

# ECONOMIC DEVELOPMENT 201

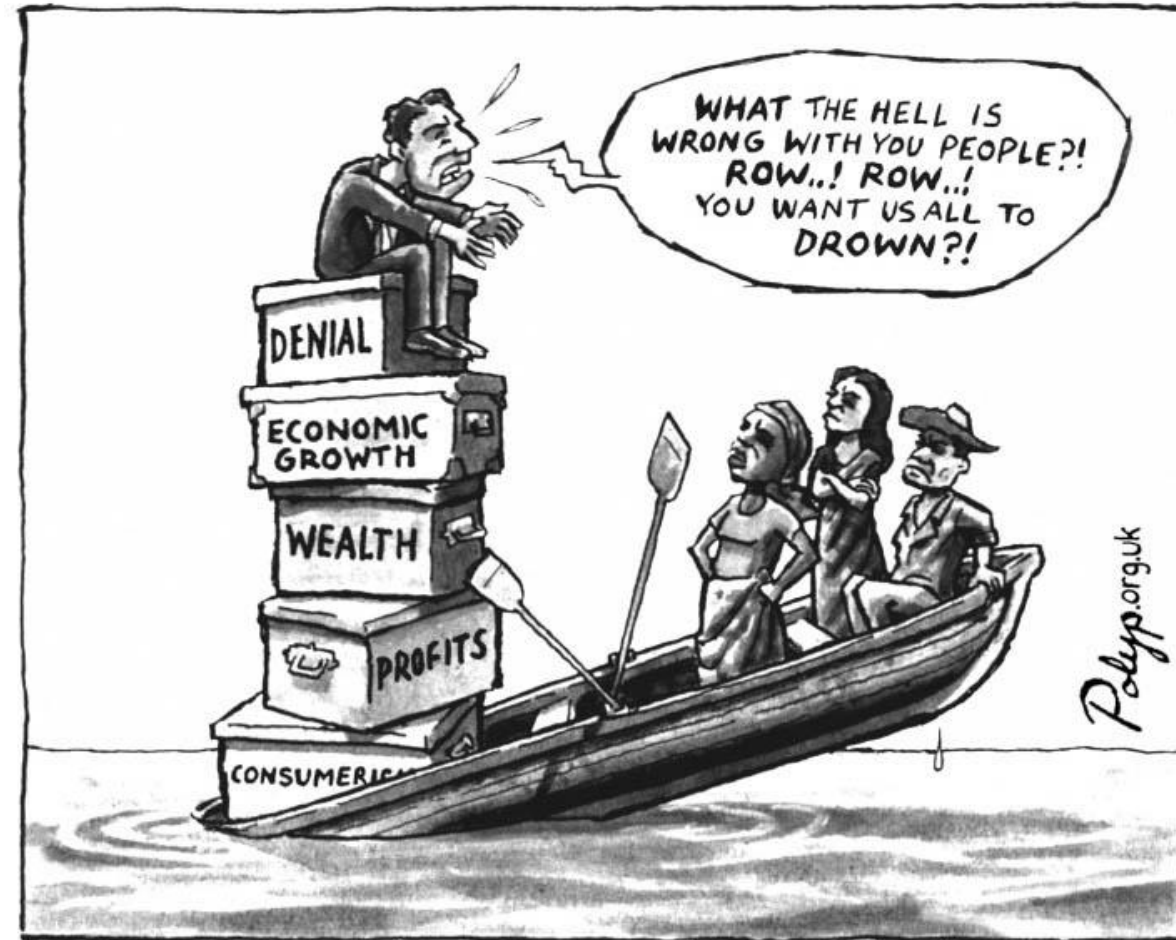
*Links to Learning – November 21, 2018*

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# PLANNING FOR ECONOMIC PROSPERITY

