

Community Economic Development Plan

2025 - 2029



huu ay aht

ANCIENT SPIRIT, MODERN MIND

TABLE OF CONTENTS

1	OUR NATION	2
1.1	OUR STORY	3
2	EXECUTIVE SUMMARY	4
2.1	SUPPORTING COMMUNITY PLANS.....	5
2.2	ENGAGEMENT SNAPSHOT.....	6
3	COMMUNITY ECONOMIC DEVELOPMENT PLAN	7
3.1	VISION STATEMENT	7
3.2	GOALS.....	7
3.3	ECONOMIC DEVELOPMENT VALUE PROPOSITION.....	8
3.4	SUSTAINABILITY & COMMUNITY INCLUSIVITY	9
4	GOAL ONE: STRENGTHENING THE ECONOMY	9
4.1	CREATE OUR TOURISM DESTINATION.....	9
4.2	GROW A MARINE ECONOMY	11
4.3	PURSUE FORESTRY BIOECONOMY (BIOFORESTRY).....	12
4.4	CLEAN ENERGY	13
5	GOAL TWO: ENABLE OUR ECONOMIC FUTURE	17
5.1	ENABLERS	17
6	GOAL THREE: GROW THE HUU-AY-AHT GROUP OF BUSINESSES (HGB).....	19
6.1	HFN FORESTRY LP	19
6.2	HFN FISHERIES LP	20
6.3	HFN LANDS LP.....	22
6.4	HFN GRAVEL LP.....	23
6.5	HFN HOSPITALITY LP.....	24
6.6	HFN MARKET LP.....	26
6.7	HFN MANAGEMENT LP.....	27
7	GOAL FOUR: ORGANIZE FOR ECONOMIC DEVELOPMENT.....	28
7.1	COMMUNITY ECONOMIC DEVELOPMENT PLAN UPDATING	28
7.2	WORKFORCE DEVELOPMENT	28
7.3	ACTIVATE OUR FRAMEWORK PLAN	29
7.4	HFN ECONOMIC DEVELOPMENT DEPARTMENT & HUU-AY-AHT GROUP OF BUSINESSES (HGB)	32
7.5	HFN ECONOMIC DEVELOPMENT COMMUNICATION.....	34
7.6	ENSURE INITIATIVE ALIGNMENT WITH COMMUNITY ECONOMIC DEVELOPMENT PLAN	36
7.7	KEY PERFORMANCE INDICATORS.....	37

1 OUR NATION

Huu-ay-aht First Nations (HFN) is a self-governing, modern treaty Nation whose lands are located in the Barkley Sound region on the West Coast of Vancouver Island, at the entrance to Alberni Inlet. The lands and waters comprising our traditional territories (*ḥaḥuuti*, pronounced “ha-houlthee”) have been occupied by us since time immemorial. Today, Huu-ay-aht citizens number close to 900 and primarily reside around the Village of Anacla - the Nation’s principal community close to Bamfield, as well as in Port Alberni - the closest population centre. The balance of our citizens live across Vancouver Island, in the Vancouver area, and beyond. Huu-ay-aht First Nations is a member of the Nuuchahnulth Tribal Council and one of the five First Nations signatories to the Maa-nulth Final Agreement, the first modern-day treaty to be concluded on Vancouver Island. The treaty came into effect on April 1, 2011, when the five Maa-nulth First Nations’ laws came into effect, marking a new era of ownership and self-government. Today, our Nation operates under a “made in Huu-ay-aht” Constitution, which supports the laws and policies that establish how the Huu-ay-aht government makes decisions on behalf of its citizens. As a result of the treaty, Huu-ay-aht First Nations has full ownership and jurisdiction over more than 8,200 hectares of land within our territories and continues to have rights throughout our *ḥaḥuuti*.

With full control over these undisputed lands owned in fee simple, our Nation is able to govern the lands under our own laws. Seeking to leverage this strength, Huu-ay-aht First Nations Executive Council and Hereditary Chiefs (*Ḥawiih*) have been actively seeking opportunities to engage in responsible and sustainable economic development to forward the Huu-ay-aht vision of working together to establish a healthy, prosperous, and self-sustaining community. Maintaining their historic role as caretakers of the lands, waters, and resources of their *ḥaḥuuti*, the Huu-ay-aht *Ḥawiih* work closely with Elected Council to ensure that all development considerations are informed and guided by the long-held principles of *ʔiisaak* (respect), *ʔuuʔaʔuk* (taking care of), and *hišuk ma cáwak* (everything is connected). Furthermore, Huu-ay-aht citizens themselves contribute to the governance of the Nation through regular People’s Assemblies, which employ a “direct democracy” model. Building on a rich history, Huu-ay-aht First Nations is working to build a bright future for generations to come. Huu-ay-aht’s **2024-2029 Strategic Plan** specifies the **“Six Posts for a Strong Huu-ay-aht”** with key economic development focus on “ensuring that natural resources and traditional teachings will provide sustainable wealth that respects the Huu-ay-aht core values, while ensuring that the economy will operate sustainably, and will be a major employer in the *ḥaḥuuti* and a major source of revenue for the Nation.”

Vision	Mission	Three Sacred Principles
Huu-ay-aht First Nations envisions a strong, self-governing, and self-reliant Nation. <i>ʔiisaak</i> (Greater Respect) will guide us as we work together to foster a safe, healthy, and sustainable community, where our culture, language, spirituality, and economy flourish for all.	As a leader among First Nations, Huu-ay-aht First Nations will create certainty for its people and generate wealth for financial independence by providing economic opportunities, social, cultural, and recreational programs for all Huu-ay-aht people.	<i>ʔiisaak</i> – Greater Respect. <i>Hišuk ma cáwak</i> – Everything is One. <i>ʔuuʔaʔuk</i> – Taking Care Of.
Community Wellness Vision		
Our citizens are grounded in our culture, teachings, and sacred principles. Through healing, wellness, celebration, and the understanding of our Treaty, we are connected, empowered, responsible, accountable, and motivated.		

1.1 OUR STORY

Our community and economic development story is interpreted from 280 community member responses to a question: What is your vision for the future of Huu-ay-aht?

The Huu-ay-aht First Nations are a prosperous people of resurgence, deeply rooted in the wealth of our lands, the strength of our culture, and the wisdom of our ancestors. We are a Nation of builders, caretakers, and innovators, creating a future where our people thrive through self-reliance, reconciliation in action, and economic leadership. Our lands and waters provide the foundation for a diverse ECONOMY with quality jobs, where ecotourism, clean energy, food security, marine enterprise, forestry innovation and value-add, and cultural enterprises flourish. The tallness of our forest and the magic of our waters are renowned, and healing for wellness to be found in nature's way for both citizens and visitors. We create opportunities by directly operating businesses, by nurturing entrepreneurship, and by promoting who we are and our opportunities beyond our Nation.

By investing in our people and economic opportunities, we will create the FINANCIAL ability to position the Nation to successfully ENABLE economic development that builds pathways for everyone to succeed, focused on housing choice and affordability, healthcare services, superior education infrastructure, widely available childcare, backup power, and basic water, sewer, and road infrastructure in the Bamfield and Anacla region. Our sense of circular whole from the parts, job creation that enables community-building and community-building that enables job creation, which is guided by our sustainability, stewardship, and inclusivity VALUES.

We are deeply connected to sustainable development and environmental stewardship. We protect and preserve our natural assets, marine, fishing stocks, ocean, wildlife, and forests. We communicate and share the Huu-ay-aht history and culture to build traditions into our economic and social heartbeat. We ATTRACT more citizens to Anacla and the territory by providing available, affordable and accessible modern.

We ENABLE increased access to healthcare services and cultural facilities, as well as a focus on entrepreneur programming that includes internships, apprenticing job shadowing, and access to job fairs. People will come to experience our rich culture, the beauty of our lands, and the strength of our economy. Still, they will stay because Huu-ay-aht is a place of belonging and opportunity and is building a future grounded in deep consideration of our legacy for future generations.

2 EXECUTIVE SUMMARY

“I came home for opportunity. I stayed to build a future.” This is the reality for Huu-ay-aht citizens: economic self-determination is actively pursued. Guided by tradition, strengthened by governance, and powered by innovation, Huu-ay-aht is building a thriving, self-sufficient economy that supports its people, businesses, and lands. This plan is not about short-term wins but generational prosperity - an economy built for today, tomorrow, and the next seven generations. Huu-ay-aht’s economic foundation is rooted in sustainable and innovative leverage of marine and forest natural resources, with the Nation positioning itself as a leader in clean energy, forest bioeconomy, and sustainable ecotourism. The forestry sector remains a core economic driver, yet future prosperity lies in unlocking value-added forestry products and advanced fibre-based bioeconomy solutions. With its own forests and land control, Huu-ay-aht has a unique opportunity to lead in forest-based bioeconomy products and sustainable resource management.

The marine industry is expanding beyond fisheries into aquaculture, marine transportation, and ecotourism. These industries are evolving and require strategic investment to maximize their potential while ensuring environmental stewardship and long-term sustainability.

Tourism is growing, reflecting the economic value of nature. Huu-ay-aht’s pristine forests, unspoiled coastline, and deep cultural heritage are assets that set it apart as a premier destination for immersive Indigenous tourism experiences. With careful investment in visitor infrastructure, trails, eco-resorts, cultural experiences, and adventure-based tourism, the Nation is positioned for the future to compete with top West Coast destinations like Tofino and Ucluelet. The goal is to establish Huu-ay-aht as the gateway to Barkley Sound and the Broken Group Islands, offering unique cultural experiences, high-end accommodations, and world-class outdoor adventure.

Clean energy is not just a values-based necessity but an economic opportunity. Huu-ay-aht is prioritizing investments in renewable energy, including wind, solar, and a potential revisit of the Sarita Micro Hydro Project in the future. These initiatives will create energy independence for the Nation and position Huu-ay-aht as a regional leader in clean energy production. A multi-year plan, including partnerships with BC Hydro, Clean Energy BC, Island Coastal Economic Trust (ICET), and government agencies, will ensure that clean energy projects are feasible, scalable, and aligned with broader economic diversification goals.

