



REQUEST FOR DECISION

To: Committee of the Whole
From: Douglas Holmes, Chief Administrative Officer
Meeting Date: November 27, 2019
Subject: ACRD Federation Members' Strategic Priorities

Recommendation:

That the Committee receive this report for information.

Desired Outcome:

That the Committee be aware of the strategic priorities of members of the Alberni-Clayoquot Regional District Federation while determining which strategic priorities to recommend to the ACRD Board of Directors.

Summary:

Each Treaty First Nation and Municipal Director will be able to speak to the priorities of his or her member of the ACRD Federation. All Directors have interests in both achieving the needs and aspirations of their electoral area/municipality/nation and in achieving good regional governance. Awareness of the various members' strategic objectives can support both of these interests at your regional Board table.

Background:

The Committee of the Whole will be considering strategic priorities at today's meeting in order to make recommendations to the Board. The strategic priorities of those members of the ACRD federation may be useful in the Committee's considerations.

The chart below summarizes some highlights of the federation member strategic plans in the center column. In the right column, I have summarized proposed / potential complimentary priorities that are complimentary to a like numbered member priority.

There is no requirement that the ACRD take the lead of any one federation member, however there are inherent advantages to members of the region working toward complimentary goals.

Policy or Legislation:

The Local Government Act requires the 5 year financial plan to be adopted by March 31 each year.

Submitted by: 

Douglas Holmes, BBA, CPA, CA, Chief Administrative Officer

ACRD Federation Member	Strategic Priorities as they may affect/involve the ACRD	Proposed / Potential Complimentary ACRD Strategic Priority
City of Port Alberni	1. Respond to demographic change/improve quality of life	1.1 Aging study 1.2 House needs report 1.3 Exploring aquatic centre governance, funding.
	2. Enable the new economy	2.1 Clarifying trails/parks governance and funding 2.2 financial support for economic development
	3. Provide and maintain quality services (3.4.1 Review services provided by the City and by ACRD. Reduce duplication, ensure that City citizens are receiving the best value from the most appropriate service provider, and that City citizens are not subsidizing services provided to non-City residents; 3.4.2 Align the people paying for services with the people receiving those services)	3.1 Continue to review services with an opportunity to partner with the City to find economies and increase value (e.g. Protective services) 3.2 Clarifying trails/parks governance and funding, exploring aquatic centre governance, funding.
	4. Champion environmental leadership (4.1.1 Ensure that Alberni-Clayoquot Regional District (ACRD) is aware that organics diversion is a priority concern for the City. 4.1.2 Support the ACRD in implementing organics diversion asap. 4.1.3 Ensure that the City is prepared to implement collection of separated organic solid waste as soon as the ACRD is prepared to receive that material separately. 4.1.4 Work with ACRD on improvements to solid waste diversion. 4.2.1 develop and implement an asset management plan)	4.1 Organics diversion being detailed for implementation with some aspects currently being piloted 4.2 ACRD asset management plan is underway 4.3 Somas basin study
	5. Fostering a complete community (safe, healthy and inclusive); 5.3 The community is connected with safe pathways and trails that are multi-modal. Pedestrians and cyclists are safe and feel welcome; 5.5 The City continues on a thoughtful and sustainable path of reconciliation with First nations and First Nations citizens)	5.1 Air quality bylaws, proactive work with Island Health, housing study, aging study. 5.2 clarifying trails/parks governance and funding 5.3 Continued leadership with Central Coast Regional District in working with 3 Provincial Ministries on inclusive governance; continued participation in developing protocol agreements with non-treaty nations; participation at reconciliation planning committee at friendship centre.

ACRD Federation Member	Strategic Priorities as they may affect/involve the ACRD	Proposed / Potential Complimentary ACRD Strategic Priority
District of Tofino	1. Environment and Climate change (establish DoT Policy related to campfires and outdoor burning)	1.1 Air quality bylaw
	2. Homes and Neighbourhoods (undertake housing needs assessment as required every 5 years; ensure protective services is resourced/staffed sufficiently to continue enforcement of short-term rental regulations)	2.1 Housing study; Short Term Rental regulations
	3. Infrastructure (asset management plan; Construct and operate waste water treatment plant; minimize solid waste disposal within Tofino in support of the ACRD Solid Waste Management Plan (numerous key actions related to solid waste); promote sustainable, active and efficient transportation alternatives through implementation of the District of Tofino Multi-Modal Transportation Plan, continue to enhance/redevelop Multi-Use Path; improve infrastructure to support shuttle and future transit).	3.1 Partnering with DoT (and Ahousaht) regarding bio-solids 3.2 Organics diversion being detailed for implementation with some aspects currently being piloted 3.3 Multi-use path grant application 3.4 Alternative Approval Process for West Coast transit underway
	4. Community Life (Enhance Tofino's disaster resilience; Participate in regional tables and forums; support the ACRD's Childcare Space Creation Action Planning process and explore partnership opportunities to create new spaces; advocate to senior levels of government for high quality, affordable childcare;	4.1 Eventual exploration of sub-regional emergency preparedness coordination 4.2 Continued work with Island Health to advance regional health issues 4.3 Childcare space study completed; requested extension of grant deadline for the Community Child Care Space Creation Program
	5. Economy (Continue to strengthen the tourism sector);	5.1 developing Long Beach Airport masterplan;
	6. Corporate Governance & Capacity (conduct a review of services delivered, including priorities, promote and pursue opportunities for increased dialogue between the District and First Nations)	6.1 ACRD 'Block B – Ongoing Foundational Work. 6.2 Continued leadership with Central Coast Regional District in working with 3 Provincial Ministries on inclusive governance; continued participation in developing protocol agreements with non-treaty nations; participation at reconciliation planning committee at friendship centre
Uchucklesaht Tribe Government	N/A	

ACRD Federation Member	Strategic Priorities as they may affect/involve the ACRD	Proposed / Potential Complimentary ACRD Strategic Priority
Huu-ah-aht First Nations	1. Infrastructure Creation and Renewal (maintain, repair existing Huu-ay-aht assets and infrastructure; schedule to accommodate current and future needs; Create and implement a Housing Strategy; Invest in infrastructure and utilities to support growing Huu-ay-aht economy	1.1 ACRD asset management plan is underway; 1.2 Housing strategy (note that treaty first nations not eligible for current funding source but, if ACRD proceeds, will remain connected with all parts of the Region); 1.3 ACRD and HFN have explored joint infrastructure projects (e.g. sewer planning grant, tie in water treatment plant flocculant waste to HFN sewer) 1.4 ACRD and City of Port Alberni supported/supports HFN's leadership for improvements to Bamfield Road;
	2. Revival of Language and Culture	
	3. Conservation of Natural Resources (continue watershed restoration work)	3.1 Safe/optimum operation of Water Treatment Plant in Bamfield.
	4. Citizen development through empowerment and support	
	5. Building a strong economy	
	6. Reconciliation	6.1 Continued leadership with Central Coast Regional District in working with 3 Provincial Ministries on inclusive governance; continued participation in developing protocol agreements with non-treaty nations; participation at reconciliation planning committee at friendship centre
Yuulu?ii?ath Government	N/A (annual report for 2018 grouped retrospective review of accomplishments in these categories: <ul style="list-style-type: none"> • Social Services • General important accomplishments • Asset Management • Housing • Lands and resources • Cultural and Heritage • Economic Development • Communications • Finance • 	

ACRD Federation Member	Strategic Priorities as they may affect/involve the ACRD	Proposed / Potential Complimentary ACRD Strategic Priority
Toquaht Nation	<p>Toquaht Nation Government Goals (from 2018-2019 Financial Plan)</p> <p><u>Citizens:</u> Happy, healthy families Engaged, supported youth and elders Bring people home Independent citizens with education and training for employment</p> <p><u>Lands and Resources:</u> Safe communities Clean, healthy environment Lands & resources used sustainably to support economic development and job creation</p> <p><u>Government:</u> A government that is accountable, approachable, financially sustainable and transparent</p>	<p>General comments:</p> <p>Housing strategy (note that treaty first nations not eligible for current funding source but, if ACRD proceeds, will remain connected with all parts of the Region);</p>
District of Ucluelet	1. Managing growth and maintaining quality of life (Housing affordability strategy)	1.1 Housing Study
	2. Community Development and well-being	
	3. Asset and Infrastructure Management	3.1 ACRD asset management plan is underway
	4. Partnerships and Collaboration (alignment of strategic plans; pursue and develop collaboration model)	4.1 Standing offer to support/participate in community education events 4.2 updating service agreements (e.g. fire protection, emergency response agreement) 4.3 Eventual exploration of sub-regional emergency preparedness coordination

2019 > 2022

DISTRICT OF UCLUELET

STRATEGIC PLAN



DISTRICT OF
UCLUELET





DISTRICT OF UCLUELET

STRATEGIC PLAN

DISTRICT OF UCLUELET

OVERVIEW



OUR COMMUNITY, OUR FUTURE

The District of Ucluelet is a self-contained community located on the rugged west coast of Vancouver Island within the traditional lands of the Yuułu?ił?ath First Nation. Ucluelet has the benefit of a range of assets and amenities relative to its size and although considered to be remote, enjoys excellent physical and digital access to the rest of the world. The community is defined by a deep appreciation for the natural environment and a culture of creativity and resilience. With a strong sense of community, residents rely on one another and take pride in their spirit of partnership and volunteerism. Despite fluctuations in the economy and local industries over time, Ucluelet has always adapted and thrived.