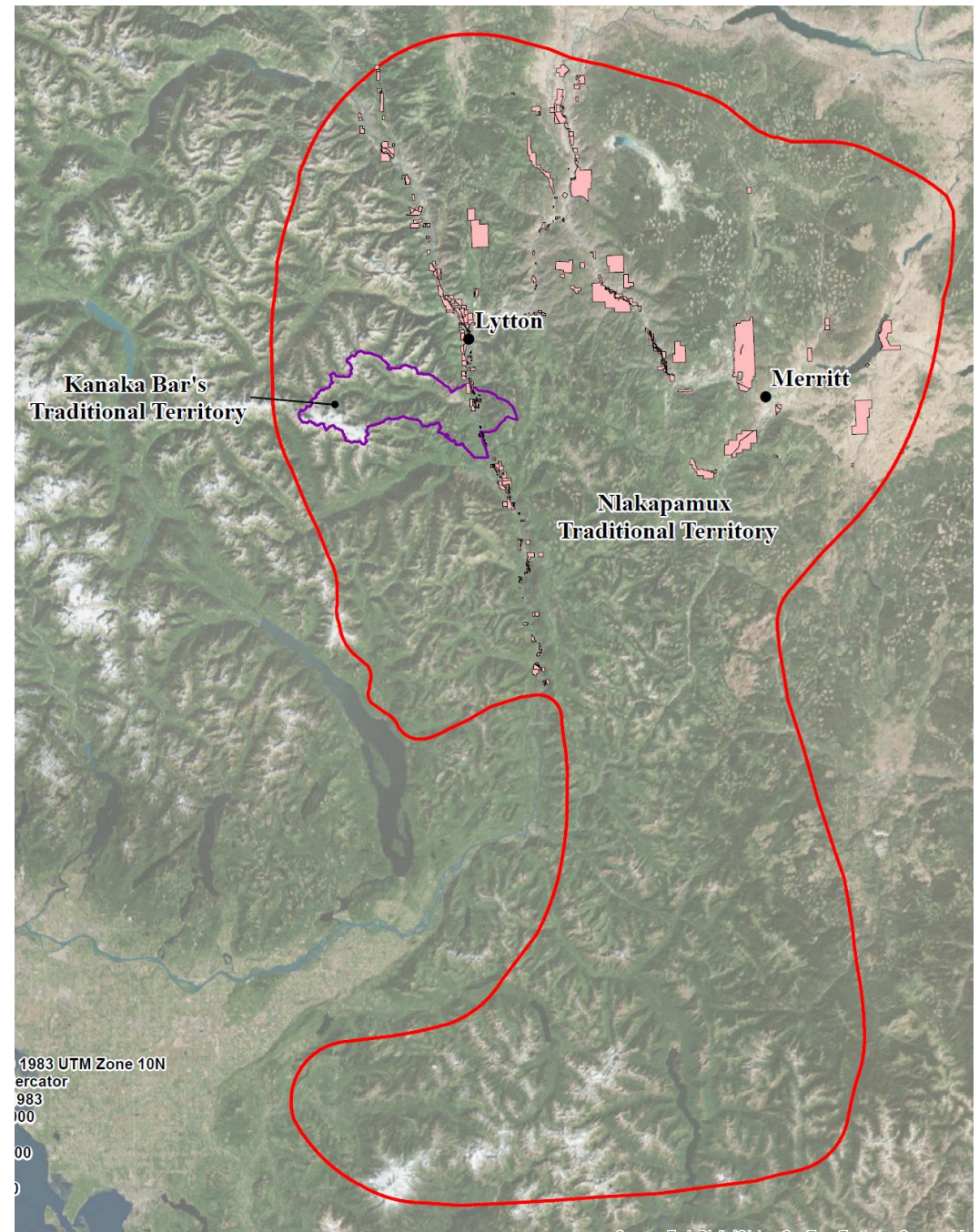
- ❑ **What does it even mean?**
  - *It is unique to each individual and community*
- ❑ **Why do we need it?**
  - *To reverse negativities of the past, self-reliance, climate change adaptation*
- ❑ **How to plan for it?**
  - *By answering why, where and who*
- ❑ **What to do once it is achieved?**
  - *Strengthen institutional capacity and knowledge*
- ❑ **How to sustain it?**
  - *Keep asking why we are doing it and invest in people*



'THE SAME BOAT'

# KANAKA BAR INDIAN BAND

- ❑ Part of Nlaka'pamux Nation
- ❑ Located at the north end of Fraser Canyon and 14 km south of Lytton on Highway-1
- ❑ Traditional name for Kanaka is Teqt'aqtn'mux (or the crossing place people)
- ❑ Archeological data confirms the community has used the land and resources sustainably for over 7000 years
- ❑ Today, the population is 231 people with around 25% living on reserve



# IT TAKES TIME TO DO THINGS RIGHT...

- ❑ 1978 – Birth of an idea
- ❑ 1990 – Water licence filed
- ❑ 2005 – Found a Partner
- ❑ 2006 – EPA with BC Hydro
- ❑ 2009 – EAO certificate
- ❑ 2010 – Agreements with impacted communities in Nation
- ❑ 2011 – Point of no return



