



huu ay aht

ANCIENT SPIRIT, MODERN MIND



# Strategic Plan | 2024-2029

## 2025 UPDATE

The plan has been updated to include the work that has been initiated or completed in 2025 to achieve the goals and objectives of the Strategic Plan. Minor amendments were also made.

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## *Vision*

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

## *Mission*

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, and social, cultural, and recreational programs for all Huu-ay-aht people.

*naacamaʔał huuʔiiʔaθ haaʔak  
ʔuukʷaqhwitas ʔuuʔaałuk quuʔasminh  
ʔiisaakstał ʔuusahqłin čačimhi  
hupukʷanim, ciqyak, liṁaqsti, tanaqit minhukqin*

## *Community*

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.





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# Three Sacred Principles



## ʔiisaak

### *Greater Respect.*

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



## ʔuʔaakuk

### *Taking Care Of..*

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



## hišukma čawaak

### *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.

Historical photos courtesy of the Banfield Community Museum and Archives



# Six Posts for a strong Huu-ay-aht

# Strategic Priorities

1. HUU-AY-AHT **CITIZENS** will reach their fullest potential through self-determination.
2. HUU-AY-AHT **CHILDREN** will grow up safe, healthy, and connected to our language, culture and values guided by our traditions and our nananiqsu.
3. HUU-AY-AHT **ḥAḥUULI** will be a safe, healthy, thriving community where our people choose to live.
4. ḥAḥUULI, including HUU-AY-AHT **LANDS**, waters, natural resources and traditional teachings will provide sustainable wealth that respects HUU-AY-AHT core values.
5. HUU-AY-AHT **ECONOMY** will operate sustainably, will be the major employer in the ḥAḥUULI, and the major source of revenue for the Nation.
6. HUU-AY-AHT will **RESPECT** and honour tradition, customs, and hereditary leadership.



masčim and maatmaas  
(People and Houses)



ḥAḥUULI - hišukma čawaak  
(Integrated Lands and Resources)



ʔiiḥmisuk  
(To Treasure)



ḥAWIḥ patuk HUU-AY-AHT  
(Governance)



# Goals and Objectives

# Priority

masčim and maatmaas  
(People and Houses)



## Goal

Huu-ay-aht government and families support the social, cultural, and spiritual well-being and health of citizens and family members and support them in reaching their fullest potential. Huu-ay-aht masčim are encouraged to reside in our ɥaɥuuɥi where they have opportunities to be self-reliant and to raise and live around family in a safe, healthy, and thriving environment.



## 1 Create a healthy and safe environment for all Huu-ay-aht citizens and those residing in the ҺaҺuuli.

- a) Create and implement a Huu-ay-aht Wellness Plan that incorporates Huu-ay-aht guiding principles and provides for training of Huu-ay-aht First Nations Government officials, ҺawiiҺ, and citizens.
- b) Implement the comprehensive plan to address the recommendations from the Inquiry Panel, Community Wellness, and Intergenerational Impacts of Residential School reports.
- c) Create and continue to implement programs that promote, support, and empower self-reliance for all citizens by providing opportunities for education, employment, entrepreneurship, wellness workshops, community safety projects, and transparent delivery of current citizen services.
- d) Communicate with citizens to allow transparent and meaningful discussion and inclusion in some decision processes. Citizens are part of the decision process and take ownership of solutions.
- e) Continue to protect and empower our children, youth, Elders, and the most vulnerable from the impacts of intergenerational trauma by implementing the recommendations from the Huu-ay-aht First Nations Social Services and Community Services reports. Establish trauma-informed support services for trauma survivors.
- f) Leverage new tools and technologies to strengthen and streamline communications.
- g) Continue to strengthen public safety and security programs within the community.
- h) Empower citizens for Huu-ay-aht government and staff roles through job-shadowing, training programs, and employment opportunities to increase representation of Huu-ay-aht citizens in Huu-ay-aht workforce. Establish a benchmark to track progress and ensure continued growth.
- i) Continue to uphold oath to protect women, children, and Elders in domestic and/or lateral violence.

