaces in population centres • Opportunities to land about and practice culture: online language classes, newsletters, cultural singing and dancing, "Huu-ay-aht 101", a Huu-ay-aht YouTube channel, gatherings in population centres, and livestreaming events on the ḥahuuł**i**
Action Leads	Director of Lands & Natural Resources together with Director of Child and Family Wellness

"Cultural teachings of everyday life ie how to use the resources around like fishing, hunting, gathering berries, and saski."

- Huu-ay-aht Citizen

Revival of our language and culture

17 DEVELOP HUU-AY-AHT TRADITIONAL LANGUAGE SCHOOL CURRICULUM.

Priority Areas Impacted	Language and culture, Education, Reconciliation
Citizen Ideas	**General:** • Work with citizens, the Language and History Coordinator, nananiiqsu, and teachers to create curriculum and education materials for classroom use • Financially support citizens to take language courses. • Supporting Citizens to attend post-secondary opportunities to learn Nuu-chah-nulth and revitalize the traditional Huu-ay-aht language (e.g., UVIC and NIC courses)
Action Leads	Director of Community Services

18 ARCHIVE HUU-AY-AHT CULTURE.

Priority Areas Impacted	Language and culture, Reconciliation
Citizen Ideas	**General:** • Language immersion experiences with willing Elders • Document language, stories, and cultural teachings in print and electronic form • Develop a traditional calendar to guide the timing of certain cultural events • Develop a list of works to be translated, including accounting terms and other basic language **On ḥahuuł̓i:** • Use Huu-ay-aht place names • Develop a repatriation strategy and continue repatriation of materials. – Assemble a task force – Return the original welcome figures back to Kiixin – Secure funding and conduct research to identify property
Action Leads	Director of Community Services

"I would like to see an event that not only has cultural signing and dancing, but to have included harvesting events (cedar & Grass), Carving or weaving lessons, Language lessons and family history explained. Tours to show our old village sites, etc."

- Huu-ay-aht Citizen

"More recorded video's for Huu-ay-ahts to own and view for teaching and leaning. Saving for future generations"

- Huu-ay-aht Citizen

Sustainable revenue generation for our Nation

19 EXPAND AND EXPLORE NEW INDUSTRIES (e.g., property development, land leasing, aquaculture).

Priority Areas Impacted	Revenue generation, Language and culture, Employment, Community development, Reconciliation
Citizen Ideas	**General:** • A citizen-owned accounting firm **On ḥahuułi:** • Cannabis • Cultural Tourism • Long-term leasing • Lumber processing • Tourism operations • An office at the West Coast Trailhead • Shellfish or kelp farming in Dodger Channel • Improve and maintain Pachena Bay Campground • Have citizens fill government services roles on the ḥahuułi • Develop a citizen supported fishery • Develop a Youth Fisheries Program and apprenticeship programs
Action Leads	Economic Development Officer & Huu-ay-aht Group of Businesses

20 SUPPORT CITIZENS IN DEVELOPING BUSINESSES.

Priority Areas Impacted	Revenue generation, Language and culture, Employment, Community development, Reconciliation
Citizen Ideas	**On ḥahuułi:** • Address gaps in existing businesses by expanding Citizen-owned and operated hospitality businesses • New business ideas include: – Food and accommodation services – Kayak/boat tours and rentals – Bike/scooter rentals – Cultural tours – Dark sky tourism operations – Storm and whale watching
Action Leads	Economic Development Officer

21 BALANCE TOURISM EXPANSION WITH CONSERVATION AND PRESERVING NATURAL FEATURES.

Priority Areas Impacted	Revenue generation, Language and culture, Employment, Community development, Conservation
Citizen Ideas	**On ḥahuułi:** • Dark Sky Tourism branding • Eco-tourism branding • Luxury accommodation development • Interactive cultural displays • Expansion of West Coast Trailhead presence • Increased staff housing
Action Leads	Economic Development Officer

"Tourism is an awesome way to gain revenue and in brings jobs."

