Huu-ay-aht First Nations
Economic Development Plan

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1. INTRODUCTION

Building on the Huu-ay-aht First Nations ("HFN") five posts of the government's strategic plan, the objective of this report is to provide a detailed course of action that achieves an end result that enhances the quality of life of HFN citizens through economic means regardless of geographic location. The Economic Development Plan is a result of the operational planning process.

2. BACKGROUND INFORMATION

A number of documents were consulted in completing this report, all of which provided a wealth of valuable historical information(Economic Development Act, HFN Constitution, Current HFN Economic Development Plan, EDC's June 2014 Quarterly Report.) The foundation and framework for the Economic Development Plan was provided by the Economic Development Act, which outlines the required components. This report is congruent with the HFN strategic plan and cultural core values. A literature review provided numerous examples of Economic Development Reports and therefore, a combination of styles were used in this report. The HDC's quarterly report was referenced to provide accurate results for our limited partners. Outside agencies such as the RCMP, EMS, and VIHA were consulted for statistical purposes only.

(a) Strategic Vision and Mission

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

The Huu-ay-aht envisions a strong, self-governing and self-reliant Nation. Iisaak will guide HFN traditions and family values, reverence for elders and their teachings, respect for the gifts taken from the land. Cultural and historical traditions will be enshrined in future social and economic policies and projects. This will ensure future economic development initiatives will be in keeping with the HFN Constitution.

HFN government officials will develop policy that grows the cultural value of citizens by creating programs that provide families with tools to manage social factors such as childcare, mental / physical / spiritual health, addiction, housing, education and traditional teachings such as language. As we work together to foster a safe, healthy and sustainable community; where our culture, language, spirituality and economy flourish for all.

3. ECONOMIC DEVELOPMENT

No society can evolve without sustainable economic development. Wealth of a community is multi-dimensional and each asset must be nurtured in order for a society and economy to excel. HFN, like other communities in Canada must devise programs to harness the potential in their resources. HFN government will develop policy that will unlock the value of the territory.

(a) Mission

To develop diverse, sustainable and profitable business for HFN that enhance the quality of life of citizens, while valuing all people, the environment, the home and ensuring a bright future for children. To set conditions for entrepreneurs to succeed for future generations.

(b) Values

Huu-ay-aht Traditional Values – An Overview

The government has enshrined three core traditional values in its approach to the rebuilding of the Nation. These values are to be referenced in every contemplation of an economic development project and should serve as the lens by which the government and its supporting bodies and structures measures the costs, benefits, opportunities and trade-offs of any given initiative.

The first value is *iisaak*, or greater respect. Iisaak is an expression of not only personal, but collective, respect for relationships between people, groups, nations, traditional ways of life and traditional knowledge systems and the natural world. In this way, means of expressing iisaak are wrapped around meaningful consultation, communication and dialogue within the nation: the government, administration, hereditary leaders and the people – which includes but does not limit itself to elders and youth.

The second value is *uu-a-thluk*, or taking care of [present and future generations]. Since this is a verb, the Huu-ay-aht government's context adds in the concepts of taking care of present and future generations. When the government sits down to identify, evaluate and decide upon economic initiatives, it must take into account the needs and desires of future generations and future resources in addition to the more immediate needs of present ones. The scope and depth of the time and effect contemplated is up to individual governments of the day, but should take into account previous considerations and dialogue with various components of the community contemplated above.

The third value is *hisk-uk tsa-wak*, or "everything is one." Expressing the understanding that all relationships between people, culture and the natural world are interconnected, interdependent and reciprocal. This follows on many applications of the notion: just as

there are interconnected ecological systems in the natural world, so too are there social, political and economic systems that are interconnected in the human world. Any major change must be contemplated under the social and environmental lenses as well as the economic and political ones. As such, economic development initiatives must also undertake such a fourfold test as contemplated by decision-makers and stakeholders.

Balance: The Application of Core Traditional Values

The three core traditional values are complementary and work together in a uniquely Huu-ay-aht way. Historic applications of the three values have been updated in harmony with modern best-practices in governmental and administrative frameworks. As other nations around the world have successfully integrated their traditional identity, values and culture with modern practices, so too have the Huu-ay-aht. The key to understanding Huu-ay-aht's approach to any initiative, not just this document and economic development, is the concept of balance. There is an imperative need to balance the needs, ways and means of the modern world's political economy with the traditional values, approaches and knowledge systems of our own history and past leadership principles. This document contemplates the equal importance of long-term traditional values with more-immediate economic and political concerns, which may complicate matters somewhat from the standpoint of expediency but is no less important to maintain.

Healthy and meaningful communication informs all contemplated activities of the Huu-ay-aht First Nations. Applying the concept of iisaak here, it becomes of vital importance to ensure that all participants and opportunities for constructive input are sought out by decision-making and administrative bodies. Speakers, taken from anywhere accepted, must be found to speak to the concerns of our traditional ways of life as well as that of the natural world in addition to the more common voices speaking out in favour of economic and political needs, ways and means.

