



LOWER KOOTENAY BAND

“BUILDING AN ECONOMY”

Economic Sector Strategic Plan

January 2013 to December 2017



Community Profile

Since time immemorial the Yaqan Nukiy people have lived in the Lower Kootenay area. The name Yaqan Nukiy literally means "where the rock stands" and refers to an important place in the Creston Valley. We are one of four Canadian and two USA communities which form the Ktunaxa Nation.

Today, the Lower Kootenay Band is located on approximately 6,000 acres in the beautiful Creston Valley along the banks of the Kootenay River in south eastern British Columbia. The Creston Valley is located within the Regional District of Central Kootenay and has a strong regional economy with a focus on agriculture, forestry, tourism and retirement.

We currently have 219 citizens and our population is young and growing.

The main community is located 4 kilometers south of Creston and just north of the USA border on Simon Road. The community is situated on a bench overlooking the Kootenay River and includes 52 houses, an Administration Complex with gymnasium, Yaqan Nukiy School, an arbour, ball diamond, playground and cemetery. The people are entrepreneurs, artisans, guides, tradesman, professionals, craftsmen, students, athletes, hunters and fishermen.

The community hosts the annual Yaqan Nukiy Traditional Pow Wow on the May long weekend in conjunction with the Creston Blossom Festival.

The community enjoys positive relationships with its neighbours and other governments throughout the Creston Valley including the Town of Creston and the Regional District of Central Kootenay.

The Traditional Territory of the Ktunaxa Nation covers approximately 70,000 square kilometres (27,000 square miles) within the Kootenay region of south-eastern British Columbia and historically included parts of Alberta, Montana, Washington and Idaho.

The stewardship area of the Lower Kootenay Band within the Ktunaxa Traditional Territory follows the eastern boundary of the Regional District of Central Kootenay and extends west to the east shore of the Columbia River.

Introduction

This strategy was approved by the LKB Council on February 8, 2013 in accordance with LKB's planning framework. The strategy covers the 5 year period from January 1, 2013 to December 31, 2017 and will be reviewed, updated and re-approved after 2 years in 2015.

In May of 2011, Chief and Council identified the update of the Community Economic Development Strategy as one of their key priorities for 2012. The Chief and Council wanted to build a community based economic development strategy that elicited feedback, identified opportunities and reached beyond the usual means to solicit input. The Lower Kootenay Band contracted Mike Stolte of CIEL to assist staff with the engagement of the community members.

The objectives of the community engagement were:

- To develop a community-based economic strategy that elicits new ideas and identifies new or untapped opportunities, partnerships on LKB lands, within the Creston Valley and within the Ktunaxa Nation;
- To conduct a broad based community consultation that includes staff, council, Lower Kootenay Band members and regional neighbours (e.g. local and regional businesses, RDCK, Town of Creston, Ktunaxa Nation);
- To ensure community buy-in of the process where possible, employing different techniques to maximize outreach, community engagement and ownership of the process;
- To increase awareness of past, current and future LKB economic and community initiatives;
- To ensure awareness of other Ktunaxa activities and services (not just economic) and to build upon the concept of "stewardship economy";
- To identify next steps.

The approach to completing this strategy included a range of efforts including:

- Hosting a number of community meeting to solicit input from community members;
- Conducting a survey which was distributed to each LKB home through the newsletter and online;
- A SWOT Analysis session with Chief and Council and Senior Staff;
- Interviews with key stakeholders (locally and regionally);
- Document Review and Research;

Purpose

Community economic development (CED) is a focused effort to build a sustainable community recognizing that economic, environmental, educational, cultural and social challenges are interdependent. This strategy will guide the Lower Kootenay Band (LKB) in building an economy to return their community to a self-sufficient, self-governing and sustainable state.

Community economic development requires the effective mobilization of resources toward strategic targets. An economic development strategy is an effective way to engage stakeholders in creating a preferred economic future for the community. At the same time, their perspectives help to identify local strengths, weaknesses and economic sector opportunities.

Lower Kootenay Band Vision

A stable, independent, self-governing authority providing principled leadership to a dynamic community of caring, healthy citizens, from a secure resource base.

Economic Sector Mission

To create wealth and a stable economic environment for the Lower Kootenay Band while providing business, employment and training opportunities for members of the community.

