What We Heard Report: Communications & Engagement

for the Huu-ay-aht First Nations Economic Development Plan Initiative

Version 1 – January 29, 2025

Submitted to: Huu-ay-aht Economic Development Department

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ANCIENT SPIRIT, MODERN MIND



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1.1 ECONOMIC DEVELOPMENT PLAN INTRODUCTION & BACKGROUND

The Huu-ay-aht First Nations (HFN) is a Modern Treaty Nation, located on the central West side of Vancouver Island from Port Alberni through to Bamfield and the Barkley Sound and the entrance of the Alberni Inlet. The Huu-ay-aht population is over 900 and primarily reside around the Village of Anacla.

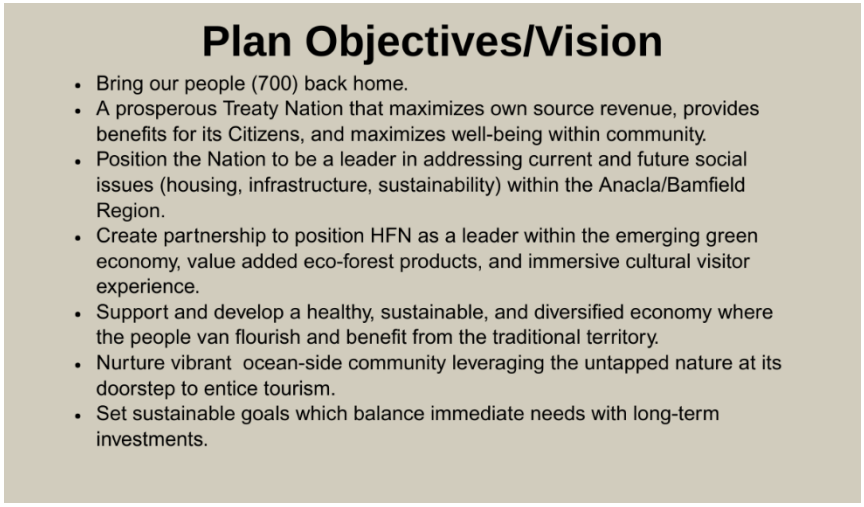
Huu-ay-aht First Nations is a member of the Nuu-chah-nulth Tribal Council and one of the five First Nations signatories to the Maa-nulth Final Agreement, the first modern-day treaty to be concluded on Vancouver Island. The treaty came into effect on April 1, 2011, when the five Maa-nulth First Nations' laws came into effect, marking a new era of ownership and self-government. Today, the Nation operates under a "made in Huu-ay-aht" Constitution, which supports the laws and policies that establish how the Huu-ay-aht government makes decisions on behalf of its citizens. As a result of the treaty, Huu-ay-aht First Nations has full ownership and jurisdiction over more than 8,200 hectares of land within our territories and continues to have rights throughout our ḥaḥuułi.

The Huu-ay-aht Four Year Community Economic Development Plan will be a focused and actively implemented one, that pursues an active directional strategy and engages those needed to bring vision to life with purpose and imagination. Through a process of Discovery steps including surveys, interviews, workshops and research in plans, reports and legislation review to complete a "What we heard" report that guides the following:

1. Strategic direction and specific actions/ tactics
2. 4 Year Plan - Strategy Plan Making
3. Implementation steps

Economic development planning at its core is a process of listening and research to uncover strategic actions and the setting of priorities within the following Plan Objectives and Vision:

1. What are our key opportunities?
2. What are our key challenges?
3. What key enablers will maximize ability to undertake successful economic development for the citizens?



Much is changing throughout the Huu-ay-aht Nation with broad visions for the Citizens through the ongoing framework plan.

However, the Four-Year Economic Development Plan is intended to support future implementation of the Framework Plan and the ability of the Nation to attract investment, small business and increased workforce.

1.2 ENGAGEMENT OVERVIEW

The Huu-ay-aht First Nation has completed or is in process to update land use planning via the Framework Plan development where land analysis will need to be connected to assessment recommendations regarding the HGB portfolio of businesses and investments, review of its core legislation and document in partnership with Vancouver Island University (VIU). In this context, the Nation, via its Economic Development Department, is now taking the step to converge the art of economic development strategy with the sharp-edge tactics and approaches required for attracting investment while supporting HFN citizens through a focus on community enablers.

Key Engagement activities ranged from Video conference with Nation Staff, key contact and organizational contact interviews, and community workshops in Port Alberni and Anacla Village. A sort survey was provided to citizens and those attending engagement workshops.

While the engagement process received many comments and feedback, three main questions were utilized to solicit discussion around the following themes:

1. What is YOUR vision for the Huu-ay-aht Economic Development Vision?
2. What are HFN's biggest opportunities
3. What are the HFN's biggest challenges?



Detailed feedback was primarily collected through many subject matter expert interviews and meetings from September – December 2024 and Economic Development summits in both Port Alberni and Anacla village which were promoted through the Nation's website, HFN Economic-Development Summit. Engagement also included visits to Bamfield, Anacla Village and specific economic development sites such as market, campground, marina and accommodations. These are each discussed in further detail within this engagement report.

1.3 ENGAGEMENT GOALS

The overall goals for the HFN Community and aspects of the project are as follows:

- Build trust with the community, Huu-ay-aht Citizens, and staff.
- Generate excitement, enthusiasm and a desire of citizens to take ownership over the future of their community. Create local champions for the Economic Development Plan (both development and implementation).
- Execute a transparent engagement process that is accessible to a broad community demographic.
- Provide a wide variety of opportunities for feedback and obtain representative feedback from the community.
- Generate project awareness and education about best practices in community economic development planning so citizens can provide meaningful and informed feedback.
- Incorporate local knowledge into initiatives, deliverables, and specific tactics to ensure the feedback loop is closed by sharing engagement results with the community.

1.4 ENGAGEMENT APPROACH

The International Association of Public Participation (IAP2) has created a matrix that outlines a spectrum of public engagement. The IAP2 spectrum of engagement has been customized below for the Huu-ay-aht Economic Development Department.

	EMPOWER DECISION MAKERS	INVOLVE & COLLABORATE	LISTEN & LEARN	INFORM & CONSULT
				
Stakeholders	***Tier 1:*** Chief & Council	***Tier 2A:*** Nation Admin / Staff	***Tier 2B:*** Huu-ay-aht citizens; HGB; Nation stakeholder groups, external consultants	***Tier 3:*** Adjacent municipalities / Alberni Clayoquot Regional District ACRD & their residents; Bamfield. Provincial / Federal Agencies
Overview	Final decision-making.	Contributes to each aspect of decision-making including alternatives and preferred solutions.	Create opportunities to enter into a dialogue to explore each other's perspectives, plans & concerns.	Obtain feedback to test ideas or concepts and clarify issues, identify possible solutions.
Example Tactics	**Economic Development Department, discovery round tables, online and in-person workshops**	**Online / in-person workshops, committee meetings, reviewing of draft documents (option to do online)**	**Online and in-person workshops, open house, online and community surveys, feedback on draft plans**	**Phone calls, online and community survey, open house, meetings**
Promise	"We promise to inform the Economic Development Department team of the engagement process and how citizen ideas have been translated into the Economic Development Plan."	"We promise to work collaboratively with the economic Development department team and other Nation staff to guide and direct the EDP."	"We promise that we will look to Nation citizens for innovation, advice, guidance, and win-win solutions, and we promise to incorporate the outcomes of our collaborative efforts into the development of the EDP."	"We promise to inform the broader community through a variety of mediums and making all information about the EDP accessible."

1.5 PROJECT TIMELINE – ECONOMIC DEVELOPMENT PLAN (EDP)

Project Timeline	
Project Start	**July 2024**
Community Engagement	*September 2024 - January 2025*
Kickstart Online Meeting – Economic Development Department & Huu-ay-aht Group of Business	*August 12, 2024*
Visit # 1-Port Alberni in Person Nation Economic Development Staff Discovery Workshop – Key Challenges / opportunities & Key Enablers	*August 30, 2024,*
In the community – Visit #2 to Bamfield, Anacla Village various Huu-ay-aht businesses (i.e. Campgrounds, market, motel, boat launch, marine, etc.)	*August 30 – September 1, 2024*
EDP Touch Base – EDP timelines and next steps – Ec Dev staff	*September 5, 2024*
Vancouver Island University – Document Review Project engagement & presentation - Kristen Hogg, Flynn Saunderson, Grham sakaki, Pam Shaw	*September 12, 2024*
HFN Legislation Structure – Internal Department Team & HGB	*October 4, 2024*
Interview, presentation & discussion – Framework Plan / Urban Strategies & Forum	*October 9, 2024*
Overview & Discussion – HFN Ec. Dev Legislation – Legal Team	*October 15, 2024*
Group Meeting – Economic Development & Rynic Consulting	*November 21, 2024*
Meeting with HGB Management	*November 22, 2024*
Summit # 1 – Port Alberni	*November 22, 2024*
Touch Base – Economic Development Department	*December,13 2024*
Interview with ACRD Director Bob Beckett	*December,13,2024*
Interview with Sean Rogers – Bamfield Marine Science Centre	*December,13,2024*
HFN – Framework and Legal focus group - , Janet Kunstmann, Chief Councillor John Jack, Karen Haugen, Stephen Rayner, Huu-ay-aht Law clerk, Maryantonett Flumian , Sydney MacDougall, Sylvain Dubois, Danya Gilbert, Aly Damji	*December 18, 2024*

Interview – Shannon Janzen – Forestry consultant	*December 18,2025*
HFN ~ ACRD Interview and Discussion, Chief Councillor John Jack, ACRD Bob Beckett	*January 7, 2025*
Touch Base – Economic Development Summit	*January 14, 2025*
Huu-ay-aht Group of Business Management – Ec Dev Plan inclusions	*January 15, 2025*
Tourism & Destination Marketing - Adrien – Tourism Manager	*January 17, 2025*
Special Economic Development committee Meeting	*January 21, 2025*
Bamfield Marine Science Centre Site visit, meeting, tour	*January 24, 2025*
Nova Harvest Plant Tour	*January 24, 2025*
Visit # 3 Summit # 2 – Anacla Village	*January 24, 2025*
Bamfield Community Affairs Society	*TBA*
What We Heard Report - Summary of information collected during engagement, community inputs, and polling	*January 30, 2025*
Plan Approval Process	January - March 2025
Draft Plan	*Middle of February 2025*
Lands, Finance and Economic Development – Joint Committee	*Last Monday or Tuesday in February, 2025*
Approval by Chief and Council	*End of March, 2025*

We welcome all input for the four-year Economic Development Plan (EDP) and thank all individuals, the many organizations that have taken time to engage with the EDP listening phase of the process.

1.6 ENGAGEMENT GUIDING PRINCIPLE

One of the less understood goals of public engagement is to achieve “representation” in the feedback received from the community during an Economic Development Plan. To our team “representation” means receiving feedback from a broad demographic of individuals, citizens, organizations and groups that “generally” represent the population at-large and the range of economic development related subject experts. This may, at times, mean actively seeking feedback from under-represented groups either during our citizen focused engagement or actively through key stakeholder groups. It also means that our team will not simply attempt to achieve large feedback numbers if they are not also representative. At times, deeper and richer engagement with smaller representative groups can achieve a more broadly accepted final Economic Development Plan.



1.7 COMMUNITY WORKSHOP SUMMITS – PORT ALBERNI / ANACLA VILLAGE

Two community "workshop summits" provided an opportunity for Huu-ay-aht citizens, staff, and a range of nation and non-nation subject matter experts in forestry, tourism, culture, transportation, and economic development to learn more about the Huu-ay-aht Economic Development Plan process.

Sessions each included a casual networking, informal time to share insights over lunch and to connect with each other. A detailed Economic Development Planning process presentation was provided by the EDP project team, including a background on the general components of an economic development strategy.

Polling software was used within each of the interactive workshops, gathering key feedback on future vision, opportunities, strengths and weaknesses and are attached at the end of this document.

The second part of the summits enabled a deeper dive into the Huu-ay-aht's economic future with facilitated, small table groups focused on key subjects including future vision, key economic development Enablers, Tourism, Power sustainability, Entrepreneurship, Workforce, Forestry and Natural Assets and Culture. Each table provided a debrief of their conversations and specific ideas and opportunities. Participants were asked to consider key questions about what they wanted to see in the economic development plan and where there may be challenges and potential solutions for them to consider into the future (desired end state).