Every decision we make must take into account both the needs of the present, since opportunities tend to be time-limited in a fast-paced global economy, but it must also take into account the needs of the future. In many instances, opportunities lasting even decades should be approached as being ultimately short-lived in the millennia-long history of our people and culture. As such, we should ensure that traditional value placed on ancient means of economic livelihood are taken into account on a long-enough timeline.

We must attempt to appreciate, if not fully-understand, how one activity may impact in depth and variation other activities and systems. This must be applied in an environmental sense, where a change to the habitat of one species may impact an entire ecosystem, and maybe not even its own. This must be contemplated in a social sense, where one activity or initiative may lead to social changes that could create imbalances across generations. If enough attention is given to the fundamental interconnectedness, interdependence and reciprocity of our local cultures, the globalized economy and the environment, then we will

be able to take an approach in economic development that is more sustainable in these three ways than previously thought.

To this end, it is our own application of these three core traditional values that helps us attain some measure of triple sustainability. As we continue to work on improving our economy with these concepts in the front of our minds, then it is the belief of the Huu-ay-aht government that our activities will become ever more sustainable on the triple bottom-line: environmentally and socially, as well as economically.

Unlocking the Value in Our Land and Our People

Before contact with European powers, the Huu-ay-aht were a self-governing and self-reliant people and culture. We had ownership and control of land and resources. We had an economy that sustained a high population and a sophisticated society that went far beyond hunting and gathering. Over time after our lands were colonized, the Huu-ay-aht lost ownership and control of its land and resources. Lacking that foundation, we saw an almost-complete erosion of our economic opportunities, political control, and traditional way of life. Lacking the ability to access the wealth of our lands and resources, and finding our traditional knowledge systems being systematically taken away from our families, our Huu-ay-aht people and community lost many of the means by which life could see improvement over the generations. We were locked out of seeing benefit from our lands and our people were locked out of creating value for themselves outside of a very limited set of opportunities.

With our modern treaty, the Huu-ay-aht have recovered the ability to benefit of its lands and resources. We have regained the base to rebuild the structures of our nation and people. By unlocking the opportunities created by ownership, law-making authority and control of our lands and resources, and by providing programs, services and opportunities for our people to make up for the personal opportunities lost to them, we will see a renewal, regrowth and rebuilding of our community, economy and culture.

To do this, we need to use all of the tools provided to us by our land, our people and our values. This document helps to lay out the nature of some of the tools available to us. Economic Development is but one part of overall National Development, and there will be other plans that contemplate the political and social aspects of our regrowth and renewal. In fitting with our traditional value of hish-uk tsa-wak, we must approach development multiple fronts if we are to be a balanced and successful community.

(c) Goals, Financial Performance and Employment Targets

- Five pillars of HFN economic development are: communication; children and families; integrated cultural values; building infrastructure in keeping with Ha'wiih values and natural resources and trade (NRT). The HFN government will strive to achieve these

goals by following the goals set out in the 2014 - 2017 strategic plan. First, informing, educating and engaging with HFN citizens, staff and businesses. Second, supporting protecting and nurturing HFN families and children. Third, upholding the Ha'wiih Council to identify, support, and promote all HFN Cultural Values. Fourth, designing, building, and operating enabling infrastructure. Fifth, develop, promoting and conserving natural resources for the benefit of the Nation.

- The land and the people which inhabit her are the HFN most valuable resource and any future development initiatives must reflect the economic, social, and environmental impact to HFN citizens. As such, there are aspects of economic development that hinge upon initiatives that fall outside the generally accepted mandate and into Land and Natural Resources, Fisheries, Intergovernmental Relations, Communications and Citizen Development. For example, it is paramount that the tenure policy enhances economic development opportunities.
- HFN look to secure reliable income from businesses to support government service and program delivery. Financial performance will be based on meeting / exceeding profit benchmarks or proportional improvement in losses from previous reporting periods. With the primary goal of business enterprises (generating income for HFN) in mind, employment increases must be done under the guise of government oversight to ensure the delicate balance of profitability with employment is maintained. There is a social need for job creation, many jobs require a specialized skillset or a level of education that can only be actioned through either the HFN government or the crown.

4. COMPREHENSIVE COMMUNICATIONS PLAN

A government cannot govern those it's responsible for if there are not effective mechanisms for collecting and disseminating information. With the HFN citizens living over a large geographical area both on and off Treaty Settlement Lands, effective communication can at times be difficult. HFN have put in place means of communicating with its' citizens, however, the process is under constant review to ensure the highest level of service possible.

- Ensure there is continued intergovernmental communication with the Crown, Province, other First Nations and respective municipalities regarding asset development.

- Conduct follow up a survey to assess if the initiatives put in place are addressing shortfalls and what can be done by the HFN government to better meet citizen needs.