## 2025 Highlights

*Offer a variety of Wellness Topics on a monthly basis*

*Collaborate with USMA/MCFD to prevent child removals and support family reunifications*

*Provide safe housing and 24/7 supports for women and children*

*Support Families through goal-setting, parenting support and life skill development*

*Dedicated On-Leash Dog Areas in Anacla*

*Һum?iiqsu Centre Operations opened January 2025*

*Memorandum of Understanding signed with BC Corrections*

*Launched the New Huu-ay-aht App*

*Website Development and Design Upgrade Project*

*Student and Youth Summer Work Program*

*Launch "Seeds for Thoughts" Survey*

*Witwak Program to increase Community Safety*

## **2 Provide sustainable infrastructure that improves the quality of life and health for Huu-ay-aht citizens and residents of the ҺаҺuuli.**

- a) Report on the action items from the 2020 Comprehensive Community Plan and where applicable update 2020 Comprehensive Community Plan.
- b) Continue to implement a 10-year Capital Plan that addresses current and new housing and infrastructure that meets community needs based on citizen input, and addresses safety, recreation, cultural, and traditional needs.
- c) Collaborate with the Housing Society and citizens to plan and address alternate housing and lodging needs based on staff requirements, market conditions, and emerging opportunities, while also exploring financing options with banking institutions.
- d) Explore and build diverse housing options to suit the different needs of the Nation
- e) Implement guiding principles for all Huu-ay-aht infrastructure (new and old) that incorporate a 'Huu-ay-aht look' into the design and upgrades.
- f) Implement a program and project management process that will identify timelines and resources required to ensure cost certainty.
- g) Prepare for emergencies to mitigate potential man-made and natural disasters and implement provincial legislative changes. Explore the potential for an alternate route through Huu-ay-aht ҺаҺuuli.
- h) Continue to implement an Asset Management Program for Huu-ay-aht's entire asset inventory, with annual reviews to ensure continuous improvement and effectiveness.

## **3 Integrate history, culture, ceremonies, language, and traditions into the Huu-ay-aht way of life and continue to teach and pass on knowledge and traditions.**

- a) Utilize current language speakers to supplement the Language Coordinator Role to prioritize language, develop and implement a 10-year Language Action Plan that: addresses citizens' revitalization of language knowledge, grows the number of fluent speakers, and includes other actions that showcases the Huu-ay-aht language.
- b) With guidance from ҺаwiiҺ Council, implement and continuously evaluate the 5-Year Cultural Program Plan, which incorporates experiential learning and cultural sensitivity through knowledge sharing, workshops, dance practices, language lessons, trauma-informed approaches, and traditional practices on our lands, including traditional foods and medicines.
- c) Create and implement children and youth programs and resources that integrate history, culture, ceremonies, language, and traditions into the Huu-ay-aht way of life, including initiatives like Warrior Programs, Young Women Programs, and Daycare Programs.
- d) Implement "Huu-ay-aht 101" for onboarding of all staff, contractors, and volunteers working regularly with the Nation, while continuing to develop and deliver advanced materials and presentations for both internal use and external audiences, such as schools. Emphasize the history, present, and future direction of Huu-ay-aht.

## *2025 Highlights*

*Water Treatment Plant Completed*

*Culture Centre Construction commenced*

*House of Huu-ay-aht 25-year Anniversary Celebration*

*Exploring Secondary Anacla Access / Exit Route*

*Solar panels installed on Anacla Government Office*

*Project Management Program Implemented*

*10-year Capital Plan Developed*

*Ongoing House Repairs through the Healthy Homes Initiative*

*Mt. Underwood Fire Emergency Response*

*Mailboxes for Anacla*

*Sports Field in progress*

*Initial Asset Tracking Program Complete*

*All current and planned projects are designed to incorporate a 'Huu-ay-aht look'*

*Ongoing discussions with Housing Society*

*Integrated Huu-ay-aht Sacred Principles (ʔiisaak, ʔuʔaaʔuk, hiʂukma ʕawaak) into ʔumʔiiqsu daily operations, staff orientation, and family handbook.*