# Accessing ISC Funding to Transform Economic Development Plans into Reality

- Assess and evaluate challenges
- Understand the community needs as a whole and on a regular basis
- Develop a team of qualified, competent and reliable individuals
- Create a good governance framework and apply it
- Have an overarching vision and an implementation plan for priorities
- Conduct proper due diligence for each priority and do what makes sense

# CHALLENGES IN 2012...

- How to get people together?
- Who gets to say in community matters?
- What constitutes a decision-making body?
- How are we doing financially?
- What does transparency, accountability and fairness look like?
- How can community hold leaders accountable?
- How often and when should the community meet?
- How can we separate politics from business, and decision-making from implementation?
- Can we create a system to manage our own-source revenues and reinvest the surplus back in the community?
- Who and how will we administer this new system?

***“Where are we at?” and “Where we go from here?”***

Kanaka is starting a **transition** phase coming from an **INAC administered** and controlled *government transfer dollars* regime that has existed from 1876 to a **hybrid system** where our community will also begin to receive new monies called *own source revenues* from the Kwoiek Creek Hydro Project. Use of **own source** revenues is not administered nor controlled by INAC. The two systems we have in place today that provide both governance and financial management are the Kanaka Bar Indian Band and our band company, Kwoiek Creek Resources.

To help with understanding the existing systems and with implementation of a review process, Kanaka has asked Zain Nayani, a student intern with SFU, to do initial research and to summarize and present on options for our community in regards to both **governance and financial management planning**

Our lawyer and our financial advisor have also both recommended that Kanaka develop a 3<sup>rd</sup> new system to **reduce liability and taxes and to create certainty** for our community. This new system would receive monies from both Kanaka and KCR and then flow the monies back to the Band, the band’s company or directly to the membership based on clearly understood policy and procedure.

What we develop today will be the **policy and procedure for our future**

# ENGAGED COMMUNITY



Identified the community needs, got a mandate and set the foundation for a vision

# BUILT A TEAM

- ❑ **Community members** who showed interest in the community life
- ❑ **Champions** who gathered the members and organized meetings
- ❑ **Legal advisors** who assisted with creating a fair, transparent and accountable system
- ❑ **Financial advisors** who helped understand current and future revenues
- ❑ **Business partners** who helped us understand whether our businesses are sustainable
- ❑ **Funders** who were providing us with grants and various other forms of funding
- ❑ **Bankers** who we were dealing with on a day to day basis



# Strengthened Governance

## Membership Code

- Basic membership rules
- Process to become a member of Kanaka Bar
- Role of Council pertaining to membership
- Requirement to maintain the membership list
- Membership Committee
- Appeal procedures
- Losing membership

## Election Code

- Election process of the community
- Eligibility to be on Council?
- Removing Council for non-compliance
- Causing an election
- Conducting elections and voting requirements
- Appeal procedures
- Code of Conduct for Council