(a) Economic Development Committee ("EDC")

- As mandated by the Economic Development Act the EDC is committed to keeping HFN citizens informed on the processes, decisions and initiatives in economic development. Our activities in the realm of economic development will be reported through the

communications processes developed by the organization as part of the strategic plan for 2014-15, in which the first priority is improved communications with citizens and stakeholders. These processes will include information sent out by mail and electronically, and will also include presentations, forums and consultations through larger meetings of citizens in the major population clusters including but not limited to Anacla, Port Alberni and the Lower Mainland. The economic development committee will report either through the chair, or through the economic development officer, to the community on the bimonthly community rounds, as well as through the newsletters prepared by the HFN and by the HDC.

- The notion of "triple sustainability" is key to HFN's overall approach to economic development.

5. HUU-AY-AHT DEVELOPMENT CORPORATION FINANCE DEPARTMENT

HDC Vision: "Together, the Huu-ay-aht Economic Development Committee (EDC) and group of businesses strive to achieve a flourishing Huu-ay-aht economy through initiatives that provide sustainable benefits for all." The HDC manages the business portfolio for the HFN and provides quarterly reports detailing whether performance projections are being met.

(a) Historical Business Partnerships

The EDC manages and reports on the numerous business partnerships and economic projects for the HFN government such as; The proposed Micro Hydro project, West Coast train Project, Pachena Bay Campground, Gas Bar, Bamfield Market and Café, Fishing Licenses, Bamfield East Dock, Pachena Bay Gravel Pit, HFN Forestry LP, HFN Fisheries LP and HFN Lands LP.

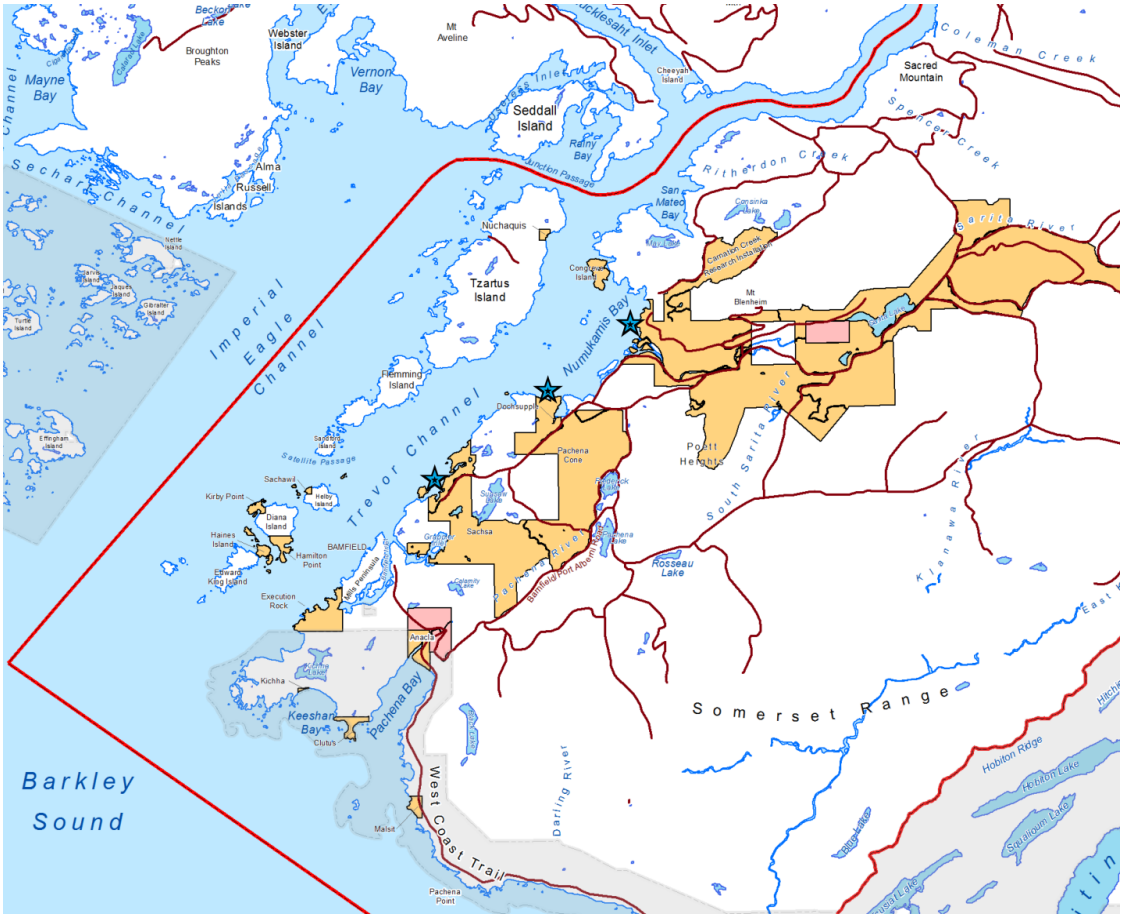
(b) New Business Opportunities

Currently there is one business opportunity for which a feasibility study has been prepared and as such has been given the highest priority. However, as per the agreed upon disclosure and confidentiality agreement, the terms of the feasibility study may not be provided until the completion / approval of the business plan and the implementation or termination of the business.