We see a bright future for our community with quality, sustainable infrastructure and services to support a population of all ages, from young families to active retirees who choose to call Ucluelet home. As our community faces demands for growth, we will strive to preserve our quality of life and our natural assets while ensuring that future development is aligned with our community's values.

OUR ROLE

The District of Ucluelet provides leadership in the community with emphasis on inclusive and strategic planning for the future. We play a role in unifying the community towards a common vision and communicating with our residents on issues that are important to them and the District. We collaborate with our neighbors to enhance our collective provision of services and to ensure effective advocacy on issues that affect our region. Ultimately, our role is to pursue the aspirations of our community and leave a legacy for future generations.

OUR COMMITMENT

- » LEAD BY EXAMPLE
- » OWN OUR DECISIONS and the OUTCOMES
- » BE PREPARED AND INFORMED AS WE MAKE DECISIONS
- » BE COLLABORATIVE WITH OUR PARTNERS
- » HAVE AN OPEN MIND
- » BE CONSISTENT



STRATEGIC PLANNING CONTINUUM

The 2019-22 Strategic Plan informs and focuses the decisions and policies of Council during their term of office. Although the strategic plan provides focus for the four-year term, it considers a long term vision for the community and reflects the goals and policies of the District's Official Community Plan. The strategic plan is executed through annual budget allocations and departmental workplans.

This plan is a living document and Council will update the plan as necessary to address emerging issues or changing priorities. Quarterly reports to Council and the District's Annual Report will provide an opportunity for Council and staff to regularly review and communicate progress in achieving Council's goals.

30 YRS
OFFICIAL
COMMUNITY
PLAN

4 YRS
STRATEGIC
PLAN

ANNUAL
BUDGET
& WORK
PLAN

OUR
FOCUS
TODAY

MESSAGE

FROM THE MAYOR



I have the great honour of leading Council for the next four years. Our first step is to produce a Strategic Plan that we created and will guide the District for the course of our term. Born and raised in the area, I understand our sense of community and the need to protect what we have going forward. We are at a unique moment in Ucluelet's history as we have never had so many opportunities to advance our community. Having a clear plan and a strong commitment to our word will keep our group focused on our goals this term.

Our Strategic Plan is about goals, actions and prioritizing improvements in both communication and community engagement. This council is committed to listening to our residents and we have set actions based on what we have heard and to improve municipal processes.

I look forward to working with our staff to ensure our residents and businesses are put first in our decisions and policies. Our residents define the character of our community and Ucluelet is still a place where community spirit thrives.

Thank you.
Mayor Mayco Noël



COUNCILLORS

RACHELLE COLE

JENNIFER HOAR

LARA KEMPS

MARILYN MCEWEN



STRATEGIC

FOCUS AREAS

**1. MANAGING GROWTH
& MAINTAINING
QUALITY OF LIFE**

**COMMUNITY
DEVELOPMENT
AND WELLBEING 2.**



**4. PARTNERSHIPS &
COLLABORATION**

**ASSET & 3.
INFRASTRUCTURE
MANAGEMENT**





MANAGING GROWTH & MAINTAINING QUALITY OF LIFE

GOAL

To maintain the character and liveability of our community and ensure we can meet the future needs of our residents while managing the impacts of increasing visitation and development.

WHY?

Our residents enjoy a high quality of life and a unique sense of community surrounded by a striking natural environment. An increasing demand for housing and development driven by a thriving tourism industry has the potential to diminish the character and liveability of our community if not properly planned and managed.

<p>Development bylaw/policy enhancement and modernization Modernize development bylaws and policies to ensure they are current and effective in addressing community objectives.</p>	<ul style="list-style-type: none"> • Complete bylaw/policy gap analysis • Update or develop new bylaws/policies to address gaps 	<p>2019</p> <p>2020/2021</p>
<p>Housing affordability strategy Identify actions and policies necessary to maintain housing affordability in the community.</p>	<ul style="list-style-type: none"> • Complete housing need/demand assessment • Develop comprehensive housing strategy 	<p>2020</p> <p>2021</p>





COMMUNITY DEVELOPMENT

GOAL

To have a complete and balanced community by ensuring our amenities and services support liveability and accessibility for all ages, foster and promote economic development opportunities, and accommodate future growth.

WHY?

We have a diverse community with diverse needs, from young families to retirees. It is important that our community has the amenities and services that support all our citizens and the environment, and avoid residents having to leave the community as their needs change.

<p>Development of Health Centre Develop a facility to provide appropriate space for a range of medical services.</p>	<ul style="list-style-type: none"> • Conduct feasibility study/business case with Island Health • Finalize plan and funding for the Health Centre • Initiate construction of the Health Centre 	<p>2019</p> <p>2020</p> <p>2021-22</p>
<p>Acquire Amphitrite Lands Secure ownership of lighthouse, residence and Coast Guard facility for the benefit of the community</p>	<ul style="list-style-type: none"> • Pursue grant for lighthouse/residence • Finalize operations agreement for lighthouse/residence • Pursue transfer of Coast Guard facility from DFO 	<p>2019</p> <p>2019</p> <p>2020</p>
<p>Complete Harbour Master Plan Develop long term strategy to guide future development and management of Ucluelet Harbour</p>	<ul style="list-style-type: none"> • Finalize and adopt HMP • Implement HMP 	<p>2019</p> <p>2020-22</p>
<p>Develop Beautification Plan Identify opportunities to enhance the appearance of the community and its amenities.</p>	<ul style="list-style-type: none"> • Village Centre and Peninsula Road revitalization projects • Develop Beautification Plan 	<p>2021</p> <p>2021</p>



DISTRICT OF
UCLUELET

Welcome! / łumaa?ate?icuu



ASSET & INFRASTRUCTURE MANAGEMENT

GOAL

To adequately maintain our existing infrastructure, while planning for and developing appropriate infrastructure to accommodate future growth.

WHY?

Ucluelet has a significant investment in municipal infrastructure that sustains our community. We are responsible to current and future citizens to proactively and cost-effectively plan for and manage our assets to prevent deterioration and failure and ensure capacity to serve future needs.

<p>Complete Asset Management Program Develop a comprehensive program to guide management of the District's infrastructure.</p>	<ul style="list-style-type: none"> • Conduct facility and fleet review • Complete all condition assessments • Integrate into Annual Reporting Process • Sustainable infrastructure funding plan for water, sewer, and roads. 	<p>2019 2020 2020 2022</p>
<p>Develop Peninsula Road Corridor and Infrastructure Strategy Establish a vision and strategy for future enhancements to the Corridor.</p>	<ul style="list-style-type: none"> • Consultation with Ministry of Transportation and Infrastructure • Public planning and engagement program • Master Plan completed 	<p>2019 2019 2020</p>
<p>Alignment of Utility Master Plans Coordinate future utility requirements and funding models.</p>	<ul style="list-style-type: none"> • Development Cost Charges review • Complete Subdivision Bylaw update • Complete storm and sewer Master Plans 	<p>2019 2019 2020</p>





PARTNERSHIPS & COLLABORATION

GOAL

To enhance the effectiveness of our services and our advocacy efforts by fostering strategic collaboration and partnerships with our neighboring communities.

WHY?

We are stronger together. There are many advantages and efficiencies to be achieved through sharing our respective aspirations and collaborating with our neighbors for the greater good of our communities. Shared resources and expertise can reduce costs and enhance productivity while a strong, collective voice on important issues in our area can positively influence decisions and policies of government. It is also important to advocate for our community through these discussions.