Snapshot of Community Workshop Feedback	
Vision	Ensure over time that a minimum of ½ of the HFN population is back home, and maintain and enhance quality of life of all citizens and residents which will be guiding by one-unified voice within a guiding document that connects our people to achieve the vision. For a prosperous Nation that maximizes own-source revenues, provides benefits for its citizens and maximizes well-being within the community. Within the context of this plan, we position the Nation to be a leader in addressing current and future social issues (i.e. seasonal and year-round meaningful jobs, housing, consistent, and widely available childcare and school infrastructure, back up power and sustainability) within the Anacla / Bamfield region. That we continuously consider prospective partnerships with our Nation, our partner nations and non-indigenous communities which would position HFN as a leader within the emerging green economy (carbon production, value added eco-forest products) along with immersive cultural visitor experiences.
	Sustainability: Protecting, preserving our natural assets, communicating and sharing the Huu-ay-aht history and culture. Preserving our culture, history, environment and traditional places while sharing with visitors. Focus on critical natural resources such as marine, fishing stocks, our oceans, wildlife and our forests.
	Small business: Create an environment for citizen and non-nation entrepreneurs to develop, invest and establish their own small (or large) businesses. Ensure specific land use and zoning for tourism and encourage Tourism collaboration, new partnerships, initiatives and marketing programs with west coast communities, organizations and businesses.

Challenges / Obstacles	It will be critical to set attainable goals within this 2025 Economic Development Plan, which balance immediate needs with long-term investments. Housing (citizens and non-citizens), short term accommodations, attracting new families, lack of amenities, childcare, back up power planning and implementation, meaningful jobs, affordability in housing needs, keeping our community "sustainable" through managed development. Infrastructure and services in place before development. Most of all the need to address the ongoing lack of clarity on the issues facing citizens.
	Small Business: Restaurants, no big festivals, or events, critical mass, lack of retail space, need for new entrepreneurs, food sustainability, jobs. Significant lack of education and training, certification and motivation to support employment opportunities via the Nation, Huu-ay-aht Group of Businesses, or non-indigenous opportunities that arise from new investment.
	Recreation and Outdoors: Small parks, with limited parking, limited trail networks, bear/human conflicts, lack of consistent RV / camping, trees growing into viewscapes.
Solutions	***Community:*** include and listen to elders, youth, citizens, experts and knowledge leaders who will lead / champion create sustainable training and capacity building for HFN Youth (16-30) in entrepreneurship youth programs, create child safe spaces with modern playgrounds, liaison with senior governments for infrastructure funding, attract more residents to Anacla, expand land base (inventory) for new growth, creating smaller housing units that are accessible for all physical abilities. Increase access to healthcare services, encourage cultural facilities and programing that can include internships, apprenticing and job shadowing and organized job fairs.
	Small Business: That we build capacity in our citizens of all ages to ensure they have the ability to learn and improve the skills needed across the Nation's own enterprises, sector interests and non-nation communities that will open opportunities for meaningful long-term jobs, create support programs for business, incentivize development to keep our services, school and clinic and businesses. Attracting new growth (residents, investors, workers, visitors) to support our businesses, and our citizens and teaching financial literacy / management at a young age – high school or younger resulting in a stronger workforce while also developing healthy strong, sound financial households. Encouraging our people to take absolute responsibility for their individual destiny and then help them do it!
	Recreation and outdoor/tourism: Prioritize both bike and pedestrian trail development and wayfinding, new bear bins, updated by-laws and fines, disk golf, and marketing tourism options in the Village. Train citizens in tourism skills, certification, guiding, trail building, and marine tourism pursuits.

1.8 SURVEY HIGHLIGHTS

Significant engagement has been held over the past year (2024) focused on new investment, land use and community development and growth. The Economic Development Plan (EDP) survey provided additional lens in support of the Huu-ay-aht economic future. Respondents lived in Port Alberni, Comox, Ladysmith, Rock Creek and Anacla Village. Lifestyle (outdoor and recreational pursuits) were the top reasons that would entice citizens to live within the territory alongside job opportunities. In order to attract people "home" and to stay long term, the most critical element would be access – proper winter highway and local road maintenance and clearing. The top things that make the Village of Anacla and surrounding area as a great place to live are: (1) Remoteness (2) The Beach (3) Family (4) Access to Nature (5) Close Community & Our History (6) Outdoor Recreation, Fishing, and Access to Seafood (7) Lifestyle.

Strengths • Focused Community Vision Treaty • Our Shared History • Unique Location • Access to Nature • Clean Air • Outdoor Recreation • Beaches • Small Community Feel / Friendly People in Anacla • Access to medical services • Reliable water and sewer services	• Tourism • Proximity to Barkley Sound • Strong values-based connections to the land • Untapped market • Natural Beauty • Wastewater Treatment plant • Large land base (TSL – Treaty Settlement Lands) • Established governance processes – Economic Development Act (EDA), Financial Administration Act (FAA) • Network of First Nations • Core Values that align with Environmental Social and Governance (ESG) Goals • HGB ownership of assets	**Weaknesses** • Community marketing / perceptions • Need better air / boat and road access into Anacla and Bamfield area • Docks not big enough • Not enough housing options • Need more RCMP in the area • Lack of public parking and no public bathrooms for community / visitors • Lack of Airbnb • Difficult for community wide shuttle services to Port Alberni • Lack of diversification/dependence on forestry • Limited infrastructure in Anacla
Opportunities • Create more / Better recreation amenities • More / Better affordable housing • Affordable Rental housing • Beautification • Culture facilities / activities & Events • Increased diversity / small scale industry • Land Based learning opportunities • Feels like we are at the beginning of possible	Economic growth • Plenty of room to grow • Continue to improve roads • Collaborative education and workshop opportunities • Downtown revitalization • Infrastructure focus that supports tourism growth • Beautify Bamfield 4-way (signage, flowers, etc.) • Flood of visitors expected • Capacity to implement taxation over TSL • Clean energy partnerships • Visitor Centre to promote local businesses • Value added forestry processing	**Threats** • Not enough recreation amenities • Lack of education opportunities • Need of more housing variety • Potential for Bamfield to look like Tofino • More community engagement • Flood of visitors • Overburdened infrastructure • local/regional competition

When asked what makes the Village of Anacla and surrounding area different and better than other places as a matter of lifestyle the top response was the Natural environment, small community feel and the friendly people and welcoming culture. Additionally, outdoor recreation, pathways and trails, parks and clear air differentiate Anacla, Bamfield and the west coast from other island towns and cities. A common theme in the engagement throughout the EDP, and mirrored in the survey, was the need for more housing variety, better affordability, rental housing and better healthcare access.

Top Economic priorities that are needed to enhance the current and future economy included:

- Infrastructure water, wastewater
- Water access for the community
- Culture, traditions, seafood
- Trail infrastructure
- Better docks for bigger boats
- Increased public moorage / boat launch
- Business licensing
- Small business opportunities
- Diversify economy through small scale enterprise
- Tourism - trails and hiking
- High-end Resort
- Better shopping options
- Plan and expansion of the Market
- Fishing licences
- Run of river projects
- Sell and promote our culture
- Extreme mountain trails
- Paint ball area
- Summer winter solstice
- Marine shipping and transport
- Access to Sarita
- More RCP presence
- Public Parking – paid in high season
- Redevelopment of the core of Bamfield.
- Collaborative conference / workshop opportunities – possibly using Anacla Community hall and the Marine Science Centre

Specific competitive advantages that would attract new business:

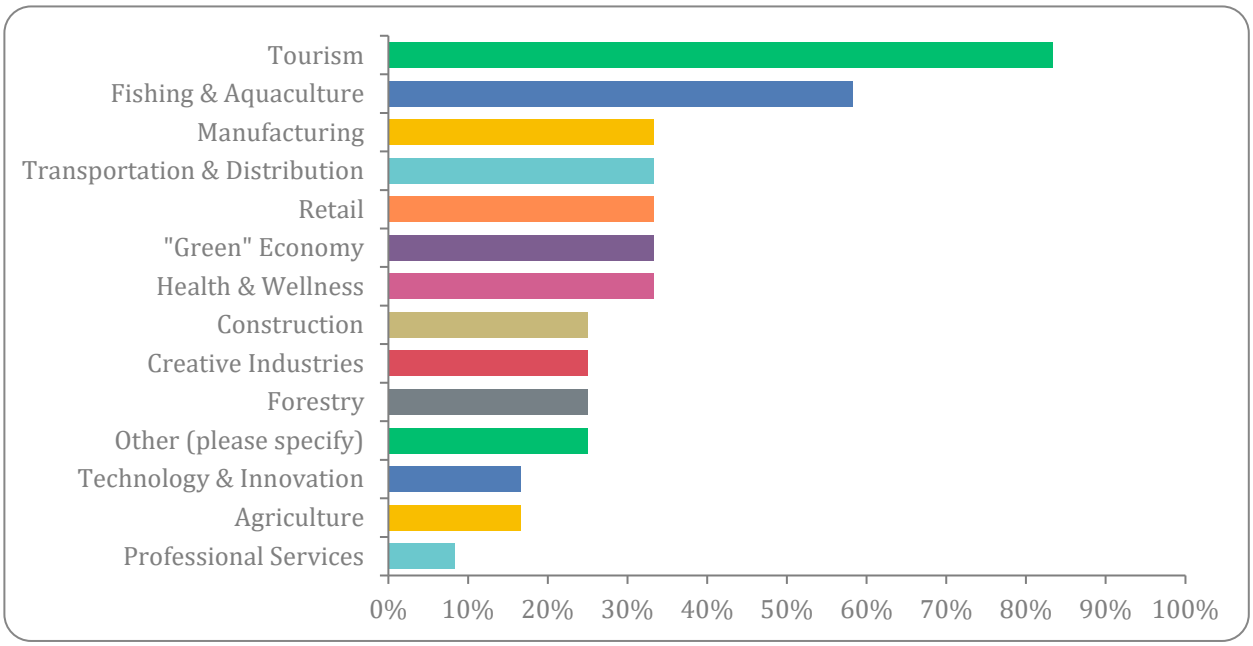
- Location - Remoteness – (is hard to find anymore)
- Ability to create a new, unique ecotourism destination
- Strong value-based connections to the land
- Untapped market for our outdoor natural assets and first Nation culture
- Culture identity of HFN
- Natural environment, pride in showcasing cultural connection
- Natural beauty
- Proximity to nature

Specific things that could be improved to make the Nation more business friendly and support small business growth:

- Infrastructure water, wastewater treatment and electricity
- Youth training and capacity building
- Sector specific vision and direction
- Enforcement - bylaw and safety RCMP
- A variety of places to stay and live
- Motivation through HFN pride from culture and traditions
- Unlocking wealth of our land to entrepreneurs

Industries that respondents believed the Nation should pursue to diversify the economy resulted and range of ideas with

Tourism the top response:



How likely is it that you would recommend the Huu-ay-aht Nation as a place to live and work to a friend or colleague?



Are there any other specific initiatives / actions / facilities / opportunities / recreation or other amenities, and / or "fixes" that would encourage more people to live in the Territory longer or move there?

- Medical services
- Land based healing
- Cultural / Traditional Info center
- More Airbnb to bring people so they want to stay
- Regular community wide shuttle services to Port Alberni
- Downtown revitalization in Bamfield

Imagine the new Huu-ay-aht Economic Development Plan has achieved something exceptional in the next 4 years. What BIG IDEA(S) did its citizens implement?

- Local economy - bioeconomy
- Renewal of existing accommodations or plans to rebuild
- Indigenous opportunities
- Infrastructure to support tourism growth
- Downtown Bamfield has the look and feel of Tofino
- Electricity
- Innovation - Identify our strength
- Parking for vehicles and boat trailers
- Rainy day funds
- Enticing 'wellness' based facilities
- More fully service all campsites water, power and sewer
- New grocery store and gas station / dock
- Market plan
- Need for more Human Resources
- 20-year forward-looking plan for forestry tied to specific metrics
- Drive / incentivise community engagement
- A Westcoast destination and gateway to the Broken Group
- Grow the community by recognition and best use of the ingredients that brings in investment and manage the resources for seven generations.
- Happy staff, speaking Huu-ay-aht phrases welcoming people, selling our culture through encouraging entrepreneurs to fill in service gaps of large nation initiatives in tourism.
- Leading the way for business development, creating a secure climate for investment that benefits Huu-ay-aht citizens and the broader economy, grounded in culture and care for the natural environment.
- A true wholesome team internally and externally who will attract business partners and developers to do business with us.
- To support and develop a healthy and sustainable diversified economy where the people can flourish and benefit from the traditional territory.
- A vibrant ocean-side community leveraging the untapped nature at its doorstep to entice tourism

What priorities should a Huu-ay-aht First Nations Economic Development Plan place on the following business, investment and community enablers?