(c) Deep Sea Port Development

- This business opportunity may include Container Transshipment, LNG/LPG Export Facilities, Bulk Terminals or other commodity exports. Any deep sea port development would require the investment of multi-billion dollar capital and may include a combination of industry and government as a public private partnership. Such a

development would bring unprecedented growth and opportunity to the region. A map of potential marine terminal locations is below.



- Another potential business opportunity being researched is the potential for Treaty Settlement Land to sustain mining and mineral extraction. A potential precious metal zone has been identified and research is being conducted to determine the extent of mineralization and what other potential may exist on Treaty Settlement Lands.
- Another potential business is the development of Independent Power Projects, or run of river micro-hydro, at Sarita River and the Bam 400 site. Preliminary engineering will soon be complete at Sarita and a water license application, leading to a HFN Feasibility Study and Business Plan may soon be developed.
- Future business projects being researched may include additional tourism, including cultural tourism, opportunities, real estate development and property management, shellfish, finfish and other seafood opportunities, and internet and telecommunications opportunities.

6. SOCIO-ECONOMIC AND HEALTH RELATED FACTORS AFFECTING HFN ECONOMIC DEVELOPMENT

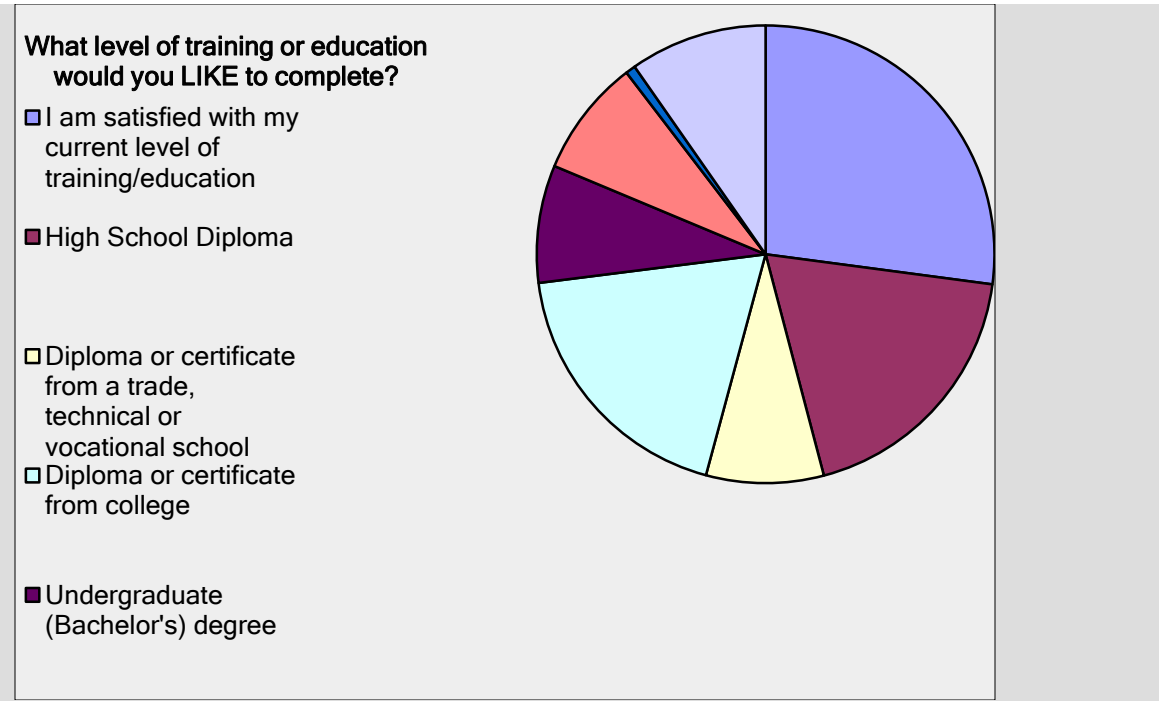
Today, HFN citizens' number close to 730, however, only about 75 primarily reside on Treaty Settlement Land (TSL) around the village of Anacla, the Nation's principal community close to Bamfield, as well as Port Alberni, the closest population center. The balance of our citizens live across Vancouver Island, in the Vancouver area, and the United States.