- Huu-ay-aht Citizen

Job and career opportunities for all citizens

22 STRENGTHEN JOB PREPARATION, TRAINING, RECRUITMENT, AND APPRENTICESHIP PROGRAMS.

Priority Areas Impacted	Employment, Education, Community development, Revenue generation
Citizen Ideas	**General:** • Strengthen the role of the job coach • Support for writing resumes and cover letters, preparing for job interviews, and preparing for what to expect in the workplace • Counselling support to help navigate and problem solve day to day working life **On ḥahuuɬi:** • Establish targeted training programs for individuals to move into specific roles that are needed within the ḥahuuɬi, such as: – Bus drivers – Chauffeurs – People with air brake tickets – Guardians • Staff housing • Bringing back the ambassador program **Off ḥahuuɬi:** • Consider having employment and training support workers in each of the major populated communities
Action Leads	Education and Employment Manager

23 SUPPORT CITIZEN ENTREPRENEURSHIP.

Priority Areas Impacted	Employment, Education, Reconciliation
Citizen Ideas	**General:** • Increase access to business development tools including access to a checklist, guidelines, and dedicated granting streams • Continue business development coaching and support opportunities • Find ways to increase engagement and make trainings more accessible • More information on best practices and training on how to start a business • Connect citizens for peer-support and even collaboration for joint marketing or sales platforms
Action Leads	Economic Development Department

24 HUU-AY-AHT PREFERENTIAL HIRING AGREEMENTS WITH ANY GROUP DOING BUSINESS ON THE TERRITORY.

Priority Areas Impacted	Employment, Education, Community development, Revenue generation, Reconciliation
Citizen Ideas	**On ḥahuuɬi:** • Work with current businesses within the ACRD to find mutually beneficial relationships • Negotiate, as a condition of doing business on the territory, that a certain percentage of employees are Huu-ay-aht
Action Leads	Economic Development Manager

Job and career opportunities for all citizens

25 DEVELOP A JOBS BANK ON AND OFF THE ḥAHUUŁI.

Priority Areas Impacted	Employment, Community development, Revenue generation
Citizen Ideas	**On ḥahuułi:** • Maintain listing of jobs available in the ḥahuułi • Particular interest in: – tourism and hospitality – natural resources – entrepreneurship **Off ḥahuułi:** • Have resource listing that outlines job sites in communities where citizens live • Citizens trained and employed in support and advocacy work • Particular interest in: – tourism and hospitality – entrepreneurship – health services – family support – natural resources
Action Leads	Education and Employment Manager

26 EXPLORE SOCIAL ENTERPRISE OPPORTUNITIES.

Priority Areas Impacted	Employment, Community development, Revenue generation, Language and culture, Reconciliation
Citizen Ideas	**On ḥahuułi:** • Consider establishing an organization with a mission to establish businesses for their community, social, and cultural benefits to the territory.
Action Leads	Economic Development Officer

"Just opportunity, but our services can be provided virtually, as well."

- Huu-ay-aht Citizen

"I'd love to open a cafe/deli/bakery someday but lack the education for business management."

- Huu-ay-aht Citizen

"The more you know the more doors will open up for you."

- Huu-ay-aht Citizen

Community development within the ḥahuuł̓i

Note: many actions covered under other priority areas will address citizens' needs and aspirations on the ḥahuuł̓i.

27 DEVELOP AN INTEGRATED COMMUNITY DESIGN PLAN FOR THE ḤAHUUŁI

Priority Areas Impacted	All priority areas
Citizen Ideas	**On ḥahuuł̓i:** • Heart of Community (e.g., cultural center / museum, playing/ceremonial fields, recreation facilities, commercial, day care, community smokehouse, community art studio, multiuse space) • Medical/Health Service Facilities (e.g., clinic, healing centre, safe house) • Housing (citizen housing/building lots, market housing/land (non-citizen), staff housing, vacation accommodation) • Safe Transportation and Mobility (e.g., road improvements, better lighting, trails, marina, accessibility and inclusivity) • Resilient infrastructure and utilities (electricity, gas, water/sewage and garbage, cell, internet, etc.) • Educational facilities (grade school, high school, training center/college), livestreaming events on the ḥahuuł̓i) • Job opportunities • Access to nature • Opportunities for multigenerational gatherings • Development in more locations close to water, including old village sites • Adequate recreation, education, and childcare opportunities to support families staying together
Action Leads	Director of Infrastructure and Capital Projects