*Dedicated 25% of ʔumʔiiqsu childcare spaces to Huu-ay-aht citizens and staff*

*All ʔumʔiiqsu staff required to take cultural safety training Youth Gatherings*

*Cultural teachings and language exposure into ʔumʔiiqsu childcare routines*

*Huu-ay-aht 101 provided to Contractors with each New Contract*

*Language Coordinator Hired*

# Priority

ḥaḥuuli - hišukma ćawaak  
(Integrated Lands and Resources)



## Goal

Respecting Hnu-ay-aht core values and guiding principles, the ḥaḥuuli provides sustainable wealth and fulfills the needs of the current generation without compromising the needs of future generations. The ḥaḥuuli is managed in a way that balances economic growth, environmental care, and social, cultural, and spiritual well-being.



## **1 Determine the highest and best uses and opportunities for Huu-ay-aht lands and resources for all purposes.**

- a) Implement the hišukma ćawaak Integrated Resource Management Plan (HIRMP) and update the Land Use Plan, related legislation, and land use zoning to embed the HIRMP.
- b) Incorporate consideration of the impacts of climate change in all plans across all departments and develop adaptation and mitigation strategies, including those related to floods and wildfires.
- c) Integrate Huu-ay-aht knowledge, language, and traditions into plans and decisions made regarding all lands, waters, resources, plans, and decisions within Huu-ay-aht ḥaḥuuli.
- d) Develop and implement a permitting system that is transparent and accessible to all citizens, partners, and stakeholders.
- e) Create a plan to utilize our marine resources, including harvesting and sustainable protection of the resources. Continue with projects to enhance salmon rivers and watersheds.

## **2 Build the Nation's natural resources economy to unlock the wealth of the ḥaḥuuli while ensuring the sustainability of the resources.**

- a) Develop and implement the required regulatory regimes to accommodate and monitor development and the use of lands and resources while protecting the environment.
- b) Determine the economic potential of sustainable natural resource development.
- c) Encourage citizen entrepreneurship within the ḥaḥuuli that utilizes natural resources sustainably.

## *2025 Highlights*

*Marine Monitoring Program*

*Sarita Estuary Seining & Sugsaw Hatchery Upgrades*

*Camping Permit System Implemented*

*Invasive Species Management*

*Indigenous-Led Climate Solutions for Eelgrass Protection & Restoration Project*

*GIS Program Planning*

*Created a Draft ḥawiiḥ ḥaḥuuli Map*

*Provincial Forest Landscape Plan - HFN Priorities integrated into the new Alberni Valley Forestry Roundtable Terms of Reference*

*National Marine Conservation Area Reserve Feasibility Study*

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*Land Use Amendments Project*

*Me Too - First Huu-ay-aht Commercial Fishery*

### **3 Establish responsible and sustainable Huu-ay-aht Natural and Cultural Resources management that incorporate our “Ancient Spirit – Modern Minds” philosophy.**

- a) Promote sustainable harvest of natural resources in the ҺаҺууҺи to meet the needs of citizens while respecting environmental sustainability and cultural integrity throughout our ҺаҺууҺи.
- b) Develop and implement a Cultural Resources Management Plan.
- c) Manage and co-manage our natural and cultural resources based upon Huu-ay-aht guiding principles.
- d) Monitor our terrestrial and aquatic ecosystems and implement management actions as required to support healthy fish and wildlife populations throughout the ҺаҺууҺи.
- e) Enhance communication and education for citizens regarding their role in reporting harvests to support sustainable harvesting practices and resource management.