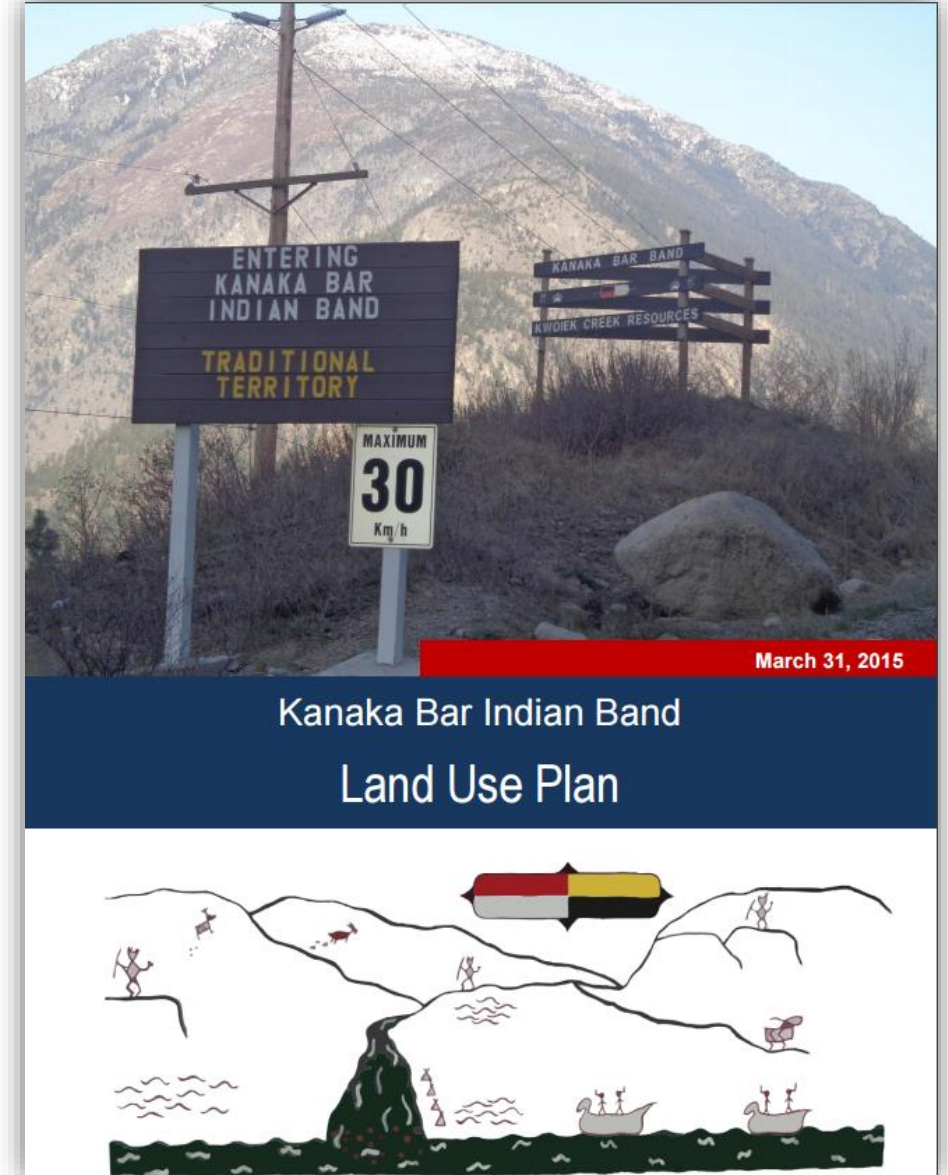
## Governance Code

- Rules around governance
- Council's mandate, role and functions
- Chief's authority and impartiality
- Baseline for how the Council was to govern themselves and the community
- Requirement for regular meetings
- Voting on decisions
- Separates of business from politics
- Roles and responsibilities of CEO