<p>Alignment of Strategic Plans Identify opportunities for local governments and First Nations to align their strategic actions.</p>	<ul style="list-style-type: none"> Formally share Strategic Plan with neighboring ACRD members and First Nations Host engagement event to highlight Strategic Plan alignments 	<p>2019</p> <p>2020</p>
<p>Pursue and develop Collaboration Model Develop a formal structure to support collaboration between neighboring communities and First Nations</p>	<ul style="list-style-type: none"> Host collaboration scoping event with Mayors, Director, Chiefs and CAOs, eye an annual process for cooperation Develop collaboration plan for West Coast services including Regional Planning, Water, Protective Services, and Transportation. 	<p>2020</p> <p>2021</p>

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DISTRICT OF TOFINO

2019-2022 STRATEGIC PLAN

August, 2019

MESSAGE FROM THE MAYOR

It is my privilege to present the District of Tofino's 2019-2022 Strategic Plan.

The Strategic Plan sets out a series of priorities, including eleven high-priority strategic priorities, to guide the District's use of resources over the current Council term. The priorities are organized and presented under six themes:

- > Environment & Climate Change
- > Housing & Neighbourhoods
- > Infrastructure
- > Community Life
- > Economy
- > Corporate Governance

The themes and priorities were developed by Council, with input from senior staff, over the course of two facilitated workshops in April and May, 2019. Taken together, the themes and priorities reflect Council's sense of future challenges and opportunities, and speak to a shared vision of Tofino as a vibrant and resilient community, proud of its First Nations cultural heritage, and protective of its natural setting. The themes and priorities reflect, as well, Council's commitment to building an inclusive community of individuals and families who work together to prosper, and who care for one another.

Listed alongside the priorities are specific actions that have been identified by staff in support of the priorities. Staff will report to Council regularly on progress made on these actions.

Every year Council will review the *Strategic Plan* to reflect on achievements and challenges, and to consider changes to the list of priorities. All changes that are made will be identified in annual progress reports.

I would like to thank all Council members and staff who participated in the strategic planning workshops, and who helped to develop this 2019-2022 Strategic Plan for Tofino. Progress on the priorities set out in the Plan will help to achieve Council's collective vision, and will position the community for continued success and prosperity.

Josie Osborne
Mayor



VISION

Located in the traditional territory of the Tla-o-qui-aht First Nation, Tofino is a vibrant, resilient and progressive community, home to people of all backgrounds who together build for the future, care for one another, connect with and protect the natural environment, and celebrate the rich First Nations culture.

THEMES

The 2019-2022 District of Tofino Strategic Plan is organized within six broad themes, five of which emerged as 'Community Topic Areas' through extensive community and stakeholder consultation in the development of the 2014 "Vision To Action (V2A)" Plan, Tofino's overarching community sustainability plan. The sixth theme, Corporate Governance, was added to cover Council's goals for the organization (i.e., the Corporation of the District of Tofino), to ensure that what is needed is in place to deliver on the responsibilities of the five other areas. The V2A Plan provides the compass for Council's strategic planning process, and the District of Tofino Council continues to use these same six themes to help guide the use of District resources, and organize priorities and their supporting actions during the 2018-2022 municipal term.

PRIORITIES & ACTIONS

In its strategic planning discussions, Council put forward several potential priorities to consider under each of the six themes. As a collective, and with input from senior staff, Council reviewed the full list of possibilities to identify which items to place on a "short list" for action over the course of the current term. The tables in the remainder of this 2019-2022 Strategic Plan present these priorities. All of the items are considered important; however, certain are noted as Council's high strategic priorities. Key actions listed in the tables have been identified by staff to take in support of the priorities.

This plan is intended to be a living document and Council will update the plan as the needs of the community change and evolve. Progress on the priorities set out in the Plan will be regularly reviewed by Council and staff, and will help to ensure Council's collective vision is achieved.



ENVIRONMENT & CLIMATE CHANGE	We will restore, preserve, and protect the natural environment and take action on climate change, recognizing the interdependence of humans and the environment and the importance of a healthy environment to the uniqueness, beauty, health and economy of Tofino and its surrounding area.
HOMES & NEIGHBOURHOODS	We will promote the development of compact, mixed-use neighbourhoods that include a diversity of housing types, feature innovative and energy-efficient designs, and are safe and affordable for all residents.
INFRASTRUCTURE AND TRANSPORTATION	We will support active transportation and provide for the construction, care and replacement of all core infrastructure required to meet the needs of the community, in socially, fiscally and environmentally responsible ways.
COMMUNITY LIFE	We will initiate and support efforts to promote healthy living, preserve Tofino's quality of life, and allow all residents to participate fully in the community.
ECONOMY	We will work with the community to diversify and strengthen the economy, while building on Tofino's strengths as a year-round destination in a setting that is both environmentally and culturally unique.
CORPORATE GOVERNANCE	We will strengthen our capacity to represent, connect with, and provide services to the community, and we will involve and engage the Tla-o-qui-aht First Nation, in whose traditional territory we live.



ENVIRONMENT & CLIMATE CHANGE

We will restore, preserve, and protect the natural environment and take action on climate change, recognizing the interdependence of humans and the environment and the importance of a healthy environment to the uniqueness, beauty, health and economy of Tofino and its surrounding area.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > With current information, capacity, and resources, take immediate and short-term actions to address the causes and impacts of climate change (short-term) 	<ul style="list-style-type: none"> > Develop a flood mitigation plan (2019) > Floodplain Bylaw. Hazard Land Development Permit Areas. > Develop Climate Leadership Plan for Tofino to identify the next step mitigation and adaptation initiatives that should be undertaken. 	2019 2020/2021 2022
<ul style="list-style-type: none"> > Address the causes and impacts of climate change (medium and long term) 	<ul style="list-style-type: none"> > Embed known mitigation and adaptation considerations into future policy and service initiatives as they are developed or updated, including the OCP, procurement, asset management, zoning bylaws, RTCs and other. > Establish DoT Policy related to campfires and /outdoor burning 	Ongoing? 2020
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Accelerate efforts to identify, protect, and/or restore environmentally sensitive areas 	<ul style="list-style-type: none"> > Trees, Greenspace, and Natural Areas and Tree Bylaw (ESA). (Staff notes: Develop a tree protection bylaw > Develop an environmentally sensitive areas report (2021) > Undertake stream mapping and DPA review (2021) 	2022 2020



HOMES & NEIGHBOURHOODS

We will promote the development of compact, mixed-use neighbourhoods that include a diversity of housing types, feature innovative and energy-efficient designs, and are safe and affordable for all residents.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > Address housing affordability and supply challenges and influences to meet the community's long-term needs for affordable resident housing. 	<ul style="list-style-type: none"> > Advocate for provincial and federal housing affordability tools. > Undertake a Housing Needs Assessment as required every 5 years. > Create a long-term Resident Housing Strategy. 	Ongoing 2020 2021
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Pursue housing supply initiatives and continue to protect existing resident housing in collaboration with Tofino Housing Corporation. 	<ul style="list-style-type: none"> > Work with developers and stakeholders to pursue the development of municipally owned lands at DL114, Sharp Road, and other opportunities as available > Support initiatives to address seasonal worker housing/shelter (Housing Strategy) > Ensure Protective Services is resourced/staffed sufficiently to continue enforcement of short-term rental regulations > Review and revise bylaws to protect existing and promote new affordable housing 	2020 2020



INFRASTRUCTURE

We will support active transportation and provide for the construction, care and replacement of all core infrastructure required to meet the needs of the community, in socially, fiscally and environmentally responsible ways.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > Ensure Tofino's long term needs for infrastructure maintenance and renewal are met, including adequate funds to cover the expected costs, through Asset Management 	<ul style="list-style-type: none"> > Complete District of Tofino Asset Management Plan > Complete mitigation, adaptation, flood and tsunami maps. > Establish service standards for roads and the water and sewer systems. > Update the 2016 DoT Water Conservation Strategy, including the addition of a water risk decision tool 	[Qtr; Year]
<ul style="list-style-type: none"> > Complete construction of the waste water treatment plant (and associated infrastructure) and initiate operation 	<ul style="list-style-type: none"> > Maximize capital funding (e.g., grant or partnership funding) for construction of the waste water treatment plant (WWTP), and identify and seek capital and operational funding formulas that fairly reflect use. 	2019
<ul style="list-style-type: none"> > Review and improve water treatment operating processes (would like this to be a higher order priority) 	<ul style="list-style-type: none"> > Construct and Operate a WWTP by 2020 (THIS TIMING IS OUT OF REACH) > Establish clear authorities and responsibilities 	2020
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Minimize solid waste disposal within Tofino in support of the ACRD Solid Waste Management Plan 	<ul style="list-style-type: none"> > Actively participate in renewal/update of ACRD Solid Waste Management Plan (anticipated 2021) > Support and participate in ACRD Organic Waste Diversion project (2019-2021) > Identify, support and implement opportunities to reduce and recycle as per the ACRD Solid Waste Management Plan (e.g., support Bottle Depot, continue with single-use item regulation) > Advocate for policy and legislative tools that better enable local governments to reduce waste (e.g., CleanBC Plastics Action Plan) (Council to senior levels of government) 	