## *2025 Highlights*

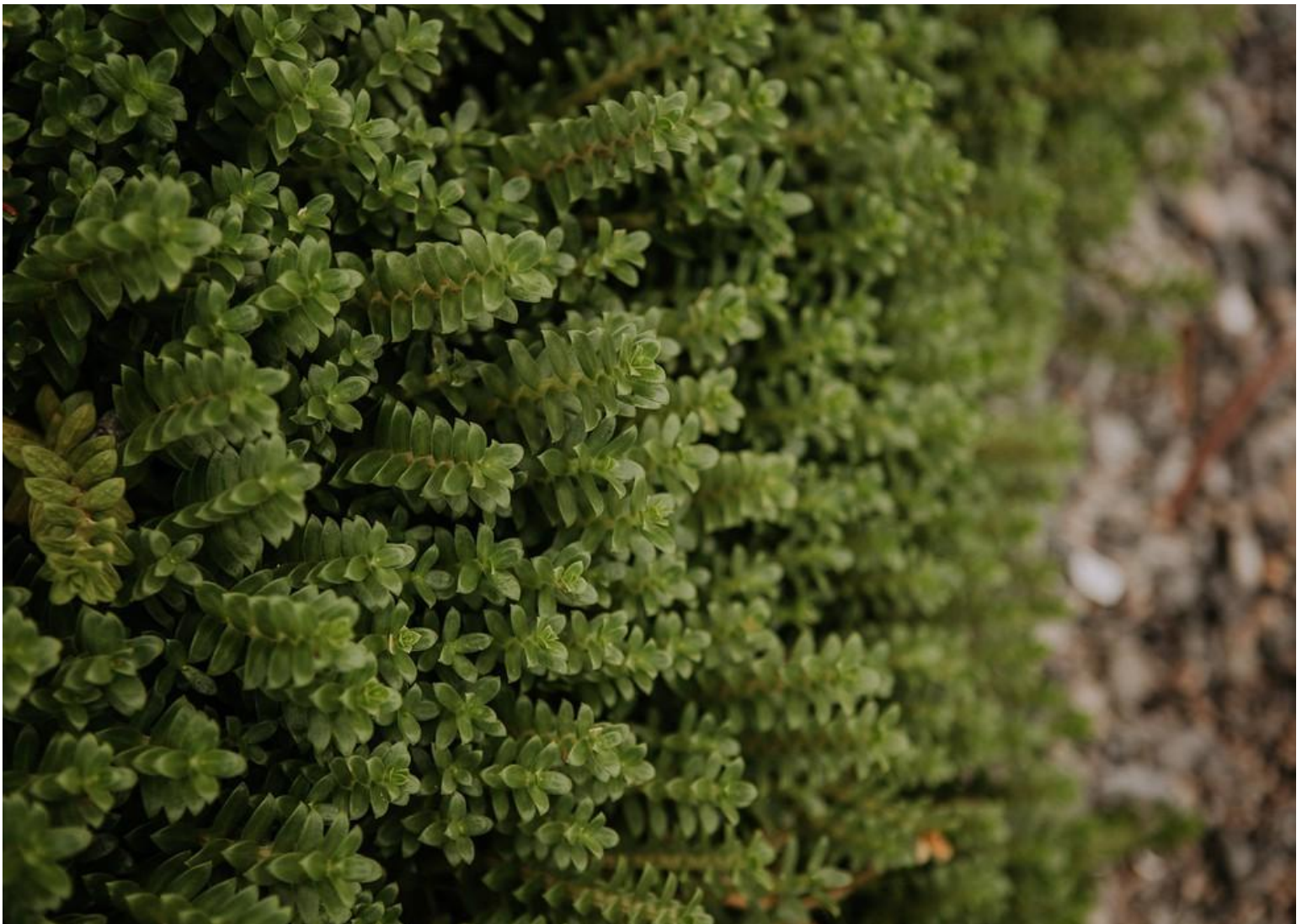
*Guardian/Witwak Two-boat patrol*

*Permitting Process Complete*

*HIRMP*

*Resource Harvesting Website Updates*

*Wildlife Camera Project*



# Priority

ʔiihmisuk  
(To Treasure)



## Goal

A strong and sustainable economy that unlocks the wealth of the Huu-ay-aht ʔaḥuuli, attracts visitors, provides diverse employment opportunities, and generates revenues to reinvest in the ʔaḥuuli and masčim.