Critical enablers must be strengthened for economic growth to be sustainable and inclusive. Childcare, affordable housing, telecommunications, energy supply, recreation and culture facilities, partnerships, workforce skills development & training, and activation of The Framework Plan are key catalysts enabling economic development goals. Enablement also includes our people. Our youth and entrepreneurs benefit from inclusive opportunities to develop work skills that align with future financial opportunities. We have a strong ability to nurture entrepreneurship in direct dialogue with our business community about what they need to succeed, the provision of spaces and programming, and alignment with capital, programs, and incentives that enable growth.

The Nation is committed to creating an environment where Huu-ay-aht citizens and non-citizen entrepreneurs can invest, develop businesses, and contribute to economic expansion. The path forward, and Huu-ay-aht’s roadmap to a resilient, diversified economy, is set with economic success deeply rooted in culture, sustainability, and community well-being. It’s time to build.

2.1 SUPPORTING COMMUNITY PLANS



The Community Economic Development Plan effectively integrates the Framework Plan by providing a detailed view of opportunities centred on infrastructure and tourism development. It also aligns with the Huu-ay-aht Group of Businesses (HGB) Business Plan, which outlines a for-profit, independent operation in specific opportunity areas. This integration creates a cohesive economic development narrative, consolidating all relevant information within the Community Economic Development Plan. A unified vision of the future, broad investment, and a resident understanding of actions in the context of the vision are fundamental to both external and internal investment success.

2.2 ENGAGEMENT SNAPSHOT

The Community Development Plan has been built from community engagement, consisting of extensive interviews and economic development summits held in Bamfield and Anacla. Community engagement focused on understanding Huu-ay-aht's strengths, opportunities, aspirations and challenges. Engagement results were used to complete a SOARR Assessment, an analysis model that identifies key conclusions and themes that generate a core direction for a Community Economic Development Plan.

Strengths – What Can We Build On

- Our connection to our lands, waters, and air in our sovereign territory.
- Strong base of natural assets to leverage for future growth opportunities.
- Deep experience in forestry, and marine-based sectors.

Opportunities – Initiatives Worth Considering

- New and diversified housing development alongside new commercial and light Industrial expansion in Port Alberni / Alberni-Clayoquot Regional District (ACRD), Bamfield, Parksville / Oceanside. Increased cultural, institutional, and supporting amenities for Huu-ay-aht citizens.
- Partnerships with the Bamfield Marine Science Centre, partnered Nations, and Seafood Industry Associations to grow our fisheries.
- Expansion of natural and marine asset-based tourism development. Outdoor adventure trail development and wayfinding connecting the territory.
- Cultural tours run by Huu-ay-aht, including new tourism related infrastructure and facilities in Anacla Village, Bamfield and specific sites such as Pachena Bay, Keeha, Sarita, and second beach initiatives.
- Sustainable stewardship, improvements, teachings, and preserving / sharing of history.
- Development of new forest-based revenue, tenure reform, reallocation to increase the Nation's access to additional volume, and the creation of a forest bioeconomy focus. Create new opportunities in clean energy that will sustain our future needs. That Huu-ay-aht lands and resources are developed and utilized to maximize benefits for citizens in a balanced way.
- United, healthy, wealthy nation connected to our lands and resources. Requires access to the water.
- Protection and restoration of our cultural assets. Focus on increasing wellness and culture through strengthening connection to Huu-ay-aht lands.
- Expand our citizens' understanding of our territories through learning about traditional place names, cultural practices and Huu-ay-aht history. Ensure that forest resources are developed sustainably for present and future generations of Huu-ay-aht people. Support education and create employment for our citizens and youth.
- Provide economic opportunities for our people and create wealth through economic opportunities to support healing from the past.

Aspirations – What Do We Care Deeply About Achieving

- Leading the way for business development, creating a secure climate for investment that benefits Huu-ay-aht citizens and the broader economy, grounded in culture and care for the natural environment.
- To support and develop a healthy and sustainable diversified economy where the people can flourish and benefit from the traditional territory.

Risks – How We Recognize and Mitigate or Eliminate Potential Risks

- Governance structures within the Administration operations of the Nation, along with its business units, need to be transparent and clear to Council, staff, advisory boards, and citizens to avoid potential conflicts and unknown financial risks.

Results – How We Know We Are Succeeding

- Huu-ay-aht business interests, limited partnerships and corporations are governed by an independent economic development corporation with a Board of Directors, transparent governance model, regular reporting, and audited statements that are made available publicly.
- Increased citizen employment within Huu-ay-aht territory.
- Increased revenues are received from Provincial, Federal and NGO Funding sources in support of projects, infrastructure, and growth of Huu-ay-aht economic development opportunities.
- Increase in own-source revenues to facilitate improved programs and services.



3 COMMUNITY ECONOMIC DEVELOPMENT PLAN

3.1 VISION STATEMENT

Huu-ay-aht First Nations envisions a strong, self-governing, and self-reliant Nation. ʔiisaak (Greater Respect) will guide us as we work together to foster a safe, healthy, and sustainable community, where our culture, language, spirituality, and economy flourish for all.

3.2 GOALS

Goals are the way we will achieve our Community Economic Development Plan. These goals are interconnected, relying on the success of each other to achieve a sum greater than the parts. In the broadest sense, this document (CEDP) is dedicated to building a values-based, strong and sustainable economy that unlocks the wealth of the Huu-ay-aht, attracts visitors, provides diverse employment opportunities, and generates revenue to reinvest in the ʔaḥuʔi and masčim.

The Community Development Plan is structured under a set of action-focused Goals.

Figure 1 Goals:

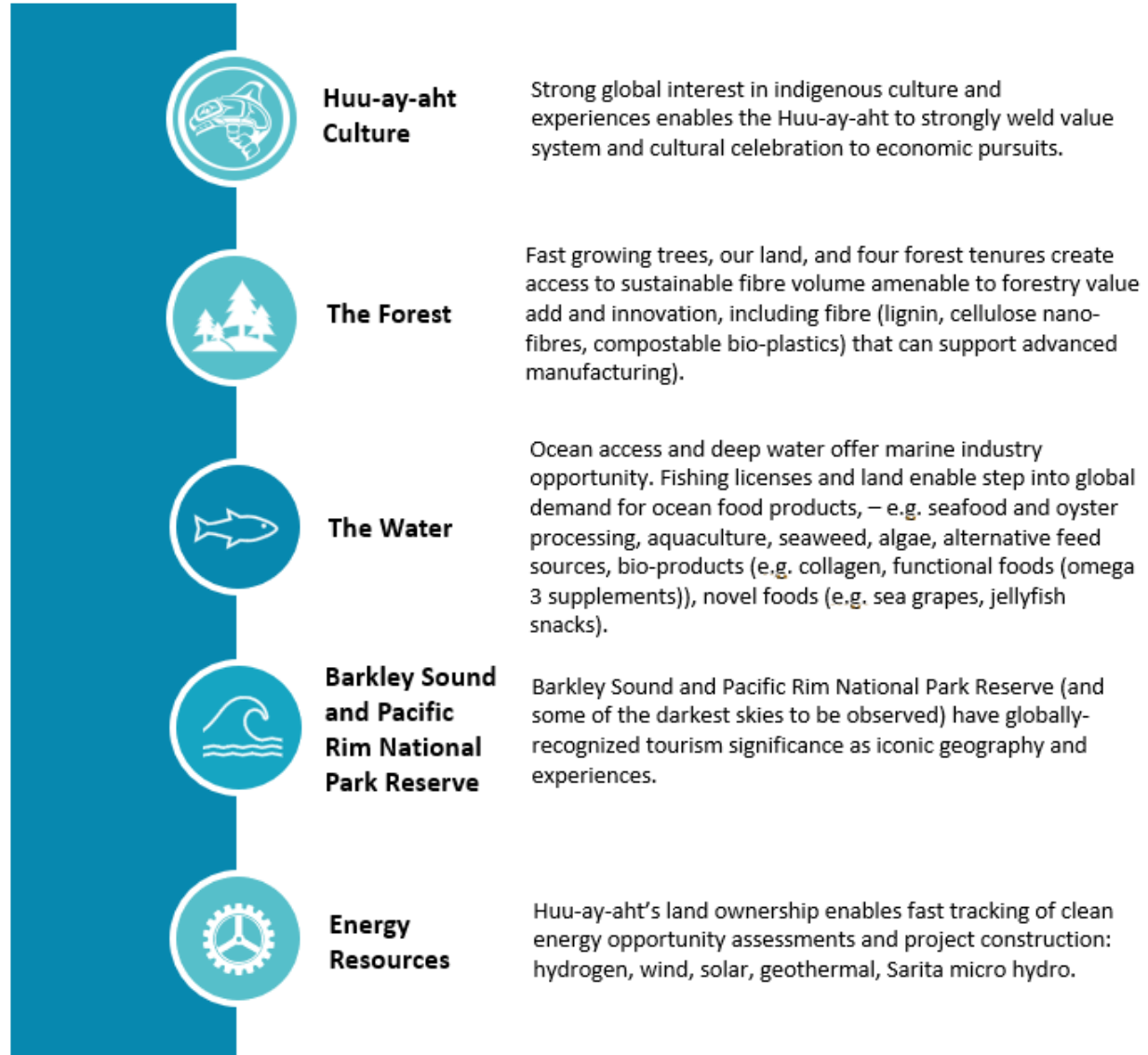


3.3 ECONOMIC DEVELOPMENT VALUE PROPOSITION

Huu-ay-aht's Value Proposition lies in its unique culture, strong governance, and sustainable economic opportunities. Attracting the right investors, businesses, and visitors depends on clearly communicating what makes Huu-ay-aht special. A strong Value Proposition ensures people see Huu-ay-aht as a desirable place to live, work, and invest.

Figure 2 Value Proposition

Value Proposition



Lifestyle Factors: Engagement Top 4: Preserving and Sharing our Culture; Natural Assets; Outdoor Adventure; Modern Treaty. Lifestyle factors deeply valued by the Nation's residents are a means to communicate to attract newcomers and bring our people home.

3.4 SUSTAINABILITY & COMMUNITY INCLUSIVITY

SUSTAINABILITY APPROACH:

Protecting, preserving our natural assets, communicating and sharing the Huu-ay-aht history and culture. Preserving our culture, history, environment and traditional places while sharing with visitors.