Financial Administration Law, Taxation Laws, Housing Policy, Personnel Policy

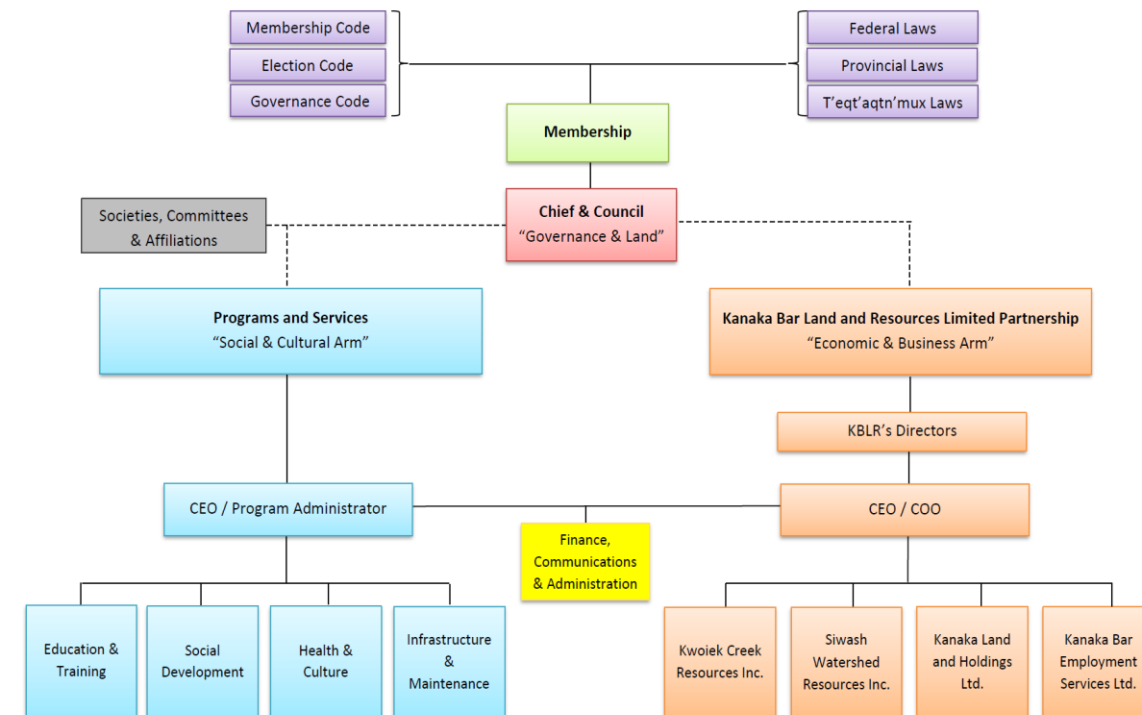
# LAND USE PLAN

- ❑ Codified the community vision of using land and resources to maintain a self-sufficient, sustainable and vibrant community
- ❑ Formal record of the known past and present uses on Kanaka's reserve land to plan for future
- ❑ Lists down global land use and site specific challenges along with 65 potential land use activities
- ❑ Conducted over 60 one-on-one interviews
- ❑ Funded by BCCI and OSR, and facilitated by Urban System
- ❑ Completed in March 2015 and available online at:
  - <http://www.kanakabarband.ca/downloads/land-use-plan-march-31-2015.pdf>



# RESTRUCTURED ORGANIZATION

- Intention was to separate the following:
  - Politics from business
  - Decision-making from implementation
  - Non-profit from for-profit activities
  - Social programming from economic development
- It improved lines of communication:
  - Blue became Social and Cultural arm – mainly funded by ISC and FNHA
  - Red became Land and Governance arm – mainly funded through taxation and revenue sharing agreements
  - Orange became the Economic Development arm – mainly funded through profitable business enterprises
- It allowed us to manage our finances and personnel issues in a streamlined and focused way



# ECONOMIC DEVELOPMENT PLAN

- ❑ Talks about how to achieve the vision and establishes following implementation themes:
  - Food Self-sufficiency
  - Energy Self-sufficiency
  - Employment Self-sufficiency
  - Financial Self-sufficiency
  - Foundational Infrastructure and Policy
- ❑ Evaluates opportunities and constraints for development as well as community readiness for it
- ❑ Assesses all opportunities with goals and potential next steps
- ❑ Prioritizes the ones that can be implemented over a period of four years
- ❑ Funded by LEDSP (targeted) and OSR, and facilitated by Urban System
- ❑ Completed in March 2016 and available online at:
  - <http://www.kanakabarband.ca/downloads/community-economic-development-plan.pdf>



Kanaka Bar Indian Band

## Community Economic Development Plan

March 2016



## Food

*[Goal: 20 backyard & 2 community gardens, 3 beehives & 100% members engaged in traditional food & medicine practices]*

## Energy

*[Goal: 100% energy self-sufficient]*

## Employment & Community Readiness

*[Goal: 1% better than Provincial Unemployment rate]*

## Finance

*[Goal: 75% Own-source Revenues as a percentage of total revenues]*

**Self-sufficient,  
Sustainable  
& Vibrant**

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graph TD; Food[Food] --> Center((Self-sufficient, Sustainable & Vibrant)); Energy[Energy] --> Center; Employment[Employment & Community Readiness] --> Center; Finance[Finance] --> Center;
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# 2015 Community Vision Statement

To become a self-sufficient, sustainable and vibrant community!

