



SPUZZUM FIRST NATION

ECONOMIC DEVELOPMENT STRATEGY

2014 - 2018



By Transformation: Social And Economic Development

'Uniting business and culture'

www.transformationinternational.ca

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1.0 INTRODUCTION

In February 2014, Spuzzum initiated a Community Economic Development Strategic Planning project and contracted Transformation to design and deliver an economic development strategic engagement process to develop the long-term vision and objectives for business development.

The main task of this project is to begin formulating an initial outline that prioritizes outcomes and organizational needs from the community perspective. The purpose of this project is to draft a strategic Economic Development Plan for the Spuzzum economy by engaging the community in dialogue and to highlight the core cultural values of the Nation.

This document is intended to be a usable document, to be filled in, adjusted and updated to track actions and progress. The usability of this document is intended for management and council usage as a working document. A one-page summary of the strategy will also accompany the plan.

2.0 PROJECT PROCESS

Spuzzum Staff, Management and Council all had an opportunity to do an interview or survey to answer the core questions:

- a) **Describe the vision and mission of Spuzzum Economic Development?** – To create revenue, jobs and economic stability. Build business environment and increase business skills and training.
- b) **Where do you see Spuzzum going in the next 5 years?** – Use economic development to improve infrastructure and assets. We will generate revenue through developing new business ventures with supportive partnerships.
- c) **What do you need the Economic Development Plan to do?** Develop a clear path to follow for administration and governance. Build business partnerships. Outline



Rockell property usage and business development plan. Undertake land surveying for business readiness.

- d) **How can Spuzzum build strategic partnerships? What kind of partnerships?**
Sector analysis of our opportunities. Host a partnership forum. Communicate our strategy plan for opportunities
- e) **What are critical areas for Spuzzum to be involved in?** Campground, tree farm, gas station, transportation sector.
- f) **What are some key priorities for Spuzzum?** To access the Transportation corridor and build supportive businesses to generate revenue and best utilize our lands and resources for our benefit. Diversify our businesses beyond fishing and forestry industries.
- g) **What business outcomes do you see Spuzzum creating in the next 5 years?**
Profit driven business model with engaged community, skilled members and successful ventures with partners.
- h) **What does Spuzzum need to learn about business?** We need to learn how to create our business structure, our model, our procedures and decision- making processes for business development.
- i) **What is important from a CP holder perspective?** - Traffic management, resource utilization, water usage. No hazardous materials or environmental degradation. CP holder education on business development.

At the community engagement sessions, a survey was distributed outlining the following key areas of input. These questions framed the core of the Spuzzum economic development strategy framework.

3.0 MOVING AWAY/ MOVING TOWARDS

Participants were asked ‘What are we collectively moving away from as we start building economic development?’ and next, ‘What we are moving towards as we begin economic



development initiatives?’ Membership perspectives helps to identify the community perception is of economic development and also helps to identify initial steps to build readiness for administrative and operational processes.

MOVING AWAY FROM	MOVING TOWARDS
Exploitation of Spuzzum resources	Guiding within territory
Dependence on Government funding	Agricultural businesses
Dependency on programs/services	Self sufficiency
Individualism	Recognize our own assets
Status quo	Collective ownership
Single use	Value added business approach
Negativity	Sustainable business models
Stereotypes	Long term growth
Internal doubt- lack of confidence in our business ability	Modern industry/sectors- not just forestry and fisheries
Thinking of ourselves as ‘just a small community’	Multiple use businesses
Getting in our own way	Developing internal business confidence
Destroying the environment	Re -investing in ourselves
Psychology of dependency	Building cultural awareness
Crab syndrome	Self reliance
Lateral violence	Light foot print
	Supportive of each others business success
	Communicate with other communities
	Engaged in regional plans
	Build community benefits
	Successful Spuzzum entrepreneurs

Planning implications: Membership perception of Spuzzum economic development further supports the need for strong internal processes for finance, policy, governance, and overall operations. These responses indicates that a strong Spuzzum economic development administration can support and enhance the perception of business readiness through specific strategic actions.