COMMUNITY INCLUSIVITY:

Include and listen to elders, youth, citizens, experts, and knowledge leaders who will lead and champion the need for sustainable training and capacity building for HFN Youth (14-30) in entrepreneurship youth programs. Focus on the need for children's safe spaces with modern playgrounds, liaison with senior governments for infrastructure funding, and creating smaller housing units that are accessible for all physical abilities. Work to increase access to healthcare services as the Nation grows, encourage cultural facilities and programming that can include internships, apprenticeship, job shadowing and organized job fairs.

4 GOAL ONE: STRENGTHENING THE ECONOMY

4.1 CREATE OUR TOURISM DESTINATION

Develop and promote our tourism destination opportunities.

Destination Marketing and Development are the foundation of tourism based strategic planning and include activities that support the creation of compelling experiences, infrastructure, products and key services that entice a visitor to determine where to visit. However, the lack of staffing and the absence of a broad-based Destination Marketing Organization (DMO) limits the ability to conduct marketing campaigns on behalf not only the Nation but also with ACRD communities such as Port Alberni and Bamfield and West Coast First Nations that may wish to collaborate. Creating a DMO that is established and majority controlled by HFN, would provide the platform for new partnerships with tourism accommodation, and service providers. Furthermore, new funding opportunities from both government and private entities are more likely to occur with a functional broad based Indigenous DMO as it demonstrates excellence in organization that and partners are working together.

Table 1 Implementation Initiatives: Developing Our Indigenous DMO

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Create a comprehensive Destination Development baseline analysis of all natural, cultural, and non-nation tourism assets within the HFN's territory that may support future tourism growth. 2. Complete research & engagement on the significance of the HFN village site Kiiixin, the potential for future use and growth. 3. Complete long-term business plan and steps required to launch the new Visitor Information Centre and Cultural Centre in Anacla. 4. Establish a new HFN Controlled Indigenous Destination Marketing Organization (DMO) within the boundaries of the HFN Territory. 5. Add a tourism contractor or staff in the HFN Economic Development Department. 	<ol style="list-style-type: none"> 6. Investigate and secure additional resources to create a Tourism Destination Development and Marketing Plan – including comprehensive tourism product opportunity assessments and associated business planning / financial projections / acquisition assessments for Nation-owned or non-Nation land, and including potential for partnerships. 7. Create comprehensive trail mapping – phase 1 inventory of all trails, considering new trails that could be added, and the potential for multi-use purposes such as mountain bike infrastructure. 	<ol style="list-style-type: none"> 8. Create tour and visitor trip itineraries and utilize support from Destination BC to provide media support and familiarization trips (fam tours), and attending tourism trade conferences and trade shows. 9. Reopen HFN Cultural attractions (i.e. Kiiixin) through careful discussions with Elders and community. 10. As tourism growth occurs, ensure tourism training, and certifications, and guiding opportunities for Nation citizens / workforce, including consideration of hiring of a marine-based programming trainer. 11. Develop Huu-ay-aht member culture training program to enable deeper and meaningful connections with the land & traditional settlements. 	<ol style="list-style-type: none"> 12. Execute a well-defined and evidenced-based marketing & advertising campaign in advance of each season / off season. 13. Create and maintain quality, year-round employment in tourism enterprises that share a tourism-skilled workforce. 14. Collaborate with neighbouring Nations on tourism programs and ongoing partnership in a broader DMO.

4.2 GROW A MARINE ECONOMY

Nurture water-based economic opportunity.

While the Huu-ay-aht Group of Businesses (HGB) has investments in specific businesses (Nova Harvest/ Aquaculture / Mariculture and holds fishing licences), the HFN Community Economic Development Plan can incorporate a broader focus on supporting and enabling the marine economy – including value added fisheries and the marine industries sector - over the coming years. The Pacific Integrated Commercial Fisheries Initiative (PICFI) that include support for new business and training opportunities, and increased fisheries access for eligible First Nations funding. Program support includes aquaculture, and incorporates capacity building, harvester training, establishment and implementation of value-added business development plans, mentoring support for participation in the commercial fishery sectors, and a focus on support for expansions onshore facilities and diversification within traditional territories. External partnerships with companies such as Cermaq (salmon farming) and with community supported fisheries, can increase Huu-ay-aht participation in the fisheries, self-sufficiency, and lead to new infrastructure investments such as seafood markets, processing facilities for smoking, cold storage, and icing plant infrastructure. Huu-ay-aht can also consider increasing focus on acquiring licenses such as halibut, crab, herring, shellfish, herring roe, geoduck, sea cucumber, prawn, salmon, sablefish, clams etc. These additional licenses create economic activities, provide direct benefits to Huu-ay-aht citizens, and can support sustainable environment enhancement efforts. Longer term opportunities may include the acquisition of commercial fishing equipment such as vessels (seine, troll, gillnet, prawn, herring skiffs), gear nets (seine, gillnet herring), traps (crab/prawn), and dive gear, buoys, and groundline.

Table 2 Implementation Initiatives: Marine / Fisheries Sector

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / ongoing
Anticipated Activities	<ol style="list-style-type: none"> Determine specific goals and steps required to increase the number and capacity of fisheries within the Nation. Create strategies for licence and quota acquisition. Enable HFN training and development leading to marine-based certifications in vessel safety, navigation and commercial fishing. 	<ol style="list-style-type: none"> Research and secure additional resources to support marine sector growth. Working with the Marine Science Centre on development training partnerships to increase understanding of fisheries biomass and opportunities. Organizing Indigenous fishery technician training program and related advanced skill development. Partner with the City of Alberni on a blue economy sector development initiative, including consideration of investment opportunities. 	<ol style="list-style-type: none"> Plan for and add processing capacity in Bamfield, within the Nation, including retail outlets in Port Alberni. Acquire additional commercial fishing vessels and water taxis for both commercial and pleasure. Continue focus on creation and expansion of new sales channels / processing partnerships. 	<ol style="list-style-type: none"> Engage with potential partner Nations to increase value added fishery growth. Establish regular communications with DFO, understanding expectations, requirements, and Canadian Food Inspection Agency legalization requirements.

4.3 PURSUE FORESTRY BIOECONOMY (BIOFORESTRY)

Leverage a forest value proposition to develop innovation-focused fibre value-add opportunities.

In BC, Forestry Bioeconomy (Bioforestry) is defined as *the conversion of biomass, such as trees and agriculture products, into energy, chemicals, and special materials*. Natural Resource Canada definition is *“An economy based on the manufacturing and trade of commodities and services derived from renewable biological resources, as well as on the trade of non-timber forest products.”* Through the design of a local forest bioeconomy, the Nation can explore opportunities for developing new forest product and service value chains. Bioeconomy approaches provide opportunities to extract more value by converting each harvested tree into specialty materials, biochemicals, and biofuels. This approach maximizes use of the forest, involves increasing use of technology, and has a more extensive value chain. The result is more revenue from the forest, waste reduction, and job opportunities.

Table 3 Implementation Initiatives: Forestry Bioeconomy

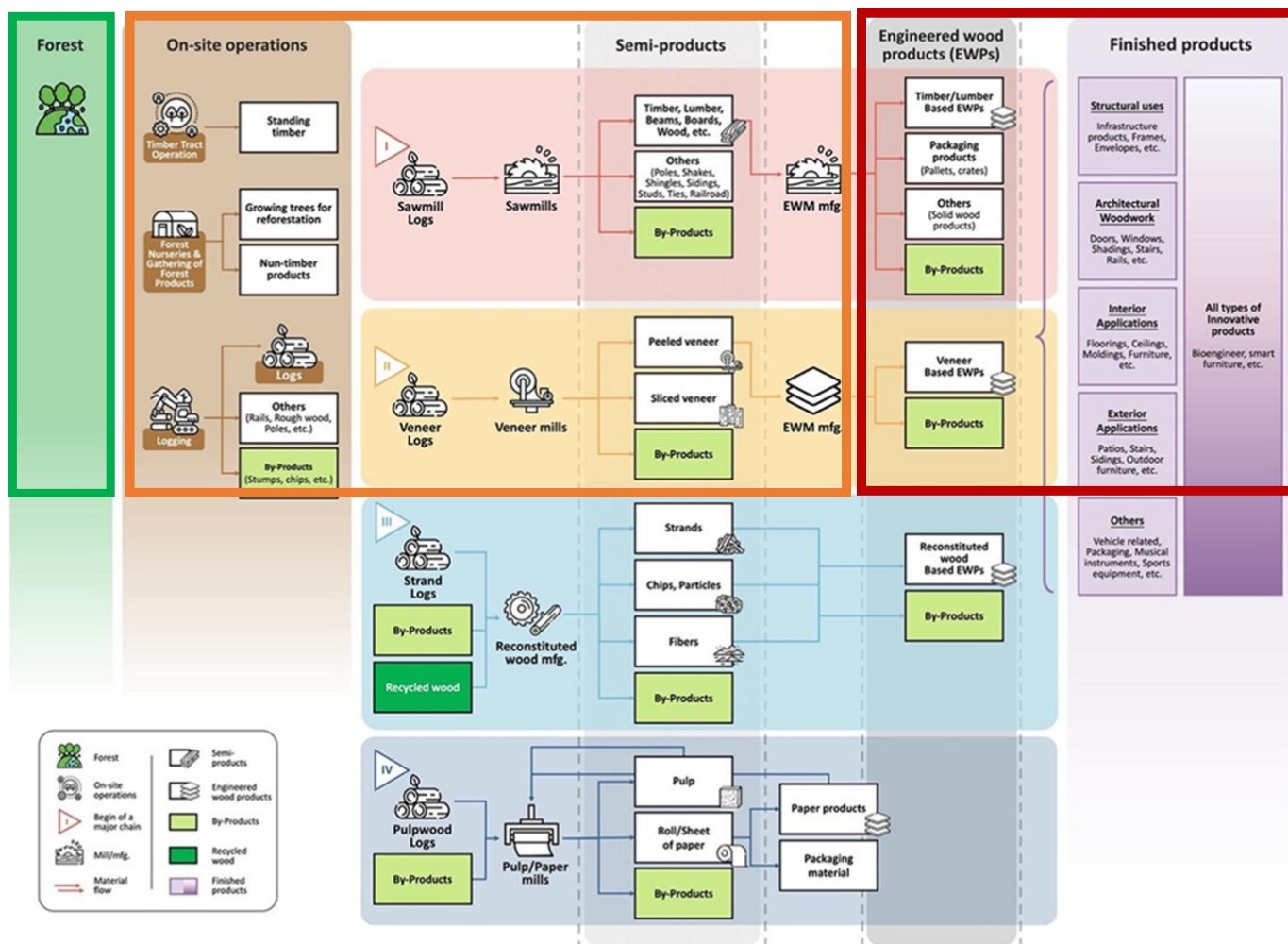
Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / Ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Research and identify 1-2 specific forest bioeconomy opportunity spaces on a Nation or investment partnership basis. 2. Explore identified opportunities via industry/subject-matter expert engagement, and community engagement. 3. Establish relationships with academic institutions for research collaborations. 4. Engage with government agencies to explore funding opportunities. 	<ol style="list-style-type: none"> 5. Secure funding to conduct feasibility studies on local, long-term biomass availability (quantified) and potential bio-based products. 6. Analyze market for bio-based energy, chemicals and materials. 7. Research value chains for priority focus. 8. Establish the availability of, and potential for, product distribution channels with local and regional partners. 	<ol style="list-style-type: none"> 9. Increase capacity for implementation through training for community members in bio-based product development. 10. Offer education, certifications in sustainable forestry and biomass processing. 11. Develop required community policies supporting sustainable bioforestry practices. 12. Ensure infrastructure aligns with environmental and cultural values. 	<ol style="list-style-type: none"> 13. Invest in facilities for biomass collection and processing. 14. Launch bio-based products and integrate them into the market. 15. Expand production capacity based on market demand. 16. Enhance forest management to support continuous biomass supply.