Has evolved into 4 intertwined goals

## Employment & Community Readiness

- Office
- Field
- Commercial
- Retail

## Food

- Meats
- Fruits
- Vegetables
- Beverages

## Energy

- New builds
- Renovations
- Demand-side management
- Production

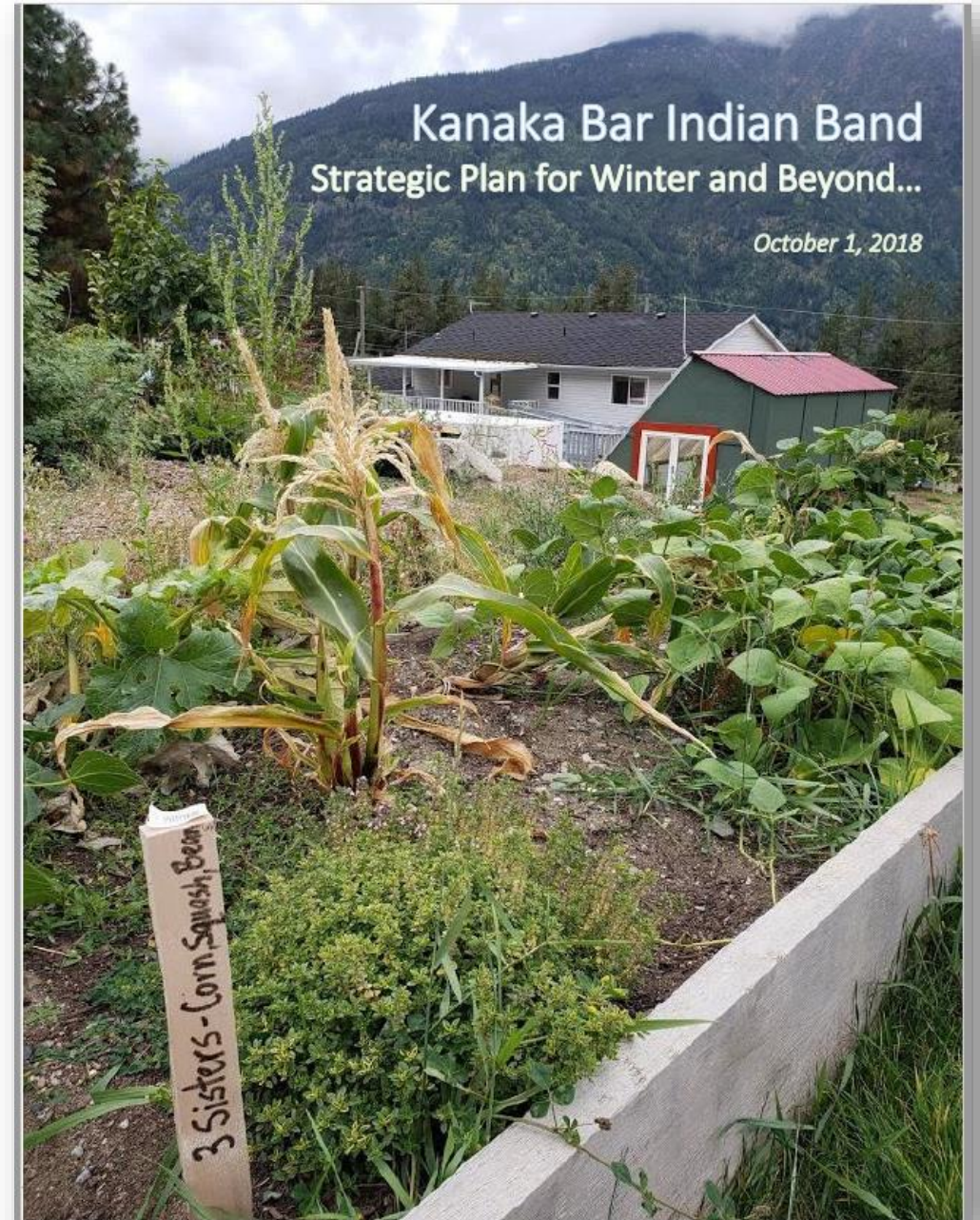
## Financial

- Royalty
- Taxation
- Revenue Sharing Agreements
- Business Revenues

Economic Development Theme		Year 1 2016-2017	Year 2 2017-2018	Year 3 2018-2019	Year 4 2019-2020	Year 5 2020-2021
1	<b>Employment Self-Sufficiency and Community Readiness</b>	<ul style="list-style-type: none"> <li>Launch Seventh Generations Trust</li> <li>Implement strategies that introduce Kanaka Bar membership to land and resource uses.</li> </ul>	<ul style="list-style-type: none"> <li>Strategic investment into Kanaka's youth</li> <li>Invest in the development and implementation of a Kanaka Bar library.</li> </ul>	<ul style="list-style-type: none"> <li>Provide hands on experience to members that are eager to work</li> </ul>	<ul style="list-style-type: none"> <li>Provide hands on experience to members that are eager to work</li> </ul>	<ul style="list-style-type: none"> <li>Review and update economic development plan</li> </ul>
2	<b>Financial Self-Sufficiency</b>	<ul style="list-style-type: none"> <li>Develop Siwash Creek Hydropower Project</li> <li>Implement Community Housing Policies</li> </ul>		<ul style="list-style-type: none"> <li>Complete water bottling feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>Complete large wind power feasibility study</li> </ul>	<ul style="list-style-type: none"> <li>Review and update economic development plan</li> </ul>
3	<b>Energy Self-Sufficiency</b>	<ul style="list-style-type: none"> <li>Develop pilot solar project</li> <li>Implement home energy efficiency upgrades</li> </ul>	<ul style="list-style-type: none"> <li>Raise financial resources to implement other community energy projects <ul style="list-style-type: none"> <li>Micro-hydro</li> <li>Micro-wind</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop larger net metering clean energy project(s) to support energy self-sufficiency</li> </ul>		<ul style="list-style-type: none"> <li>Review and update economic development plan</li> </ul>
