

5-YEAR ECONOMIC PLAN

ʔAKISQ̓NUK FIRST NATION

#3050 HIGHWAY 93/95 WINDERMERE, BC V0B 2L2



*A view of the 13 acres designated commercial land (Lot-37-4) along Highway 93/95*



Approved by Chief and Council on March/30/2016

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## 1.0 Introduction

The purpose of this 5-year Economic Plan is to serve as a roadmap that will guide economic development efforts within ʔakisq̓nuk First Nation (AFN).

## 1.1 Methodology

The Economic Committee worked with the Economic Development Officer (EDO) to review all the goals and priorities identified in the CCP by members of ʔakisq̓nuk First Nation and together drew a 5-year Economic Plan that will translate the community's five most important priorities into an action plan.

After identifying the top five priorities, the Economic Committee sent out a survey asking all community members to provide suggestions/feedback on the priorities identified. After receiving 32 responses (which was an encouraging response rates) from ʔakisq̓nuk's members, the Committee incorporated all feedback to ensure that this Plan reflects the voices of the entire membership both on-reserve and off-reserve.

Response participants included the following groups:

- ❖ ʔakisq̓nuk youth attending the Invermere High School,
- ❖ Elders, adults, and other youth living both on-reserve and off-reserve

It was quite encouraging that all survey respondents confirmed the below five economic goals as top priorities for the next five years starting April 2016.

The five economic goals are as follows:

- 1) Undertake Infrastructure Developments to Enable Land Use and Reuse.
- 2) Develop the Designated Commercial Lot.
- 3) Invest in Community Housing.
- 4) Support Entrepreneurship.
- 5) Increase AFN's Own Source Revenue.

Why are these five priority important? Well, at any given time, we understand that there will never be enough financial and human resources to tackle all the economic development challenges and opportunities within our community. Therefore, this Plan was developed based on available resources and the existing capacity of the community to implement this 5-year Plan and achieve the desirable economic outcomes that are pleasing to ʔakisq̓nuknick's.

The hope is that this 5-year Plan will lay the foundation for future economic development initiatives within our community. As such, the goals identified in this Plan are specific, measurable, accurate, realistic, and time-bound (SMART). The benefit of this SMART goal setting is to ensure that we have all the resources to implement our goals within a specified time frame and celebrate success together.

Starting April 1, 2016, this 5-year Plan will be implemented through series of core activities, implementation responsibilities, required resources, and specific timeline for each phase. This 5-year Plan shall serve as a supplementary document to our CCP. So, like the CCP, Chief and Council will monitor the implementation of this Plan to ensure that all desired outcomes are in alignment with the overall vision and mission of ʔakisq̓nuk First Nation.

It is expected that by the end of 2021, this Plan will have produced some direct benefits for the community including social, employment, and financial. At the end of 2021, the community will repeat similar planning cycle to identify new economic priorities and goals.

## 1.2 ʔakisq̓nuk First Nation Vision Statement (adopted from KNC)

*As a Nation, we are striving to achieve strong, healthy citizens and communities, speaking our languages and celebrating who we are and our history in our ancestral homelands, working together, managing our lands and resources, as a self-sufficient, self-governing Nation.*

## 1.3 ʔakisq̓nuk First Nation Mission Statement

*Through sound, responsible leadership, we will promote the well-being and economic self-reliance of our people by encouraging and fostering education and sustainable employment.*

## 1.4 ʔakisq̓nuk First Nation Economic Development Strategic Goal

*Promote the Well-being and economic self-reliance of our people by promoting entrepreneurship, employment opportunities, business development, and fostering education and investment opportunities.*

## 1.5 ʔakisq̓nuk First Nation Economic Development Objectives

**Objective #1:** Develop a 5-year economic plan every planning cycle.

**Objective #2:** Retain and expand existing businesses.

**Objective #3:** Promote opportunities for employment and economic development.

**Objective # 4:** Promote entrepreneurship and skill development.

**Objective # 5:** Maintain partnerships with Ktunaxa Nation Council (KNC), the Federal Government, funding agencies and the local business community.

**Objective # 6:** Promote new business development including internal and external investment opportunities.

## 1.6 ʔakisq̓nuk First Nation Economic Development Core Values

- 1) Respect
- 2) Accountability
- 3) Environmental Sustainability
- 4) Trust
- 5) Empowerment

**Respect:** we respect the inputs and opinions of all community members. In addition, we treat our business partners and administrative staff with respect. In return, the community expects everyone to respect our tradition and culture.