(a) Economic Overview

- The latest survey completed by HFN citizens provides valuable demographic information that affect the economic development of the economy:

What levels of schooling/training have you completed? (check all that apply)		
Answer Options	**Response Percent**	**Response Count**
Grade 9	23.6%	34
Some high school	39.6%	57
High school Diploma or GED	37.5%	54
Diploma or Certificate from trade, technical or vocational school	11.1%	16
Diploma or Certificate from college	15.3%	22
Journeyman Certificate	0.7%	1
Undergraduate (Bachelor's) degree	2.1%	3
Master's degree	1.4%	2
Doctorate (PhD)	0.0%	0
Other (please specify)		17
	answered question	144
	skipped question	13

Answer Options	**Response Percent**	**Response Count**
I am satisfied with my current level of training/education	27.1%	39
High School Diploma	18.8%	27
Diploma or certificate from a trade, technical or vocational school	8.3%	12
Diploma or certificate from college	18.8%	27
Undergraduate (Bachelor's) degree	8.3%	12
Master's degree	8.3%	12
Doctorate (PhD)	0.7%	1
Other (please specify)	9.7%	14
	answered question	144

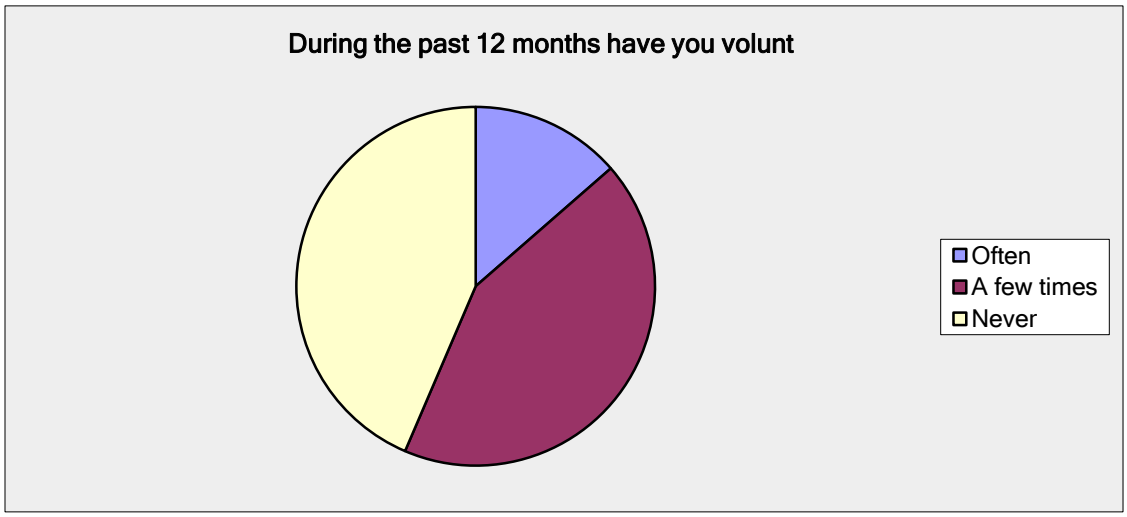


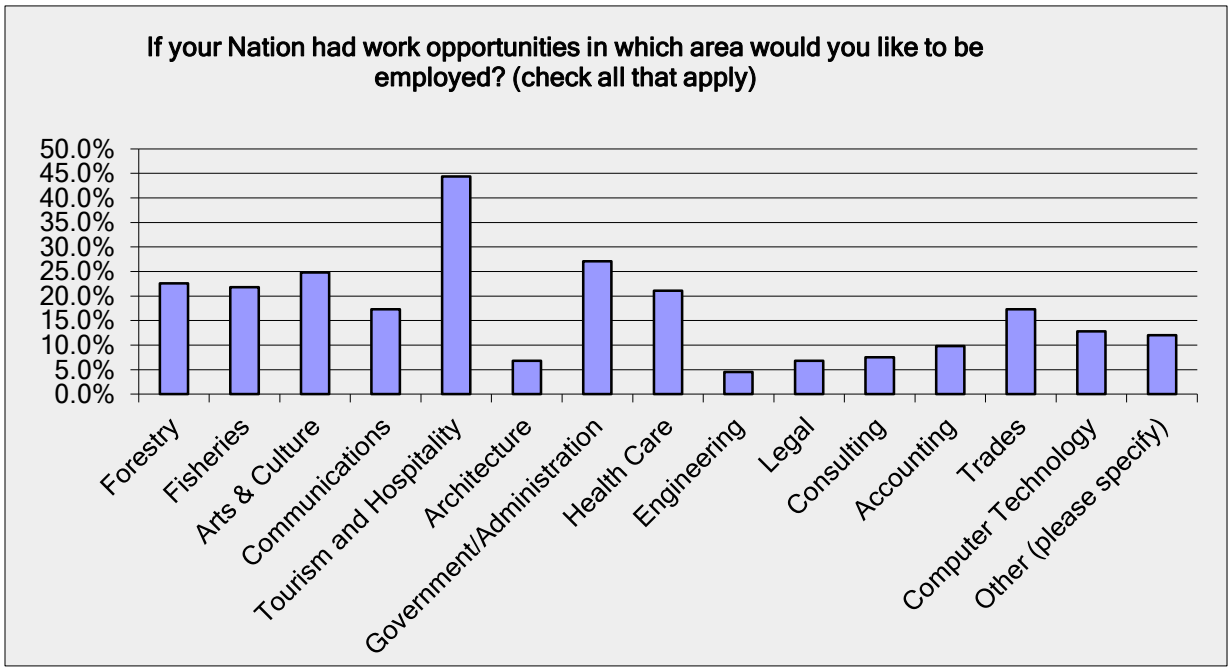
During the past 12 months have you volunteered? (fundraising for a cause; organizing sports or games; unpaid work for a community organization; a social services organization to help the poor, elderly, or homeless; a hospital; or an organization involved with youth, children, sports or education)