4	<b>Foundational Community/Infrastructure Development to Support Self-Sufficiency</b>	<ul style="list-style-type: none"> <li>Acquire key off-reserve lands of interest including: <ul style="list-style-type: none"> <li>Kanaka Bar Restaurant lands</li> <li>Lot 4</li> <li>Crown lands of interest</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Confirm desired development on key lands of interest off-reserve with a highest and best use study</li> <li>Develop site and conceptual plans for select properties</li> </ul>	<ul style="list-style-type: none"> <li>Initiate land development project #1 <ul style="list-style-type: none"> <li>HWY 1 redevelopment</li> <li>High density housing (Apartments/alternative housing) and/or</li> <li>Elders complex</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Initiate land development project #2</li> <li>Review and update economic development plan</li> </ul>
5	<b>Food Self-Sufficiency</b>	<ul style="list-style-type: none"> <li>Develop community garden (permaculture project)</li> <li>Provide educational resources (books, soil, seedlings) to members who wish to do home gardens</li> <li>Establish a community bee hive</li> </ul>	<ul style="list-style-type: none"> <li>Assist members to prepare residential backyard gardens</li> <li>Plant fruit trees throughout community</li> </ul>	<ul style="list-style-type: none"> <li>Prepare lands for larger agricultural venture (as identified in the Land Use Plan)</li> <li>Establish community canning infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>Use prepared lands for community agriculture venture</li> <li>Invest in greenhouse(s) if feasible</li> </ul>	<ul style="list-style-type: none"> <li>Review and update economic development plan</li> </ul>

# BI-ANNUAL PLANS

- ❑ Backward and forward looking document that reports on the last six months and plans for next six
- ❑ Assists in maintaining focus on the projects and opportunities listed in CEDP implementation schedule and be realistic about them
- ❑ Communicates with members, leadership, staff, governments, funding agencies, financial institutions, business partners, advisors and professionals
- ❑ Funded by LEDSP (annual) and OSR, and facilitated by management
- ❑ Completed twice each year and available online at:
  - <http://www.kanakabarband.ca/our-library/bi-annual-plans>





# TRANSFORMING IDEAS INTO REALITY

## Idea

- Identify a need
- Find an opportunity
- Establish goals
- Explore with funders
- Find a champion
- Start running initial numbers (site spec.)
- Identify risks
- Consider constraints
- Seek approvals

## Planning

- Develop a team
- Finalize permitting
- Develop business case
- Create a schedule
- Plan to mitigate risks
- Arrange for procurement
- Continue to explore with funders
- Communicate with community