Economic Sector Vision

The Lower Kootenay Band has a self-sufficient and sustainable local economy that meets all of the community's economic needs, is grounded in the community's cultural values, provides its community and other local residents with ample business, economic and personal development opportunities and meeting all of the community's needs, and has earned a reputation for business credibility in the local area and beyond.

Guiding Principles

These principles represent a checklist that the LKB will follow to ensure that each component of the strategy, including implementation adheres to community and professional values. The following guiding principles will form the basis for building the LKB economy:

- This is a learning process for the community;
- Community understanding and support is a foundational component with the understanding that:
 - communication is a 2-way process where all parties must meet their engagement responsibilities;
 - roles and responsibilities must be clearly articulated, widely understood and followed; and;
 - decisions must be made in a timely manner.
- A strong economy is not the community's sole focus: it is a means to achieving the larger community vision;
- LKB must minimize political and financial risk to the LKB government;
- LKB will utilize outside resources to expand our capacity in order to capitalize on opportunities with the understanding that LKB retain a controlling interest.
- LKB will maintain a professional business orientation and follow business practices.
- LKB will respect the land and the environment in a manner that reflects the community's stewardship values.
- LKB will look for every opportunity to increase its capital base (including land) with an orientation towards preserving capital;
- LKB will promote and facilitate strong, healthy relationships within and outside community;
- LKB will build and promote rich cultural, heritage and linguistic assets;
- LKB will primarily focus its activities within the region.
- LKB will ensure financial accountability and good governance
- LKB will foster ownership with partners and the community at large.

Fundamentals of Success

The following summarizes the fundamental ingredients that are essential to building the Lower Kootenay Band's Economy:

1. Having an approved, clear & strong governance framework including but not limited to: governance structure, governance processes, planning framework, governors to management relationship; strategic direction and political to business relationship.
2. Having adequate and effective management in place.
3. Having adequate access to capital to meet financial needs.
4. Access to a trained, reliable and available community workforce primarily drawn from the LKB community.
5. Demonstrated wide-spread LKB community support.
6. Strong professional business relationships with external partners primarily within the region.
7. A strong economic portfolio that generates adequate continued revenue to ensure continued financial health.

Goals

- To successfully supply the means to become an economically viable and independent First Nation through business development;
- To improve the prospects for our young people through economic development opportunities;
- To have a diverse conservation and stewardship economy which respects the land and environment in a manner that reflects the community's values;
- To earn a reputation for business credibility in the local area and beyond;
- To provide meaningful business, employment and personal development opportunities for all community members;
- To enhance the quality of life within the community;
- To enhance the sense of community while maintaining the traditions and culture.

Objectives

The main objective is for the Lower Kootenay Band to have a self-sufficient and sustainable economy that:

- 1) Derives a large component of their wealth from a range of land and natural resource based opportunities within the region both on and off the Indian Reserve;
- 2) Creates significant employment opportunities for others in the region;
- 3) Is grounded in a wide-spread commitment and entrepreneurial spirit within the community;
- 4) Meets most of its skill needs from within community, particularly drawing from the high level of management ability and skills that exist within community;
- 5) Makes the community a place where most community members choose to live;
- 6) Has a large and stable capital base including additional lands to the current Indian Reserves;
- 7) Has adequate access to affordable capital to meet its investment and infrastructure needs;
- 8) Is governed under a highly disciplined governance framework;
- 9) Provides adequate own source revenues to meet community's service needs including a fully developed capital infrastructure, e.g., water, sewer, high-speed internet, etc.;
- 10) Is grounded in strong, healthy relationships with the local governments and business community;
- 11) Has resulted in LKB being seen as a sought after, credible and reliable business partner and service provider.

Environmental Scan

The following chart summarizes LKB’s strengths, weaknesses (challenges), opportunities and threats relative to building a strong economy.