- Housing affordability/innovation
- Rental housing
- Commercial land supply
- Downtown enhancement
- Health services
- Community appearance/distinctiveness
- Environmental initiatives
- Transportation service levels (airport, highways)
- Entrepreneurship development programs
- Advanced broadband (gigabit speeds/5G)
- Industrial land supply
- Business costs (municipal-related)
- Recreation amenity
- Art/culture programs/animation (e.g. events)
- Public transit
- Post-secondary education
- Training
- Placemaking/beautification
- Innovation initiatives

Based on what you feel is important to a prosperous future for The Huu-ay-aht, which of the following economic development program elements do you think should be the top focus?

1. Destination development (tourism infrastructure and products)
2. Business retention and expansion (local existing business focus)

3. Marketing to attract new investment, visitors and residents to The Huu-ay-aht Nation
4. Investment attraction (typically more external to community)
5. Workforce development, attraction and retention
6. Policy development and advocacy that enables more prosperous business conditions

The following principles will provide the foundation for the implementation of the new Economic Development Plan. Please rank these principles in the order of which you think will most benefit the implementation of the plan.

1. Community Wellbeing
2. Infrastructure & Land Use Efficiency
3. Economic Resiliency
4. Diversity, Equity, & Inclusion
5. Business Expansion
6. Placemaking
7. Sector Diversification

What recommendations, steps or resources would you suggest are needed in to establish an entrepreneurship-friendly climate that encourages business start-ups/expansions within the Nation?

- SWOT analysis that includes all other partners. Set up sectors then attract investments. This may include HFN investing and having equity. Need to build business capacity. Succession plant for Seven Generations.
- Feasibility study and business planning support, business management
- Sectoral specific plan, understanding the asset base and its future potential and how HFN sees it benefiting from those assets (e.g. tax, jobs, royalties, direct oversight / management) – i.e. its base level objectives upon which to weigh options that align or don't align and how to prioritize efforts to achieve expected results.
- RCMP
- Our nation wants to create an equity / down payment support program so members can get support on their equity requirements to NEDC to a maximum amount contribution (i.e. $1000 per member). Just an idea we have discussed but not implemented. Maybe something HFN can consider.



1.9 ECONOMIC DEVELOPMENT GOVERNANCE & LEGISLATION

In the creation of an Economic Development Plan, core consideration of the Governance Model that governs Economic Development actions, tactics and outputs and outcomes is reviewed. The Current Economic Development Department governance model stems from HFN Legislation via the Economic Development Act of 2013 and, as amended over time. The Legislation provides the oversight and management needs for the Huu-ay-aht First Nation Economic Development[1].

The Legislation is significantly detailed, providing clear and specific direction of roles, rules and actions. As common in First Nation economic development approaches[2]. Engagement feedback suggests that the current legislation could be updated to provide clarity in roles, agreement on a more inclusive definition of economic development focusing on enablers and the addition of specific outputs (tactics) and the corresponding longer turn outcomes. Outputs are the direct, tangible and measurable results of economic development activities. They are often short-term and indicate where specific tasks or initiatives have been implied as planned[3]. Outcomes are the longer-term impacts or changes that result from the activities (tactics, initiatives, actions and outputs).

It is and will be vital to establish clearer definitions of roles, responsibilities, and rights within the Huu-ay-aht Economic Development department and within the EDP itself. This is particularly important for ensuring efficiency in the large-scale projects like the FORUM initiative and achieving seamless coordination between HFN's government and corporate bodies. To meet the expectations of the HFN government, greater clarity on decision-making processes would also be highly beneficial. Alignment with external legislative recommendations will be a critical step to enable future investment decisions.

The distinction between government roles, the Economic Development Department, and HGB entities would benefit with further refinement. Legislation should delineate the roles of government as distinct to that of the HGB to support long-term economic growth and prosperity while maintaining clarity for all stakeholders—employees, consultants, investors, and citizens.

Economic Development as a government function should focus on enabling sector-wide growth, workforce / training, housing, transportation and facilitating connections, while business entities (HGB) remain focused on profit-oriented activities, but working in collaboration and not on a model of total separation. This distinction will help ensure effective reporting and legal compliance, such as dividend provisions back to the Nation. Structuring the legislation to clearly define these distinctions and expectations will foster transparency and operational efficiency.

[1] ECONOMIC DEVELOPMENT ACT. OFFICIAL CONSOLIDATION March 22, 2019
[2] Maa-nulth First Nations
[3] Blakely, E.J., & Leigh, N.G. (2013). Planning Local Economic Development: Theory and Practice.

1.10 NATURAL ASSETS, CULTURE & HISTORY

The economic value of nature is changing, reflecting changes in people's preferences, demography, markets, tourism, technology and the environment itself. Companies are responding but much more work is required to develop and scale up competitive business models that can conserve biodiversity and deliver ecosystem services while also meeting people's needs for better products and services. At the same time, biodiversity and ecosystem services are also the basis of new business opportunities This is most obvious in the case of companies selling goods and services that are directly associated with biodiversity and ecosystems, such as nature-based tourism. [4]

The Huu-ay-aht First Nation is situated within one of the most untouched and natural environments on Vancouver Island with lush forests and access to rivers, lakes and the Pacific Ocean. These assets have been used by the Huu-ay-aht for time memorial and are embedded in their culture and history. Responses through the engagement process highlighted the importance of connection to the water, outdoor pursuits and the importance of protecting historic and traditional cultural assets alongside the environment. Together, these elements provide a lifestyle not easily found in over parts of the Island or Lower Mainland for that matter.

As the Nation moves forward with new investment and managed growth, the sense of a harmonious lifestyle, beautiful nature, the small community feel, and the closeness of people become the value proposition for the Huu-ay-aht.



[4] TEEB Report for Business, The Economics of Ecosystems and Biodiversity.

1.11 ENABLING ECONOMIC DEVELOPMENT

Enablers in the context of Economic development planning refer to the critical conditions resources tools, resources, tools or factors that facilitate the successful implementation of strategies and initiatives. [5] For First Nations, enablers often reflect unique cultural, social, economic, and legal contexts, serving as foundational elements that empower communities to achieve self-determined economic goals while preserving cultural values and traditions. While we look at economic development from many viewpoints, the common understanding is that economic development is considered a business (i.e. HGB) or a specific sector, key tactic or a function such as the attraction of an investment or expansion of a business. The importance of the underlying enablers for these economic development activities often matter most to achieve success for communities as they implement their economic development plan.

Through engagement process we have heard much about enablers and the degree in which they enable or restrict the Huu-ay-aht's economic success. The following is a summary of a range of Economic Development and community Enablers that will be included in the strategic plan:

Expanded Enablers with Specific Actions for First Nations Economic Development

A. Childcare Services that are easily accessible and culturally sensitive to support workforce participation and community well-being.
B. Housing Diversity – needed mix of housing types to address the needs of Nation and non-Nation residents including micro, module housing options.
C. Reliable Power and Renewable Energy to ensure consistent energy supply, supplemented by solar and other renewable options.
D. Community and Recreation Facilities that are safe and accessible spaces for physical, social, cultural activities and training.
E. Reliable communication, cell coverage and digital connectivity.
F. Workforce Training and Development programs that prepare community members for employment in diverse sectors.
G. Celebrating and Promoting Huu-ay-aht Culture and History to preserve and share the Nations heritage / traditions.



[5] IEDC (2016). Making it Count: Metrics for High Performing EDOs

1.12 DEVELOPMENT, FRAMEWORK PLAN & LANDUSE

What are the key projects, investments, or other tactics that must be considered for the plan to be successful and supported by Chief and Council, Citizens, and Staff?

- Framework Agreement/Plan: The greatest challenge facing the community is housing and infrastructure. The Framework Plan is essential in providing an established path to address these gaps.
- Updated Land Use Plan (LUP): In accordance with the Framework Plan, an updated LUP would determine land use designations and set the foundation for residential commercial development and new investment into the territory.
- Visitor/Cultural Centre: A visitor centre in Anacla would increase awareness of HGB and local businesses and indirectly serve as an asset for investment attraction.
- Clean Energy Partnerships: Investments made in these projects would position the Nation to play a leading role in 10 or 20 years down the road.



1.13 HFN FUTURE OF FORESTRY

Huumiis Ventures LP ("Huumiis"), owned by Huu-ay-aht First Nation (HFN), holds a 35% interest in Cawak ʔqin Forestry ("Cawak ʔqin"), which manages Tree Farm License 44. Through this acquisition, HFN aimed to gain control over their territory, about 35% of TFL 44, but this has not been fully achieved due to overlapping land management plans with neighboring Nations[6].

In 2021, Cawak ʔqin exceeded financial expectations, providing Huumiis with its anticipated return for the eight months of that year in which the entity was a 35% partner. However, market downturns in 2022 led to financial challenges. Huumiis has not received financial distributions since then, relying on cash advances from Western Forest Products (the majority shareholder) to meet Huumiis loan obligations[7].

FORESTRY INNOVATION: WHAT IT LOOKS LIKE

Creating a Forest Based Bioeconomy mill products: "Together with our collective power, we will be guided by the principal of efficiency and the innovative application of new and proven technology to use forest biomass effectively, coupled with using non-traditional co-products and finding alternate uses for forest fibre while creating a new value chain together".

[6] Provided by Shannon Janzen via discussion and subsequent memo.
[7] Note: There are no legal / contractual obligations or agreements that require WFP to make such payments

In 2023, the Allowable Annual Cut (AAC) for Tree Farm Licence (TFL) 44 was unexpectedly reduced by 19%, impacting the economic opportunity initially purchased by HFN. This BC government decision was made without HFN consultation. It resulted in a 15% reduction of the economic partition to 484,600 m3, equating to a lost economic opportunity of over $400,000 per year to Huumiis.

Contracting opportunities have been limited due to negotiations between the United Steelworkers (USW) and Cʹawak ʔqin resulting in a single contractor, Navalign, handling all contracting work. Despite Huumiis' ownership, the relationship with the USW has been strained, though recent changes to the Navalign model show a positive outlook for future success.

Employment opportunities have been limited. Since the partnership's inception, only two HFN citizens have been employed on an ongoing basis as forest guardians. Other employment opportunities have not materialized due to variable levels of work through contractors.

Provincial policy has increased costs in TFL 44 through coastal revitalization initiatives, such as fiber recovery zones and variable fees in lieu of log exports, driving up costs and reducing log values for forest tenure holders. West Coast producers, like Cʹawak ʔqin, have been disproportionately impacted due to the high cost of harvest not adequately covered in BC's stumpage/taxation allowances, which are generally based on coastal averages. Looking ahead, HFN and Huumiis will need to align on strategy.

To date, Huu-ay-aht First Nation has:

1. Agreed to participate in a Forest Landscape Plan scoping session led by the BC Ministry of Forests (noting this does not obligate anyone to participate), and
2. Contracted Michelle Corfield to engage all TFL 44 Nations to gauge their interest in:
    a. Coordinating on a common plan for land management in TFL 44, and
    b. Creating an economic stake for all Nations in the TFL commensurate with the TFL's territorial overlap.

Such discussions have been positive and are now resulting in the need for Huumiis and HFN to:

1. Coordinate a potential share purchase with Western Forest Products (WFP), and
2. Determine the structure of any potential partnership with neighboring Nations.

The goal is to create alignment amongst all participants in the TFL and establish dispute resolution mechanisms through the shareholders' agreements. In doing so, the parties believe it is possible to create better alignment and increase the economic output and returns from the TFL back to forecasted levels.

This approach has some risks as has been demonstrated through past multi-Nation partnerships. While such risks can be mitigated through strong governance and accountability agreements, HFN will need to weigh such risk and decide whether it wishes to sell down its ownership interests and by how much.

To date, the direction from HFN to its consultants is to keep the Nation whole for its original investment. In doing so, there are a series of business decisions that require alignment with Huumiis and the Nation, including:

1. A potential financial right-down of HFN's share interests if sold for less than purchase and

2. Given the circumstances since the Nation leveraged its treaty to make the purchase, a potential request from the Province

of BC to bridge the financial gap from HFN's original investment.

Any change in ownership structure in Cʼawak ʔqin would be considered a tenure transfer under the Forest Act. A tenure transfer decision requires the Forest Minister to assess the impact on the marketing of fiber within the province and the public interest before approving. There are incremental legislative provisions if there is a change of business control, which may occur through a potential transaction whereby all TFL 44 Nations form one company to acquire (as is currently being contemplated).

Tenure transfer provisions, while generally straightforward, are time-consuming and administratively costly. As such, if HFN were to consider transferring Huumiis' interest in Cʼawak ʔqin to another HFN entity (e.g., HGB), it should target doing so only once and simultaneously as any share units change to include neighboring Nations. HFN enabling policies that will facilitate Huumiis and Cʼawak ʔqin transfer would be beneficial to ensure this can be accomplished under HFN legislation when the time comes to make the transfer. There is a clear need for an aligned vision for HFN forestry. There are structural issues in Cʼawak ʔqin, including the fixed costs associated with the WFP management agreement that may be fixed through coordination through the forestry assets and managed through Huu-ay-aht Group of Businesses (HGB).