4.0 SWOT ANALYSIS

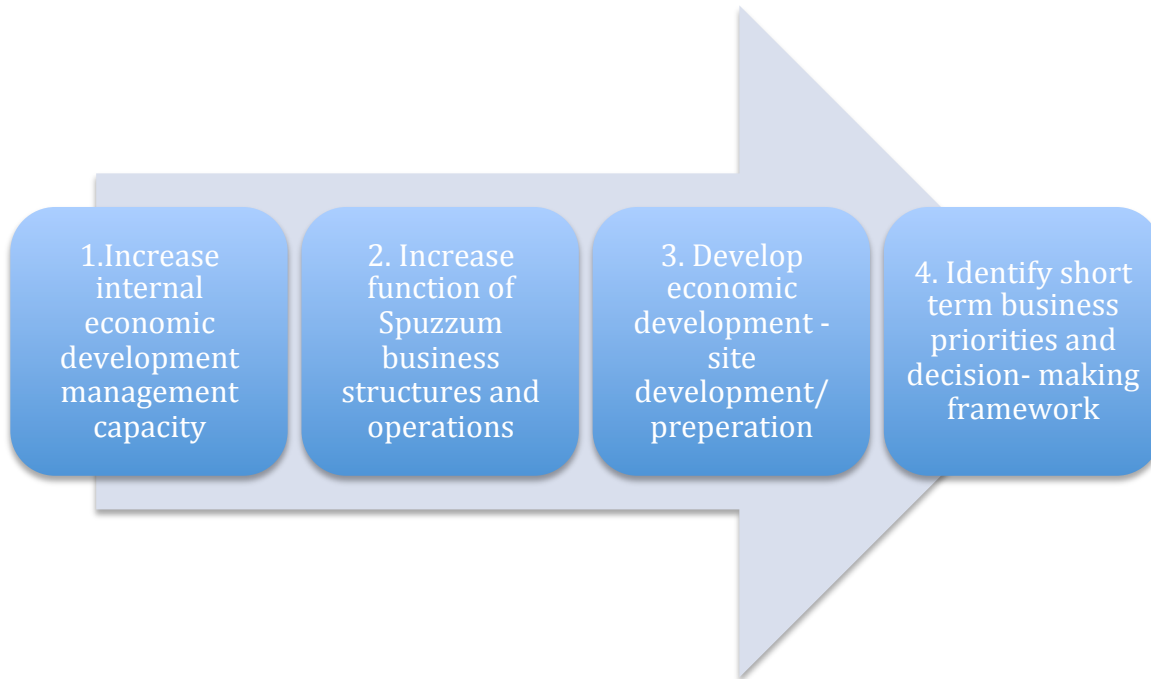


STRENGTHS	WEAKNESS
<p>Evaluate commitments of economic development- roles responsibilities Motivated members Educated members Resourceful Being a small place Lots of ideas Good group of people Willing to work Fewer permits Less harassment from municipal governments Ownership Resilience Talent- capacity Resource development Farming Broad base for economic development</p>	<p>Loss of resources Environmental footprint Just individuals profiting from resources Lack of confidence in business Dependence on government funding, SA Lack of transportation Lack of connection to larger region Need for business mentoring Land discrepancy- CP engagement Cant agree on priorities Lack of start up money Youth engagement is needed</p>
THREATS	OPPORTUNITIES
<p>Lack of business/ entrepreneur ambition Lack of funding Disengaged community members Lateral violence Mistrust No timeline Ourselves- get out of our own way No goal- what is target for own source revenue No expectations of ourselves around profit generation Isolation Small reserve lands Self doubt Environmental exploitation Follow through and determination to be successful</p>	<p>Work together- identify Eco- tourism and education Tree farm Campground Fishing guiding Bed and breakfast Small cabins Trails Convenience Store Truck stop Farming Towing company Botanical herbs To build mechanisms to access transportation corridor business Tourism- hiking, fishing, center Small business along road Local market Utilize membership skill sets in business development</p>



5.0 OVERARCHING GOALS

From the initial input the following high-level goals were identified as key strategies moving forward in the next 5 years for Spuzzum:



6.0 COMMUNITY ENGAGEMENT FEEDBACK

The following areas are summary of community members input into the strategic plan:

a) What should be the top three priorities for economic development?