<u>Strengths</u>	<u>Opportunities</u>
<ul style="list-style-type: none"> • Cultures, Values, Principles and Traditions; • LKB has 6,000 acres of land in Creston Valley suitable for a variety of uses with 4,000 acres being prime agricultural land suitable for a variety of crops and 1100 acres of wetland supporting a variety of wildlife; • Located in the Creston Valley with mild climate, beautiful scenery and Kootenay Lake; • Close to US border, major highway and rail transport corridors; • Region is rich with agriculture, forestry and tourism resources; • Increasing number of youth in the community and the population is growing; • Staff and partners are long-time residents of the region with experience in business, agriculture and resource sectors; • Successful business partnerships; • Trust and reputation as a good business partner; • Good reputation and relationships with all levels of government; • Guiding territory and Back Country Recreation Permit in Goat River/ Little Moyie area; • IR2 is designated for development; • Reliable community based labour force; • Policies are being improved ; • FN Financial Mgt. Board Certification; • Operating agreements with JH Huscroft, Canfor & Wynndel Box and Lumber; • Operating Agreement with PR Forage; • Good relationships with consultants and other stakeholders; • Increasing Own Source Revenues <ul style="list-style-type: none"> ➢ FNGST, IMBA, ECDA • Entrepreneurs in community; • Commitment from leadership and staff to “strive for excellence” • KNC economic sector and programs support • More recognition as a local government authority; • Operate Yaqan Nukiy School (K-7); • Replaceable Forest Licence; • Funding for post-secondary and trades; • Have an established Development Corporation; • Good relationships with financial institutions; • Increasing partnerships with COTR/ Selkirk College • LKB has become key player in local economy. 	<ul style="list-style-type: none"> • Diversification of LKB Agriculture Lands to higher value crop production; • Clean Energy Opportunities (Bio Coal, Wind Power, Solar Power); • Utilize reserve lands and local area for eco-tourism (ie: Sturgeon nosed canoes in wetlands); • Regional Solid Waste management (septage, composting, landfill operations); • FN woodland tenures (Secure area based forestry tenure); • Increased opportunities for capital through funding organizations, financial institutions, CBT and FNFC; • Increased opportunities for apprenticeships; • Diversification of local agriculture sector (berry crops, vineyards, specialty crops); • Eco Tourism opportunities are increasing in region; • Natural resources consulting opportunities; • Non Timber Forest Products/ Botanicals/ Medicinals; • Bottled Water; • 100 mile diet – people want locally grown produce • Training and education at COTR and Selkirk College • Capital Infrastructure Projects on reserve lands; • Business relationships with major industry in region; (ie: Teck) • International Markets; • FN Land Management Act (Land Code); • Increased participation in LKB agricultural lands; • Horticulture, Nursery and Greenhouse opportunities (Aquaponics); • Interim Treaty Agreements may provide access for LKB to acquire fee simple lands for development; • Additions to Reserves; • Reach out to West Kootenays.

Challenges

- LKB has a small population;
- IR Lands require designation to attract investment;
- Education levels are low within community;
- Multiple barriers to learning/employment;
- High level of Dependency amongst citizens;
- Motivation levels are low amongst citizens;
- Lack of Brand/ Identity;
- Non Aboriginal population have a fear of the unknown in terms of going into business with FN;
- Lack of land use plan;
- Lack of land designations
- Flood Plain (lack of land suitable for cost effective development)
- Employability of youth;
- Mistrust of leadership and development corporation within LKB population;
- Dependency on system/entitlement;
- Creston is a retirement town (average age 57) which creates “old thinking”
- Lack of good jobs locally;
- Lack economic instruments, governance policies, guidelines, zoning, standards, expenditure policies;
- Timber extraction and other resources (complicated with Feds)
- Lack of clarity within business community and government with who to approach (KNC and/or community) for opportunities;
- Guiding Territory is not recognized as a premier hunting destination;
- Lack of developed infrastructure on most IR lands;
- Dependent upon outside funding;

Threats

- LKB and LKDLP had key person dependency in economic development/ business operations
- Land leases have not been formalized;
- Unknowns associated with Treaty;
- Other FN's including Metis – potential competition for land/resources due to competing claims;
- Lack of understanding within Creston Valley of LKB & Treaty;
- Years of “us against them” in Creston Valley
- Health-related issues
- Youth not completing education or staying in school;
- Complacency with Treaty to solve issues
- Commitment to Economic Development and economic development planning;
- Climate Change
- NIMBYs in Creston Valley
- Leadership changes in Creston Valley
- Citizens may not support the Economic Development plan/strategy
- Small population of elders – continuity of culture
- Mistrust/ Lack of Trust amongst citizens
- Sabotage by citizens;
- Dykes (Operation and Maintenance);