<ul style="list-style-type: none"> > Ensure cost-efficient and responsible potable water use 	<ul style="list-style-type: none"> > Develop Water Supply & Demand Management Strategy. > Develop water meter replacement program > Develop Development vs. Water Risk Decision tool > Plan and develop an expanded Ahkmaksis Reservoir > Update the water conservation strategy, including the addition of a water risk decision tool, reduction of non-revenue volumes 	<p style="text-align: center;">2020 2021-22 2019-20 2021 2021</p>
<ul style="list-style-type: none"> > Promote sustainable, active, and efficient transportation alternatives through implementation of the District of Tofino Multi-Modal Transportation Plan 	<ul style="list-style-type: none"> > Consider MMTP recommendations in concert with Resort Development Strategy including: > Continue to enhance/redevelop Multi-Use Path > Improve crossings along Highway 4 (Hellesen Drive and Mackenzie Beach Road), work with MOTI on viability of other crossings > Lengthen shuttle service operating season > Increase frequency of shuttle service > Improve infrastructure to support shuttle and future transit > Upgrade pedestrian and cycling facilities throughout the District 	



COMMUNITY LIFE

We will initiate and support efforts to promote healthy living, preserve Tofino's quality of life, and allow all residents to participate fully in the community.

Strategic Priorities (High)	Key Actions	Start Date
> Increase access and opportunities for recreation, arts and culture	<ul style="list-style-type: none"> > Continue to pursue funding opportunities for establishment of a community recreation facility > Identify partnerships to secure opportunity for new library 	2022
> Enhance Tofino's disaster resilience	<ul style="list-style-type: none"> > Develop a tsunami evacuation plan (2019) > Secure Tsunami Siren 4 (2020) 	2019 2020
> Support community members to improve their health and wellbeing.	<ul style="list-style-type: none"> > Resource and convene Roundtable on Community Health > Participate in regional tables and forums (Council and/or staff where appropriate) 	
> Improve awareness, knowledge, and inter-agency collaboration on key public and community health issues	<ul style="list-style-type: none"> > Support West Coast Wellness Action Group (regional group advocating for replacement of Tofino General Hospital) 	
Additional Priorities	Key Actions	Start Date
> Explore limits to growth	<ul style="list-style-type: none"> > Further growth management discussion in 2019 Official Community Plan Development > Continue to refine limits to growth in reboot of Integrated Community Sustainability Plan 	2019
> Increase access and opportunities for high quality, affordable child care in Tofino	<ul style="list-style-type: none"> > Support the ACRD's Childcare Space Creation Action Planning process and explore partnership opportunities to create new spaces > Service level review and implementation (e.g., at DoT Community Children's Centre) > Advocate to senior levels of government for high quality, affordable childcare 	2019/2020



ECONOMY

We will work with the community to diversify and strengthen the economy, while building on Tofino's strengths as a year-round destination in a setting that is both environmentally and culturally unique.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > Continue to strengthen the tourism sector as a sustainable, resilient, and foundational sector of the local economy and within the limits of the community's environmental and social capacity. 	<ul style="list-style-type: none"> > Update/Implement the Tourism Master Plan for Tofino > Event Strategy Implementation > Resort Development Strategy Development for pgm beyond 2018 > Wayfinding Sign Plan implementation (phased) > Continued Downtown Vitalization Plan Implementation (phased) 	2020-21
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Continue efforts to diversify the local economy with initiatives that respect the importance of Tofino's tourism economy. 	<ul style="list-style-type: none"> > Review delivery economic development function, including CEDAC Terms of Reference and Action Plan against Council Strategic Plan/Service Level > Review/Financial Plan. 	2019/2020 2023



CORPORATE GOVERNANCE & CAPACITY

We will strengthen our capacity to represent, connect with, and provide services to the community, and to involve and engage with the Tla-o-qui-aht First Nation, in whose traditional territory we live.

Strategic Priorities (High)	Key Actions	Start Date
<ul style="list-style-type: none"> > Conduct a review of services delivered, including priorities, cost reduction opportunities and increased revenue potential. 	<ul style="list-style-type: none"> > Fee and Fine Review > Fire Service Agreement reviews > Cost recovery fees > Review utility fees in anticipation of the WWTP operation > Identify and track services standards, such as costs and timelines for licences, permits, etc. (<i>Service Level Review – not yet started</i>) > Service Level Review and Implementation > Support Development Cost Charge Review 	2019-2020 2019-2020 2019-2020
<ul style="list-style-type: none"> > Enhance communications and community engagement to increase civic participation and inform decision-making. 	<ul style="list-style-type: none"> > Implement Communications Strategy – Update Annually to Council > Logo/brand Refresh and Template Development > Website Refresh > Implement Communications Strategy (staff training, strengthening systems and procedures) > Renew Tofino’s Integrated Community Sustainability Plan to engage the community in long-term, comprehensive community planning. > Communicate the District’s strategic plan and highest priorities, hosting town hall meetings (Ongoing) 	2020 2022 Ongoing
Additional Priorities	Key Actions	Start Date
<ul style="list-style-type: none"> > Promote and pursue opportunities for increased dialogue between the District and First Nations 	<ul style="list-style-type: none"> > Attend Tla-o-qui-aht meetings? > Annual C2C Meetings, Monks’ Point Park Planning, Regional CAO meetings, Emergency Exercises and Training 	Ongoing
<ul style="list-style-type: none"> > Create employment and training opportunities inside the District for Indigenous persons 	<ul style="list-style-type: none"> > Post jobs in TFN Newsletter, build relationship with TFN HR Department > Pursue Fire Department training for TFN 	Ongoing



<ul style="list-style-type: none"> > Address human resources administration needs identified by the Auditor General for Local Government 	<ul style="list-style-type: none"> > Bi-annual all-staff meetings > Develop employee orientation program > Develop a comprehensive recruitment policy > Develop a formalized succession plan and prioritize key roles and mission-critical skills > Develop policies for departing employees – including exit interviews > Have policies reviewed by HR consultant for identification of gaps > CAO and Council to consider a performance indicator- related to CAO performance review. 	<p>Ongoing</p>
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— CITY OF —
PORT ALBERNI

2019 – 2023

Corporate Strategic Plan



Hupacasath First Nation
welcome figures at Victoria Quay

Photo credit: @ExplorePortAlberni



Outside Front Cover Photos:

Riverside boardwalk at Victoria Quay *Photo credit: @ExplorePortAlberni*
(Inset Circle) Johnston Road corridor in bloom



Mayor's Message

On behalf of City Council, I am thrilled to introduce our strategic plan. I would like to start by acknowledging that the City of Port Alberni is located on the unceded traditional territories of Hupacasath and Tshesht First Nations. And while acknowledging this protocol, we believe it's important to take a moment to really appreciate that fact. This strategic plan, our path forward, involves continued respectful partnering with local First Nations and includes specific action toward ongoing and meaningful reconciliation.