Answer Options	Response Percent	Response Count
Often	13.6%	19
A few times	42.9%	60
Never	43.6%	61
	answered question	140
	skipped question	17

How would you describe your current employment status?

Answer Options	Response Percent	Response Count
Social/income assistance	20.0%	29
Contract (Temporary) employment	5.5%	8
Self-employment	12.4%	18
Full time employment (35-40 hours a week)	22.8%	33
Part time employment	12.4%	18
Seasonal employment (2-4 months a year)	6.2%	9
Retired	6.2%	9
Currently a student	9.0%	13
Other (please specify)	20.7%	30
	answered question	145
	skipped question	12



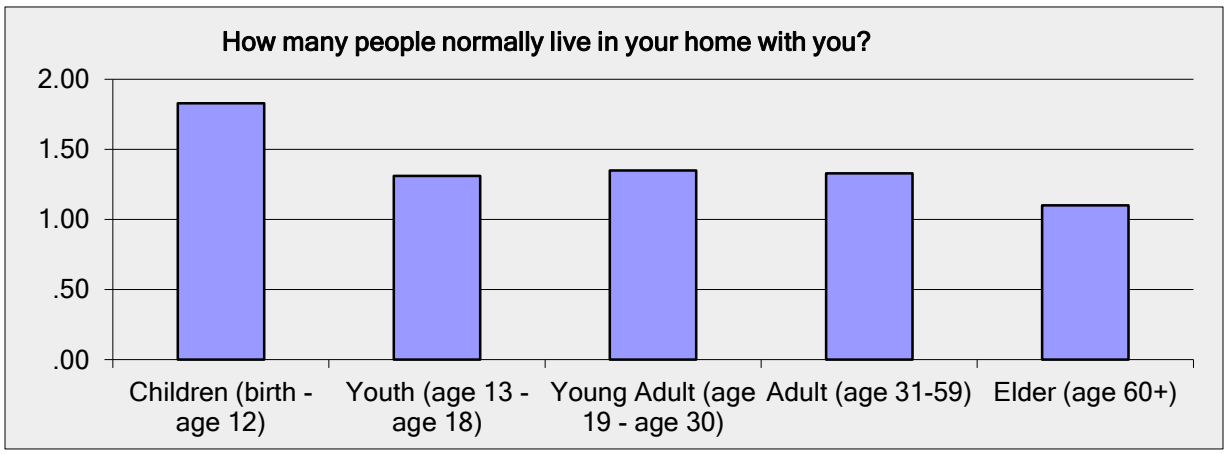


If your Nation had work opportunities in which area would you like to be employed? (check all that apply)

Answer Options	Response Percent	Response Count
Forestry	22.6%	30
Fisheries	21.8%	29
Arts & Culture	24.8%	33
Communications	17.3%	23
Tourism and Hospitality	44.4%	59
Architecture	6.8%	9
Government/Administration	27.1%	36
Health Care	21.1%	28
Engineering	4.5%	6
Legal	6.8%	9
Consulting	7.5%	10
Accounting	9.8%	13
Trades	17.3%	23
Computer Technology	12.8%	17
Other (please specify)	12.0%	16
	answered question	133
	skipped question	24

How many people normally live in your home with you?

Answer Options	Response Average	Response Total	Response Count
Children (birth - age 12)	1.83	139	75
Youth (age 13 -age 18)	1.31	59	45
Young Adult (age 19 - age 30)	1.35	70	52
Adult (age 31-59)	1.33	134	101
Elder (age 60+)	1.10	44	40
		answered question	143
		skipped question	14