Participant Input	Note	Planning Process Requirements
Start small- be realistic		Prioritize identified opportunities into short, medium, long term timelines
		Short term
Progress Status:		
Date:		



Build capacity		Develop membership survey- identify interest in business start up, training needs and develop partnership strategy		
		Short term		
Progress Status:				
Date:				
Map potential business sites- land clearing, preparation, marking etc.		Develop mapping processes- with list of potential business opportunities- link to sites by business type		
		Short term		
Progress Status:				
Date:				
Community involvement in vision		Develop communications with Spuzzum economic development vision visible		
		Short term		
Progress Status:				
Date:				
Support our environment/ resources		Develop Land Use Plan and Comprehensive Community Plan to identify key resources, usability and development options. Community exercises to further identify based on business opportunities		
		Short term		
Progress Status:				
Date:				
Increase business skills		Identify entrepreneur interest and identify business trainings and costs		
		Short term		
Progress Status:				



Date:		
Become self sustaining		Develop financial strategy- financial forecasts or business performance expectations for short, medium long term for each enterprise
		Medium term
Progress Status:		
Date:		
Follow through process		Utilize implementation strategy with Council, management and community agenda's
		Medium term
Progress Status:		
Date:		
Early Funding		Identify priority business and equity requirements
		Short term
Progress Status:		
Date:		
Financial management plan- how will we start and grow businesses		Develop financial projections from early feasibility – identify management needs and potential for growth within business plans
		Medium Term
Progress Status:		
Date:		
Investigate timber dry sort		Initiate feasibility and start up costs
		Short term
Progress Status:		



Date:		
Develop crush rock- gravel business		Initiate feasibility and start up costs
		Short term
Progress Status:		
Date:		
Accountability in business development framework		Develop ec dev board/council operations and procedures
		Short term
Progress Status:		
Date:		
Taxation system set up		Identify tax revenue structure in business development opportunities
		Short term
Progress Status:		
Date:		
Free prior informed consent		Develop land use policy and requirements
		Medium term
Progress Status:		
Date:		
Environmental protection		Confirm Land Use plan with economic objectives
		Short term
Progress Status:		
Date:		

b) What is Spuzzum's greatest assets in economic growth?

Participant Input	Note	Planning Process
Tourism/hospitality		Build into Land Use Planning requirements
Landscape/environment		



Business potential		
The team/ leadership		
Our location in corridor		
Our ideas		
Our land		
Potential entrepreneurs		
Timber- storage area		
Traffic going by		
River- natural resources		

c) What will Spuzzum’s biggest challenge be going forward with economic development?

Participant Input	Notes	Planning Process
Lack of consensus		Build decision- making processes into community engagement using Economic Development Council role
		Short term
Progress Status:		
Date:		
Business development funding		Build initial feasibility and early business development opportunities
		Short term
Progress Status:		
Date:		
Management structure for economic development		Set up Economic Development council and policies and confirm mandate
		Short
Progress Status:		
Date:		
Perceived lack of consistency		Develop Economic Development Council roles/ responsibilities and processes as well as structure for business development
		Short term



Progress Status:		
Date:		
Develop commitment to moving forward in economic development		Communicate vision and confirm mandate, set up structure and communicate process regularly
		Short term
Progress Status:		
Date:		
Follow through on projects		Project management processes set up to manage business development and needs
		Medium term
Progress Status:		
Date:		
Being accountable to the economic development process		Build decision making processes and business structure and communication requirements
		Short term
Progress Status:		
Date:		
Not working together- stop lateral violence and stopping business development		Engage community in updates and meetings on progress- solution focused meetings
		Short term
Progress Status:		
Date:		
Using our strengths as a Nation		Develop business environment- partnership development opportunities- develop Spuzzum business profile
		Medium



			term	
Progress Status:				
Date:				
Equity access to business start up		Financial analysis on business start up and opportunities		
		Short term		
Progress Status:				
Date:				
Business Development Timing		Categorize early business start ups and prioritize opportunities		
		Short term		
Progress Status:				
Date:				
Community education		Business/entrepreneurship education		
		Short term		
Progress Status:				
Date:				
Short range thinking		Build business cycles of planning, implementation and monitoring or business growth and new opportunities		
			Medium term	
Progress Status:				
Date:				
Fixing housing financial issue- being accountable to our success		Develop housing arrears plan- we take responsibility for our financial situation collectively- outline scenarios and solutions		
		Short term		
Progress Status:				



Date:

d) What is important to you as a member around economic development?

Participant Input	Notes	Planning Process
Sustainability		Develop Spuzzum business structure to reflect these values and principles of development-base mandate
A Spuzzum market place		
To build future for our families		
To work together		
Build business confidence		
Environmental impact		
To work together for community self sustainability		
Community members are supported to start businesses- we support our businesses		
We know our business profit targets to be self sustaining		
Mandate for business development		
That all members can profit		

e) What area needs the most focus?