Figure 3 Forestry/Forestry Bioeconomy Pathways

Traditional

Semi-products / Milling

Value Added



4.4 CLEAN ENERGY

Fully leverage our potential in clean energy.

Given the importance of sustainable, reliable, clean energy generation, the Huu-ay-aht First Nations (HFN) Economic Development Department has been exploring clean energy opportunities for citizens and the entire region. This includes ensuring that power availability is redundant and that various independent power sources at different scales are ready to enable new investment in the Nation. At scale, there is potential to export energy generation with its financial benefits for the Nation. Huu-ay-aht can initiate and maintain dialogue with BC's energy providers, gaining experience, connections, and access to many opportunities that complement one another and presenting prospective synergies as part of a regional approach to clean energy. BC Power demand is projected to outstrip existing BC Hydro facilities no later than 10 years of Site C in full production online, and likely far sooner. Opportunity areas include:



- 1. Wind Farm Development**
- 2. Solar Power Solutions**
- 3. Sarita Micro Hydro Project (contingent on government support)**

In addition to analyzing source options and business viability, there should be further engagement with HFN citizens about the potential of and progress toward energy self-sufficiency. More project briefings and specific online communications, backgrounders and education seminars with subject-matter experts will enhance transparency and trust and reduce potential hesitancy. Elders and leadership at all levels of HFN government are needed, which will improve citizens' acceptance and develop confidence in relationships with private sector partners and provincial and federal governments to secure investments. In the long term, there is a real potential for success within HFN to become a significant leader in small- and large-scale clean energy - with the ability to develop expertise to showcase, guide, and share knowledge expertise with broader clean energy interests.

This four-year work plan establishes a structured approach for advancing community-based renewable energy initiatives within the traditional territory of the Huu-ay-aht First Nations. Building upon the previously completed Community Energy Plan, the strategy includes developing a second-phase detailed feasibility study for wind and solar energy. Additionally, it prioritizes the rollout of small-scale, community-based power projects, including net metering for individual buildings, over the first and second years. The initiative will be overseen by a consultant under the Economic Development department, and seek funding opportunities for the feasibility study and additional funding sought for community-scale power projects.

In the longer term, the development of large-scale renewable energy infrastructure within Huu-ay-aht First Nations' territory can feed energy into the grid and generate revenue.

Table 4 **Implementation Initiatives: *Community Based Clean Energy***

Tactics	Years 1-2 Feasibility Study & Initial Implementation of <i>Community Based Power Projects</i>
Project Kickoff & Funding Applications	<ol style="list-style-type: none"> 1. Identify and pursue additional funding sources for small-scale community power projects. 2. Hire a consultant to lead feasibility studies and community power initiatives. 3. Develop a structured work plan with an associated community and political engagement strategy to ensure participation and input and support
Site Assessments, Regulatory Review & Workforce Development	<ol style="list-style-type: none"> 4. Site Assessments, Regulatory Review & Workforce Development 5. Conduct site assessments per the Community Energy Plan's recommendations, evaluating wind and solar energy potential based on geographical and environmental considerations. 6. Identify permitting and regulatory requirements at all levels. 7. Engage BC Hydro regarding grid connection and net metering opportunities. 8. Conduct preliminary cost-benefit analyses for wind and solar energy development. 9. Select priority buildings for small-scale power development and net metering. 10. Host initial community engagement sessions to communicate project goals and gather feedback. 11. Establish training programs for local workforce development focused on maintenance, installation, and monitoring of community energy systems.
Technical Analysis & Small-Scale Power Installation (Phase 1)	<ol style="list-style-type: none"> 12. Perform in-depth technical and environmental assessments of potential wind and solar sites. 13. Develop financial models incorporating capital and operational cost projections. 14. Initiate procurement of solar panels and small wind turbines for designated community buildings. 15. Draft business plans and structured investment opportunities. 16. Begin installation of small-scale community power projects for early adopters. 17. Conduct stakeholder engagement with partners, government agencies, industry experts, and community members. 18. Develop and submit an interim feasibility study report for internal review.
Feasibility Study Completion & Expansion Planning	<ol style="list-style-type: none"> 19. Finalize and submit the detailed second-phase feasibility study for wind and solar energy. 20. Establish implementation priorities for wind /solar energy projects based on feasibility, financial projections, market trends. 21. Present findings to Chief & Council and the community. 22. Determine the next steps for scaling small-scale community power projects. 23. Secure additional funding and investment sources for broader implementation. 24. Evaluate initial performance of Phase 1 community power installations.
Tactics	Years 3/4 Scaling Up <i>Community-Based Power & Pilot Implementation of Wind & Solar</i>
Securing Funding & Expanding Implementation	<ol style="list-style-type: none"> 25. Secure additional funding for expanding small-scale community power projects. 26. Increase installations of solar panels and small wind turbines on additional community buildings. 27. Finalize agreements with BC Hydro for net metering expansion.
Design, Procurement, and Permitting	<ol style="list-style-type: none"> 28. Complete detailed design for wind and solar systems based on feasibility study findings. 29. Issue RFPs for procurement of additional renewable energy equipment. 30. Obtain final regulatory approvals and building permits for expansion. 31. Host community meetings to provide updates and gather feedback.

Pilot Wind & Solar Project Development and Monitoring	32. Implement Phase 1 of wind and solar projects or full-scale build out based on feasibility study recommendations. 33. Expand net metering agreements with BC Hydro. 34. Develop and implement a system testing program to ensure operational efficiency. 35. Monitor energy production and collect performance data for optimization.
Evaluation, Future Strategy, and Long-Term Planning	36. Assess the effectiveness of expanded small-scale community power projects. 37. Evaluate initial performance of wind and solar pilot projects. 38. Collect community feedback and address operational challenges. 39. Develop a long-term strategy for scaling renewable energy initiatives. 40. Secure additional funding or investment for future expansion. 41. Present final results and recommendations to Chief & Council and the community

Table 5 Initiatives: Industrial Scale Energy Planning & Development

Tactics	Years 1-2 Feasibility Study & Regulatory Review
Technical & Financial Analysis	1. Conduct in-depth resource assessments for wind and solar generation. 2. Develop investment models and risk assessment strategies. 3. Engage regulatory bodies to secure approvals and compliance certifications. 4. Explore partnership models with private-sector investors. 5. Draft a preliminary feasibility study and business case.
	Years 3/4: Project Development & Initial Implementation
Securing Investment & Regulatory Approvals	6. Secure funding and investment for industrial-scale energy construction. 7. Obtain necessary regulatory approvals and permitting. 8. Finalize agreements with BC Hydro and other off takers for power sales. 9. Develop community benefit agreements and revenue-sharing frameworks.
Procurement & Infrastructure Development	10. Issue RFPs for major equipment procurement and construction contractors. 11. Develop necessary transmission and grid connection infrastructure. 12. Initiate phased construction of wind or solar facilities. 13. Establish operational and maintenance plans for long-term sustainability.
Grid Integration & Revenue Generation	14. Finalize and submit the detailed second-phase feasibility study for wind and solar energy. 15. Establish implementation priorities for wind /solar energy projects based on feasibility, financial projections, market trends. 16. Present findings to Chief & Council and the community. 17. Determine the next steps for scaling small-scale community power projects. 18. Secure additional funding and investment sources for broader implementation. 19. Evaluate initial performance of Phase 1 community power installations.
Long-Term Expansion & Economic Growth	20. Assess initial project performance and financial outcomes. 21. Identify opportunities for further investment and expansion. 22. Expand industrial-scale energy production as market conditions allow. 23. Develop a long-term economic sustainability strategy for the Nation.

5 GOAL TWO: ENABLE OUR ECONOMIC FUTURE

5.1 ENABLERS

Childcare, affordable housing, telecommunications, energy supply, recreation and culture facilities, partnerships, and workforce skills development & training, and activation of The Framework Plan, are key enablers that nurture conditions for achievement of economic development goals.