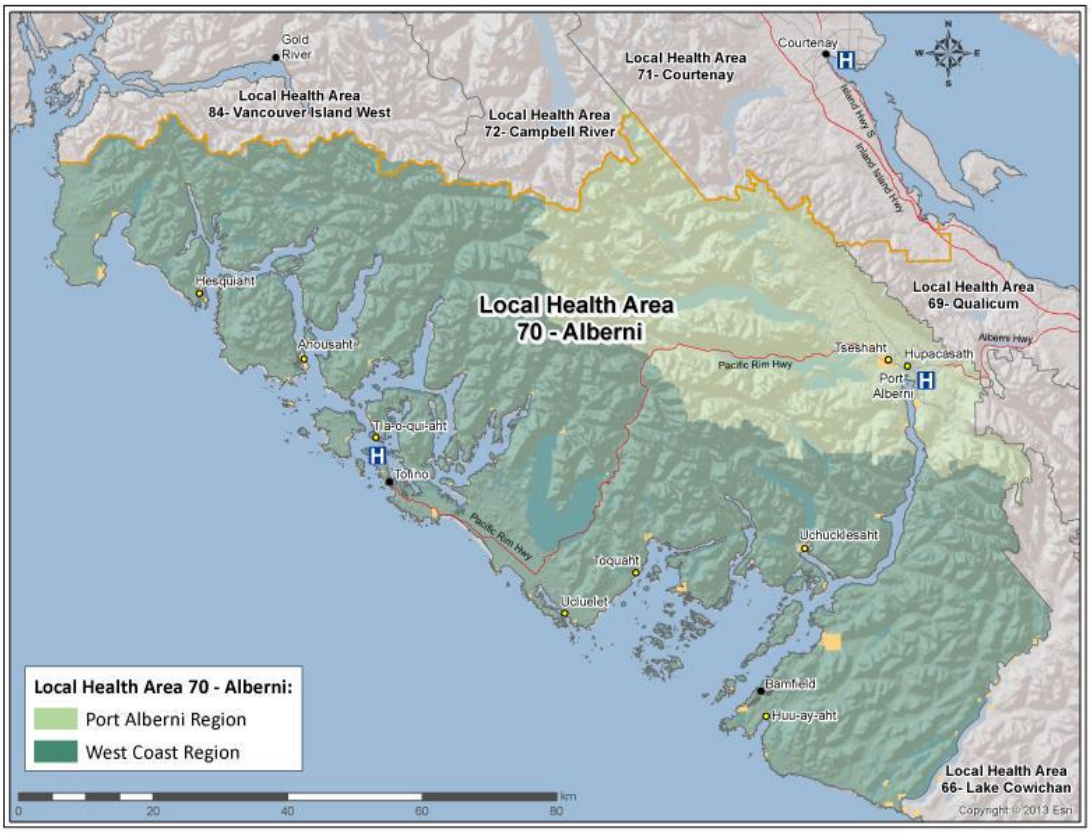
Huu-ay-aht First Nations' Government (HFN) makes decisions about resource use, economic development, education and more. Please read the statements below and see if you strongly agree, agree, disagree or strongly disagree with each.					
Answer Options	**Strongly Agree**	**Agree**	**Disagree**	**Strongly Disagree**	**Response Count**
Enforcement of HFN bylaws and regulations is fair and transparent.	9	64	27	11	111
Council is governing in a way that reflects the needs of Huu-ay-aht.	9	57	32	12	110
The level of support for growth of the local economy on HFN lands is adequate.	9	56	35	11	111
There are a variety of employment opportunities for Citizens.	5	39	47	23	114
HFN is doing enough to protect the environment for future generations.	9	59	33	9	110
HFN is doing enough to promote and preserve our Huu-ay-aht culture and language.	10	56	41	7	114
Our Elders receive support and recognition in our HFN community.	11	62	30	9	112
Our Youth are supported by HFN to complete schooling.	12	65	30	6	113
HFN provides support for families.	7	54	42	10	113
				answered question	119

(b) Health Related Factors/Social Detriments of Health

- The West Coast region, including Tofino, Ucluelet, Bamfield and Ahousat, is home to approximately 5,500 people, 19% identified as Aboriginal, Local Health Area 70 – Alberni which also includes Port Alberni is home to approximately 31,500 people, 8% are aged 75 and over. The total population is not expected to change much over the next 20 years, however, the over 75 population is expected to nearly double.
- Compared to the Island Health region as a whole, Local Health Area 70 – Alberni residents have (based on the most recent data available) a higher birth rate and a higher teen birth rate, higher rates of preterm births and low birth weight babies, lower life expectancy (78 years), higher rate of death due to diabetes, alcohol-related causes, and motor vehicle accidents. Similar to the Island Health region, leading chronic conditions include hypertension, depression/anxiety, osteoarthritis and asthma. These statistics are congruent with HFN society.
- Social Determinants of Health such as housing, employment, education and social support can have a big impact on the health of our communities and our ability to make healthy lifestyle choices. Compared to Island Health overall (based on most recent data available), the west coast area has a higher unemployment rate and lower median family income and the area has a lower percentage of 15-24 Year-Olds who graduated

from high school, and a lower percentage of adults aged 25-64 with post-secondary.

- Child Health – Local Health Area 70 has a higher rate of children hospitalized for respiratory illness and a higher infant mortality rate.
- Crime –Local Health Area 70 has a higher crime rate, including a motor vehicle theft, serious crime and serious juvenile crime, but it has a lower rate of deaths due to illicit drug use.