During the development of the City's 2019 – 2023 Strategic Plan, Council explored many possible paths to building a strong, successful Port Alberni. Through our discussions, we have elected to focus on five key areas:

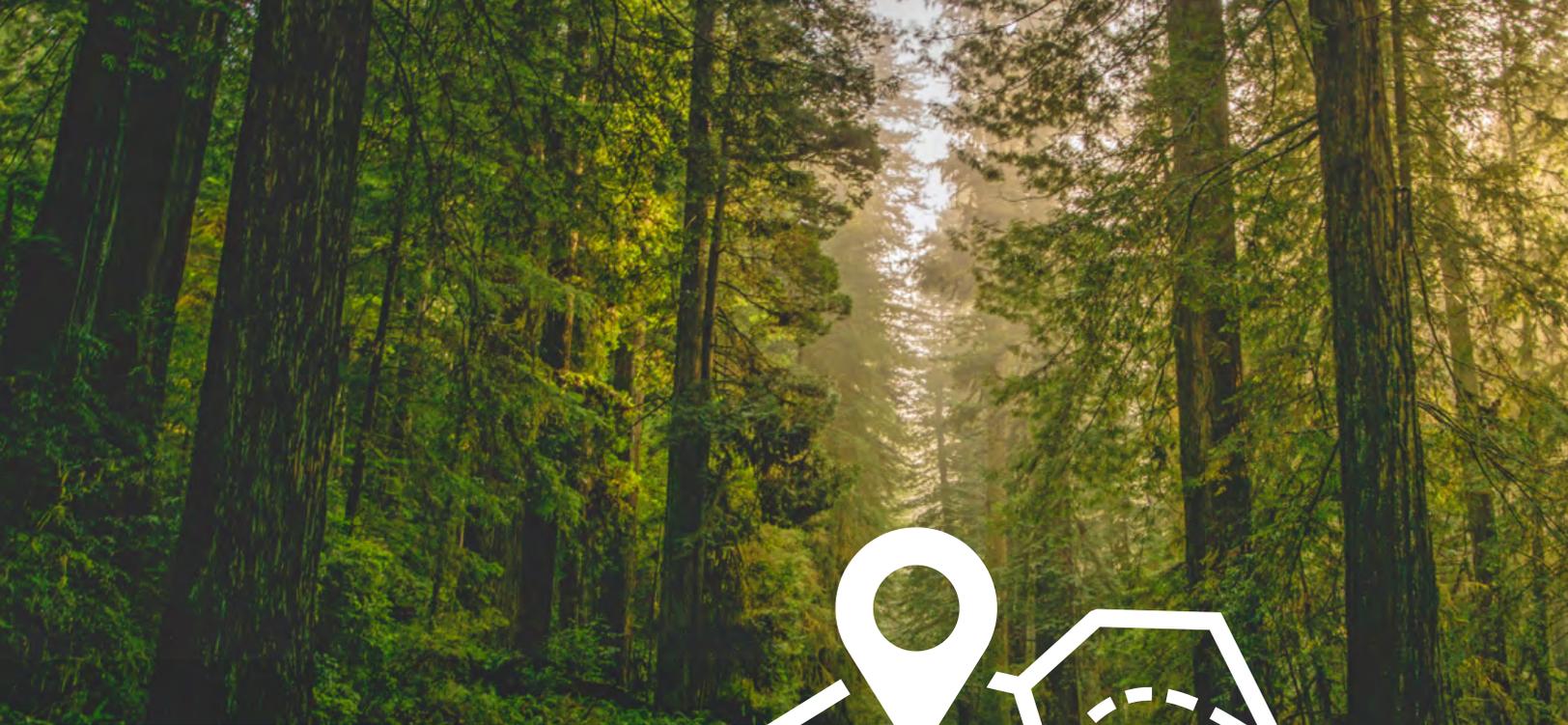
- ▶ Responding to demographic change/ improving quality of life
- ▶ Enabling the new economy
- ▶ Providing and maintaining quality services
- ▶ Championing environmental leadership
- ▶ Fostering a complete community (safe, healthy and inclusive)

Council acknowledges that much of the work done and services provided by the City are not specifically mentioned in this plan. The day-to-day operations, services, and programs offered by your local government, largely continue regardless of local elected officials. Outside of that day-to-day, represents our opportunity. Our opportunity to make genuine and meaningful improvements to the quality of life for those who live in our community. That is the work, and intent, of this strategic plan.

Like so many citizens, our Council members love this community. We have been entrusted the task of envisioning Port Alberni's path to a brighter future. We are honoured to accept that responsibility, and we are committed to acting in the public's best interest at all times.

This is an incredibly exciting point in time for the City of Port Alberni. We believe the next few years will be a transformational phase in our story. Let's come together and make this journey a success for today's generation and the many generations to come.

Sharie Minions,
City of Port Alberni, Mayor



Mission

Our Mission is to enhance the quality of life of residents and taxpayers by creating a vibrant waterfront community...

- providing or facilitating the delivery of high-quality core municipal services and programs;
- balancing economic, environmental and social benefits;
- being fiscally responsible;
- planning and encouraging development to ensure a thriving economy and strong tax base;
- maintaining sustainable infrastructure;
- providing leadership and building partnerships (internal/external), which will be of benefit to the broader community.

Guiding Principles

Your City Council has adopted four principles. These principles are the pillars of Council’s decision-making process:

- be authentic;
- demonstrate courage, integrity and humility;
- be innovative;
- be respectful, communicative and accountable.

Strategic Priorities



1

Respond to demographic change/improve quality of life



2

Enable the new economy



3

Provide and maintain quality services



4

Champion environmental leadership



5

Foster a complete community (safe, healthy and inclusive)



1 | Respond to demographic change/improve quality of life

GOALS

1.1 Be a community that is connected by safe, walkable, green streets and accessible multi-modal pathways.

STRATEGIES

- 1.1.1 Proactively revitalize and reconfigure existing streets, in a priority sequence.
(Initial priorities include 3rd Ave (between Argyle and Mar) and Argyle (between 3rd Ave and Harbour Quay))
- 1.1.2 Streets that are not deemed a priority for proactive reconstruction are renewed and redesigned as they require improvements.
- 1.1.3 Initiate a proactive tree planting program as part of greening existing streets that are not being redeveloped.

See also Trails/Pathways



View of the Valley with setting sun
Photo credit: Tashia Potter



GOALS

STRATEGIES

<p>1.2 The Uptown District is revitalized and flourishing.</p>	<p>1.2.1 Attract new investment and encourage redevelopment and improvements. (Priority areas include upper 3rd Ave followed by Argyle between 3rd Ave and Harbour Quay)</p> <p><i>See also Truck Traffic Issue</i></p>
<p>1.3 The City adapts in response to ongoing demographic change and community development.</p>	<p>1.3.1 Review existing plans and guiding documents. Develop new plans for current and future use that reflect current values.</p>
<p>1.4 The public has access to and the use of the City's waterfront while marine-based industries thrive and contribute to a strong economy.</p>	<p>1.4.1 Support the timely repurposing of waterfront lands as opportunities emerge.</p>



2 | Enable the new economy

GOALS

2.1 The tourism/visitor sector of the local economy flourishes.

2.2 Heavy truck traffic is moved off of 3rd Ave in Uptown District.

STRATEGIES

2.1.1 Encourage tourism-related development and infrastructure.
See also Trails/Pathways

2.1.2 Investigate the potential for implementation of the Municipal and Regional District Tax (MRDT) program or alternate means to support tourism.

2.2.1 Develop a truck route. Consider the utilization of existing streets/roads as well as new alignment/route options.



Harbour Quay
from the water



GOALS

STRATEGIES

2.3 The economy grows with an emphasis on small business.

- 2.3.1 Focus the City's Economic Development Department efforts toward the small business sector (50 employees or fewer).
- 2.3.2 Explore an incentive program to support existing small businesses.
- 2.3.3 Explore an incentive program to encourage new small businesses in sectors that are strategic.
- 2.3.4 Continue reduction of the number of vacant commercial occupancies.

2.4 The community has a strategy that effectively encourages investment and sustainable growth.

- 2.4.1 Develop strategies. Consider leveraging growth/development to pay for more growth/development.

2.5 The City takes an active and innovative role in the redevelopment of brownfield sites.

- 2.5.1 Utilizing tools, methods and resources available to a local government, facilitate the redevelopment of brownfield sites.