**Accountability:** accountability means that everyone must take ownership of his or her actions and consequences thereof.

**Environmental Sustainability:** Our land is the most important natural gift that we borrow from the future. Therefore, we treat our natural environment in ways that protect endangered species, archeology of the land, and avoid environmental degradation to our land so that future generations will enjoy similar privileges like those that we enjoy today.

**Trust:** trust is the basis of all community development. Without trust, it would be difficult for a community to progress. Therefore, we try to gain the trust of all our partners and leaders. In return, we expect our partners and leaders to earn our trust by demonstrating transparency and facilitating clear and honest communication and accountability.

**Empowerment:** community development is about empowering people to realize their dreams. Therefore, one of our economic values is to empower community members by giving them the opportunity to participate in all activities that are geared towards developing our community.

## 1.7 Acknowledgement

*The economic Development Department extends special thanks and appreciation to the Economic Committee for working with the Economic Development Officer (EDO) to ensure that this 5-year Plan is consistent with the socioeconomic goals expressed in the CCP by members of ʔakisq̓nuk First Nation.*

*Accordingly, the hope is that this Plan will be implemented in ways that will provide fair and just opportunities for all members, both on-reserve and off-reserve to participate and benefit from economic development initiatives within the community.*

*As we say in our Ktunaxa language, “Taxas”*



## 2.0 Community Profile

### 2.0.1 Who we are

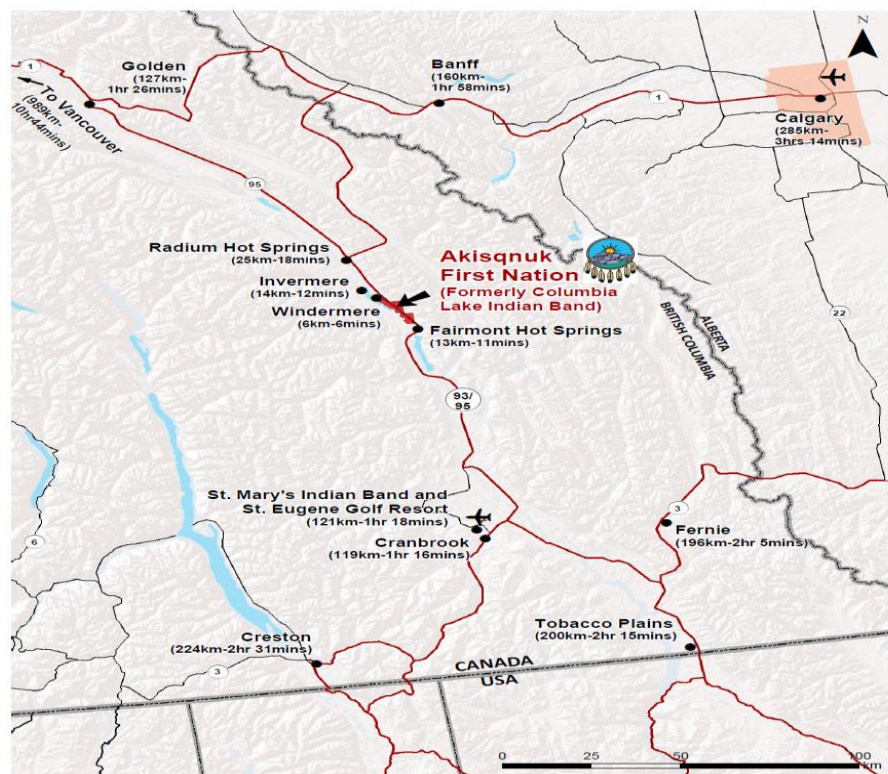
ʔakisq̓nuk First Nation is a vibrant, growing community about 272 members strong situated in the Columbia Valley, southeast British Columbia. Members of the ʔakisq̓nuk First Nation are people of the Ktunaxa Nation.

The traditional territory of the Ktunaxa includes the Kootenay region of southeast British Columbia into parts of Alberta, Canada, and the American States of Montana, Washington, and Idaho. ʔakisq̓nuk First Nation is one of six sister Bands, four of which are in Canada and two in the United States. Since time immemorial, and up till present, the Ktunaxa people have spoken and still speak a unique language that cannot be linked to any other native language in North America.

### 2.0.2 Geography

Located in the *Columbia Valley* (the tourism hot spot of British Columbia), the community proudly boasts of a geography of unparalleled natural beauty.