(c) HFN Community Services Department

- A service contract between HFN and NTC provide access to care programs for citizens to address the above mentioned social detriments to health and well-being such as; Health Promotion and Education, Medical Home Visits, Chronic Condition Management, Immunizations/vaccinations, pandemic and communicable disease prevention / education including influenza clinic, pre-natal / post-natal vitamins, coordination of medical travel, prescriptions, medical equipment, and discharge planning. Basic dental services are also provided in Anacla.

- Mental Health services such as connection to addictions counselling, supports, treatment centers, travel to treatment, grief and loss workshops, suicide prevention, violence prevention are provided, however, this is an area for potential growth. Counselling support is only available on Wednesdays from 10:30 am until 1 pm in the Anacla community and currently there are not any formal support groups available (AA, NA, children who witness abuse, etc).
- The Social development program provides social assistance, emergency funding, family violence prevention, funeral subsidy, workshops, low income parent support programming and income tax filing.
- Educational supports include; a school supply allowance, student recognition, and support for learners with extra learning needs, bus passes, recreation support and tutoring. A Child and Youth Worker at the community school provides cultural and language education, one on one support, afterschool programs and classroom support.
- Post-secondary includes formal education tuition (Adult Basic Education, college, university, trades, vocational), living allowance, assistance with supplies and text books, bus passes, career counselling, bus service for the Bamfield Community School children, and emergency supports.
- Early Learning Programs in Anacla provide a licensed early learning environment that is immersed in HFN culture and language, free child care for parents who are working for the Nation or going to school. This program provides nutritious lunches and snacks as well as connections of families to elders and teachings (children birth to Kindergarten), as well as assessments of child development and connecting to external services where needed. We are in the process of expanding this service for the Port Alberni citizens.
- The Cultural Program provides assistance with traditional teachings, cultural protocol, and language. This includes craft/art workshops, dance practice, drumming practice, Nananiiqsu (Elders group), travel to cultural events, host cultural events, support citizens with cultural events, assists with food fish distribution, and connects staff with protocol and traditions.
- Family Support Services assists children, parents and families who are involved with the child protection system including; court advocacy, safety planning, family planning, cultural planning, legal aid support, counselling (one on one), parent education, addiction support, and connection to external services.
- There is a Crisis Grant Program which provides emergency assistance for citizens with unexpected costs associated with basic needs.
- In keeping with the HFN Strategic Plan, means of communication have been established to citizens provide website updates about important HFN community services news, posting events, information, job or training opportunities and internal communication systems.

Has the quality of the following programs and services provided through HFN gotten better or worse since Treaty Effective Date (April 1, 2011)?					
Answer Options	**Better**	**Worse**	**No Change**	**Don't know**	**Response Count**
Community Health Care (community health workers and screening clinics)	13	11	35	74	133
Elder Care	7	25	29	73	134
Patient Travel	8	27	31	69	135
Non-insured Health Benefits	7	17	31	75	130
Social Development/Social Assistance programs	5	19	27	80	131
Early Childhood Education	14	8	24	81	127
Post-Secondary Services / Adult Basic Education & Training	19	12	25	74	130
Government communication	16	30	27	60	133
Cultural Programs	16	18	25	69	128
Land and Natural Resource Management	14	14	21	79	128
Citizenship and Enrolment	22	11	30	64	127
Harvesting Licenses	26	7	23	69	125
				answered question	136

7. CONCLUSION

(a) Recommendations

The Huu-ay-aht First Nations Economic Development Committee and related bodies that are connected to it will work to:

1. Enable the creation and continued operation of business entities, projects and ventures that will create long-term job opportunities to citizens and reliable revenue to the nation by focusing on enabling business-oriented decision-making motivated by the profit principle.

2. Develop economic opportunities and initiatives in areas such as agriculture and livestock, power generation, fisheries and ocean resources, forestry and non-timber forest products, mining and minerals, deep sea port development, retail goods and services, local and regional real estate and property development, comprehensive tourism (cultural, hospitality, ecological, recreational and adventure), and service provision to the Huu-ay-aht and other governments.

3. Support the development of any law, policy and other regulatory regimes that enable and promote strong economic development within the nation and in the region by providing input to the various committees, boards and decision-making bodies within or connected to the Huu-ay-aht First Nation.

4. Support the creation, maintenance and improvement of community infrastructure that will create or improve conditions for beneficial economic development activities, even if those projects are not of immediate direct benefit, by providing input to various bodies within or connected to the Huu-ay-aht First Nations.

5. Support the creation of economic opportunities that may fall outside the means or scope of the Huu-ay-aht First Nations and require collaboration, coordination and communication with outside communities, groups, governments and businesses to fully realize an opportunity by raising awareness and providing information about the way the global economy operates as well as keeping abreast of the initiatives and opportunities present in neighbouring locations.

NOTE:

1. **Specific budgetary resources will be allotted to the various priorities following consultation with the HFN Executive Council and the HFN Finance Committee.**

2. **Amendment to this document to follow prior to second reading.**