3 | Provide and maintain quality services

GOALS

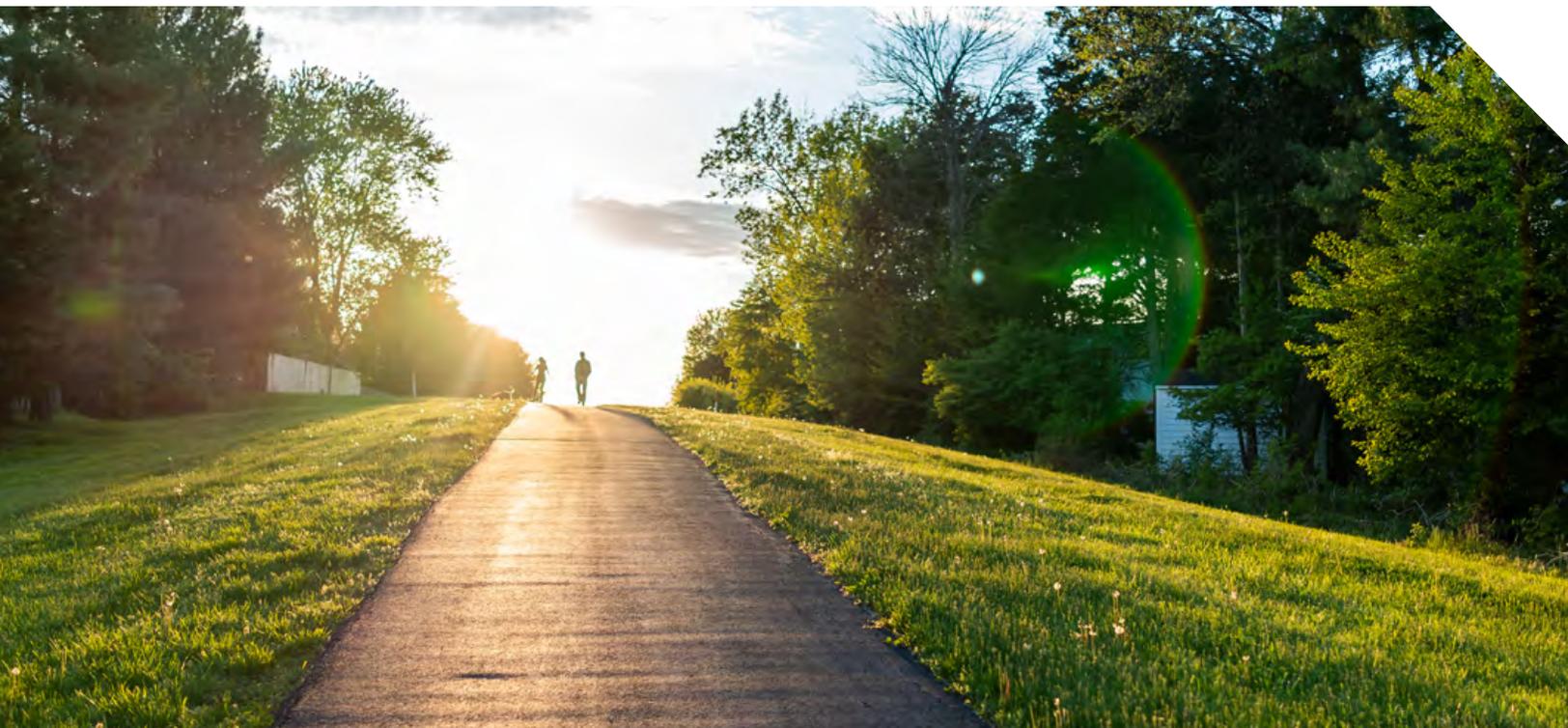
STRATEGIES

3.1 The highest and best use is made of City-owned assets.

3.1.1 Identify the opportunities, establish priorities, engage the public and stakeholders, and move with purpose on the right projects.

3.2 The City provides quality local government services that are valued by users, without duplicating services that are available through other public or private providers, unless doing so is in the public's interest.

3.2.1 Explore current practices and services with an eye for opportunities to free up City resources for other priorities.





GOALS

3.3 The City's Heritage Network, assets and stakeholders are aligned and provide services desired by the community. Heritage services are authentic and inclusive of all eras, cultures and perspectives.

3.4 The City's citizens receive the best value from its service providers.

STRATEGIES

3.3.1 Determine the desired level of resources available for Heritage, and the best model for the City to utilize in delivering Heritage services.

3.3.2 Consider all aspects of Heritage that the City is currently funding and develop a plan accordingly.

3.3.3 Explore opportunities for Heritage assets to support Economic Development related priorities.

3.4.1 Review services provided by the City and by ACRD. Reduce duplication. Ensure that City citizens are receiving the best value from the most appropriate service provider, and that City citizens are not subsidizing services provided to non-City residents.

3.4.2 Align the people paying for services with the people receiving those services.



4 | Champion environmental leadership

GOALS

4.1 Continuous improvements are made in terms of reducing the amount of solid waste generated within the City that is landfilled.

4.2 City infrastructure is renewed in a sustainable and environmentally conscious manner.

4.3 Brownfield sites in the community are remediated in a timely manner.

STRATEGIES

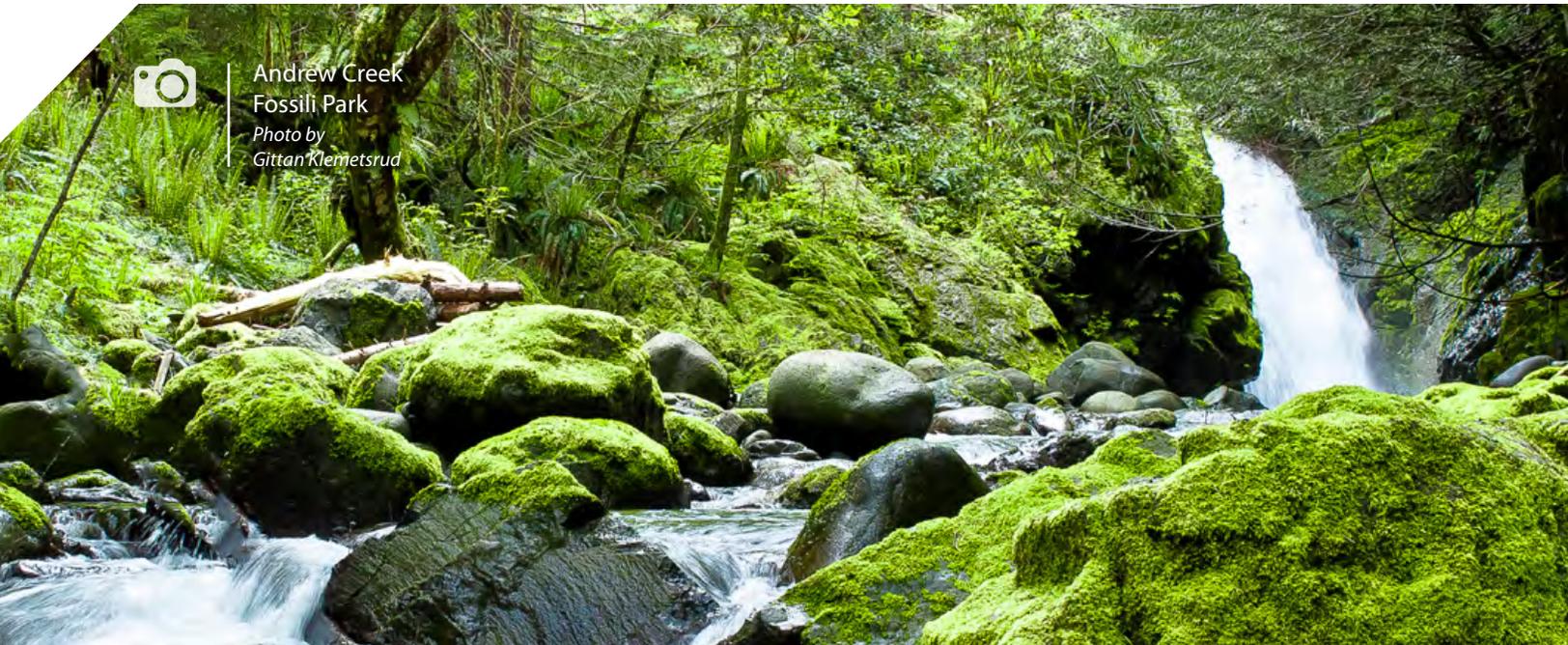
- 4.1.1 Ensure that Alberni-Clayoquot Regional District (ACRD) is aware that organics diversion is a priority concern for the City.
- 4.1.2 Support the ACRD in implementing organics diversion asap.
- 4.1.3 Ensure that the City is prepared to implement collection of separated organic solid waste as soon as the ACRD is prepared to receive that material separately.
- 4.1.4 Work with ACRD on improvements to solid waste diversion.