The most significant short-term challenge Huumiis currently faces is its ability to service its debt. Cʼawak ʔqin has been in a loss position since Q2 2022, and based on the current operating structure, the forward-looking forecast is break-even at best.

The current loan agreements use the Huumiis share units as security. To-date, the Nation has not "back-stopped" the loan agreements. However, any default on loan payments would damage HFN's reputation and that of its partners.

If HFN does not wish to sell down its shares, then the Nation could pay off the loans through other equity to allow the Cʼawak ʔqin business to recover or facilitate an alternative structure or approach that increases HFN's control beyond the minority. HFN and Huumiis could also consider renegotiating the fiber supply agreements currently held by WFP to improve Huumiis's profitability.

Regardless of approach, alignment with neighboring Nations will need to be addressed so that the business can succeed. HFN core territory, with no overlap, is only 7% of the TFL. All other areas involve other Nations asserted territorial boundaries.

Any further capital costs should be minimized through negotiations with WFP and the Province. Loan agreements, including vendor takeback and quarterly advances, are currently at $14 million. Go-forward expenditures are expected to relate to legal and consulting fees to support the transition to a new ownership or management structure for the TFL and should be fully covered under the HFN Forestry Consulting Services LP ongoing fees sourced through Huumiis agreements with Cʼawak ʔqin.

1.14 TOURISM - OUTDOOR AND COMMUNITY RECREATION

The Tourism sector within and surrounding the HFN Territory brings a spectacular range of natural marine and land-based assets.

- Historical responsible and who in the future
- Bamfield chamber of commerce
- Centennial park – non-profit info centre
- Clarity of roles and agency is needed
- Need a collaborative DMO - it would be amazing – all of the pieces of tourism and need to not be dealt with on the side of a desk within Economic Development

- HFN – training and workforce – bigger context
- Not enough capacity at the moment
- The key piece – if you look at the land use plan, infrastructure HFN is holding all the cards.
- If you are not effective and efficient
- First you must have a process for tourism and it needs to work. Multi-layered investment in the conversation.
- Social needs or commercial needs or infrastructure with the economic development conversation – fund and capacity. And the nation
    - Clarifying roles – opportunity off collaboration – create efficiencies - terminology – Economic Development and Tourism definition
    - HBG – if forestry is going where it is going – 10 years the tourism piece is going to carry the load
    - Haida – some support
- DMO – last spring summer – convos with brad parcel – Tofino, Ucluelet – Alberni, Barkley sound group
    - No growth in summer
    - Who are the parties – Economic Development department in the area - Piyush
    - Overlapping territory – start with the nation and localized for HFN
        - Vision is coop with others
    - Timing is good right now for tourism – forestry and fishing

Opportunity

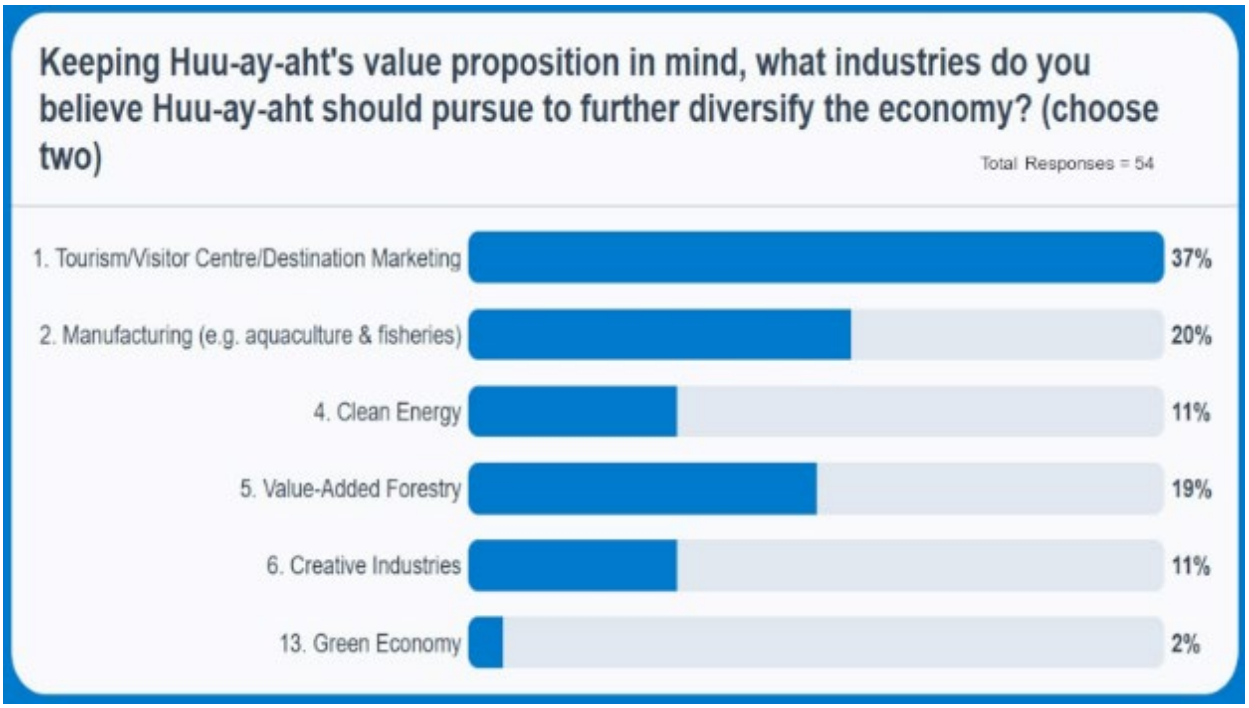
- Destination accommodation – packages and marketing
- Inclusive tours – only fishing – expand into other tourism species – i.e. whale watching
    - Can be attracted from private sector
    - Fee simple land is owned by HFN – Bamfield
- Resort eco tourism
- Food and beverage
- Summer based HBG assets and some would be entrepreneur
- Alberni valley bus shuttle service to service Bamfield – Alberni Island Shuttle – first schedule run is in march 5
- Float plane – transportation – not yet for tourism - Harbour Air, Atleo River Air out of Tofino
- Pacific sea planes - presence
- Eco tourism experiences
- Lo cap X food and beverage
- Real estate not accessible
- Culture tours – holds big presence but the segment is not huge
- kiiẋin (kee-hin) – plan to take on that product – feasibility – had to be attached to something else.
- Tourism entrepreneurship
- Need amenities like others
- Spa
- Accessibility is an issue/opportunity



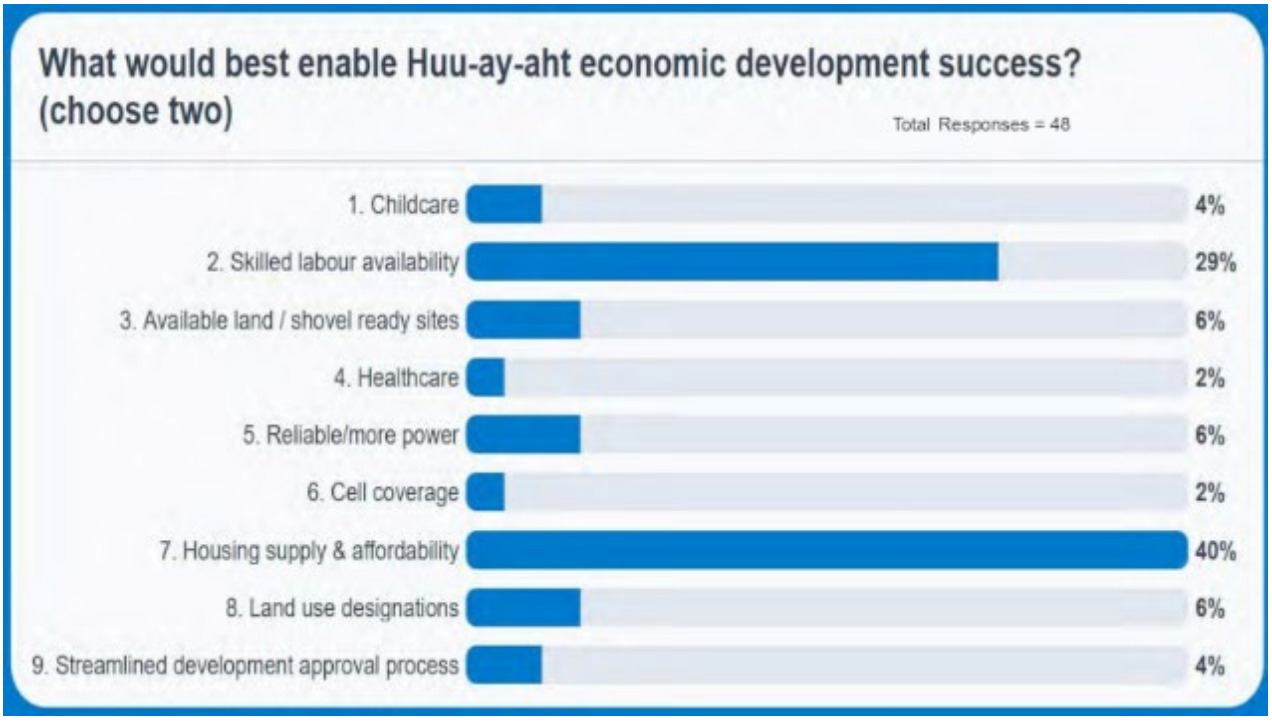
1.15 COMMUNICATIONS MATERIALS – POLLING & WORDCLOUDS