## Execution

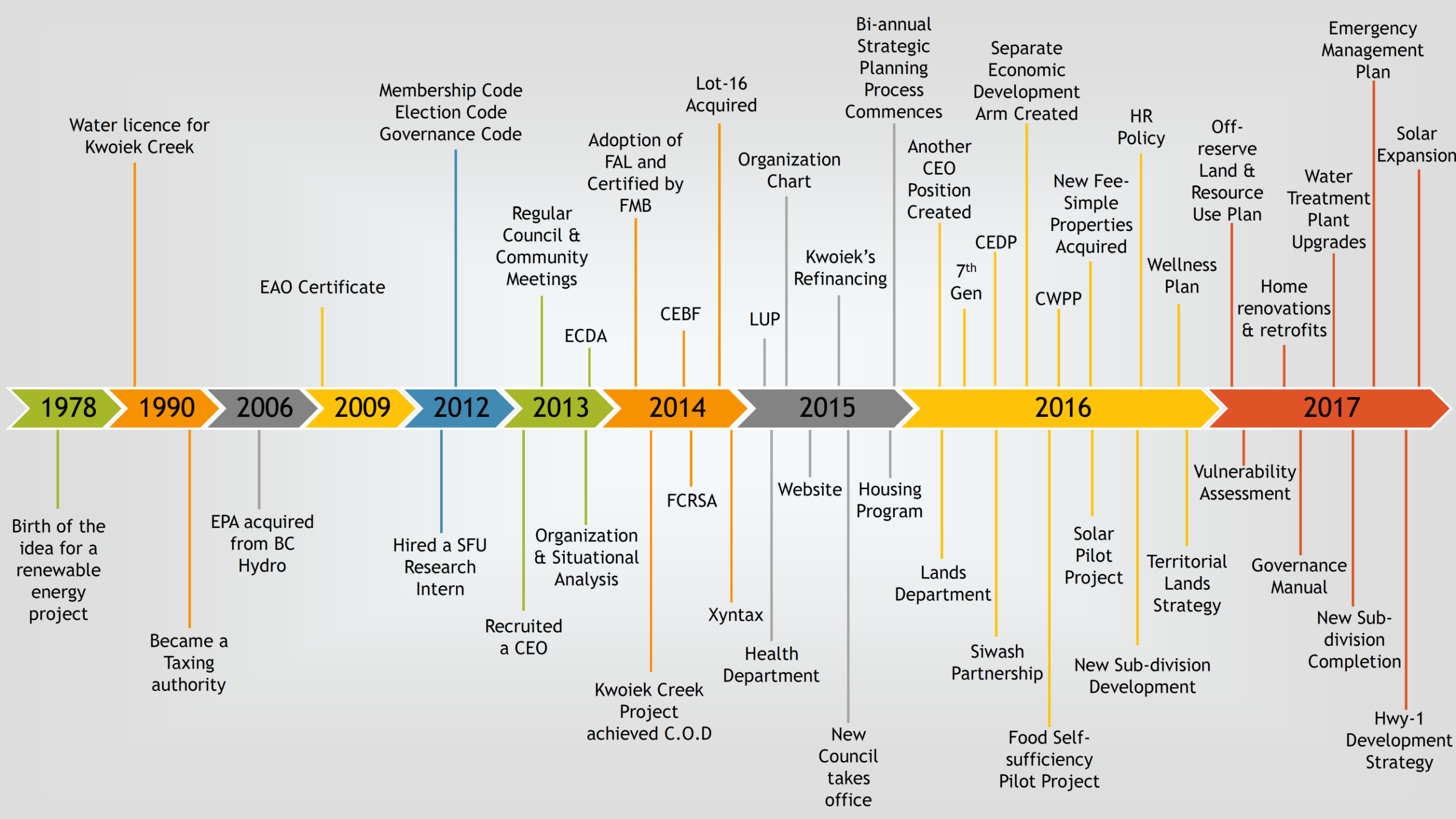
- Manage teams
- Have the funds ready to disburse
- Implement the development plan
- Document progress
- Communicate
- Get feedback from teams
- Start thinking above operations phase

## Monitor

- Monitor progress against the plans
- Collect data, especially deviations
- Take corrective measures
- Compare budgets with actual
- Communicate progress

## Reality

- Indicate closing to decision-makers
- Ensure it is complete
- Celebrate success
- Document what was achieved
- Learn from failures
- Finalize reporting
- Communicate final completion



# COLLABORATION WITH ISC

	Project / Initiative	Funding Name
1	Land Use Plans (on-reserve and off-reserve)	BCCI
2	Housing Initiative and Policy Development	NAHS – Stream 1
3	Community Economic Development Plan	LEDSP (targeted)
4	Bi-Annual Planning	LEDSP (annual)
5	Education and Employment Assessment	P&ID
6	Siwash Creek Hydro Project – Development Strategy and Plan	CORP
7	Pilot Solar Project	FNIIP
8	Territorial Lands and Resources Strategy	BCCI
9	New Housing Sub-division and Existing Home Renovations	Budget 2016
10	Governance Manual and Personnel Policy	P&ID
11	Water Treatment Plant Upgrades	ACRS
12	Vulnerability Assessment	Adapt
13	Agricultural Initiative	LEDSP (targeted)

**THANK YOU**



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