28 CREATE A CLEAR PLAN TO ASSIST THOSE CITIZENS WHO WANT TO MOVE TO THE ḤAHUUŁI.

Priority Areas Impacted	All priority areas
Citizen Ideas	**On ḥahuuł̓i:** • Develop a marketing strategy and communication materials • Establish a community navigator • Support developing business plans for citizen-owned and run businesses
Action Leads	Community Development Coordinator

29 ESTABLISH A GUARDIAN WATCHMEN PROGRAM.

Priority Areas Impacted	Conservation, Governance, Education, Wellbeing, Community development, Language and culture, Conservation, Reconciliation
Citizen Ideas	**On ḥahuuł̓i:** • Expand on existing guardians and establish a formal Guardian Watchmen program to develop skills and training for Huu-ay-aht citizens, to live and work on the land and watch the land and water
Action Leads	Director of Lands and Natural Resources

30 DEVELOP ḤAHUUŁI-BASED PLANS/POLICIES: INTEGRATED RESOURCE MANAGEMENT PLAN (UNDERWAY), MARINE USE PLAN, AND REVISED LAND USE AND RESIDENTIAL PLAN.

Priority Areas Impacted	Conservation, Governance, Community development, Language and culture, Revenue generation, Conservation, Reconciliation
Citizen Ideas	**On ḥahuuł̓i:** • Develop an Integrated Resource Management Plan to clearly outline comprehensive plans for resource development (in progress) – Diverse natural resource opportunities • Update Land Use Plan • Identify conservation zones and areas of special interest • Update the Traditional Use Study • Explore the creation of a Marine Use Plan
Action Leads	Director of Lands and Natural Resources



Keep improving our governance

31 CONDUCT A TEN-YEAR REVIEW OF HUU-AY-AHT'S GOVERNMENT SYSTEM.

Priority Areas Impacted	Governance, Reconciliation
Citizen Ideas	**General:** • Maintain balance with Ancient Spirit and Modern Mind • Review government bylaws and policies to ensure they fully reflect Treaty obligations and opportunities • Ensure accountability for leadership • Provide Board governance training for Council • Conduct a comprehensive Legislative review: – Remove irrelevant western policies and overcomplicated processes – Update homeownership, renting, and leasing policies
Action Leads	Human Resources and Office Manager together and Executive Director

32 ANALYZE EXISTING ADMINISTRATION, ORGANIZATIONAL, AND COMMUNICATIONS OPERATIONS.

Priority Areas Impacted	Governance, Reconciliation
Citizen Ideas	**General:** • Review and clarify existing roles where needed, including: – Executive Council and Ḥaw̓iiḥ Council roles – Huu-ay-aht and HGB roles within the legislative framework – Individual departmental roles and responsibilities and interdepartmental coordination (i.e., reduce siloes, improve coordination, reduce overlap) • Review function of existing operations and communications – Analyse organizational structure and communications systems – Establish an Independent Housing Authority – Consider ways to ensure longer term planning – Assess operational functions and communications channels of Huu-ay-aht and HGB with respect to revenue generation, employment, and industry expansion **On ḥahuułi:** • More core government functions in Anacla
Action Leads	Human Resources and Office Manager and Executive Director

33 CONTINUE TO IMPROVE COMMUNICATIONS WITH CITIZENS.

Priority Areas Impacted	Governance, Conservation, Wellbeing, Education
Citizen Ideas	**General:** • Ensure laws, plans, strategies, and other information are communicated clearly to citizens • Communicate the benefits, opportunities, and differences of a Modern Treaty Nation to citizens • Involve department directors in developing communications materials • Ensure the People's Assembly is inclusive and provides all citizens opportunity to engage and participate **On ḥahuułi:** • Develop communications around opportunities for citizens to hunt, fish, engage in traditional harvesting activities, and spend more time in ḥahuułi
Action Leads	Communications Manager