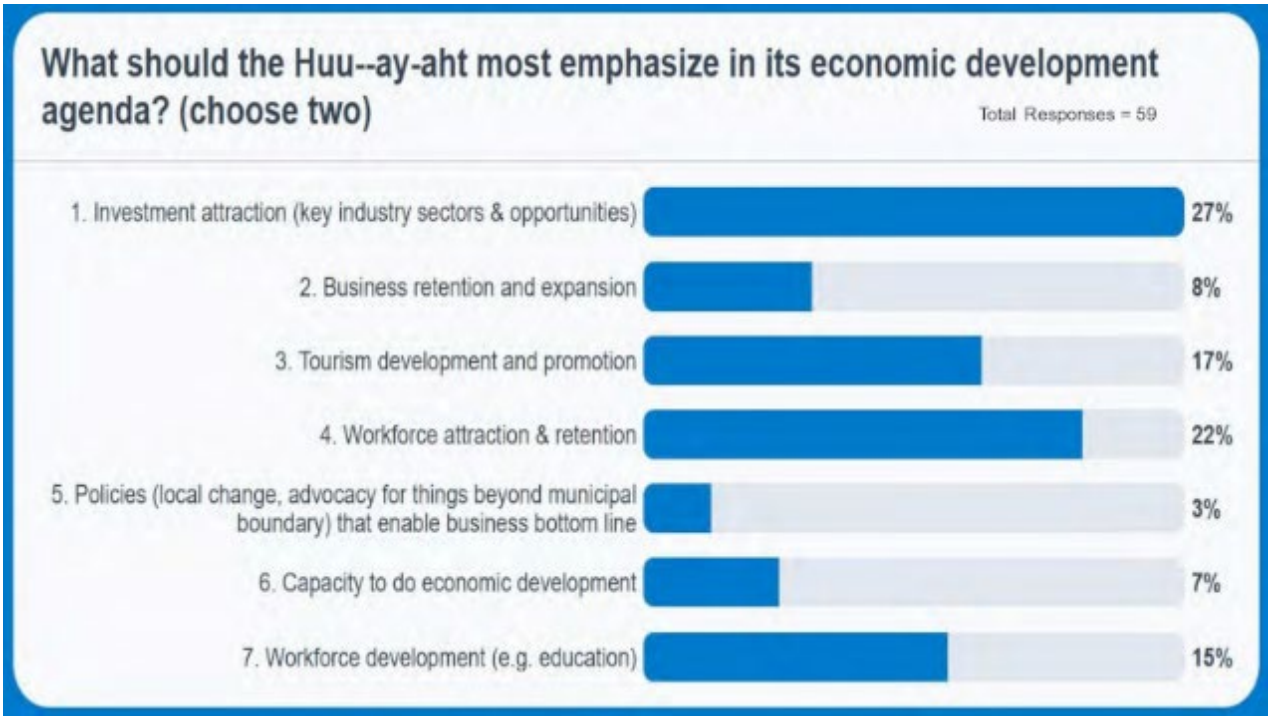


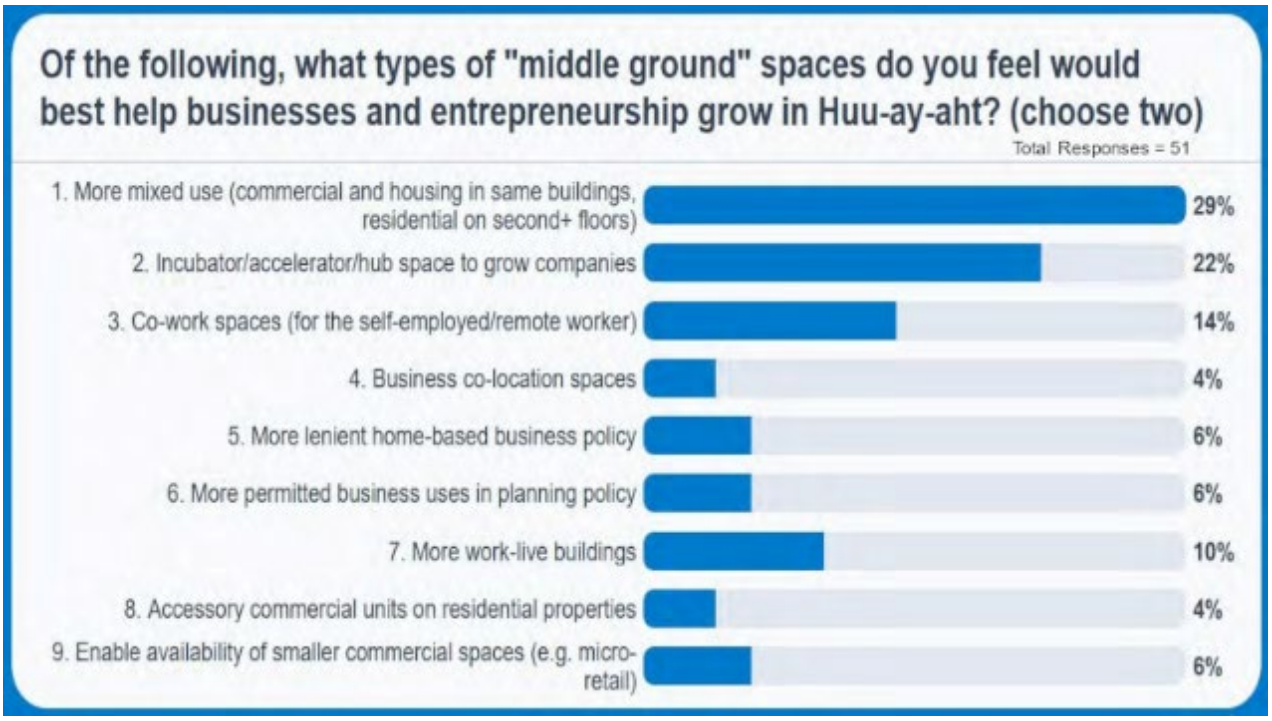
PORT ALBERNI POLLING RESULTS

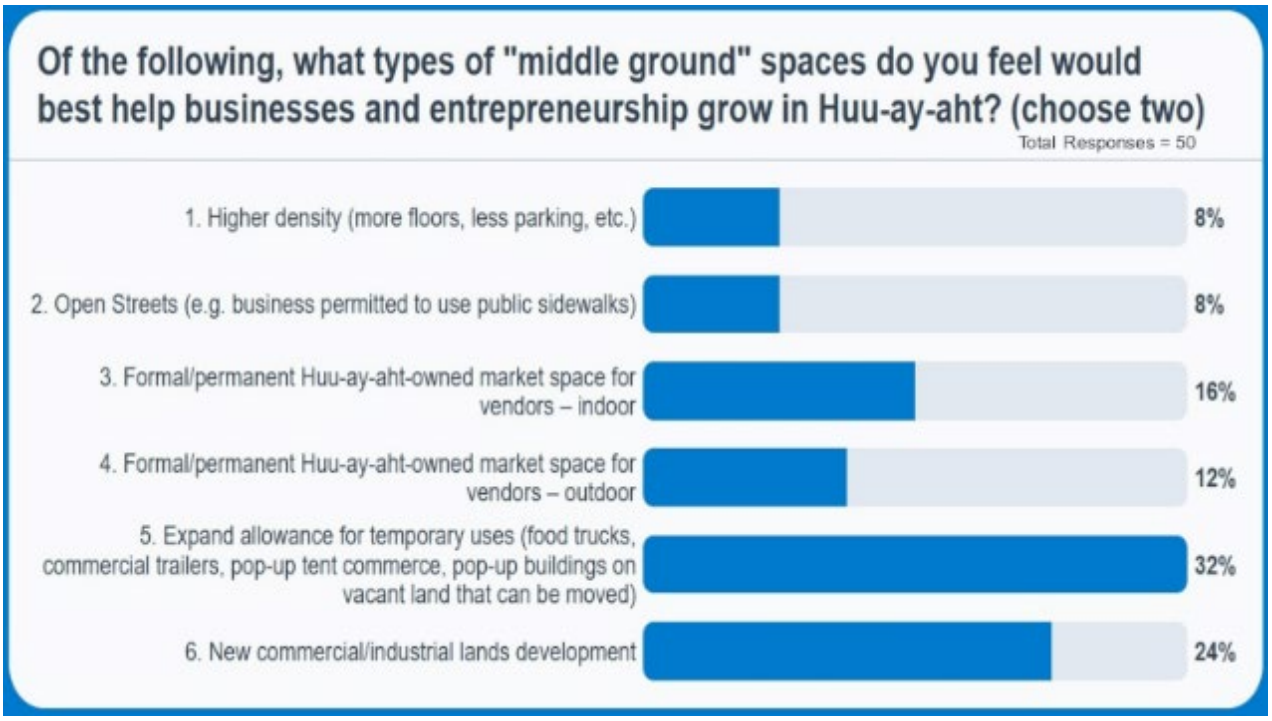

Keeping Huu-ay-aht's value proposition in mind, what industries do you believe Huu-ay-aht should pursue to further diversify the economy? (choose two)
Total Responses = 54
1. Tourism/Visitor Centre/Destination Marketing
37%
2. Manufacturing (e.g. aquaculture & fisheries)
20%
4. Clean Energy
11%
5. Value-Added Forestry
19%
6. Creative Industries
11%
13. Green Economy
2%


What are Huu-ay-aht's key challenges? (choose two)
Total Responses = 53
1. Health services
11%
2. Core infrastructure asset management
36%
3. Multi-use transportation
13%
4. Workforce training, recruitment & Development
40%


What would best enable Huu-ay-aht economic development success? (choose two)
Total Responses = 48
1. Childcare 4%
2. Skilled labour availability 29%
3. Available land / shovel ready sites 6%
4. Healthcare 2%
5. Reliable/more power 6%
6. Cell coverage 2%
7. Housing supply & affordability 40%
8. Land use designations 6%
9. Streamlined development approval process 4%

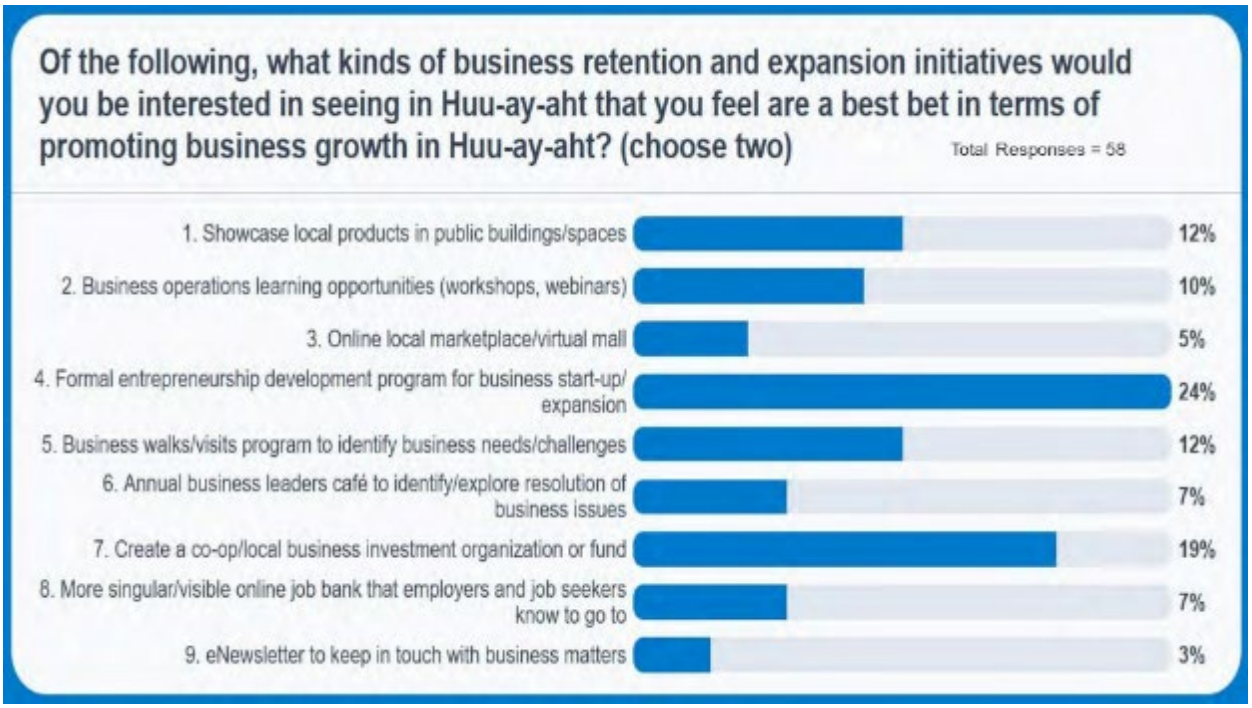

What should the Huu--ay-aht most emphasize in its economic development agenda? (choose two)
Total Responses = 59
1. Investment attraction (key industry sectors & opportunities) 27%
2. Business retention and expansion 8%
3. Tourism development and promotion 17%
4. Workforce attraction & retention 22%
5. Policies (local change, advocacy for things beyond municipal boundary) that enable business bottom line 3%
6. Capacity to do economic development 7%
7. Workforce development (e.g. education) 15%


Of the following, what types of "middle ground" spaces do you feel would best help businesses and entrepreneurship grow in Huu-ay-aht? (choose two)
Total Responses = 51
1. More mixed use (commercial and housing in same buildings, residential on second+ floors)
29%
2. Incubator/accelerator/hub space to grow companies
22%
3. Co-work spaces (for the self-employed/remote worker)
14%
4. Business co-location spaces
4%
5. More lenient home-based business policy
6%
6. More permitted business uses in planning policy
6%
7. More work-live buildings
10%
8. Accessory commercial units on residential properties
4%
9. Enable availability of smaller commercial spaces (e.g. micro-retail)
6%


Of the following, what types of "middle ground" spaces do you feel would best help businesses and entrepreneurship grow in Huu-ay-aht? (choose two)
Total Responses = 50
1. Higher density (more floors, less parking, etc.)
8%
2. Open Streets (e.g. business permitted to use public sidewalks)
8%
3. Formal/permanent Huu-ay-aht-owned market space for vendors – indoor
16%
4. Formal/permanent Huu-ay-aht-owned market space for vendors – outdoor
12%
5. Expand allowance for temporary uses (food trucks, commercial trailers, pop-up tent commerce, pop-up buildings on vacant land that can be moved)
32%
6. New commercial/industrial lands development
24%


Of the following, what kinds of business retention and expansion initiatives would you be interested in seeing in Huu-ay-aht that you feel are a best bet in terms of promoting business growth in Huu-ay-aht? (choose two)
Total Responses = 61
1. "Shop local" marketing campaigns 10%
2. Align with regional/provincial programs 5%
3. Concierge service to help navigate development approvals 2%
4. Signature events that attract visitors/residents to shop 25%
5. Entrepreneurship supports for our younger generation 20%
6. Tax incentives for specific types of desired development 11%
7. Advocacy for business issues 3%
8. Industry sector specific networking opportunities that nurture sector growth 15%
9. Alignment with key industry sector procurement opportunities for local business 10%


Of the following, what kinds of programs do you feel would best support development of your business/all Huu-ay-aht businesses to nurture success? (choose two)
Total Responses = 56
1. Help with market knowledge/research 14%
2. Business planning advice 7%
3. Sector specific networking opportunities like technology meet-ups 5%
4. Entrepreneurship bootcamp/fast track training program 21%
5. Awareness of work from home/self-employment opportunities (e.g. remote digital worker training) 2%
6. Apprenticeships in business sector/type of business of interest 9%
7. Youth entrepreneurship program (age 16-30) 14%
8. Micro investment fund for new ideas/business start-ups 18%
9. Creation of a business mentorship group to provide free advisory to entrepreneurs 9%