Economic development (Table 6) is commonly understood to be investment-focused: a business (e.g. HGB), development of a specific industry sector; and key actions focused on attracting investment or expanding a business, a specific sector, key tactic, or function, such as attracting investment or expanding a business. Depending on context, underlying enablers (infrastructure, quality of life, quality of place, fiscal, and/or cultural initiatives) create the conditions for these economic development activities to flourish can matter as much or more than the economic development activities themselves. The engagement process revealed significant interest in enablers and the degree to which they enable or restrict the Huu-ay-aht's economic success:

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

Table 6 Core Economic Development and Enablers

Core Economic Development		Enablers
Product – focus on existing industry sectors/enterprise and value proposition <ul style="list-style-type: none"> ➤ Enablers – Land / Buildings, Workforce Development, Transportation Access, Business Costs, Existing Industry, Land Use Planning, Infrastructure Development Programming <ul style="list-style-type: none"> ➤ Investment Attraction, Entrepreneurship / Workforce Development Business Retention / Expansion, Tourism Development Organization <ul style="list-style-type: none"> ➤ Operating model, staffing, and budget considerations, investment-friendly policies 		Quality of Life, Culture, Quality of Place Sustainability Goals <ul style="list-style-type: none"> ➤ Social Conscience ➤ Environmental Stewardship ➤ Economic Opportunity ➤ Fiscal Responsibility Pillars: Housing, Downtown, Recreation, Education, Health, Community Appearance / Distinctiveness Place making: safety, accessibility, recreation, parks / trails / trees, artistic expression, “main street”, architecture

Economic Development Action Areas	Enablers
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Table 7 Implementation Initiatives: Economic Development Enablers

Tactics	Year 1-2	Year 2-3	Year 3-4	Ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Establish benchmarks for Childcare Services that are easily accessible and culturally sensitive to support workforce participation and community well-being. 2. Partner with ACRD, Bamfield and Industry to work with Telecoms to increase reliable communication, cell coverage and digital connectivity through the territory including Anacla Village, Bamfield, and the key tourism destinations. 	<ol style="list-style-type: none"> 3. As additional investment comes from implementation of the Framework Plan, increase Housing Diversity: a needed mix of housing types to address the needs of Nation and non-Nation residents, including micro and modular housing options built on the island. 4. Through the efforts of the HFN clean energy initiative, increase the level of reliable power and renewable energy to ensure consistent energy supply. 	<ol style="list-style-type: none"> 5. Manage, plan and budget for community and recreation facilities for all age categories that are safe and accessible spaces for physical, social, cultural activities and training. 	<ol style="list-style-type: none"> 6. Celebrate and promote Huu-ay-aht culture and history to preserve and share the Nation’s heritage & traditions as a critical and important component of economic development and tourism – including the HGB.

6 GOAL THREE: GROW THE HUU-AY-AHT GROUP OF BUSINESSES (HGB)

Move toward a self-sufficient economic future.

This element of the Community Economic Development Plan represents a “plug-in” provided by HGB as per sections 16.1 G and H of the Economic Development Act regarding business opportunity identification and prioritization.

As it stands today, based on recent economic trends, the Nation is not yet completely self-sufficient. The HGB portfolio of investments must be managed as a comprehensive portfolio; HGB is a key component relative to the size of HFN’s economic development investment. The mandate for both HFN Economic Development and HGB must be clear, where an economic development initiative is socio-economic or economic, or is, specifically, an independent business.

6.1 HFN FORESTRY LP

HFN Forestry LP operates with three different types of tenures, with an Annual Allowable Cut (AAC) of ~100,000 M3 and continues to own Spencer Sort. Until 2020, HFN Forestry LP tendered its timbers to select log buyers, adopting minimal financial exposure to the Forestry Operations except for the Sort Operations. Commencing in 2020, BC adopted a series of changes to Forestry which significantly eroded the economics of the tenures. These include Stumpage, Fee in lieu, and land use policy. The HFN Forestry LP Management structure has primarily been outside consultants, which are operationally capable with limits on financial knowledge. This will change with the addition of a new Manager with commercial capabilities.



Table 8 Implementation Initiatives: HFN Forestry LP

Tactics	Year 1	Year 2-3	Year 3-4	Year 4 / all years / ongoing
Anticipated Tactics	<ol style="list-style-type: none"> 1. Transition Management to internal operations to streamline cost. (i.e. right size). This will entail building internal capacity and reduced dependence on outside consulting. 	<ol style="list-style-type: none"> 2. Ensure timber becomes an input cost to the value gained on the sale of a lumber product, or value-added product. 3. Bring stability to forestry revenues. 4. Implement a value-added strategy. 	<ol style="list-style-type: none"> 5. Build a suite of value-added products after the green chain to match the profile with products to bring revenue certainty. 6. Solve FNWL stumpage challenges. 	<ol style="list-style-type: none"> 7. Diversify the revenue base by sharing risk and reward along the value chain with a selected mill through a joint venture. 8. Dispose of redundant assets.

6.2 HFN FISHERIES LP

HFN Fisheries LP conducts fish harvesting and aquaculture, and monitoring and habitat management activities, including both commercial harvest and the right to harvest fish under the Treaty. The company also holds and operates the wharf for the purposes of wharfage and related services in Bamfield. HFN Fisheries LP's current cash flow is generated through the lease of licenses.

HFN Fisheries LP owns units in Nuu-chah-nulth (NCN) Cannery LP, which owns St Jean's Cannery Ltd. Gaining time efficient access to tenure and technology is a strategic advantage in the industry. The demand for aquaculture and fin fish products is anticipated to continue to grow significantly in the coming years. HFN Fisheries LP analyzed different shellfish products and has determined that oysters represent the best return / reward mix.

A partnership has been developed with Nova Harvest Ltd. to build oyster farms (Mariculture LP). HFN Fisheries LP strategic advantage is current and future tenure in the Barkley Sound that enables aquaculture and fin fish farms. The oyster farm model has been enhanced to include the development of value-added products through the addition of a High-Pressure Processing Machine. Salmon farming is the largest export of seafood products out of British Columbia and may, provided environmental issues can be managed, represent a significant opportunity for HFN Fisheries LP.

There are two tenures within the region. There is no management in HFN Fisheries LP. Based on current cash flow and size of the operations, management capacity will be added through partnership arrangements. Over the next four years, management envisions that HFN Fisheries LP will have a stable, active aquaculture program underway, potentially including ocean-based farming, and increasing productivity with value-added oyster business.

Mandate

Engage in fish harvesting and aquaculture, monitoring and habitat management activities including both commercial harvest and the right to harvest fish under the Treaty; also hold and operate the wharf for the purposes of wharfage and related services in Bamfield.

Vision

Over the next five years, management envisions that:

- A stable, active aquaculture program is underway, potentially including ocean-based farming
- A core value added Oyster business completes its development
- Opening an aquaculture Park for future opportunities
- All the licenses are gaining maximum financial and employment and training benefits
- All tenures have commercial activity where feasible



Situational Analysis

- HFN Fisheries LP's current cash flow is generated through the lease of licenses.
- HFN Fisheries LP owns units in NCN Cannery LP, which owns St Jean's Cannery Ltd.
- HFN Fisheries LP holds the units in NSLP.
- HFN Fisheries LP strategic advantage is current and future tenure in the Barkley Sound, allowing for the realization of aquaculture and fin fish farms.
- Gaining time efficient access to tenure and technology is a strategic advantage in the industry.
- The demand for aquaculture and fin fish products is anticipated to continue to grow significantly in the coming years.
- HFN Fisheries LP analyzed different shellfish products and has determined that oysters represent the best return / reward mix. A partnership has been developed with Nova Harvest Ltd. to build oyster farms (Mariculture LP).
- The Oyster Farm model has been enhanced to include the development of value-added products through the addition of and High-Pressure Processing Machine.
- Salmon Farming is the largest export of seafood products out of British Columbia and may, provided environmental issues can be managed, represent a significant opportunity for HFN Fisheries LP. There are two tenures within the region.
- All Fisheries initiatives will take time (3-5 years) to generate cash flow for a distribution.

Management

There is no management in HFN Fisheries LP. Based on current cash flow and size of the operations, the management capacity will be added through partnership arrangements.

Strategies

Business and Revenue Growth

- Diversify HFN Fisheries LP revenue away from the licenses it leases to fishers.
- Grow a significant oyster business in the Barkley Sound.
- Develop a land-based aquaculture park to attract investment and technology.
- Participating with Nuu-chah-nulth Seafood Limited as an active shareholder.
- Besides other shellfish (specifically scallops) research and develop partnerships with fish farmers provided such operations are environmentally acceptable to HFN and its citizens.

Table 9 Implementation Initiatives: HFN Fisheries LP

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / all years / ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Continue to support and nurture growth of oyster farms. 2. Establish an investment plan for future fisheries investments. 3. Besides other shellfish (specifically scallops) research and develop partnerships with fish farmers provided such operations are environmentally acceptable to HFN and its citizens. 	<ol style="list-style-type: none"> 4. Evaluate feasibility of an aquaculture industrial technology and innovation park. 5. Increase capacity with NCN Holdings LP. 6. Increase research and support for ocean-based salmon farming. 7. Grow a significant oyster business in the Barkley Sound. 	<ol style="list-style-type: none"> 8. Provide reporting on progress of the licenses as to % degree of maximum financial, employment and training benefits. 	<ol style="list-style-type: none"> 9. Ensure all tenures have commercial activity where feasible. 10. Participate with Nuu-chah-nulth.

6.3 HFN LANDS LP

The HFN Lands LP holds real property and capital assets utilized in the operation of Huu-ay-aht business enterprises. HFN Lands LP also holds leases and licenses. HFN Lands LP is in its infancy, with minimal property or structure. A number of good land assets are held by HFN Lands LP for future development. Substantial investment will be required to generate notable cash flow towards the distribution of dividend, necessitating alignment with the Framework Plan, Community Economic Development Plan, and long-term land use amendments. Coordination with HFN and a comprehensive development strategy with partners will be required to provide the expertise and capital to fully take advantage of the opportunity. While returns are small, the cash flow stability would be a significant contributor against the other HGB assets, although job creation from HFN Lands LP will be minimal.

Table 10 Potential High-Level Implementation Initiatives: HFN Lands LP

Subject to further due diligence and confirmation:

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / all years / ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Build properties HFN ҺаҺууһи. 2. Support Framework Plan implementation. 3. Seek corporate partnerships for larger development in and around Bamfield and Anacla Village. 	<ol style="list-style-type: none"> 4. Remove the old icing plant. 5. Develop multi-residential housing (staff or otherwise). 6. Conduct land appraisals. 7. Develop an in-town campground. 	<ol style="list-style-type: none"> 8. Implement wastewater connections. 9. Secure leases of Treaty Settlement Lands (TSL) - parcels. 10. Explore 6-plex development. 	<ol style="list-style-type: none"> 11. Prepare Business Plans for acquisition. 12. Undertake Kingfisher redevelopment.