## 1 Create an environment for strong, sustainable economic growth showing that Huu-ay-aht is “open for business.”

- a) Work towards implementation of Huu-ay-aht Framework Plan for investment opportunities in our ḥaḥuuli.
- b) Incorporate plans for other uses such as visitor housing, commercial or industrial development into the Huu-ay-aht Land Use Plan.
- c) Ensuring all partner/stakeholder plans that Huu-ay-aht provides knowledge and information align with all Huu-ay-aht plans.
- d) Encourage the development of visitor services, tourism amenities and cultural experiences to make the region an attractive place to visit.
- e) Establish a sovereign, reliable energy source for our Nation that strengthens energy security, creates long-term economic opportunities, and generates sustainable jobs and revenue.

## 2 Develop a diversified economy to provide multiple sources of employment and revenue.

- a) Provide substantive financial investments and other assistance to current and start-up businesses to provide employment and revenues for citizens.
- b) Develop and implement a plan to access capital to develop a diversified economy.
- c) Identify long-term employment requirements and opportunities and assist in developing training programs for citizens.
- d) Enhance the entrepreneur program to support Huu-ay-aht citizens in improving or creating their own businesses through mentorship, networking, and skills training.
- e) Explore and initiate new partnerships and attract external investments to assist Huu-ay-aht First Nations to establish new business opportunities.
- f) Explore opportunities to utilize the ḥaḥuuli maritime resources to develop new business opportunities and investment.
- g) Conduct market analyses to recognize and act on emerging opportunities and market changes.

## 2025 Highlights

*Framework Plan Finalized*

*4-Year Economic Development Plan  
under complete*

*Exploring creating of Canada’s first  
Indigenous-led Destination  
Management Organization  
implementing the Municipal Regional  
District Tax*

*Three Star Dark Sky Festival -  
Efforts to bring back in 2026*

*House of Huu-ay-aht Upgrades for  
HFN Food Fish Program and  
Shelter Completed*

*Kiiḥin Research and Development  
Project - moved to next phase of  
implementation and long-term  
strategy*

*Growcer Container Farming Project*

*Ship Decommissioning Project*

*Stackable Pre-Fab Housing Facility  
Feasibility*

*Cold Storage Facility Feasibility  
Study*

### **3 Have responsible and sustainable current and new businesses that align with Huu-ay-aht First Nations' visions, mission, and guiding principles.**

- a) Provide continuous support to current businesses and work towards establishing new businesses that strengthen the Huu-ay-aht economy. Inform business owners of available resources and opportunities to foster success.
- b) Develop and report Huu-ay-aht Shareholder interest principles and targets and annually measure them against Huu-ay-aht Group of Businesses.
- c) Build and strengthen the relationship between Huu-ay-aht Government and Huu-ay-aht Group of Businesses.
- d) Encourage new and existing businesses to adopt climate friendly, green ways of operating that help mitigate climate impacts.
- e) Identify capacity-building and hiring opportunities within HFN and HGB to support the efficient development and implementation of economic development plans, ensuring resources are not overstretched.
- f) Refine economic development policy to distinguish the priorities of Nation-owned and community-owned businesses to foster clear direction for future growth and coordination amongst business owners and Huu-ay-aht.

## *2025 Highlights*

*Review of new construction projects and the inclusion of alternative energy sources*



# Priority

ᕿawit patuk Huu-ay-aht  
(Governance)



## Goal

Grounded in our sacred principles of ᕿiisaak, hišukma ćawaak, and ᕿuᕿaałuk, and respecting hereditary leadership, Huu-ay-aht Council makes decisions and takes actions that are in the best interests of present and future generations of Huu-ay-aht citizens.