Of the following, what kinds of business retention and expansion initiatives would you be interested in seeing in Huu-ay-aht that you feel are a best bet in terms of promoting business growth in Huu-ay-aht? (choose two)
Total Responses = 58
1. Showcase local products in public buildings/spaces 12%
2. Business operations learning opportunities (workshops, webinars) 10%
3. Online local marketplace/virtual mall 5%
4. Formal entrepreneurship development program for business start-up/ expansion 24%
5. Business walks/visits program to identify business needs/challenges 12%
6. Annual business leaders café to identify/explore resolution of business issues 7%
7. Create a co-op/local business investment organization or fund 19%
8. More singular/visible online job bank that employers and job seekers know to go to 7%
9. eNewsletter to keep in touch with business matters 3%

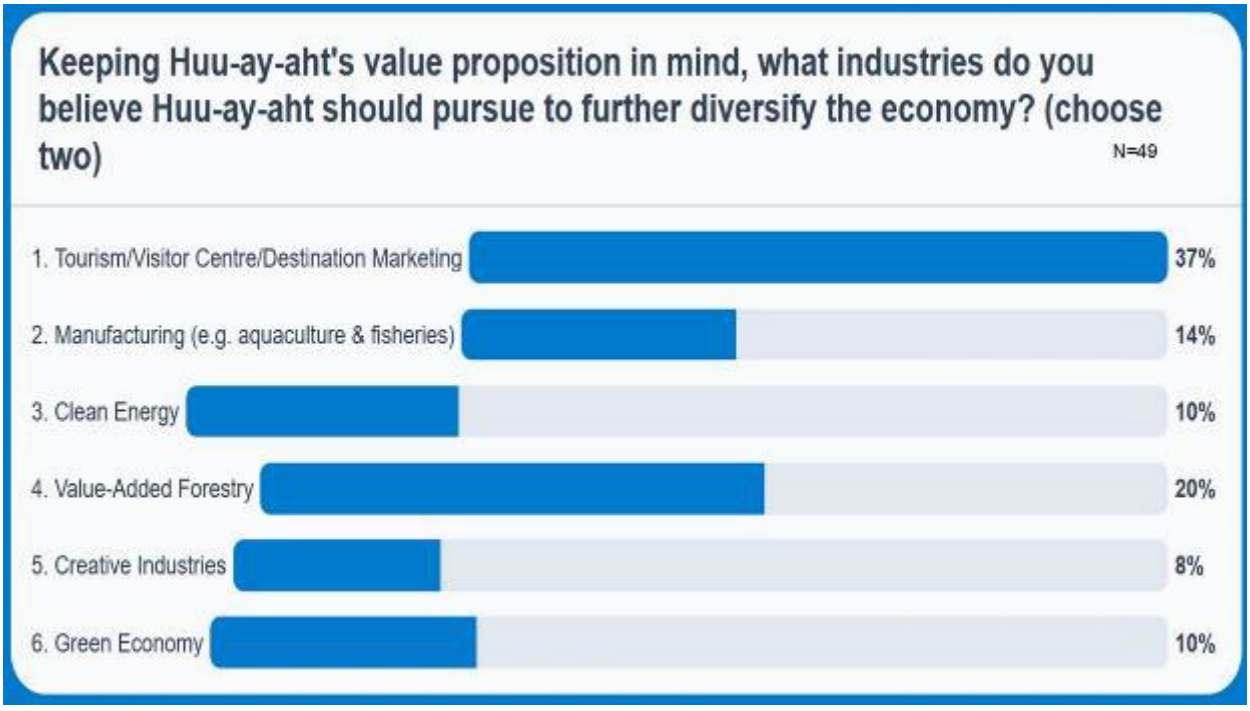

Of the following, what kinds of business retention and expansion initiatives would you be interested in seeing in Huu-ay-aht that you feel are a best bet in terms of promoting business growth in Huu-ay-aht? (choose two)
Total Responses = 56
1. Celebrate businesses successes/good news - web/online 25%
2. Rewards/loyalty card program to promote local shopping 5%
3. General business networking opportunities 14%
4. "Dragon's Den" equivalent to support winning business ideas 4%
5. Mentorship matchmaking 21%
6. Business resources directory 7%
7. Job fairs/trade shows to attract workforce 23%


Using single words, what is your vision for the future of Huu-ay-aht?
Total Responses = 79
forward
huuayaht
innovative
eco-friendly
work-together-asone
nuu-chah-nukth
financial
wellbeing
wealth
roles
prosper
stability
hgb
thinking
traditional
sustainability
growth
jouful
region
cawak
safe
sustainable
eco
succesful
hfn
selfprosperity
hisak
investment
successful
class
self-reliance
vs
culture
security
iisaak
work
proud
pride
sustaining
sufficient
ma
together
open
citizens
vibrant
self-sufficient
well
economic
lead
clarity
money
legit-clean
self-sustaining
partnerships
independence
generational-success
prosperous
uu-uth-luck
community
job-creation

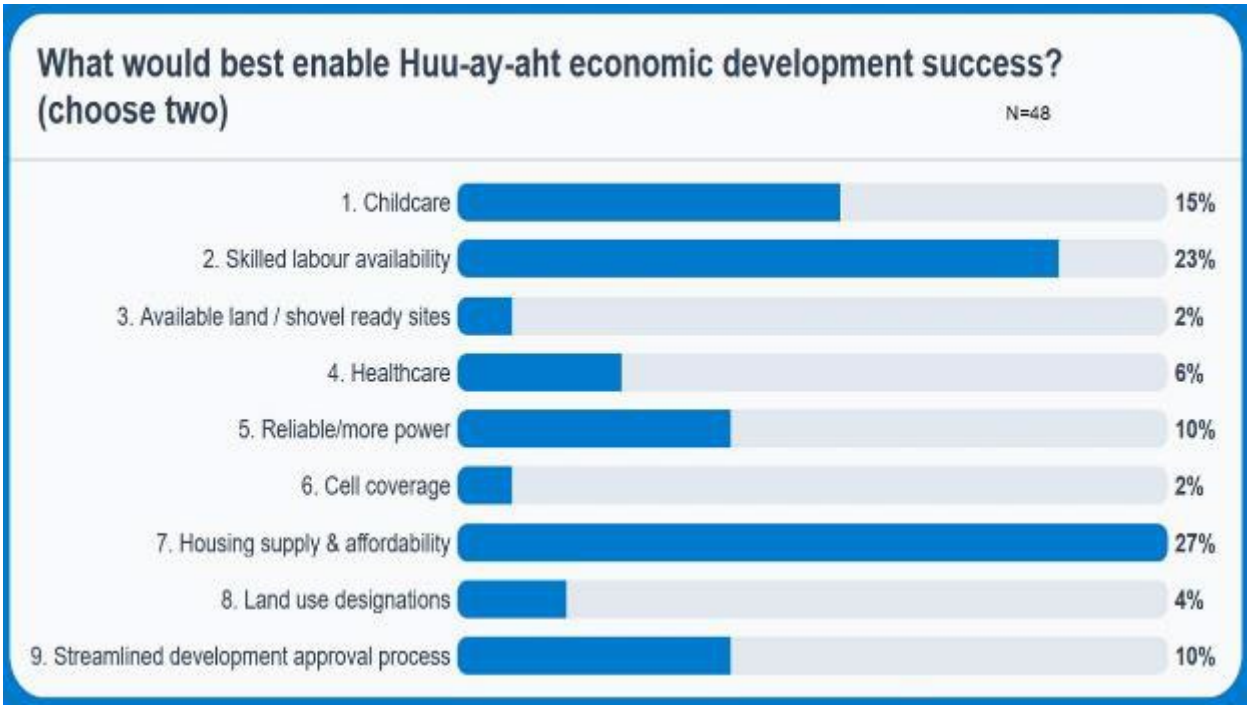

What key CHALLENGES are holding back our economic development ambition?
Total Responses = 100
communication
infrastructure
lack
housing
work
remoteness
power
phone
cell
capacity
people
roles
internet
hgb
sewer
limited-housing
labour
coverage
qualified
politics
need
overlapping
need-quality-over-quantity
communication-within-the-team&departments
staff-retention
workforce-housing
specific-purpose-of-initiative
fibre
untrained
business
marketing
investment
relationship
rights
interference
industry
connection
advertising
boundaries
ability
trained
liability
amenities
road
connectivity
services
huuayaht
ethic
sold
distance
cell-coverage
recycling
relationships
no-housing
dependable
access-to-fibre
core
legal
policies
clarity
care
finances
workers
between
medical
remoteness
shopping
coordinated-tourism-plan
accommodations
process
power-roads-sewage-basicinfrastructure
building
misunderstanding
much
collaboration
technology
management
development
strengthen-current-business-success
promotion
imagination
support
water
activities
policy
infrastructure
cellphone
center
exposure
factors
medical
zone
personal
force
familiarity
pavement
employee-accommodations
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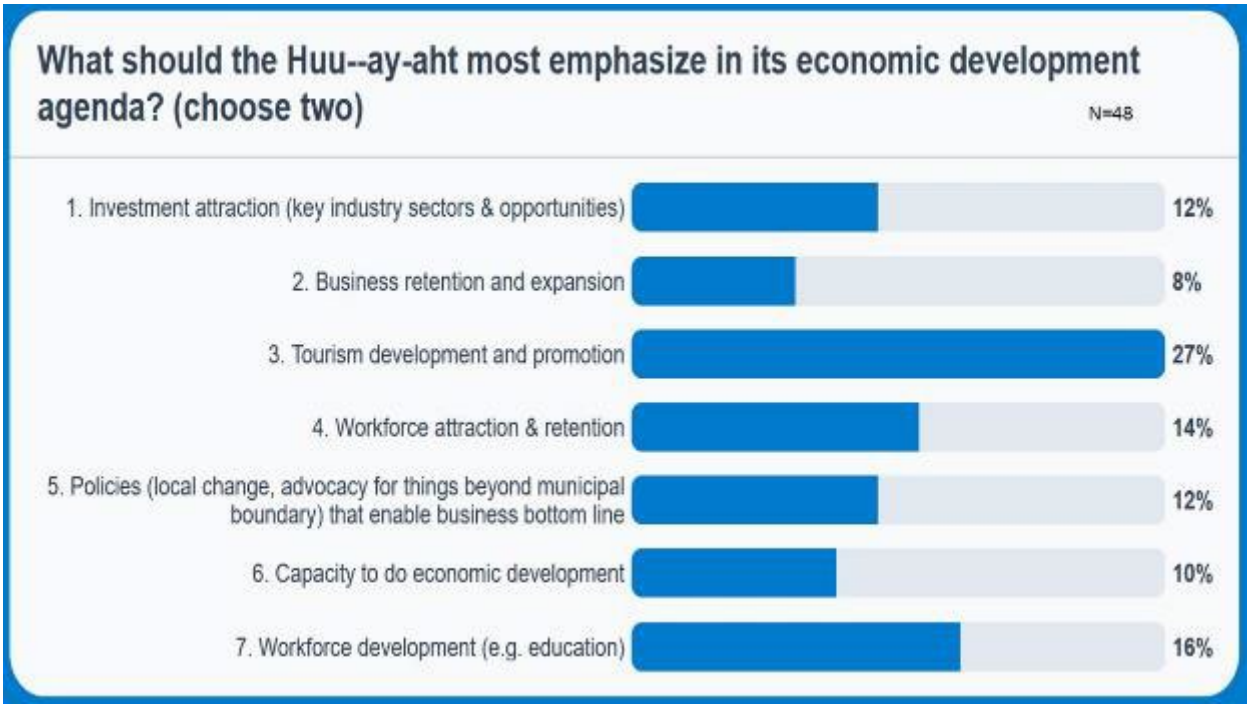