ʔakisq̓nuk First Nation neighbours the communities of Windermere to the north and Fairmont Hot Springs to the south. The western border reaches about 14 kilometres (nine miles) along the pristine shores of Lake Windermere. The Band's eastern border lies at the base of the Rocky Mountains.



Geographic Overview

By car, ʔakisq̓nuk is located just over one-hour (120 km) away from Cranbrook, which is the major service Centre within the Kootenay region of southeastern BC. The community is just three hours’ drive away (280km) from Calgary. Calgary is the commercial capital of the province of Alberta, which is Canada’s largest oil producing province.

ʔakisq̓nuk First Nation continues to attract tourists from its surrounding communities and beyond. In addition, the community enjoys positive relationships with its neighbours including all levels of government, the local chamber of commerce, and the business community throughout the Upper Columbia Valley.

A community with its own natural tourism destination, and surrounded by two natural hot springs and the *Panorama Natural Resort*, and an assortment of beautiful golf courses, ʔakisq̓nuk First Nation will continue to remain a popular destination for natural tourism. Our *Lakeshore Resort and Campground* is a host to multiple clients including those for long-term stay, overnight camping, and clients who enjoy private boat rides on beautiful Lake Windermere.

### 2.0.3 Demographics

*Table 2.0.3 Age Distribution of Members of ʔakisq̓nuk First Nation*

AGE GROUP (YEARS)	ON-RESERVE	OFF-RESERVE	ON OTHER RESERVES	ROW TOTAL	% DISTRIBUTION
<b>0-6</b>	6	6	3	15	6%
<b>7-12</b>	4	9	5	18	7%
<b>13-19</b>	9	23	3	35	13%
<b>20-29</b>	6	43	7	56	21%
<b>30-39</b>	10	13	7	30	11%
<b>40-49</b>	13	28	4	45	17%
<b>50-59</b>	13	16	6	35	13%
<b>60 AND OVER</b>	19	14	3	36	13%
<b>COLUMN TOTAL</b>	<b>80</b>	<b>152</b>	<b>38</b>	<b>270</b>	<b>100%</b>

*Source: ʔakisq̓nuk’s Local Indian Registry Current as of March 31, 2016*

Referring to **Table 2.0.3** above, in general, 56.3% of registered members of AFN live off-reserve, which amounts to 152 people with most members falling between the ages of 20 and 59 years. This means that the membership can be described as a working class. This age range is often considered active participants in the workforce.

However, 100 people out of this age cohort live off-reserve, which is more than double the number living on-reserve with only 42 people. Similar trend is consistent with elementary students (7-12 years) and high school students (13-19 years). However, it is quite interesting that majority of people who are 60 years and above live on-reserve. Perhaps, as members get older, they prefer to live in their own traditional territory.

Nevertheless, the large number of membership living off-reserve can possibly be explained by two factors:

- 1) The large number of people living off-reserve might have been the result of out-migration due to the lack of economic opportunities in the area, or perhaps the lack of adequate housing, or a combination of both.
- 2) Perhaps most members living off-reserve were born unto one or two registered members living off-reserve at the time of birth and are comfortable with where they currently live.

Whatever the case may be, the primary goal of ʔakisq̓nuk First Nation is to plan its economic development programs and initiatives in ways that will enable the entire membership living on-reserve and off-reserve to have a fair chance of achieving individual and collective economic goal.

## 2.1 Situational Analysis

ʔakisq̓nuk First Nation has a potential for economic development. The primary economic drivers within the community are:

- ❖ Land use and reuse, which include real estate development,
- ❖ Natural tourism business,
- ❖ Natural resource harvesting including forestry, and
- ❖ Benefit agreements.

However, other important variables are critical to leveraging these economic drivers to unlock opportunities for employment and additional revenue for the community. For example, land use and reuse depend primarily on infrastructure development. Without infrastructure, the land will not be ready for development.

Similarly, natural resource cultivation depends on putting in place and implementing an environmentally sustainable framework to protect endangered species, the archeology of the lands, and replenish the cultivated natural resources so that future generations will be able to meet their survival needs.

On the other hand, to maintain our tourism businesses, we need to expand and improve the quality of services, which will unlock opportunities for additional employment and revenue for the community. So, to enable our membership to take advantage of these future employment opportunities, we intend to support our members in upgrading their skills and expertise to make best use of any potential employment opportunities. Therefore, our economic goals are not only focused on our primary economic drivers, but also other leading support activities and initiatives.