34 SUPPORT AND HONOUR CITIZENS ON THEIR PERSONAL JOURNEYS OF RECONCILIATION.

Priority Areas Impacted	All priority areas
Citizen Ideas	**General:** • Support citizens to: – Be healthy, sober, free from addiction – Have skills and experiences for gainful employment and to support the Nation – Be involved in society and governance – Learn and practice Huu-ay-aht culture, traditional knowledge, and wisdom – Provide citizens information about the benefits and opportunities of being a Modern Treaty Nation and why it is important – Provide services to all citizens no matter where they live
Action Leads	Executive Director, Executive Council, and Communications Manager

35 SUPPORT STRONG RELATIONSHIPS AND SHARING AMONGST CITIZENS.

Priority Areas Impacted	Wellbeing, Education, Language and culture, Community development, Conservation, Governance, Reconciliation
Citizen Ideas	**General:** • Pass down and follow culture, traditional knowledge, and wisdom • Have space to learn and practice Huu-ay-aht culture • Share information with citizens about Treaty successes
Action Leads	Executive Director, Executive Council, and Communications Manager, and Cultural Wellness Administrator

36 ASSERT OUR ROLE AS RIGHTFUL AND TRADITIONAL STEWARDS OF OUR LANDS.

Priority Areas Impacted	All priority areas
Citizen Ideas	**General:** • Steward our whole traditional land, not just TSL • Establish own source revenues • Have a strong business presence on and off the ḥahuuƚi **On ḥahuuƚi:** • Implement the Final agreement and side agreements • Manage the ḥahuuƚi for today and future generations
Action Leads	Executive Director, Executive Council, and Communications Manager, and Cultural Wellness Administrator

37 ENHANCE RELATIONSHIPS WITH OTHER GOVERNMENTS.

Priority Areas Impacted	Wellbeing, Language and culture, Governance, Reconciliation
Citizen Ideas	**General:** • Support Huu-ay-aht government departments to address reconciliation within their role • Improve Huu-ay-aht traditional governance • Work with the Maa-nulth Treaty Society • Work with the Alliance of BC Treaty Nations • Support other Nations' reconciliation journey • Improve relationship with Bamfield and ACRD • Hold Canadian government accountable to their role in reconciliation – Enforce the fisheries agreement with the Canada Department of Fisheries
Action Leads	Executive Director, Executive Council, and Communications Manager, and Cultural Wellness Administrator



HAVE WE ARRIVED?

Our Community, Our Circle, Our Voice *is a living document, meaning it needs to grow and adapt to meet Huu-ay-aht's evolving needs. This final section of the plan illustrates how we are going to monitor and track our progress going forward. Our next step is to establish an implementation and monitoring plan and tools in a detailed technical document that will be used by Huu-ay-aht to monitor the progress and impact of* ***Our Community, Our Circle, Our Voice****.*

MONITORING AND EVALUATION

To know if this plan is working (and to hold us accountable to implement it), it is important that we have a plan in place to monitor (collecting data on the implementation) and evaluate (analyzing the data to see if we need to adjust and modify). To do so we will need a way to answer these questions:

1. **Are we doing what we said we would do?**
   Monitoring the process: *Are citizen ideas being implemented? Why? or Why not?*

2. **Are we having the impact we want on what we care about?**
   Monitoring outcomes: *Are the actions being taken as a result of this plan having the desired effect and outcome?*

3. **What can we do better?**
   To answer this we need to conduct evaluation. *Evaluations use the information from our monitoring programs to analyze our progress and to determine if there are opportunities for changes and improvements.*

By actively tracking progress in meeting our vision, our monitoring and evaluation system provides the framework for re-examining and renewing the plan over time. This will act as a vehicle for accountability and a management tool for improving the programs and projects we will be implementing. We will evaluate this plan with leadership and members, and modify plan policies and actions as required over the short-, medium- and long-term.

Our ten citizen values are the paths we are taking towards our vision. Every year we can consider whether we are making progress on each of these paths, and whether our actions are having the desired impacts. The table on the following page is a sample of a simple way that we can track our progress on achieving the desired outcomes of *Our Community, Our Circle, Our Voice*[4].