4.2.1 Develop and implement an asset management plan.

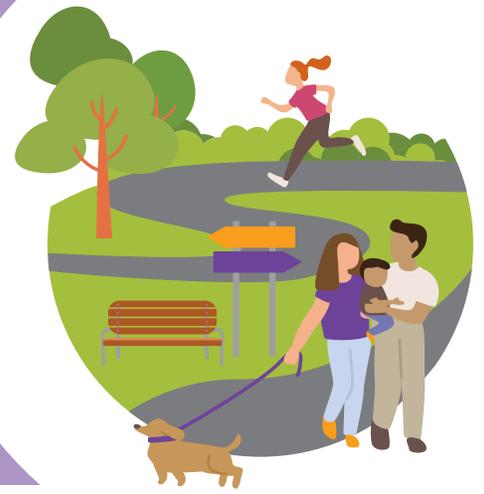
4.3.1 Utilizing tools, methods and resources available to a local government, facilitate the remediation of brownfield sites.



Andrew Creek
Fossili Park
Photo by
Gittan Klemetsrud



5 Fostering a complete community (safe, healthy and inclusive)



GOALS

STRATEGIES

5.1 The community is tidy. Neighbourhoods are celebrated for their uniqueness. There are locally authentic public spaces. Citizens are proud of their community.

- 5.1.1 Identify authentic aspects of community and neighbourhoods. Support and celebrate that authenticity.
- 5.1.2 Encourage the infilling of vacant lots and buildings to enable those sites to contribute to vibrancy.
- 5.1.3 Support pride in community.

5.2 People are safe and feel safe.

- 5.2.1 Explore non-policing strategies that can be utilized by a local government to reduce crime and crime rate statistics.
- 5.2.2 Utilize crime prevention strategies to reduce crime.
- 5.2.3 Develop a Public Safety Building in the Uptown District where City Bylaw Services and RCMP Community Policing Services are co-located.



Our Town community event
Photo credit: Alberni Valley News

GOALS

STRATEGIES

<p>5.3 The community is connected with safe pathways and trails that are multi-modal. Pedestrians and cyclists are safe and feel welcome.</p>	<p>5.3.1 Develop multi-modal path between Kitsuksis Dyke and Harbour Quay (Connect the Quays). Develop other pathways that further connect the City.</p> <p>5.3.2 Improve connectivity of existing City pathways and trails.</p> <p>5.3.3 Ensure that trails are maintained.</p>
<p>5.4 People know where they are within the City through the use of effective and authentic wayfinding signage.</p>	<p>5.4.1 Develop wayfinding signs to be implemented on City streets, in City parks and on City trail system.</p>
<p>5.5 The City continues on a thoughtful and sustainable path of reconciliation with First Nations and First Nations citizens.</p>	<p>5.5.1 Continue progress on reconciliation by acting on the Reconciliation Committee’s 27 recommendations in a sustainable manner.</p>



Running in the woods



MS Maasdam welcomed by Tseshaht First Nation



Outside Back Cover Photos:

Rainbow Photo by Erica Watson

(Inset Circle) Redford at Night Photo by Ed Francoeur



— CITY OF —
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huu ay aht

ANCIENT SPIRIT, MODERN MIND



**STRATEGIC PLAN
2019 - 2023**



HUU-AY-AHT FIRST NATIONS STRATEGIC PLAN 2019 - 2023

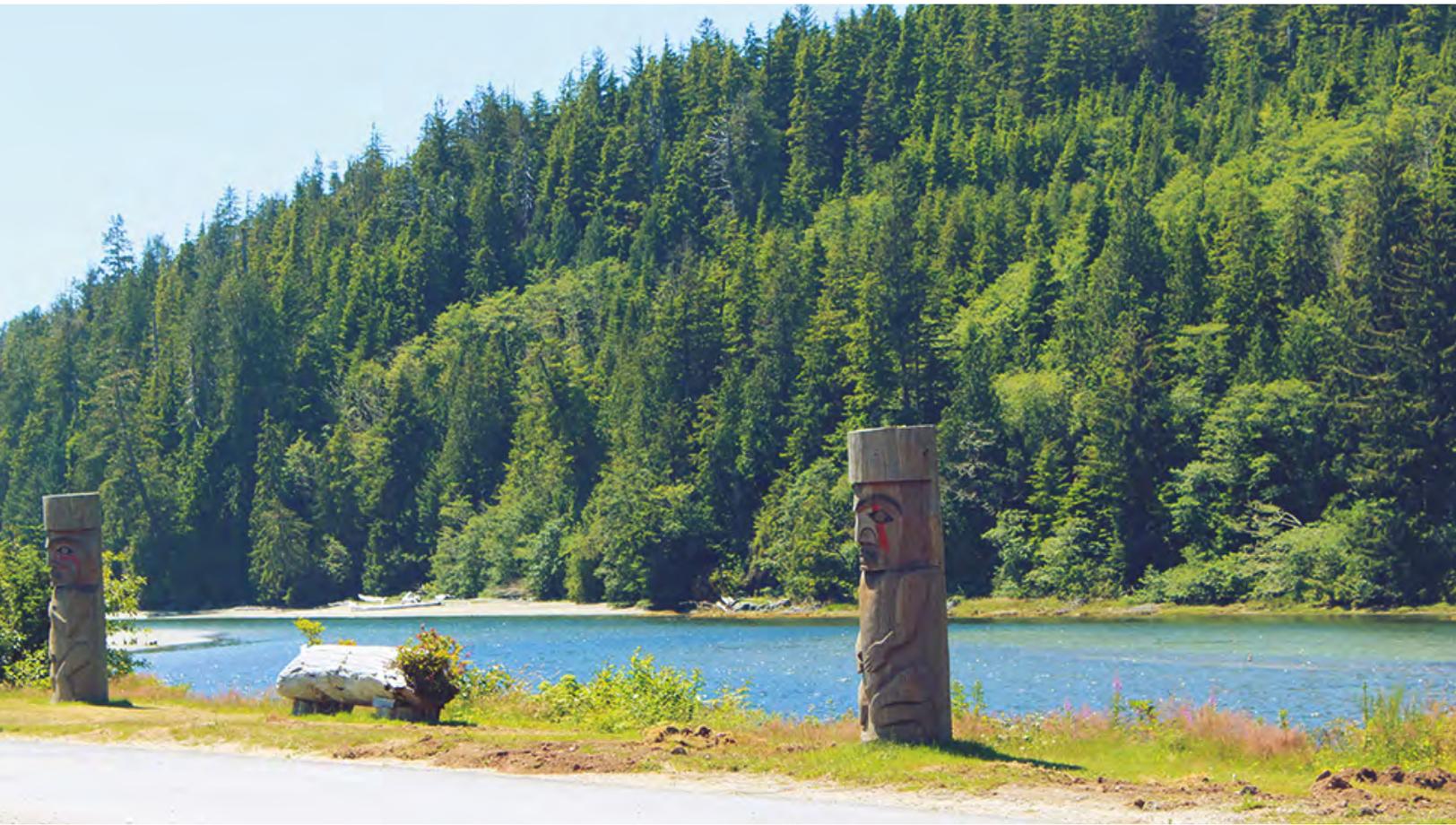
This plan was created by HUU-ay-aht for HUU-ay-aht. Generations of HUU-ay-aht have worked to rebuild our Nation. Our vision and direction reflect our present day motto of Ancient Spirit, Modern Mind, representing the strength, knowledge, and wisdom passed to us by our ancestors, along with the direction of our citizens of today heard through regular and on-going engagement. This plan builds on previous strategic plans and reflects the input of citizens, H̱aw̱iiẖ, and committee members, who have voiced their ideas in the creation and updates of all of our plans.

As a modern and strong, self-governing Nation, we continue to strive to be self-reliant by creating economic opportunities through implementation of our modern day treaty and treaty rights within our ḥahuuḥi.

Our strategic plan is an important tool that will guide us along our path for the coming four years and beyond. It helps us connect where we have come from, where we are now, and where we want to go.

HUU-AY-AHT VISION

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



HUU-AY-AHT MISSION STATEMENT

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

HUU-AY-AHT SACRED PRINCIPLES

Through the sacred principles of HUU-ay-aht, our ancestors lived and led our people. They cared for all that is contained within the HUU-ay-aht ḥahuuḥi. Today, these principles continue to ground us in our culture and traditions and inform how HUU-ay-aht governs and engages with citizens in a good way—the HUU-ay-aht way.



ʔiisaak

Utmost Respect.

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

ʔuuʔaḥuk

Taking Care Of...

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

Hišuk ma c̣awak

Everything is One.