### 2.1.1 Infrastructure Development

Infrastructure development is divided into two parts: physical infrastructure, which includes water supply, electricity, fire protection, and soft infrastructure, which includes telecommunication and information technology (IT).

How does infrastructure development fit in an economic goal? There is no direct return on the infrastructure we intend to develop. However, before any physical expansion or further development takes place on the lands, infrastructure must first be installed to prepare the lands for development. In effect, return on infrastructure will come in the forms of actual returns on the businesses we intend to establish on the lands and the efficiency we hope to derive from utilizing improved infrastructure including IT, telecommunication, water supply, and electricity.

The community currently has a small water system that provides water and fire protection. However, this system is not big enough to adequately support the physical expansion need of the community. During the CCP planning process, members expressed the need to upgrade the current water system to enable physical development on the designated commercial lot and housing development within the community.

In terms of soft infrastructure, our information technology and telecommunication systems also require periodic upgrade to hardware and software products and services.

### 2.1.2 Commercial Lot Development

The commercial lot development is an important economic goal for the community. The objective is to generate employment opportunities, potential for entrepreneurship, and additional revenue for the community. The community currently has 13 acres of designated commercial land (**Lot-37-4**) situated right along Highway 93/95.

During summer of each year, a large number of recreational vehicles and tour buses travel along Highway 93/95 as they make their way to tourism destinations in the Kootenays. Also due to logging activities within the region, lots of logging trucks travel along this Highway.

What does this mean for AFN? ʔakisq̓nuk First Nation has a perfect opportunity to establish highway commercial development for businesses that will have the potential to attract motorists and tourists. In addition, the community also has a perfect opportunity to identify and fill a business gap that may attract local and surrounding residents within the valley.

### 2.1.3 Community Housing

Like the commercial lot development, investment in community housing is similarly an important economic goal. The objective is to gain return on investment and provide additional employment opportunities for community members. But, more than that, investment in community housing will create a sense of belonging for community members, minimize out-migration, and hopefully encourage some members living off-reserve to consider the community as a place to raise a family. According to the Community Foundations of Canada, sense of belonging and leadership are among the top important desires among communities across Canada.

Having a comfortable and affordable place to raise a family is critical to a sense of belonging. ʔakisq̓nuk First Nation is a growing community with a demand for adequate housing to accommodate families of varying demographics. The demand for housing within the community cannot be ignored. In fact, majority of community members continue to be on waiting list for housing due to the lack thereof, which is a potential threat that could lead to out-migration.

Therefore, this is a perfect opportunity for the community to invest in community housing to expand its population base because one of the challenges identified in the community's SWOT analysis is a limited population. In addition, expanding the local population base may lead to increased innovation and entrepreneurship, which will result in a strong local economy.

In addition to housing, recreation and leisure are areas where the community continues to express priority. As part of the healthy community initiative, the community has established a special financial account dedicated to constructing recreational/sporting facilities within the community.

The importance of this initiative is to give community members, especially seniors and youth the opportunity to live healthy and active lives. Therefore, investment in community housing also means building recreational facilities that will serve multipurpose usage including arts and culture exhibitions, community concerts, sporting and exercising.

In addition to reinforcing a sense of belonging, building recreational facilities can also provide employment opportunities for community members. These may include facility maintenance, event organizing and management, and snow plowing during winter.

#### 2.1.4 Entrepreneurship

Entrepreneurship is an economic development strategy that promotes the commercialization of innovation. Conversely, innovation is the consequence of the use of knowledge and human expertise to produce products and services for consumption.

However, our approach to entrepreneurship encompasses commercializing of innovation and skill upgrade. Our primary goal is to support our members in utilizing their various expertise to participate in economic development projects within the community and beyond, and secure employment opportunities where possible. In return, we hope that these employment incomes will potentially increase consumer spending on goods and services produced within the local community.

As part of this support for entrepreneurship, Chief and Council have decided to set up a business development grant for community members wanting to establish small businesses.

### 2.1.5 Increase AFN's Own Source Revenue

AFN's own source revenue refers to money that AFN generates from its own business operations. Currently, ʔakisq̓nuk First Nation operates its own businesses and maintains shares in other businesses including the following:

- 1) Nupqu Development Corporation,
- 2) St. Eugene Mission Resort,
- 3) Lakeshore Resort and Campground,
- 4) Indian Beach Estate,
- 5) Forestry and Hunting Licenses, and
- 6) Billboard Rent.