6.4 HFN GRAVEL LP

Mandate

Engage in quarry operations, aggregate production, and sales generation. In five years, management envisions this business as:

- Offering a network of well-located and efficient gravel/aggregate pits, and a flexible range of aggregate products.
- Operating a small mobile equipment fleet that supports gravel delivery, the construction and maintenance of roads, and construction projects in general.
- Operating a local cement plant, that makes concrete available in Huu-ay-aht territory, contributing to local construction.



Situational Analysis

- With the road complete, HFN Gravel LP is entering a cyclical business.
- HFN Gravel's strategic advantage is proximity to the pits / quarries for cost-effective aggregates.
- The overall market for gravel in Bamfield remains undefined.
- Gravel Pricing will remain a contentious issue, and the pricing strategy will need to reflect both fair market value and the "lost opportunity cost" of projects.
- The aggregate industry is composed primarily of smaller enterprises which can run the equipment in intensive operations in multiple locations
- The financial return on HFN Gravel LP may be marginal, but it remains a strategic asset for development opportunities in Lands LP.

Management

There is no current operational management in HFN Gravel LP. The market activity to date has not been able to carry the overhead. Capacity can be obtained through consultants if financially viable. A partnership should be considered with an existing aggregate operator.

Strategies

Business and Revenue Growth

- Diversify Aggregate operations to provide concrete.
- Build a value chain capable of capturing the margin on processing and transport.
- Become gravel supplier for local development.

Table 11 Potential High-Level Implementation Initiatives: HFN Lands LP

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / all years / ongoing
Anticipated Activities	1. Identify commercial partner for gravel operation. 2. Recapitalize gravel / quarry operations.			

6.5 HFN HOSPITALITY LP

Mandate

Engage in providing hospitality-related services, including:

- Hotels, bed and breakfasts and other places offering lodging.
- Restaurants, fast-food eateries, and other places offering food and beverages.
- Places offering transportation-related services including gas bars, water taxis and airports.
- Tourism activities including land/water tours, ecotourism, cultural tourism, and related activities.

Vision

In five years, management envisions this business as:

- Diversified additions to the existing pool of accommodations.
- Enhancing the quality of existing assets and service standards.
- Build out the campground to a target of 500 sites, with various product offerings at multiple campgrounds.
- Stable, cost-effective operations at the pub (or as meeting space).
- Increase off-season revenue through special events and attractions.
- Becoming a leader in Indigenous and other tourism within the ḥaḥuuli.

Situational Analysis

- Current tourism assets are small and better suited for an owner operator.
- Significant opportunities will appear as a result of the road upgrade.

Management

HFN Hospitality LP has basic operational management but lacks the corporate mind to develop the enterprise.

Strategies

Business and Revenue Growth

- Expanding the number of campgrounds and campsites (2025–2029).
- Developing an event-based tourism strategy (2021–2023).
- Adding a modern, nationally branded hotel in Port Alberni (2025).
- Developing the Second Beach destination resort (2023).
- Upgrade Hacas Inn.
- Re-develop Kingfisher Property.

Organizational Design and Capacity Development

- Collaborating with the Port Alberni hotel on staff training and development, and cross utilization of staff (ongoing).
- Cultural training for front-line staff (ongoing).

Strategic Alignment within the HFN ecosystem:

- Alignment with the Nation's tourism strategy and the Kiiḡin tourism destination development plan to further develop initiatives (ongoing).

Table 12 Implementation Initiatives: HFN Hospitality LP

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / all years / ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Market assessment Scan and update 2. Completion of Hacas Inn renovation 3. Begin construction of Microtel 4. Operation of in town campground 5. Improvements to Pachena Bay Campground 	<ol style="list-style-type: none"> 6. Pub conversion feasibility 7. Second Beach development 8. Acquisition of existing Poett Nook Campground 9. Automated system at gas bar 	<ol style="list-style-type: none"> 10. Redevelopment of Upnit Lodge (Kingfisher) 11. Identify strategies for operation of Upnit Lodge and Awis Guesthouse 12. Sarita A and B campgrounds 13. Support revitalization of the Kiix̱in tours 	<ol style="list-style-type: none"> 14. Construction of new Poett Nook Campground 15. Expand upon support events (Dark Sky, etc.)

6.6 HFN MARKET LP

Mandate

Holding assets and property for, and engaged in, a market and café business enterprise.

Vision

In five years, management envisions this business as:

- Offering a broad range of retail goods and services.
- Adding several new product lines and services, as demand warrants.
- Having the management and operational capacity to benefit from the increased traffic coming from the Bamfield road upgrades.
- Having the revenue volumes, systems, and margins to be consistently profitable.
- Transitioning from a business that requires an annual cash investment to one that can provide regular profit distributions.



Situational Analysis

- HFN Market LP is a small business which is a steady contributor towards HGB's overall operation.
- Tourism will increase the value of the enterprise over the next 5 years.
- The Rural Agency liquor designation is a valuable asset.

Management

HFN Market LP has stable management but at a significant price to the total revenue base. HFN Market LP has the greatest potential to build capacity to become autonomous of HFN Management LP.

Strategies

Business and Revenue Growth

- Complete new building strategy for Bamfield.
- Increase product lines to include Lotto / Cannabis.

Table 13 Implementation Initiatives: HFN Market LP

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / all years / ongoing
Anticipated Activities	1. Increase offering of retail goods and services 2. Explore Rural agency for Cannabis 3. Ongoing repairs to building / replacement of equipment as needed	4. Consider design of a new market building 5. Increase management and operational capacity	6. Add new product lines and services as demand warrants 7. Preliminary new building strategy for Bamfield	8. Increase revenue volumes, and ongoing margins that generate profit

6.7 HFN MANAGEMENT LP

Mandate

Engage in providing management, administrative, financial, record keeping, accounting and advisory services to the other operating limited partnerships as well as West Coast Trail services, campground, parking lot, store, and fuel business enterprises.

Vision

In five years, management envisions this business as:

- Offering cost-effective management and administrative support services to each of the businesses in the Huu-ay-aht Group of Businesses.
- Providing clarity and transparency of plans and results in reporting to ownership.
- Leading the evolution of Huu-ay-aht Group of Businesses development efforts.
- Having developed a balanced and diversified portfolio of business investments.
- Using the portfolio to provide sustainable distributions to ownership and the shareholder.

Situational Analysis

- HFN Management LP performs two primary functions for the enterprises it serves: administrative and management services.
- HFN Management LP has a high level of reporting and transparency relative to the size of the businesses it serves. The Management LP cost burden to the smaller businesses is substantial relative to their revenue and return.
- HFN Management LP provides management oversight to a number of assets, as well as performing the core management functions for the enterprises that do not have management.

Management

Management LP has a stable full-time management team. There is room to grow functions of the management team to include corporate development and communications.

Strategy

Organization Design and Capacity Development

- Addition of capacity in corporate development.
- Career development structure - complete communications with shareholder.
- Addition of communications capacity.

Table 14 Implementation Initiatives: HFN Management LP

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / all years / ongoing
Anticipated Activities	1. Improvements to HR Systems and Culture 2. Continue Implementation of Health and Safety 3. Undertake Technology Assessment and Upgrades	4. Develop a Succession Program 5. Create Employment, Training and Career Development Program 6. Conduct Strategic planning scenarios 7. Implement HGB's communication strategy	8. Review of reporting requirements to ownership, including degree of clarity and transparency of plans and results	9. Obtain commercial financing, grants, and other forms of financial assistance for the other LPs 10. Ensure an ongoing balanced and diversified portfolio of businesses and investments.

7 GOAL FOUR: ORGANIZE FOR ECONOMIC DEVELOPMENT

7.1 COMMUNITY ECONOMIC DEVELOPMENT PLAN UPDATING

The Community Economic Development Strategic Plan is considered a regulated document. Per legislation in section 5 (2), every 4 years a new economic development plan should be considered and approved.

7.2 WORKFORCE DEVELOPMENT

Attract and retain the talent we need to sustain our key sectors, businesses, and industries.

Workforce development is focused on aligning enterprise needs with workforce skill sets. While the focus is on aligning with new economic opportunities created by implementing the Community Economic Development Plan and Huu-ay-aht Group of Businesses (HGB) requirements, workforce development should also include aligning with regional / non-Nation industry to strive for full employment of citizens.

Support and development of trained, educated, mentored, experienced, and motivated citizens who can fill positions and accommodate any employment opportunities that arise from implementing the Community Economic Development Plan into the future. This training can include short and long-term training, skills refreshes, certifications, mentoring and job shadowing, and sector-specific training.

Key ongoing action themes include maintaining an ongoing dialogue with HGB to identify workforce gaps and training needs, conducting formal and recurring workforce surveys with citizens to have more precise insights into areas with the highest skills development need and priority, and informing the creation of training programs. Additionally, conduct outreach and develop partnerships with Nation and non-Nation businesses, governments, and educational institutions to identify workforce skill development needs, mentor and train citizens, and fund and conduct labour market surveys and strategies.

BC offers some labour force insight/projections via its Labour Market Outlooks:

<https://www.workbc.ca/research-labour-market/bcs-labour-market-outlook-2023-edition>. (Vancouver Island/Coast, starting page 29). Data can also be purchased from sources like Lightcast (www.lightcast.io) that identify job postings by skill, company, occupation, industry, job title, and “hot and cold skills” over time.

Table 15 Implementation Initiatives: Workforce Development

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Partner with public and private Colleges in BC that specialize in tourism training and create co-op work and practicums within the Nation. 2. Promote job training, educational programs and professional opportunities. 3. Create a hiring and attraction toolkit for the tourism sector to be used to attract potential workforce to the Nation and Bamfield. 	<ol style="list-style-type: none"> 4. Enable youth pathways into tourism, healthcare, and construction via networking opportunities, start-up help, mentorship programs, high school career talks, and learning opportunities regarding careers in economic development areas that the HFN are pursuing including bioforestry, marine industries, and clean energy. 5. Conduct resident attraction marketing program to attract-back Huu-ay-aht Nation members. 	<ol style="list-style-type: none"> 6. Partner with the Provincial and Federal Government and Work BC to fund a comprehensive West Vancouver Island based community Labour Market Study, including alignment of industry need with education opportunity and with clarity of future opportunities from implementation of the Framework Plan. 	<ol style="list-style-type: none"> 7. Conduct ongoing research with workforce partners regarding workforce infrastructure needs / issues (e.g. housing, transportation, and access to services in the community in Bamfield). Partner to resolve issues.