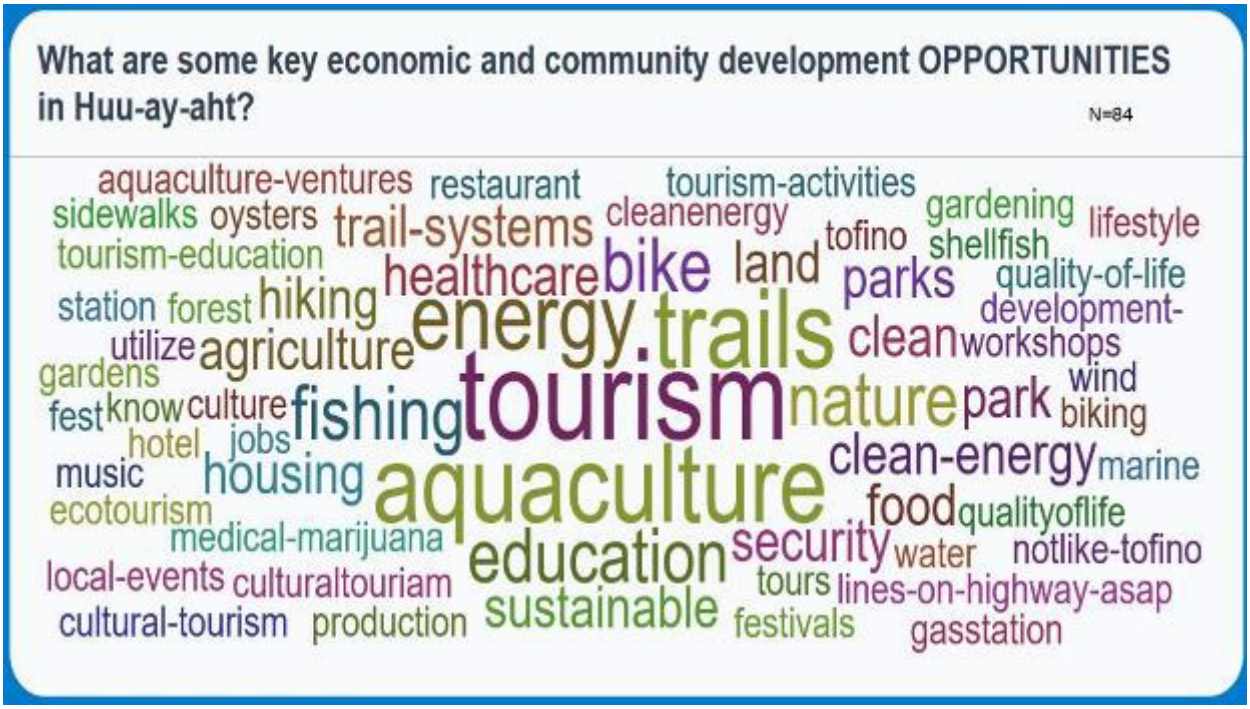
ANACLA VILLAGE POLLING RESULTS

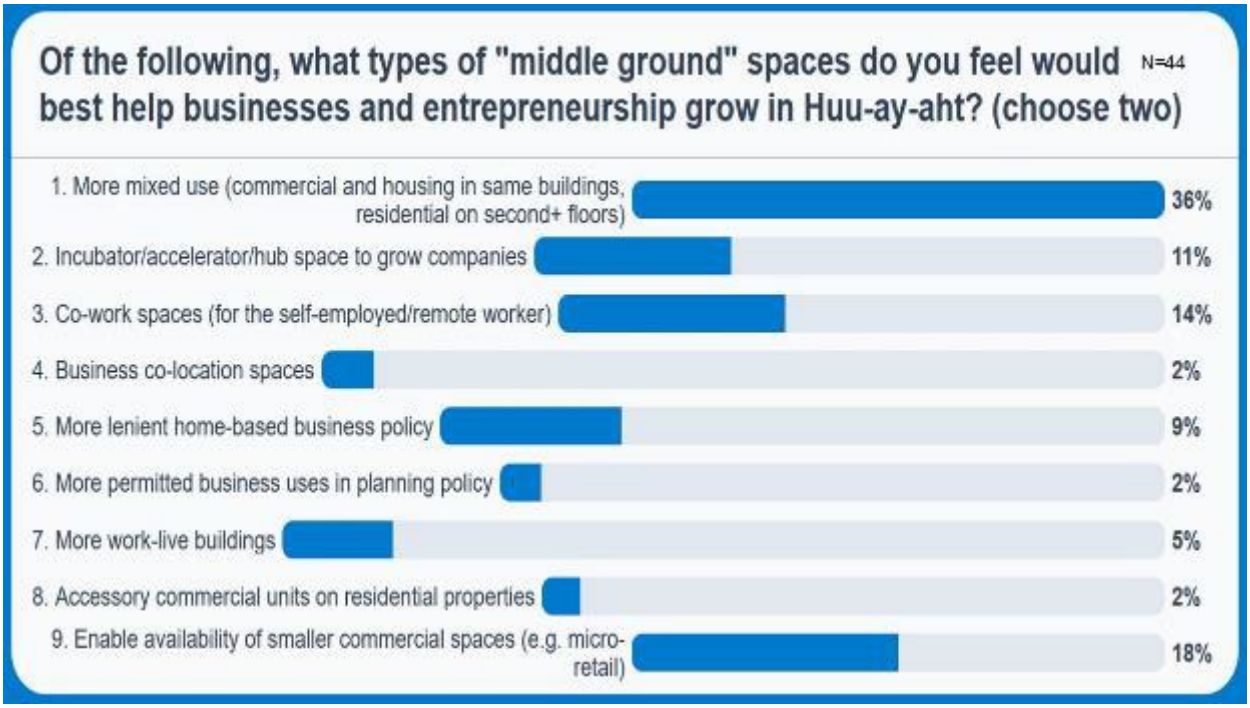

Keeping Huu-ay-aht's value proposition in mind, what industries do you believe Huu-ay-aht should pursue to further diversify the economy? (choose two)
N=49
1. Tourism/Visitor Centre/Destination Marketing
37%
2. Manufacturing (e.g. aquaculture & fisheries)
14%
3. Clean Energy
10%
4. Value-Added Forestry
20%
5. Creative Industries
8%
6. Green Economy
10%

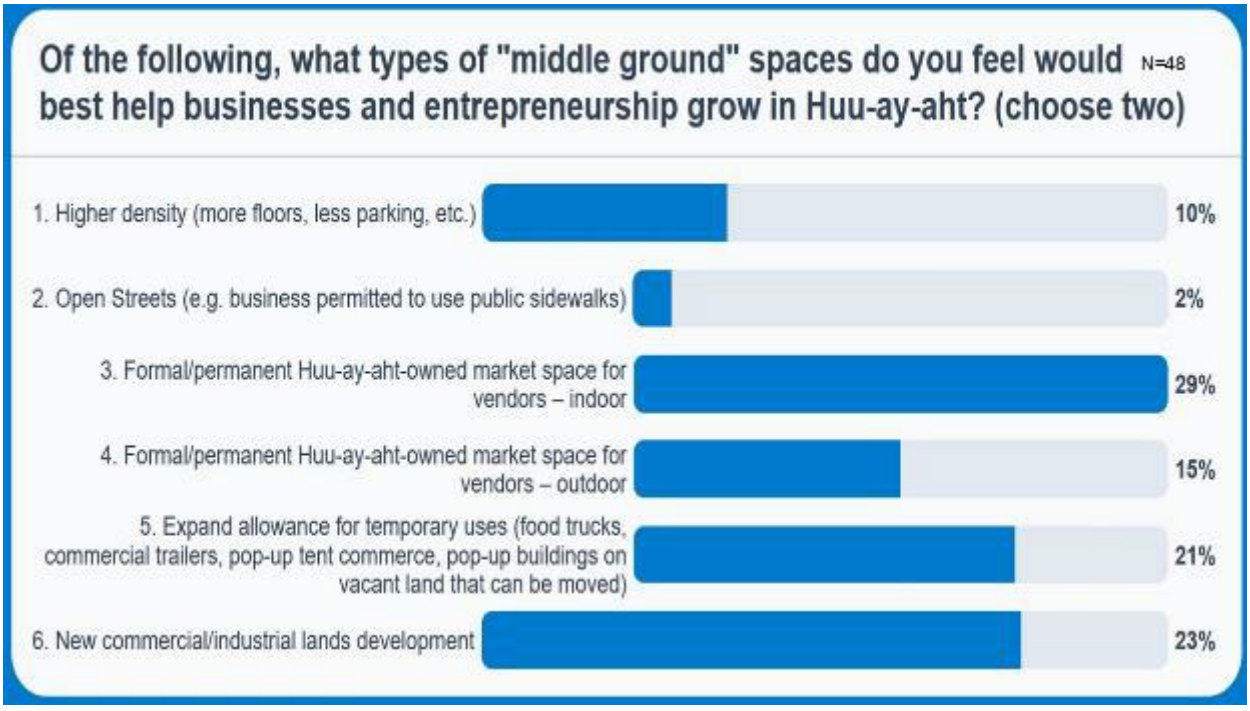

What are Huu-ay-aht's key challenges? (choose two)
N=38
1. Health services
16%
2. Core infrastructure asset management
37%
3. Multi-use transportation
11%
4. Workforce training, recruitment & Development
37%

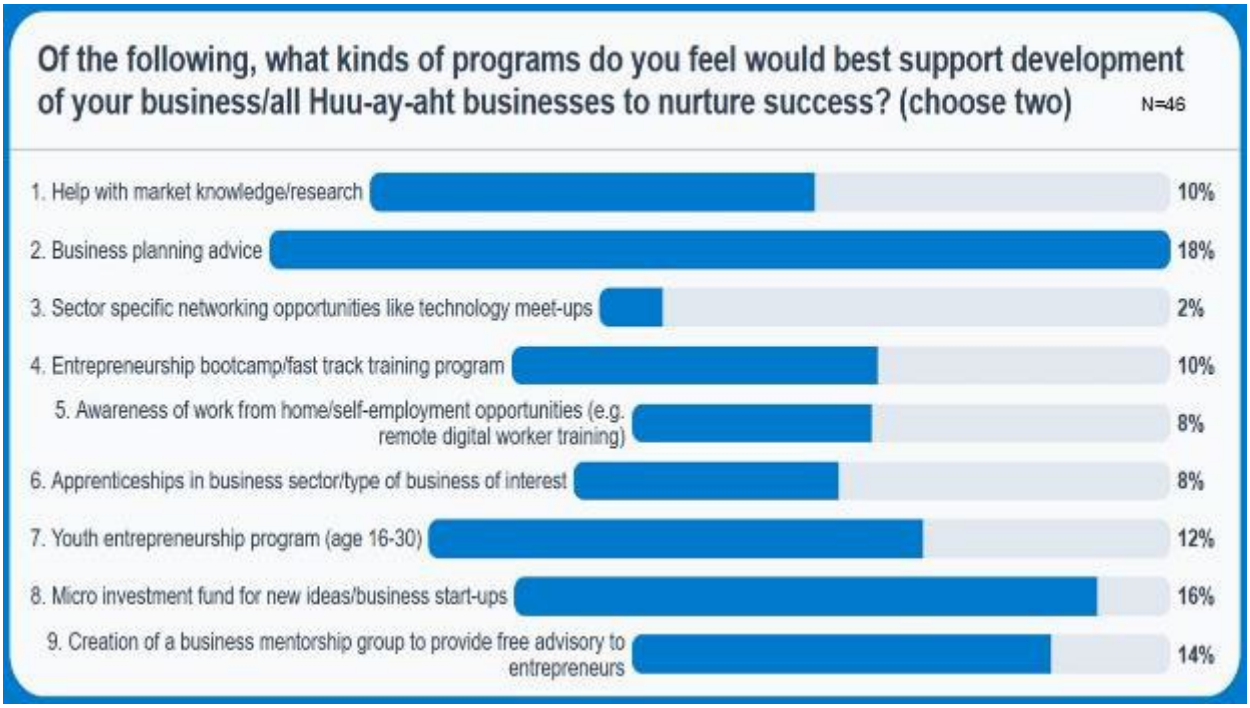

What would best enable Huu-ay-aht economic development success? (choose two)
N=48
1. Childcare
15%
2. Skilled labour availability
23%
3. Available land / shovel ready sites
2%
4. Healthcare
6%
5. Reliable/more power
10%
6. Cell coverage
2%
7. Housing supply & affordability
27%
8. Land use designations
4%
9. Streamlined development approval process
10%