One of the goals of the community is to expand some of these existing businesses to increase AFN's own source revenue. For example, customers of the Lakeshore Resort and Campground often demand value-added services that are not currently being offered including septic waste disposal, laundry mart and wheelchair accessible rest areas, storage for private boats, and additional camping sites to accommodate new customers.

During normal operating seasons of the Lakeshore Resort and Campground, AFN spends on average \$12,500.00 per month on septic waste disposal. Meanwhile, the community has a septage lagoon that is not currently in use. So, there exists a business opportunity to recondition this lagoon to provide septic waste services to the Campground and potentially the community.

If implemented, the septic lagoon will provide the following benefits:

- ❖ For each month the Campground operates, the community will retain \$12,500.00 split between employment incomes and business revenue.
- ❖ AFN will generate additional revenue by providing septic waste disposal services to community members.
- ❖ There will be potential employment opportunities for qualified community members.
- ❖ Alternatively, this project could provide an opportunity for entrepreneurship for qualified and interested community members.

Alternatively, if the community decides not to use the septic lagoon for a known negative environmental impact, there still exists an opportunity for the community to invest in a

sustainable septic waste disposal project that will provide similar employment opportunities and generate additional revenue for the AFN.

## 2.2 Economic Development Challenges

Most economic development projects are often implemented in physical spaces. However, there are regulatory constraints that often make these physical spaces inaccessible when needed. A principal example is the current land designation process under the *Indian Act*. Therefore, to mitigate some of these economic development constraints, the community is currently in the process of developing its own land code.

According to a KPMG survey report in 2014, the average registration of instrument for land permit on reserve lands was 133 days under the *Indian Act*, but only 9 days under a First Nation land code. Therefore, under our own land code, community members will have the opportunity to accelerate economic development activities unlike under the *Indian Act*, which takes a long time due to bureaucratic holdups.

### 2.2.1 Lands and Resources

Land use planning is critical to economic development. So, ᖃakisq̃nuk First Nation is in the process of updating its existing *Land Use Plan* to guide physical development activities on our lands. In terms of natural resource protection, the community is critical about how it utilizes its natural resources. Therefore, there is a overlap between economic development and land use planning. Accordingly, both departments work together to balance economic needs with environmental responsibility.

The Land and Resource department continues to implement initiatives to protect and preserve the natural environment, and promote health and safety within the community. For example, there is an old barite mine site located on the reserve that the Land and Resource Department intends to restore to its natural state.

According to the *British Columbia's Provincial Strategic Threat Analysis Map*, ᖃakisq̃nuk First Nation is at high risk in terms of potential wildfire outbreak. Therefore, to protect our community, we plan to mitigate potential fire risks by restoring all areas of the ecosystem that show signs of exposure to all fire and environmental threats. In addition, the Land and Resource Department continues to engage community members in ways that will make them aware of potential fire risk and adopt mitigation strategies.



### 2.2.2 Capital Improvement

One of our economic objectives is to implement capital improvement projects to restore the declining values of our capital assets. Our roads, bridges, and buildings must be maintained to a standard that will facilitate best use. So, we do not only intend to create new economic opportunities, but also maintain and improve our existing economic assets.

Finally, to address our economic development challenges, we have deployed sound economic development strategy including support for entrepreneurship, land use planning and business development, which will unlock opportunities for employment and additional revenue for the community. In addition, our focus on community housing and capital improvement will give our community a facelift, and reinforce our sense of belonging as a community.