## 1 Create an environment where the strategic priorities of the Nation can be achieved.

- a) Continue to ensure that all levels of government are aware of and guided by the Nation's established strategic plan and priorities.
- b) Continue to ensure the administrative structure is aligned to allow the organization to achieve its strategic priorities.
- c) Build and strengthen relationships between government, administration, contractors and subcontractors, to provide a healthy and safe work environment that is harassment and violence-free for government officials, citizens, and visitors to all Huu-ay-aht First Nations Government facilities.
- d) Continue implementing the employee performance management program, including mid-year performance agreements, to maintain a fair and transparent hiring process.
- e) Continue to ensure laws, acts, regulations, and policies and procedures are streamlined to allow work to be done in the most effective and efficient manner while also providing for fairness, accountability, and transparency.
- f) Continue to provide training for staff and citizens to ensure safety compliance, including programs like Swift Water Rescue, First Aid, and Small Vessel Operation Proficiency.
- g) Establish and fill the role of Ethics Officer with an external consultant to focus on the implementation of the Community Safety Act.
- h) Explore capacity-building, employee advancement and hiring opportunities within HFN government to achieve better outcomes and processes.
- i) Develop and maintain intergovernmental and external relationships and partnerships that will bring benefit to the Nation.

## 2025 Highlights

*Ethics Commissioner being created*

*Implementation of new Payroll System*

*Professional Government Relations Firm hired to guide engagements with Provincial and Federal Governments and ensure Huu-ay-aht's interests are represented*

*Departments completed employee performance management agreements and mid-year performance evaluations*

*Org Chart revisions and new hires to ensure capacity to achieve strategic priorities*

## **2 Manage Huu-ay-aht financial resources in a transparent, responsible, sustainable manner following the highest professional standards.**

- a) Develop policies and legislation that will allow for the generation of predictable long-term revenue from the ҺаҺууи through taxation and other means.
- b) Align finances and resources to achieve the targets identified in the Huu-ay-aht Strategic Plan. Review financial processes and policies to ensure efficiency.
- c) Report to citizens annually on the progress towards the Strategic Plan, including financial reporting. Educate citizens on what financial reporting means in order to be transparent and show progress towards targets.
- d) Prioritize the investment and alignment of HFN resources to allow for the continued improvement of HFN financial operations and reporting, and to support better decision-making by Council.
- e) Develop a social procurement framework to support citizen-owned businesses in an equitable and responsible manner.

## **3 Һауиї patuk Huu-ay-aht reflects our Ancient Spirit, Modern Mind, and our culture, and values.**

- a) Prioritize compliance with legislative requirements while respecting Huu-ay-aht cultural practices, traditions, and beliefs at all levels of government.
- b) Ensure Council and staff take the time to actively and respectfully listen to citizens and respond to their needs. Council should address inquiries related to policy and governance while staff should respond to administrative and operational inquiries.
- c) Engage the Һауиї Council in the role of government, ensuring their participation in decision-making processes.
- d) Identify, define and communicate decision-making roles to citizens, emphasizing the importance of collaborative efforts ("paddling together").
- e) Encourage citizens to engage in creating a safe and inclusive community.
- f) Review Huu-ay-aht laws, regulations, policies, and practices to ensure they increasingly reflect Huu-ay-aht values and traditional governance practices.
- g) Support Huu-ay-aht First Nations Government officials and Һауиї in understanding Huu-ay-aht history and traditions and deliver appropriate training.
- h) Refine the roles, operations, and resources of the Һауиї Council to enhance capacity and support consistency.

## *2025 Highlights*

*Budget and Financial Reports being formulated to include details about revenue, improving transparency*

*Controller Position created to ensure the accuracy and integrity of accounting data and financial reports*

*Review and Analyze Investments for Resource Alignment*

*Review Investments to optimize interest earned*

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*Maintain online legislation registry*