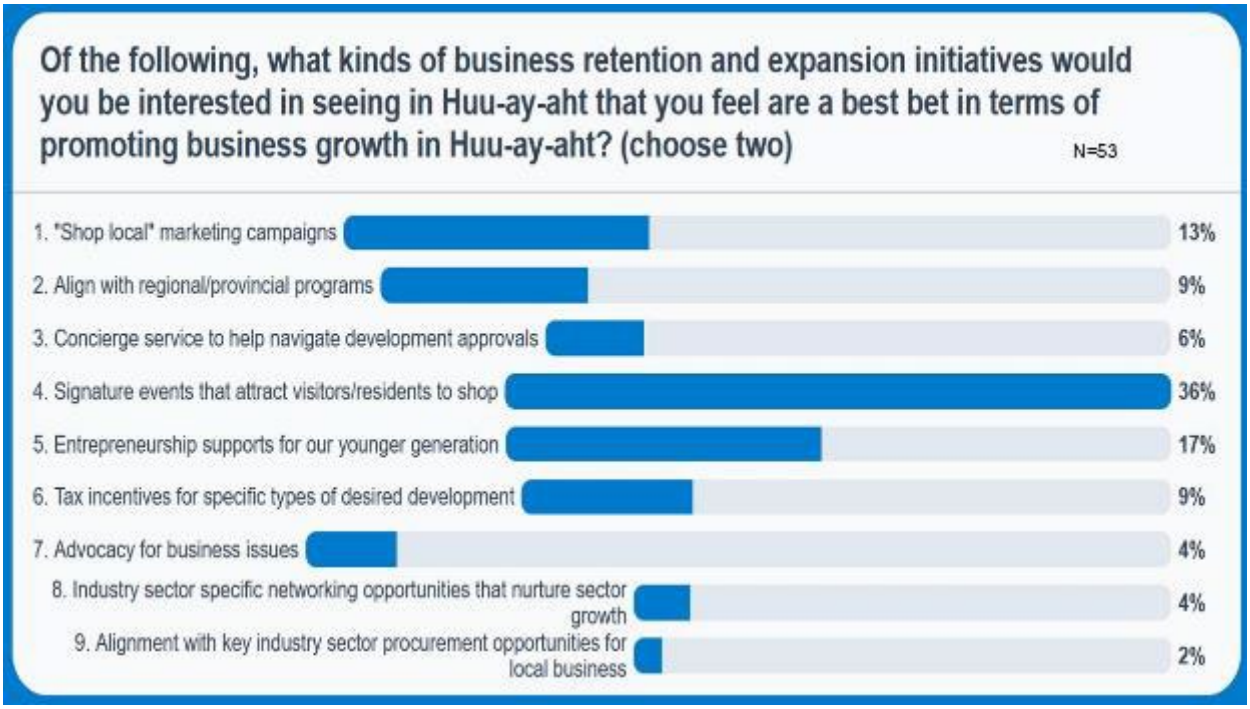

What should the Huu--ay-aht most emphasize in its economic development agenda? (choose two)
N=48
1. Investment attraction (key industry sectors & opportunities)
12%
2. Business retention and expansion
8%
3. Tourism development and promotion
27%
4. Workforce attraction & retention
14%
5. Policies (local change, advocacy for things beyond municipal boundary) that enable business bottom line
12%
6. Capacity to do economic development
10%
7. Workforce development (e.g. education)
16%


What are some key economic and community development OPPORTUNITIES in Huu-ay-aht?
N=84
aquaculture-ventures
restaurant
tourism-activities
sidewalks
oysters
trail-systems
cleanenergy
gardening
lifestyle
tofino
shellfish
tourism-education
healthcare
bike
land
parks
quality-of-life
station
forest
hiking
energy
trails
clean
development-
utilize
agriculture
workshops
gardens
tourism
wind
fest
know
culture
fishing
nature
park
biking
hotel
jobs
clean-energy
music
housing
aquaculture
marine
ecotourism
food
qualityoflife
medical-marijuana
education
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cultural-tourism
production
sustainable
festivals
gasstation

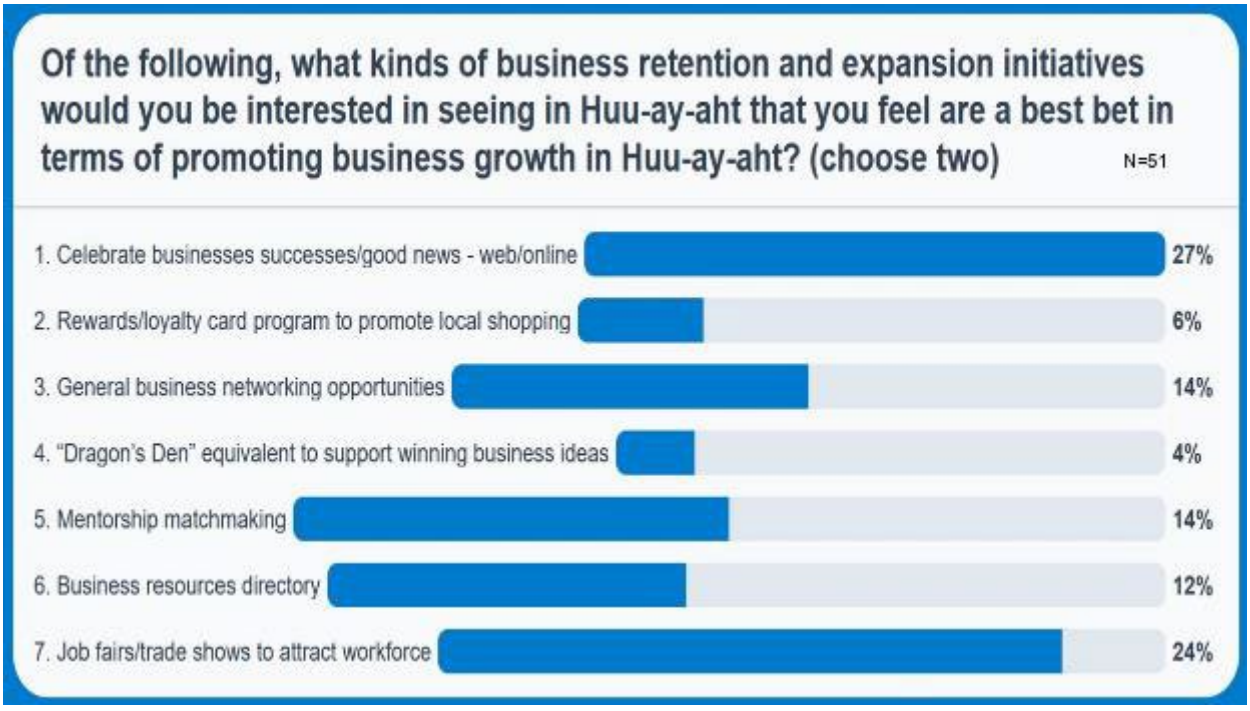

Of the following, what types of "middle ground" spaces do you feel would best help businesses and entrepreneurship grow in Huu-ay-aht? (choose two)
N=44
1. More mixed use (commercial and housing in same buildings, residential on second+ floors) 36%
2. Incubator/accelerator/hub space to grow companies 11%
3. Co-work spaces (for the self-employed/remote worker) 14%
4. Business co-location spaces 2%
5. More lenient home-based business policy 9%
6. More permitted business uses in planning policy 2%
7. More work-live buildings 5%
8. Accessory commercial units on residential properties 2%
9. Enable availability of smaller commercial spaces (e.g. micro-retail) 18%

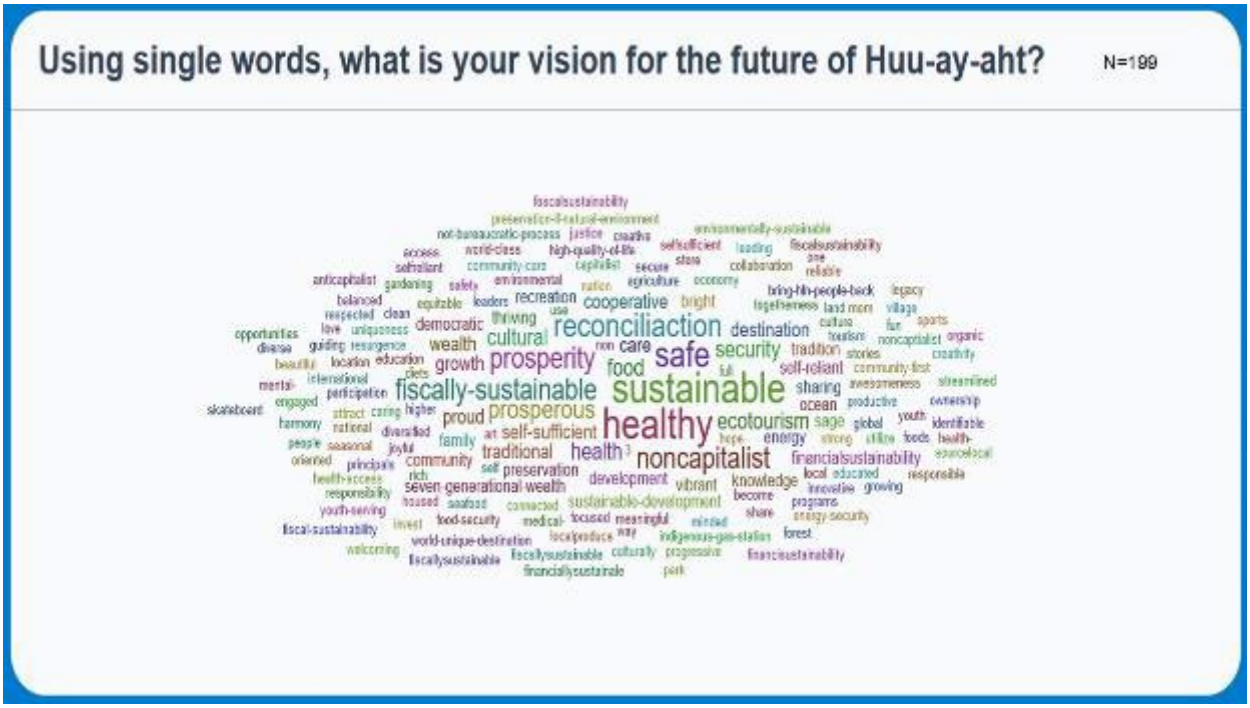

Of the following, what types of "middle ground" spaces do you feel would best help businesses and entrepreneurship grow in Huu-ay-aht? (choose two)
N=48
1. Higher density (more floors, less parking, etc.)
10%
2. Open Streets (e.g. business permitted to use public sidewalks)
2%
3. Formal/permanent Huu-ay-aht-owned market space for vendors – indoor
29%
4. Formal/permanent Huu-ay-aht-owned market space for vendors – outdoor
15%
5. Expand allowance for temporary uses (food trucks, commercial trailers, pop-up tent commerce, pop-up buildings on vacant land that can be moved)
21%
6. New commercial/industrial lands development
23%


Of the following, what kinds of programs do you feel would best support development of your business/all Huu-ay-aht businesses to nurture success? (choose two)
N=46
1. Help with market knowledge/research
10%
2. Business planning advice
18%
3. Sector specific networking opportunities like technology meet-ups
2%
4. Entrepreneurship bootcamp/fast track training program
10%
5. Awareness of work from home/self-employment opportunities (e.g. remote digital worker training)
8%
6. Apprenticeships in business sector/type of business of interest
8%
7. Youth entrepreneurship program (age 16-30)
12%
8. Micro investment fund for new ideas/business start-ups
16%
9. Creation of a business mentorship group to provide free advisory to entrepreneurs
14%


Of the following, what kinds of business retention and expansion initiatives would you be interested in seeing in Huu-ay-aht that you feel are a best bet in terms of promoting business growth in Huu-ay-aht? (choose two)
N=53
1. "Shop local" marketing campaigns 13%
2. Align with regional/provincial programs 9%
3. Concierge service to help navigate development approvals 6%
4. Signature events that attract visitors/residents to shop 36%
5. Entrepreneurship supports for our younger generation 17%
6. Tax incentives for specific types of desired development 9%
7. Advocacy for business issues 4%
8. Industry sector specific networking opportunities that nurture sector growth 4%
9. Alignment with key industry sector procurement opportunities for local business 2%


Of the following, what kinds of business retention and expansion initiatives would you be interested in seeing in Huu-ay-aht that you feel are a best bet in terms of promoting business growth in Huu-ay-aht? (choose two)
N=48
1. Showcase local products in public buildings/spaces 19%
2. Business operations learning opportunities (workshops, webinars) 10%
3. Online local marketplace/virtual mall 2%
4. Formal entrepreneurship development program for business start-up/ expansion 25%
5. Business walks/visits program to identify business needs/challenges 6%
6. Annual business leaders café to identify/explore resolution of business issues 8%
7. Create a co-op/local business investment organization or fund 21%
8. More singular/visible online job bank that employers and job seekers know to go to 6%
9. eNewsletter to keep in touch with business matters 2%


Of the following, what kinds of business retention and expansion initiatives would you be interested in seeing in Huu-ay-aht that you feel are a best bet in terms of promoting business growth in Huu-ay-aht? (choose two)
N=51
1. Celebrate businesses successes/good news - web/online
27%
2. Rewards/loyalty card program to promote local shopping
6%
3. General business networking opportunities
14%
4. "Dragon's Den" equivalent to support winning business ideas
4%
5. Mentorship matchmaking
14%
6. Business resources directory
12%
7. Job fairs/trade shows to attract workforce
24%


Using single words, what is your vision for the future of Huu-ay-aht?
N=199
fiscalsustainability
reconciliaction
sustainable
fiscally-sustainable
healthy
noncapitalist
prosperous
ecotourism
prosperity
cultural
safe
food
destination
security
growth
wealth
democratic
cooperative
recreation
proud
traditional
health
self-sufficient
seven-generational-wealth
sustainable-development
financialsustainability
community
family
diversified
vibrant
knowledge
programs
world-unique-destination
fiscallysustainable
financiallysustainable