Category	Strategies	2013-14 Objectives	3-5 Year Objectives
Lower Kootenay Band Economic Sector	<ul style="list-style-type: none"> ▪ Identification and provision of infrastructure needs on/ off reserve lands; ▪ Pursue Land Management Act authority over Community Lands; ▪ Maintain and enhance working relationship with local and regional government; ▪ Increase community Land Base through land acquisition; ▪ Maintain and improve communication and protocols with KNC Economic Sector Council; ▪ Develop a working protocol with the Social Sector; ▪ Improve Communications with Citizens; ▪ Lead opportunities in social enterprise and other ventures that will build community capacity (e.g. healthy food) 	<ul style="list-style-type: none"> ▪ Develop Land Use Plan for Reserve Lands; ▪ Identify potential fee simple or Crown lands for purchase or Interim Treaty Agreements; ▪ Share "Building an Economy" document with community; ▪ Provide reports and share information to C&C and citizens through newsletter, community meetings and website; 	<ul style="list-style-type: none"> ▪ Complete Legal Survey of Reserve Lands; ▪ Designate Reserve Lands; ▪ Develop Zoning and associated Bylaws (Development Approvals, DCC, etc.); ▪ Strategy Session will be held every two years to update Economic Strategy; ▪ Invite community to participate in future economic development sessions;

Category	Strategies	2013-14 Objectives	3-5 Year Objectives
Lower Kootenay Development Corporation (LKDC)	<ul style="list-style-type: none"> ▪ LKDC continues to be the engine of economic development for LKB until more capacity emerges; ▪ Separation of LKDC Board from political Board to increase financial, good governance and accountability measures; ▪ Increase community knowledge of LKDC & activities; ▪ Make LKDC processes more transparent; ▪ Move towards self-sufficiency and ability to self-finance opportunities; ▪ A professional and innovative DC staff that is continuously learning; ▪ Build LKDC management capacity; 	<ul style="list-style-type: none"> ▪ Establish Governance Policies with clear mandate, mission and objectives ; ▪ Establish BOD based on new Governance Policy; ▪ Develop Operating polices hat include: <ul style="list-style-type: none"> ○ Clear mandate with mission, vision and objectives ○ Investment principles ○ Reinvestment of funds ○ Distribution of benefits ○ Conflict of interest ○ Lending policy ○ Borrowing policy ○ Expenditure policy ○ Contracting out & hiring ○ Reporting to Chief & Council, and the community ○ Preferential treatment for Ktunaxa suppliers ▪ Establish financial and reinvestment targets; ▪ Regular reporting to community through newsletter, meetings and website; 	<ul style="list-style-type: none"> ▪ Return of a small dividend for community; ▪ Continuing learning on best practices of FN Development Corporations ▪ Re-evaluate strategies and progress; ▪ Create new plan; ▪ Set Goals, objectives and targets; ▪ Provide training for BOD; ▪ Hire Senior Managers

Category	Strategies	2013-14 Objectives	3-5 Year Objectives
Capacity Building/ Community Development	<ul style="list-style-type: none"> ▪ Increase learning opportunities around CED, ED and CD for Staff, C&C, and citizens; ▪ Build capacity of Band members to participate and/ or be employed by LKDC ventures and/or local businesses; ▪ Look for opportunities to build community cohesiveness; ▪ Highlight educational success stories; ▪ Workforce Development; ▪ Provide training/ education opportunities for citizens; 	<ul style="list-style-type: none"> ▪ A regular annual ED report back and solicitation of ideas and opportunities; ▪ Investigate job shadow prospects, career days, trades training and other ways to train and build Band capacity of individual members; ▪ Identification and creation of Band opportunities within ED and DC; ▪ Attend learning workshops, conferences and Community Development events; ▪ Assist in creating and implementing HR strategy; ▪ Strategic relationships with College of the Rockies, Selkirk College SD8 and others; ▪ Provide Basic Employment Training ▪ Host career information sessions for citizens with local and regional industry. 	<ul style="list-style-type: none"> ▪ Host economic/ CED learning event; ▪ Job shadow program; ▪ Re-evaluate strategies and progress; ▪ Create new plan; ▪ Set Goals, objectives and targets; ▪ A split function: <ul style="list-style-type: none"> ○ General Manager for LKDC; ○ Land & Resource Manager; ○ Economic Development Manager