*Һауиї continues work on the Traditional Naming Project*

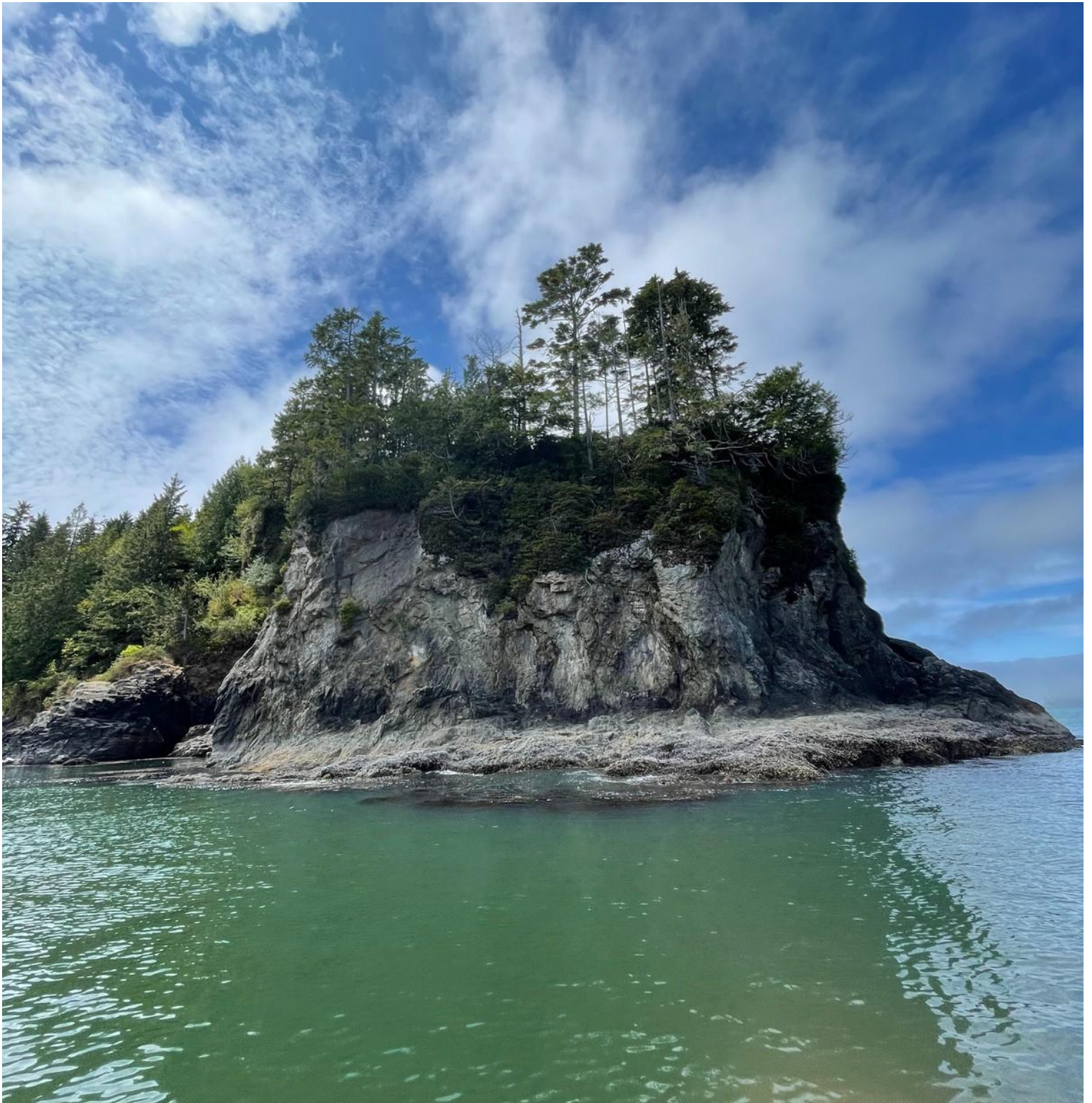
*Һауиї participated in the Community Safety Act Working Group*

*Held Breakfasts and Dinners with Council to Engage and Listen to Citizens*

*Һауиї Cultural Protocol Sessions*

*Tribunal Amendments Project*

*Governance Project Ongoing to make Amendments to Economic Development Act, Government Act, Community Safety Act, and Financial Administration Act*



The 2024 original amendments to the Strategic Plan were carried out by Vancouver Island University's Mount Arrowsmith Biosphere Region Research Institute, with ongoing support from Karen Haugen, Executive Director, and Nicole Otte, Senior Executive Assistant, of Huu-ay-aht First Nations. This is the amended Strategic Plan – amended November 2025





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