### 3.0 5-YEAR ECONOMIC GOALS

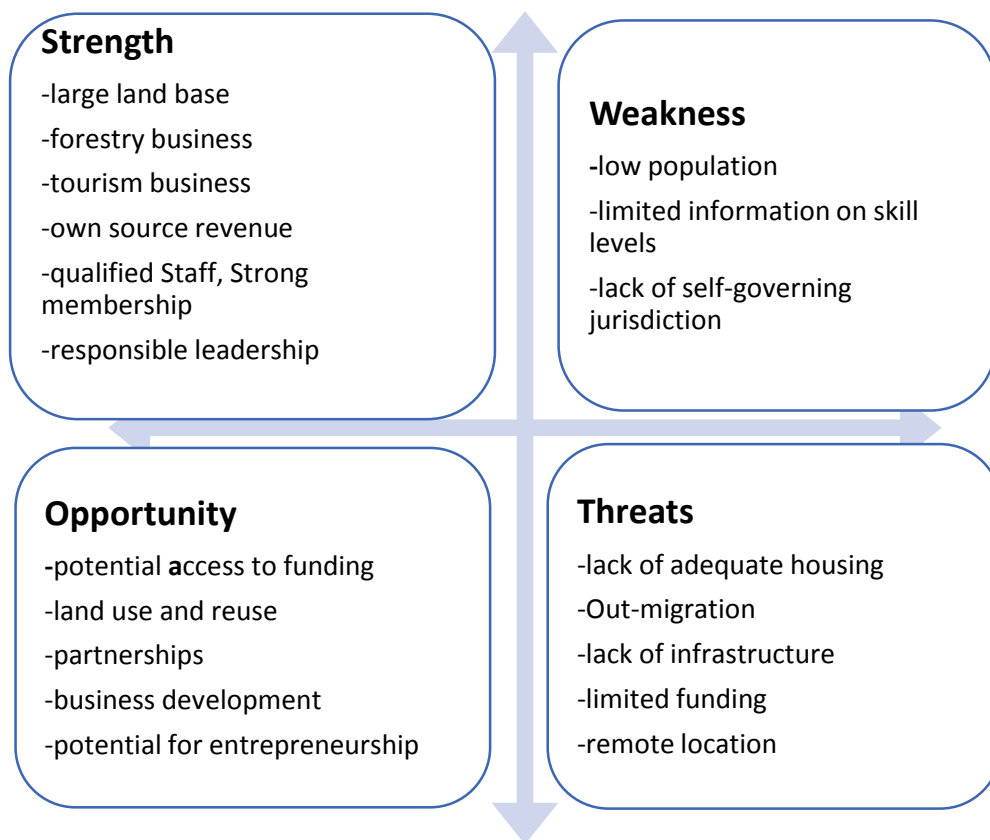
As mentioned before, the community will never have adequate resources to tackle all its economic development challenges and maximize all its economic opportunities. Therefore, to work towards our mission of achieving economic self-reliance of our people, the community has streamlined its economic goals into a manageable chunk. This strategy is intended to efficiently and effectively manage our economic resources to achieve positive results in a realistic and achievable time frame.



The above chart demonstrates that all our economic goals serve as a convergence towards achieving our mission of economic self-reliance. Naturally, at the end of 2021, some of these goals may continue to be priorities while others may not.

Economic self-reliance cannot be achieved in only five years, however, the first five years will lay the foundation for the community to continue identifying new economic priorities until economic self-reliance is fully achieved over a series of planning, monitoring, and implementation cycles.

### 3.1 SWOT ANALYSIS



The analysis in the above matrix is based on current situation as of March 2016. So, as the community progresses, some situations may no longer be relevant; conversely, others may be updated to explore, for example new opportunities or strengths.

### 3.2 Implementation Strategy

The implementation strategies of this Plan are divided into short-term, medium-term, and long-term. Each term comprises core activities that will be critical to achieving results.

3.2.1 Goal #1 Promote Infrastructure Development

3.2.1.1 Strategies 1-3

Short-term, Medium-term, and Long-term (2016-2021)					
Core Activities	Deliverables	People Responsible	Timeline	Required Resources	Source of Resources
Apply for capital/infrastructure Funding	Funding received/denied	EDO, Lands Mgr., Housing Manager	Details in staff's annual work plans	Labour hours	Program Staff
Conduct feasibility study	Study Report	EDO, Lands Mgr., Housing Manager	Details in staff's annual work plans	Engineering fees	Mixed(AFN finances, external funding)
Do site preparation and pre-design	Cost estimate	EDO, Lands Mgr., Housing Manager	Details in staff's annual work plans	Workmanship fees	Mixed(AFN finances, external funding)
Install infrastructure	Infrastructure installed	EDO, Lands Mgr., Housing Manager	Details in staff's annual work plans	Workmanship and Material costs	Mixed(AFN finances, external funding)

The above strategy chart may be implemented over a short-term or long-term. The reason is that infrastructure development could become an ongoing initiative at different locations. For example, to develop the commercial lot will require that an infrastructure be built on **Lot 37-4**, whereas infrastructure for housing development may take place at another location. So depending on the time each project will begin, infrastructure need may be assessed on a short-term or long-term basis.