4 *A complete version of the monitoring table with specific measures and data can be found in the Technical Report.*

CITIZEN VALUES *See "Where are we now?" for more details on Citizen values*	HOW ARE WE DOING? *Are things getting worse ▼ staying the same ► or getting better ▲?*	PROGRESS *What progress has been made on this value?*	CHALLENGES *What challenges or setbacks have been experienced on this value?*
Access to quality and affordable housing for all citizens			
Education and training for all citizens			
Wellbeing (health and safety) for all citizens			
Revival of our language and culture			
Sustainable revenue generation for our Nation			
Employment opportunities for all citizens			
Community development within Huu-ay-aht Territory			
Conservation of natural resources			
Keep improving our governance			
Advance reconciliation			

Along with measuring progress on achieving the outcomes of *Our Community, Our Circle, Our Voice*, it is also important to track implementation of specific projects. This is a simple checklist that we can use to track where we are at with specific projects[5].

PROJECT	LEAD	STATUS	COMMENTS
1. Review and update housing and land access policies and legislation.			
2. Develop a Housing Strategy.			
3. Establish an Independent Huu-ay-aht Housing Authority (IHHA).			
4. Establish a Housing Support Officer.			
5. Support parents to access affordable pre-K and childcare programs in their own community.			
6. Support all Huu-ay-aht students from K-12.			
7. Support all citizens to access and succeed in higher education opportunities.			
8. Provide more access to training and mentorship for citizens on topics such as home maintenance, budgeting, finance, starting a business, etc.			
9. Ensure infrastructure and utilities are safe and well-maintained on the ḥahuuƚi.			
10. Promote safety, peace and healing on the ḥahuuƚi.			
11. Address gaps in the ḥahuuƚi Emergency Preparedness Plan.			
12. Create Huu-ay-aht virtual health and wellness services.			
13. Increase knowledge and use of culture and traditional medicine.			
14. Empower citizens to live healthy lives.			
15. Expand cultural opportunities on the ḥahuuƚi.			
16. Develop a Long-Term Culture Plan.			
17. Develop Huu-ay-aht traditional language school curriculum.			
18. Archive Huu-ay-aht culture.			
19. Expand and explore new industries (e.g., property development, land leasing, aquaculture).			
20. Support citizens in developing businesses.			
21. Balance tourism expansion with conservation and preserving natural features.			
22. Strengthen job preparation, training, recruitment, and apprenticeship programs.			
23. Support citizen entrepreneurship.			
24. Huu-ay-aht preferential hiring agreements with any group doing business on the territory.			
25. Develop a jobs bank on and off the ḥahuuƚi.			
26. Explore social enterprise opportunities.			
27. Develop an Integrated Community Design Plan for the ḥahuuƚi.			
28. Create a clear plan to assist those citizens who want to move to the hahuuli.			
29. Establish a Guardian Watchmen Program.			
30. Develop ḥahuuƚi-based plans/policies: Integrated Resource Management Plan (underway), Marine Use Plan, and revised Land Use and Residential Plan.			
31. Conduct a ten-year review of Huu-ay-aht's government system.			
32. Analyze existing administration, organizational, and communications operations.			
33. Continue to improve communications with citizens.			
34. Support and honour citizens on their personal journeys of reconciliation.			
35. Support strong relationships and sharing amongst citizens.			
36. Assert our role as rightful and traditional stewards of our lands.			
37. Enhance relationships with other governments.			

5 A complete version of the project tracking table can be found in the Technical Report.

COMMUNICATING PROGRESS

The results from monitoring and evaluation will be communicated to citizens on a regular basis. All citizens put significant time into the development of *Our Community, Our Circle, Our Voice*, and it is important that they are kept up to date on progress.

Monitoring and evaluation keeps the process transparent and accountable, with all results (of successes and challenges) made available to citizens. This will ensure that support for *Our Community, Our Circle, Our Voice* remains high, and that citizens are aware of progress. Communications activities that could take place include:

- Community updates as a standing agenda item at People's Assemblies and community meetings.
- Updates on progress and outcomes made available to the community through regular communications (e.g., newsletters, Facebook, website)





huu ay aht

ANCIENT SPIRIT, MODERN MIND

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