Participant Input	Notes	Planning Process
Water resources		Build into Spuzzum Economic Development Council mandate and incorporate into the Land Use Plan and key documents guiding economic development
Utilities/infrastructure		
Community 'buy in'		
Business skill development		
Personal development		
Community input/relationship-building trust		
Multi generational participation		



Working together		
Training		
Business sustainability plan		
Long term planning for business opportunities		
Business training- capacity building		
Partnership development		
Visual strategic plan		

f) What type of businesses makes sense for Spuzzum to develop?

Participant Input	Notes	Planning Process
Tourist related industry		Develop prioritization process based on feasibility, jobs, capacity, partnerships etc.
Gas bar		
Food store- multi- purpose usage		
Accommodation for local workers		
Store- destination store		
Develop a rest area with supportive mobile businesses		
Leave no foot print annual or seasonal Spuzzum hosted events		
Campground		
Trails		
Cultural Interpretive Center		
Bed and breakfasts		
Gift shop		
Truck Stop		
Tree farm		
Dry storage area- forestry		
To draw traffic in- why people stop in Spuzzum		
Multi purpose businesses- seasonal etc		

g) What need to happen next in economic development?

Participant Input	Notes	Planning Process
Mapping business ideas into areas- engage CP holders		This area needs to be developed and incorporated



Develop management for economic development team		into the business structure of Spuzzum.
Success markers		
Community driven 5 year economic development plan		
Keep plan on agenda at community meetings- updates		
Report on the completion of the plan- progress reports to community		
Business plans outlines developed		
Decide what to focus on- plan around feasibility		
Prioritize business projects		
Solid decision making framework- we know how and why we are making decisions		
Strong decision making framework for business development		
Communicate the strategic plan		

h) What direction would you give Chief and Council when they are developing a plan for economic development?

Participant Input	Notes	Planning Process Requirements
Be forward moving/ slow and steady process		Develop committee to support the strategic direction
Secure economic development mandate- give Chief and Council an ec dev focused mandate		Develop economic development policy
Process- membership approves strategic plan and gives ec dev team and Council mandate to move forward		
Break plan into doable tasks over time		



Involve community members in updates and continued input		
Have a CP holders committee to support the work		
Stop big business/government controls		
Renewable living focus- energy, technology		
Hear the people		
Involve interested community members		
Education and training in business		
Learn to take some risks- good risk/bad risk analysis		
Consult with members		

7.0 IMMEDIATE NEXT STEPS:

1. Hold a CP holder meeting- establish a CP committee with terms of reference to support Spuzzum business development
2. Present strategic plan priorities to community
3. Map potential sites for businesses that have been outlined as opportunities with the community
4. Design Chief and Council agenda with economic development at forefront to keep strategy plan on the table
5. Identify businesses into short, medium long term opportunities and equity requirements
6. Develop a Spuzzum business advisory board for business development expertise within various industries- real estate, transportation, forestry etc
7. Host a Spuzzum partnership forum- introduce strategic industries/ sectors
8. Develop business structure for Spuzzum business development- internal processes, operations and management needs



9. Develop 20 acre site for economic development purposes- site preparation and gravel readiness
10. Develop Spuzzum small business profile
11. Partnership development readiness- develop indications of what we are looking in partners, financial frameworks and develop our readiness for joint ventures
12. Map our industry/ sector opportunities- develop models

8.0 CONCLUSION

This report outlines through the process of staff, council and community member engagement- the key priorities for moving forward in economic development. These actions are intended both for management to establish economic development processes and to work with the Chief and Council to assist in the development of a business structure for economic development that includes roles and responsibilities. The long-term 4-5 year actions include monitoring and implementation of these short and medium term actions. The long term also includes further project selection. (See Appendices A)



APPENDICES A

VENTURE/PROJECT SELECTION CRITERIA

Area	Opportunity	Short- 1 year Medium 2-3 years Long term 4-5 years
Knowledge of business/industry		
Expected profits/returns		
Economic diversity		
Revenue generation		
Joint Venture model developed		
Community members utilized		
Job creation- seasonal/annual		
Reserve/ traditional territory		
Environmental impacts		
Supports other local businesses		
Other		