7.3 ACTIVATE OUR FRAMEWORK PLAN

Realize development opportunities.

Significant planning and work have been invested in creating the HFN Framework Plan. Based on extensive community engagement, the Framework Plan is a high-level, visionary document intended to drive future economic prosperity and social well-being. A critical focus over the next four years, 2025–2028, will be required by HFN Economic Development and a multidisciplinary team from most of the HFN departments to ensure that the Community Economic Development Plan is viewed as the INTEGRATOR of short and long-term land use plans, and sits at the intersection of core foundational synergy between the two processes. The fundamental question is, “How will the Framework Plan be activated and implemented?” While the Nation is considering activating the Framework Plan and any subsequent details in further work, it will take time and further specific effort to implement. However, there are Framework Plan components that can be activated in the near term within the Community Economic Development Plan:

1) Infrastructure – represents community development enablement, a core feature of the Community Economic Development Plan. Understanding long-term infrastructure capacity is an essential next step for the Framework Plan - particularly those Huu-ay-aht land holdings in Bamfield - to determine phasing for development that can proceed in both the absence of/with infrastructure enhancement. Wastewater is critical in Bamfield. The road from Port Alberni to Bamfield requires further improvement to leverage investment at any scale (as a global tourism destination vs a regional curiosity). Internal roads require enhancement to access tourism products. New trails – like an internal circle route for those wanting to have a West Coast Trail-“lite” experience - can be a tourism product that can drive accommodation demand. However, infrastructure takes time and money costs to build.

2) Housing – the Framework Plan shows “the what”. The Nation is working to determine “the how.” Planning policy is one example of where a Community Economic Development Plan can be a key housing supply advocate and facilitator. Figure 4 illustrates a comprehensive set of housing supply, choice, and affordability policy considerations; the degree of comprehensiveness of policy inclusion has direct correlation with ability to achieve supply, choice, and affordability inroads.

Figure 4 Housing Affordability: Urban Planning Policy Enablers



3) Destination Development – Projects - The Framework Plan strongly emphasizes tourism, which requires distinctive products, elevated experiences, and excellent infrastructure. Without strong four-season experience development that can support successful accommodation business models, HFN tourism is a 4-month peak season market. It does not support investment (aside perhaps from ocean-side accommodation). The product must otherwise be distinctive to be able to attract tourism investment and sustain the tourism workforce:

- A. “Rustic”/connected to land and culture (e.g. glamping, West Coast Trail “lite” that could draw more/different type of hiker);
- B. Accommodation as a destination like Wickaninnish (which has by extension created its own 12-month ROI with winter storm watching... which in turn drives a 12-month ROI that is much better for investment potential). Destination accommodation requires significantly more capital than baseline accommodation;
- C. Signature festivals and events; New destination trails and circle routes;
- D. Cultural tours, itineraries, and wayfinding signage.

Table 16 Implementation Initiatives: Activate Our Framework Plan

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / Ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Establish a governance structure to lobby and partner with federal and provincial government to proceed with the next phase in the Port Alberni-Bamfield-Anacla road improvements, safety and paving (vs chip seal). 2. Create briefing notes and conduct feasibility planning with the provincial and federal governments to ensure year-round, safe transportation access for citizens and visitors. 3. Create an Economic Development and Lands Committee to support planning policy needed to implement the Framework Plan. 	<ol style="list-style-type: none"> 4. Create distinct and easily accessible tourism landmarks such as Second Beach and Pachena Bay Clutus. 5. Create an interconnected coastline trail with an array of experiences facing the marine experience. 6. Manage the business planning, funding, and construction of a new Culture and Adventure centre in Anacla. 	<ol style="list-style-type: none"> 7. Introduce secondary points of interest along the Bamfield main road to showcase lands. 8. Utilizing the Framework Plan, convert sections and ideas into an investment prospectus by creating associated investment opportunity sheets that target prospective investors. 	<ol style="list-style-type: none"> 9. Complete construction and launch the operation of the Visitor Information Centre and Cultural Centre.

7.4 HFN ECONOMIC DEVELOPMENT DEPARTMENT & HUU-AY-AHT GROUP OF BUSINESSES (HGB)

The Community Economic Development Plan (CEDP) integrates key additional plans and initiatives, including the Framework Plan, and Huu-ay-aht Group of Businesses into a more singular business development story of Huu-ay-aht's future. Organizational performance is a critical economic development success factor. Strong internal understanding of respective HFN Economic Development and HGB mandates determines quality and effectiveness of communication to, and interaction with: a) key investment, relocation, and tourism visitation interests and audiences; and b) citizens as a matter of economic development awareness, and economic development contribution in action that nurture enduring support for economic development initiatives.

The current Economic Development Department governance model stems from Huu-ay-aht First Nations Act (HFNA) Legislation via the Economic Development Act of 2013, as amended over time. The Legislation provides the oversight and management needs for Huu-ay-aht First Nations Economic Development.

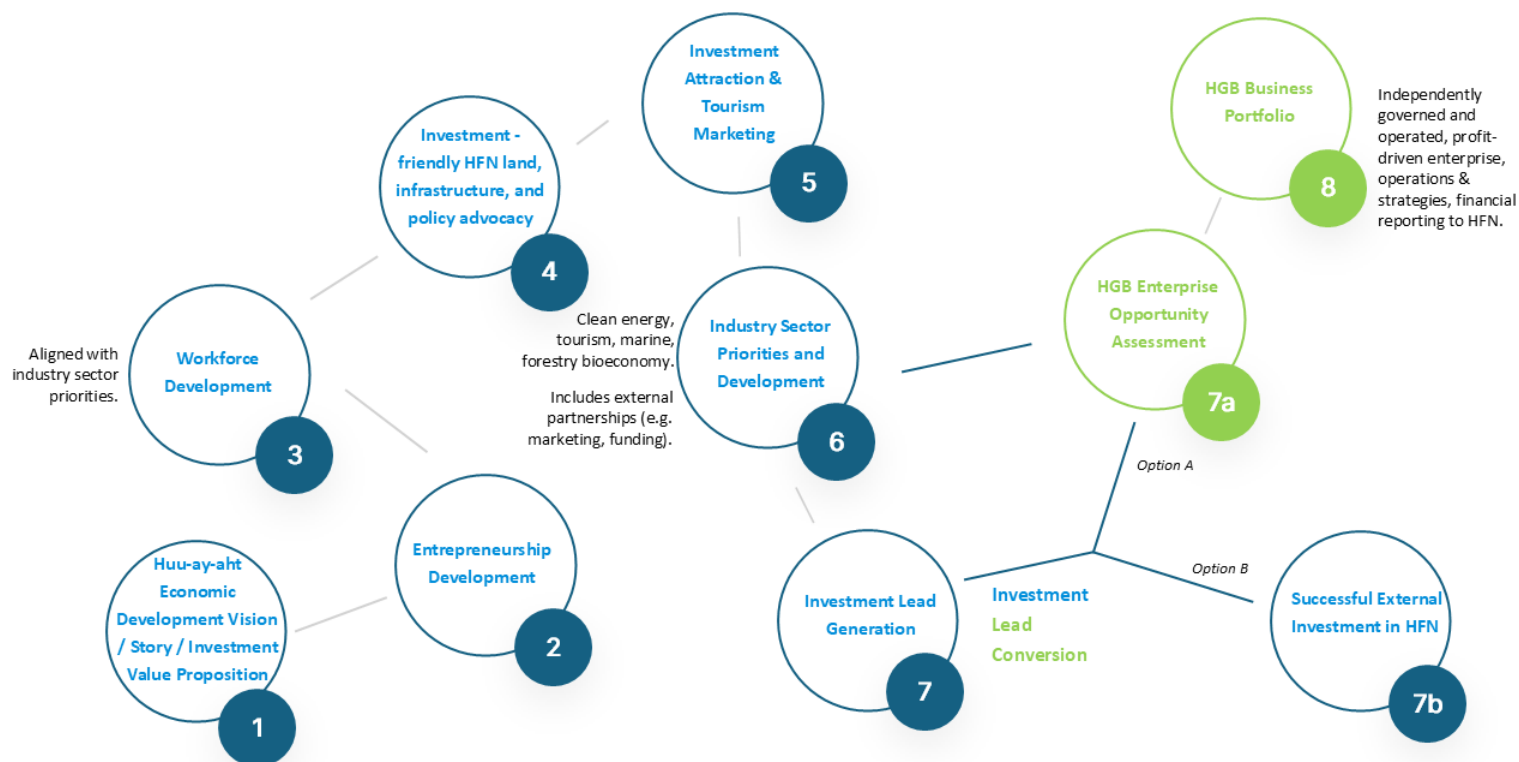
Both HFN Economic Development and HGB would benefit from a more clearly defined understanding of roles and responsibilities between the two entities. Legislation should clearly delineate respective roles. Tables 17 and 18 illustrate a distinction of mandate and operating principles that offer a pathway to stronger interaction with the investment community and citizens.

Table 17 HFN Economic Development and HGB Mandates

Function	Economic Development Department (Government)	Group of Businesses (Arm's-Length Enterprises)
Role	Facilitates and plans economic growth	Operates businesses for profit
Decision-Making	Policy-driven, supports overall Nation strategy	Market-driven, independent board governance
Employment	Develops strategies to create jobs	Directly hires and trains employees
Entrepreneurship	Supports small business growth and funding access	Focuses on business expansion and profitability
Financial Model	Funded by the Nation, seeks grants and funding	Self-sustaining through business revenues
Reporting	Reports to Nation leadership on economic trends, policies, and Community Economic Development Plan implementation progress	Reports to Board and Nation on financial performance

Figure 18 HFN Economic Development and HGB Collaboration Pathway

HFN Economic Development and HGB Investment Attraction Collaboration



The HFN Economic Development Act provides direction for operation and implementation of the Nation's Economic Development, however, the majority of the text applies to the HGB. With the Nation updating the Economic Development Act as one of its priority projects within the Plan, amendments dedicated to better delineating respective HFN Economic Development and HGB roles and specific initiative-based collaborations will improve organizational performance and transparency for the Nation's governance and its residents.