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

FIVE POSTS FOR A STRONG HUU-AY-AHT

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

STRATEGIC PRIORITIES

Through a consultation process with citizens, reinforced through on-going community engagement processes, Huu-ay-aht has identified six strategic priority areas.

The strategic priorities relate to the Nation as a whole and the work that the entire team – leadership, staff, and citizens – need to do so that we can achieve our vision and see the **Five Posts for a Strong Huu-ay-aht** come to life. In keeping with the Huu-ay-aht principle of hišuk ma c’awak, the organization must work ‘as one’ to achieve each these important goals.

Each goal will require effort and action from each department within the organization. Assigning and aligning specific actions to each will ensure that the best strategies for success are implemented to help us to move forward together.



**INFRASTRUCTURE
CREATION & RENEWAL**



**REVIVAL OF LANGUAGE
& CULTURE**



**CONSERVATION
OF NATURAL RESOURCES**



**CITIZEN DEVELOPMENT
THROUGH EMPOWERMENT
& SUPPORT**



**BUILDING
A STRONG ECONOMY**



RECONCILIATION

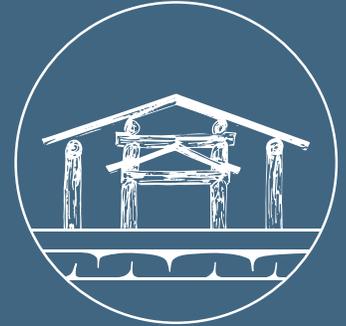
GOALS AND OBJECTIVES



STRATEGIC PRIORITY 1

INFRASTRUCTURE CREATION & RENEWAL

Infrastructure includes roads, potable water, government buildings, and community facilities. Together, these make up the building blocks of a livable Һahuuҕи. Ensuring these structures are in place and well maintained will help our local economy to grow and our community to thrive.



INFRASTRUCTURE CREATION & RENEWAL GOAL

Huu-ay-aht will build and maintain physical structures for a safe, healthy, and connected Һahuuҕи.

INFRASTRUCTURE CREATION & RENEWAL OBJECTIVES

- a) Maintain and repair existing Huu-ay-aht assets and infrastructure.
- b) Maintain and implement a schedule for creation and development of community infrastructure to accommodate current and future needs.
- c) Create and implement a Housing Strategy to accommodate current population and community expansion.
- d) Invest in infrastructure and utilities on Huu-ay-aht lands and other lands within Huu-ay-aht Һahuuҕи (roads, electricity, moorage facilities, water and sewer, improved digital access) to support a growing Huu-ay-aht economy.



GOALS AND OBJECTIVES



STRATEGIC PRIORITY 2

REVIVAL OF LANGUAGE & CULTURE

Huu-ay-aht culture is and has always been strong. It is woven into all we do. Our songs and dances bring us together, our language breathes life to our values and teachings, and our history and traditions remind us of where we come from. While the impacts of residential schools sought to weaken our strong foundation, we are working hard under the guidance of our Ḥaw̓iiḥ to revive our language and culture for the benefit of present and future generations.

REVIVAL OF LANGUAGE & CULTURE GOAL

Celebrate Huu-ay-aht through language, culture, and our citizens, and practise who we are in all aspects of our lives.

REVIVAL OF LANGUAGE & CULTURE OBJECTIVES

- a) Integrate culture and Ancient Spirit, Modern Mind philosophy into day-to-day business, governance, and the Huu-ay-aht way of life.
- b) Identify and implement formal and informal programs and teachings to promote language and culture learning for all Huu-ay-aht.
- c) Increase the use and fluency of Huu-ay-aht language by existing and new speakers.
- d) Work closely with nananiqsu and ḥaw̓iiḥ to learn protocols on songs and dances, history, and traditional practices.

STRATEGIC PRIORITY 3

CONSERVATION OF NATURAL RESOURCES

Demonstrating ʔiisaak (utmost respect) for our ʔahuuʔi means making careful decisions with regard to the sustainable use of our resources in a way that meets the needs of our people and families. Our lands and waters have fed, clothed, and sustained our people since time immemorial, and our conservation of these resources will ensure that this continues for generations to come.

CONSERVATION OF NATURAL RESOURCES GOAL

Huu-ay-aht will plan for and develop resources in an integrated manner, honouring our sacred principles of ʔiisaak, hišuk ma c'awak and ʔuuʔaʔuk.

CONSERVATION OF NATURAL RESOURCES OBJECTIVES

- a) Achieve environmental sustainability and cultural integrity throughout our ʔahuuʔi through development of management of our lands and resources.
- b) Practise good environmental stewardship, including fisheries, wildlife, and environmental enhancement.
- c) Implement Lands and Resources Provisions in the Maa-nulth Treaty and side agreements with special focus on fisheries-related opportunities.
- d) Annually increase sustainable harvesting of fisheries, wildlife, and plant resources by citizens.
- e) Continue watershed restoration work.

GOALS AND OBJECTIVES



GOALS AND OBJECTIVES



STRATEGIC PRIORITY 4

CITIZEN DEVELOPMENT THROUGH EMPOWERMENT & SUPPORT

Healthy, proud, and self-reliant citizens make up the fabric of a strong Huu-ay-aht First Nations. Citizens have voiced the desire for access to programs, services, and opportunities to participate actively in the Huu-ay-aht community. By embracing ʔuuʔaʔuk and fostering growth and capacity building in our citizens, we will ensure the success of our people, families, and Nation for generations to come.

CITIZEN DEVELOPMENT GOAL

Huu-ay-aht will promote self-reliance and empower and support Huu-ay-aht citizens and elders to reach their highest potential through lifelong nurturing, teaching, and healing. (Ha-huu-pa).

CITIZEN DEVELOPMENT OBJECTIVES

- a) All Huu-ay-aht children grow up safe, healthy, and connected to our families, our Huu-ay-aht home, culture, and values; families stay together.
- b) Citizens receive support to be physically, spiritually, emotionally, and mentally healthy.
- c) Quality education and employment opportunities are available and accessible for all Huu-ay-aht.

STRATEGIC PRIORITY 5

BUILDING A STRONG ECONOMY

Building a strong economy within the Huu-ay-aht ḥahuuḥi will drive business growth and tax revenue for our Nation, generating income for Huu-ay-aht programs and services. A thriving local economy will also fuel job creation, entrepreneurship, and opportunity for our people, enhancing the livability of our home.

BUILDING A STRONG ECONOMY GOAL

Huu-ay-aht will build a sustainable, diverse economy that unlocks the wealth of the ḥahuuḥi.

BUILDING A STRONG ECONOMY OBJECTIVES

- a) Assist in the growth and development of new business opportunities in the Huu-ay-aht traditional territory.
- b) Support citizen entrepreneurship and employment in secure jobs.
- c) Develop business partnerships and joint venture agreements.
- d) Explore economic potential of natural resource development in cooperation with lands and natural resources department.

GOALS AND OBJECTIVES





STRATEGIC PRIORITY 6

RECONCILIATION

Reconciliation is the foundation for strong, healthy, and sustainable Indigenous and non-Indigenous communities across British Columbia and Canada. Huu-ay-aht are committed to a common vision of reconciliation that supports mutual benefits, sustainability, and a bright future for all Huu-ay-aht, no matter where they live.

Huu-ay-aht First Nations practises reconciliation in our everyday lives — this includes our families, and how we conduct ourselves in our communities. Our value of Ancient Spirit, Modern Mind serves as an affirmation of how we honour our teachings and our responsibility to be stewards of our ḥahuuḥi. Acknowledging our role and relationship with our ḥahuuḥi and respecting our capacity to protect and manage our resources are foundational to beginning the dialogue on reconciliation.

The Huu-ay-aht vision for reconciliation creates room for all — we will achieve much more by all working together, with good faith and respect guiding the way.





RECONCILIATION GOAL

Huu-ay-aht will build new transformative relationships between our Nation and all Canadians – relationships built on a foundation of ʔiisaak, recognition, reconciliation, and hope.

RECONCILIATION OBJECTIVES

- a) Assert our role as rightful and traditional stewards of our lands and collaborate with others to protect and honour our ʔahuuʔi.
- b) Support and honour citizens on their personal journeys of reconciliation.
- c) Monitor, evaluate, and report annually to citizens on the progress on reconciliation between Huu-ay-aht and all Canadians.
- d) Be role models for the social change we wish to see in our communities and Nations.



huu ay aht

ANCIENT SPIRIT, MODERN MIND

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