3.2.2 Goal #2: Develop Business on the Designated Commercial Lot by 2021

3.2.2.1 Strategy 1

Short-term (0-1 year)					
Core Activities	Deliverables	People Responsible	Timeline	Required Resources	Source of Resources
Conduct Gap/Market analysis	Analysis Report	EDO	Details in staff's annual work plans	professional Service fees	Mixed (AFN's finances, external funding)
Prepare and advertise RFP	Proposal	EDO	Details in staff's annual work plans	Labour hours	Program staff
Accept quotes and award contract	Bids/Quotes	EDO, Finance, Chief & Council	Details in staff's annual work plans	Labour hours	Staff, Chief & Council

3.2.2.2 Strategies 2-3

Medium-term (2-3 year)					
Core Activities	Deliverables	People Responsible	Timeline	Required Resources	Source of Resources
Begin construction	Physical construction	EDO, Lands Mgr., Finance	Details in staff's annual work plans	Construction fees	Mixed (AFN's finances, external funding)
Monitor project's milestones	Status report	EDO, Finance	Details in staff's annual work plans	Labour hours	Program staff
Long-term (3-5 years)					
Continuous monitoring of project	progress report	EDO, Finance	Details in staff's annual work plans	labour hours	Program staff
Dedicate facilities	Physical facilities	EDO, Chief & Council, all staff	Details in staff's annual work plans	labour hours	Program staff
Establish business ventures	businesses established	EDO, Finance	Details in staff's annual work plans	service fees	Mixed (AFN's finances, external funding)

3.2.2.3 Expected Outcomes and Benefits to the Community

Employment Benefits	Business Benefits	Financial Benefits	Physical Benefits	Social Benefits
Commercial development is expected to provide employment opportunities for community members	Potential opportunities for entrepreneurship and business development	Employment incomes, additional revenue for AFN	The community will own beautiful facilities	Community members will feel proud of their achievements and become motivated to support future projects

3.2.3 Goal # 3: Build Additional Social Housing Units for Community Members

3.2.3.1 Strategy 1

Short-term (0-1 year)					
Core Activities	Deliverables	People Responsible	Timeline	Required Resources	Source of Resources
Conduct Land inventory survey and designate available lands for housing development	Survey report	EDO, Lands Mgr. Housing Mgr.	Details in staff's annual work plans	professional Service fees	Mixed( AFN's finances, external funding)
Conduct feasibility studies and environmental assessment on designated lands	Feasibility report	EDO, Lands Mgr. Housing Mgr.	Details in staff's annual work plans	Professional Service fees	Mixed( AFN's finances, external funding)

3.2.3.2 Strategies 2-3

Medium-term (2-3 years)					
Core Activities	Deliverables	People Responsible	Timeline	Required Resources	Source of Resources
Install infrastructure for housing development	Installed infrastructure	EDO, lands Mgr. Housing Mgr., Finance	Details in staff's annual work plans	Workmanship fees	Mixed( AFN's finances, external funding)
Prepare RFP for housing development project	Draft proposal	EDO, lands Mgr. Housing Mgr.	Details in staff's annual work plans	Labour hours	program staff
begin construction	Status report	EDO, lands Mgr. Housing Mgr.	Details in staff's annual work plans	Labour hours	program staff
Long-term (3-5 years)					
Monitor project's milestone	Progress report	EDO, lands Mgr. Housing Mgr.	Details in staff's annual work plans	Labour hours	program staff
Complete construction and dedicate buildings	completed buildings	Housing Mgr. all Staff, Chief & Council	Details in staff's annual work plans	Labour hours	program staff, Chief & Council

3.2.3.3 Expected Outcomes and Benefits to the Community

Employment Benefits	Business Benefits	Financial Benefits	Physical Benefits	Social Benefits
Additional employment opportunities for maintenance workers	N/A	Employment incomes, additional revenue for AFN	The community will own beautiful and safe social housing units	Members will feel a sense of community. Some off-reserve members may be considering returning.