Category	Strategies	2013-14 Objectives	3-5 Year Objectives
Communication, Marketing & Promotion	<ul style="list-style-type: none"> ▪ Improve communications of economic development functions with Chief, Council, citizens, broader community, local and regional governments; ▪ Promote 'Open for Business' (e.g. highlight successes of LKB business partnerships, stories from partners, etc.); 	<ul style="list-style-type: none"> ▪ Identify opportunities for improved communication of LKB economic development messages (signage, newsletters, forums, Creston Valley Advance, web); ▪ Host yearly community event and report back; ▪ Education of local tourism operators of LKB history (adding value and building relationships) ▪ Participate in LKB Open House; ▪ Attend various meetings, workshops, conferences to promote LKB; 	<ul style="list-style-type: none"> ▪ Develop LKB Economic Development packages/ brochures to attract investors; ▪ Re-evaluate strategies and progress; ▪ Create new plan; ▪ Set Goals, objectives and targets
Financing	<ul style="list-style-type: none"> ▪ Financial Independence; ▪ FNFMB Certification 	<ul style="list-style-type: none"> ▪ Assess financial needs, necessary cash reserves for 2 years ahead; ▪ Change operating policies to allow LKDC to grow and self-finance new opportunities; 	<ul style="list-style-type: none"> ▪ Assess financial needs, necessary cash reserves for 5 years ahead; ▪ Re-evaluate strategies and progress; ▪ Create new plan; ▪ Set Goals, objectives and targets

Category	Strategies	2013-14 Objectives	3-5 Year Objectives
Networking & Partnerships	<ul style="list-style-type: none"> ▪ Build on key relationships and already established partnerships: <ul style="list-style-type: none"> ○ Businesses with relationship to LKDC (e.g. Robert Logging, PR Farming, etc.) ○ Bank ○ Town of Creston, RDCK areas ○ Ktunaxa Nation economic development organizations and individuals ○ College of the Rockies ○ Columbia Bain Trust ○ Other Ktunaxa communities ○ Other West Kootenay communities ○ Other community and business groups 	<ul style="list-style-type: none"> ▪ Solicit ideas, local intelligence, opportunities with regular updates and meetings; ▪ Explore traditional trading opportunities amongst Ktunaxa communities; <p>Present at workshops/ conferences</p> <p>Attend conferences, meetings and workshops;</p>	<ul style="list-style-type: none"> ▪ Solicit ideas, local intelligence, opportunities with regular updates and meetings; ▪ Re-evaluate strategies and progress; ▪ Create new plan; ▪ Set Goals, objectives and targets

Category	Strategies	2013-14 Objectives	3-5 Year Objectives
Research & Development and New opportunities	<ul style="list-style-type: none"> ▪ Assess financial feasibility of new and emerging opportunities, especially in areas of: <ul style="list-style-type: none"> ○ Agriculture, Aquaponics, crop diversification & food processing; ○ Agroforestry (inc. NTFP, botanicals, medicinals); ○ Clean Energy (wind, dams, biomass, etc.); ○ Tourism & Ecotourism; ○ Solid Waste (Septage and Composting); ○ Timber & Gravel Resources; ○ Resource Consulting; ○ Wellness Centre ○ Explore opportunities outside of Creston Valley but within stewardship are (e.g. W. Kootenay) 	<ul style="list-style-type: none"> ▪ Establish priority plan for assessing economic opportunities ; ▪ Research funding sources for R & D, business plans and feasibility studies; ▪ Annual opportunity identification sessions in community to identify new opportunities and develop entrepreneurial culture; 	<ul style="list-style-type: none"> ▪ Continue to have opportunity identification sessions in community to identify new opportunities and develop entrepreneurial culture ▪ Re-evaluate strategies and progress; ▪ Create new plan; ▪ Set Goals, objectives and targets;

Category	Strategies	2013-14 Objectives	3-5 Year Objectives
Youth and Entrepreneurial Development	<ul style="list-style-type: none"> ▪ Create an entrepreneurial mindset that builds on identifying and taking advantage of opportunities (while still contributing to the community); ▪ Encourage youth to stay in school, consider entrepreneurial options, &/or work in LKDC ventures; ▪ Encourage family and individual-owned businesses; ▪ Develop scholarship program; ▪ Research the development of providing small business loans; ▪ Maintain Economic Development Grant programs; 	<ul style="list-style-type: none"> ▪ Highlight and build on success stories and role models; ▪ Assist - where possible - with start-up businesses; ▪ Identify opportunities for job shadowing within LKB and business partnerships; ▪ Create job shadow arrangements; ▪ Work with partners to establish positive hiring practices and create opportunities for LKB youth; ▪ Establish awards to create entrepreneurial culture; ▪ Develop an entrepreneurial project or program in school for youth 	<ul style="list-style-type: none"> ▪ Re-evaluate strategies and progress; ▪ Create new plan; ▪ Set Goals, objectives and targets