Huu-ay-aht, in partnership with Mount Arrowsmith Biosphere Region Research Institute (MABRRI) at Vancouver Island University, conducted a comprehensive review of HFN's long-range planning and policy documents in 2024. The project identified legislative gaps and overlaps, determined consistencies and discrepancies, and made recommendations designed to streamline processes and improve efficiency of decision-making and project planning and implementation. The following table suggests elements to be considered by the Nation as the Economic Development Act is remodelled, updated, and approved.

Table 19 Implementation Initiatives: Economic Development Act

Tactics	Year 1-2	Year 2-3	Year 3-4	Year 4 / ongoing
Anticipated Activities	<ol style="list-style-type: none"> 1. Upon adoption of the CEDP, establish a staff-based informal working agreement between the Nation's economic development staff and the HGB that separates the function of the Nation's economic Development Department vs that of the HGB. 2. Work with VIU to incorporate new information throughout 2025 to ensure alignment among legislative documents. 3. Complete a first draft of the new legislation. 	<ol style="list-style-type: none"> 4. Ensure that new legislation has clear definitions of the differences and separation of roles – Economic Development vs HGB, outputs, outcomes, and reporting measures, goals and strategic purpose. 5. Align higher level plans such as the land use plan, with clear zoning for commercial, industrial and housing. 	<ol style="list-style-type: none"> 6. Conduct yearly reviews to make necessary adjustments and ensure the plan remains relevant and aligned to complementary master plans. 7. Provide transparent reporting on business performance to the Nation's governing body. 8. Reinforce Nation values through sustainable business practices, environmental stewardship, and ethical leadership. 	<ol style="list-style-type: none"> 9. In creation of future plans, projects, reporting to committees or to the Nation, ensure that Legislative focus is included and acts as guide for decision-making.

7.5 HFN ECONOMIC DEVELOPMENT COMMUNICATION

Community Engagement and Support

Key Huu-ay-aht Value: We ensure transparent and open decision-making process, with opportunities to express ourselves safely and ensure that all development considerations are informed and guided by the long-held principles of *ʔiisaak* (respect), *ʔuuʔaʔuk* (taking care of), and *hišuk ma cáwak* (everything is connected).

Ongoing Focus:

Huu-ay-aht has been actively reaching out and ensuring citizens are part of all engagement throughout the Community Economic Development Plan creation process. This needs to continue for the Community Economic Development Plan to be successful in its implementation phase.

HFN Economic Development is responsible for external investment attraction, relocation, and tourism marketing. This requires a first set of foundation actions to achieve.

Table 20 Implementation Initiatives: HFN Economic Development Communication

Tactics	Ongoing				
Anticipated Activities	<div><div>1.</div><div>Ensure citizens understand the foundational principles and strategic planning that drive the Community Economic Development Plan.</div></div> <div><div>2.</div><div>Help citizens understand the supporting context, objectives, and impact of each initiative.</div></div>	<div><div>3.</div><div>Make sure citizens are aware of the projects and initiatives that are underway or in planning. Share timing and benefits the community can expect.</div></div> <div><div>4.</div><div>Identify where and how citizens can participate (over the planning phases or during development).</div></div> <div><div>5.</div><div>Continue to obtain feedback and opinions from investors, citizens, and partners, if viable, adjust the Plan.</div></div> <div><div>6.</div><div>Tell the Huu-ay-aht Story: 1) Add vision, value proposition, target sector, key industry/demographic data, and key Community Economic Development Plan initiative content to the Huu-ay-aht First Nations website (https://huuayaht.org/service/economic-development/); 2) Create Opportunity Sheets to identify 2-3 specific investment opportunities; 3) Create a Resident Attraction Guide to attract-back Huu-ay-aht citizens living away; 4) Create a Tourism Guide to support annual tourism campaign marketing; 5) Create a branded Tourism Website to market core experiences to visitors.</div></div>	<div><div>7.</div><div>Provide (return) feedback to the community. Create an Economic Development communication “platform” to highlight and update specific initiatives.</div></div> <div><div>8.</div><div>Ensure the Economic Development department is messaging economic development news and opportunities through platforms and digital assets such as: video, presentation deck slide show, etc.</div></div>	<div><div>9.</div><div>Produce a digital newsletter-style hand out that recaps the purpose / strategy / plan and high-level details of the key initiatives to focus on the Bamfield Community.</div></div> <div><div>10.</div><div>Generate a regular (quarterly) performance “Scorecard” that tracks select communications metrics as part of the agenda of the Economic Development Committee.</div></div>	

7.6 ENSURE INITIATIVE ALIGNMENT WITH COMMUNITY ECONOMIC DEVELOPMENT PLAN

Economic Development can be many things to different people. The HFN Economic Development Act provides guidance that informs how to screen out unaligned tactics and help the Nation focus on initiatives that have the best “value” in advancing the Community Economic Development Plan.

Table 21 Focusing on Initiatives: Scoring Chart

Develop an economy that is <i>vibrant, diversified, and profitable</i> so that it will support the growing needs and community goals.			
Strategy Drivers	Definitions	Components to Consider	Score (1-10)
Vibrant	Spirited – full of life, connection to our history, traditions, culture, and language	Would most Citizens be excited and want to see it succeed and be proud?	
	Responsive – to our Citizens’ needs & aspirations	Does it address an existing or upcoming (future) Citizen’s need?	
	Engaging – Citizens actively participate (to benefit from benefits, heal, work, or proudly promote initiatives)	Will Citizens support it? Receive direct or indirect benefits? Will there be permanent and meaningful jobs and training for Citizens? Will Citizens actively promote it to other Citizens or non-Citizens?	
Diversified	Careful – Safeguard our precious natural assets and opportunities. Spread out risks and incomes.	Do we have enough information to truly understand the proposal? Are we diversified? Are we ok if it fails? Can we make up any losses from other projects?	
	Courageous – Take calculated and manageable risks. Try new ideas. Embrace change as the norm.	How innovative (different) is the proposal? Are we doing the “same old”? Or will this win accolades or awards?	
	Think Openly - Listen generously. Always seek knowledge. Invite feedback. Welcome failures and learnings.	Have we asked (and listened to) Citizens and other experts for their opinions? Have we heard “difficult” opinions or challenges and can live with the consequences?	
Profitable	Reasonable Return – Our Nation is entitled to a market-level return on any initiative.	All opportunities must deliver a Return on Investment (ROI)	
	No profit at any cost – Opportunities not aligned with our Nation's Vision and Values or cause harm to our Citizens will not be considered.	Are there any negative impacts to citizens' livelihoods, jobs, health, standards of living? Will it create meaningful wealth during and after the project?	
Total Score			

7.7 KEY PERFORMANCE INDICATORS

Key Performance Indicators (KPIs) are measurable values that demonstrate how effectively an individual, team, or organization is achieving a business objective. Organizations use KPIs to help individuals at all levels focus their work toward achieving a common goal. The most common definition, as outlined by many business and management sources describes KPI's as quantifiable measures used to evaluate the overarching success of an organization, or project implementation in meeting objectives for performance.

1. Annual Increase of Citizens Relocating to the Bamfield Region - Current population 900

The Annual Increase of Citizens Relocating to the Nation measures the year-over-year growth in the nation's population as a result of relocating/ migration. With a current population close to 900, tracking this KPI helps assess the nation's ability to appeal to Citizens to become new residents and the effectiveness of policies promoting relocation.

2. Number of Housing Units Completed in Bamfield Region - Current: 2024 base

The Number of Housing Units Completed tracks the construction of new housing units, with a 2024 base as a reference point. This KPI is crucial for understanding the nation's capacity to accommodate its growing population and its overall ability and success in effective housing development in terms of infrastructure and urbanization needs.

3. Positive Net Promoter Score (NPS)

Current score: -26

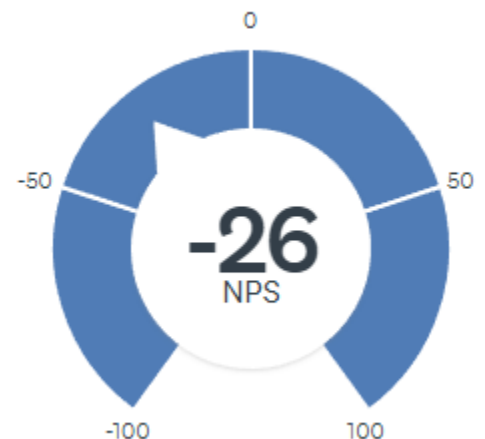
About Net Promoter Score:

Asks - "How likely is it that you would recommend the Huu-ay-aht Nation as a place to live and work to a friend or colleague?" It measures loyalty. It's commonly used as a core marketing evaluation dimension. Communities use benchmarking in order to measure how strong their score is in relation to other comparable communities.

Scoring can also be tracked over time as a key performance benchmark.

- "Promoters" (score 9-10) are loyal enthusiasts who love the community and urge their friends to live / work here.
- "Passives" (score 7-8) are satisfied but unenthusiastic who can be easily wooed by other communities.
- "Detractors" (score 0-6) are unhappy in their community.

How to calculate the score: Subtract % Detractors from % Promoters. For example, if 50% of respondents are promoters, 20% are detractors, and 30% are passives, the NPS would be $50-20=30$. Conversely, if 10% of respondents are promoters, 40% detractors, and 50% passives, the NPS would be $10-40=-30$. Scoring range: -100 to +100. A positive score is good. A score of more than +50 is Excellent.



Additional KPI's (Regional Data Will Be Collected and reflected in 2026 revision)

4. Number of Anticipated Businesses Created

5. Capture Tourism Statistics (visitors, vehicles and revenue)

6. Percentage of Huu-ay-aht Citizens Employed & Trained

7. Capture Average Medium Incomes



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