### 3.2.4 Goal # 4: Support Entrepreneurship

#### 3.2.4.1 Strategies 1-3

<b>Short-term (0-1 year)</b>					
<b>Core Activities</b>	<b>Deliverables</b>	<b>People Responsible</b>	<b>Timeline</b>	<b>Required Resources</b>	<b>Source of Resources</b>
Conduct skill inventory survey	Survey report	EDO, Indian Registry Administrator	Details in staff's annual work plans	Postage fees, incentives	Mixed( AFN's finances, external funding)
Develop skill inventory database	Database	EDO	Details in staff's annual work plans	Labour hours	Program staff
Follow up to explore opportunities to support community members	# members assisted	EDO, Finance, Chief & Council	Details in staff's annual work plans	Labour hours, training fees	Mixed( AFN's finances, external funding)
<b>Medium -term and Long-term (2-5 years)</b>					
Continue to provide supports to qualified members	Evidence of supports provided	EDO, Finance, Chief & Council	Details in staff's annual work plans	Labour hours, training fees	Mixed( AFN's finances, external funding)
Monitor and update Database	Updated database	EDO, Indian Registry Administrator	Details in staff's annual work plans	Postage fees, incentives	Mixed( AFN's finances, external funding)
Celebrate success and begin another planning cycle	progress report	EDO, Chief & Council, Everyone	Details in staff's annual work plans	Refreshments	Mixed( AFN's finances, external funding)



### 3.2.4.2 Expected Outcomes and Benefits to the Community

Employment benefits	Business benefits	Financial Benefits	Physical benefits	Social Benefits
Additional employment opportunities for qualified members to utilize their various expertise	Opportunity to establish own businesses	Employment incomes for qualified members	N/A	Members will feel a sense of commitment and obligation to the community

### 3.2.5 Goal # 5: Increase Own Source Revenue

#### 3.2.5.1 Strategies 1-3

Short-term (0-1 year)					
Core Activities	Deliverables	People Responsible	Timeline	Required Resources	Source of Resources
Develop business plan to expand campground	Business plan	EDO, Indian Registry Administrator	Details in staff's annual work plans	professional service fees	Mixed( AFN's finances, external funding)
Begin expansion projects	Status report	EDO, Finance, Campground Mgr.	Details in staff's annual work plans	Workmanship fees	Mixed( AFN's finances, external funding)
Medium-term and Long-term (2-5 years)					
Follow up with expansion projects	Progress report	EDO, Finance, Campground Mgr.	Details in staff's annual work plans	Labour hours	Program staff
Explore other business opportunities	Type of opportunities identified	EDO, Finance, Chief & Council	Details in staff's annual work plans	Professional service fees	Mixed( AFN's finances, external funding)
Celebrate success and measure the increase in own source revenue	# of increase	EDO, Finance	Details in staff's annual work plans	Refreshments	Mixed( AFN's finances, external funding)

3.3.5.2 Expected Outcomes and Benefits to the Community

Employment Benefits	Business Benefits	Financial Benefits	Physical Benefits	Social Benefits
Additional employment opportunities for qualified members to utilize their various expertise	Opportunity expand its businesses	Employment incomes for qualified members, additional revenue for AFN	If applicable, improved/new business facilities	Community will reinvest own source revenue into housing, education, health and other social programs to benefit members

While the community hopes to increase its own source revenue, it is difficult to determine a realistic amount or percentage by which we hope to achieve this increase. There are two reasons for this:

- 1) This is our first Economic Plan.
- 2) We are yet to establish a baseline data against which to measure progress.

Nevertheless, we expect that by undertaking the projects identified in this document, we will increase our own source revenue. Hence, after the first five years, we will have established a baseline against which to measure the level of future increase in our own source revenue.

#### 4.0 Factors that will be Critical to Achieving these Economic Goals

Economic planning requires an in-depth analysis of current challenges and opportunities, and implementation strategy to address those challenges and make optimal use of existing opportunities. However, critical to any economic development plan is execution. Therefore, for ʔakisq̓nuk First Nation to achieve its economic goals over the next five years, the following considerations will be critical:

- 1) The Plan has to be clearly communicated to all community members and program staff.
- 2) Chief and Council will support the EDO to accelerate the decision making process to approve all relevant economic development projects.

- 3) Community membership will contribute their energy to support the economic and social development projects outlined in this Plan.
- 4) EDO will have to facilitate partnerships with all relevant departments including Lands and Resource, Finance, Infrastructure and Housing, Education, and the Campground to amalgamate efforts to implement this 5-year Plan.

## 4.1 Monitoring and Evaluation Plan

Monitoring and evaluation are critical to all implementation plans. The deliverables identified in the implementation charts will serve as performance indicators for this Plan. However, throughout the process, we will monitor all activities to ensure that the performance outcomes are directly related to our economic goals.

This approach will give us the opportunity to adjust our activities in ways that will support our program outcomes and impacts. At the end of the five years, we will conduct a summative evaluation to adopt lessons learned, which will guide us in developing a baseline against which to measure future economic progress.