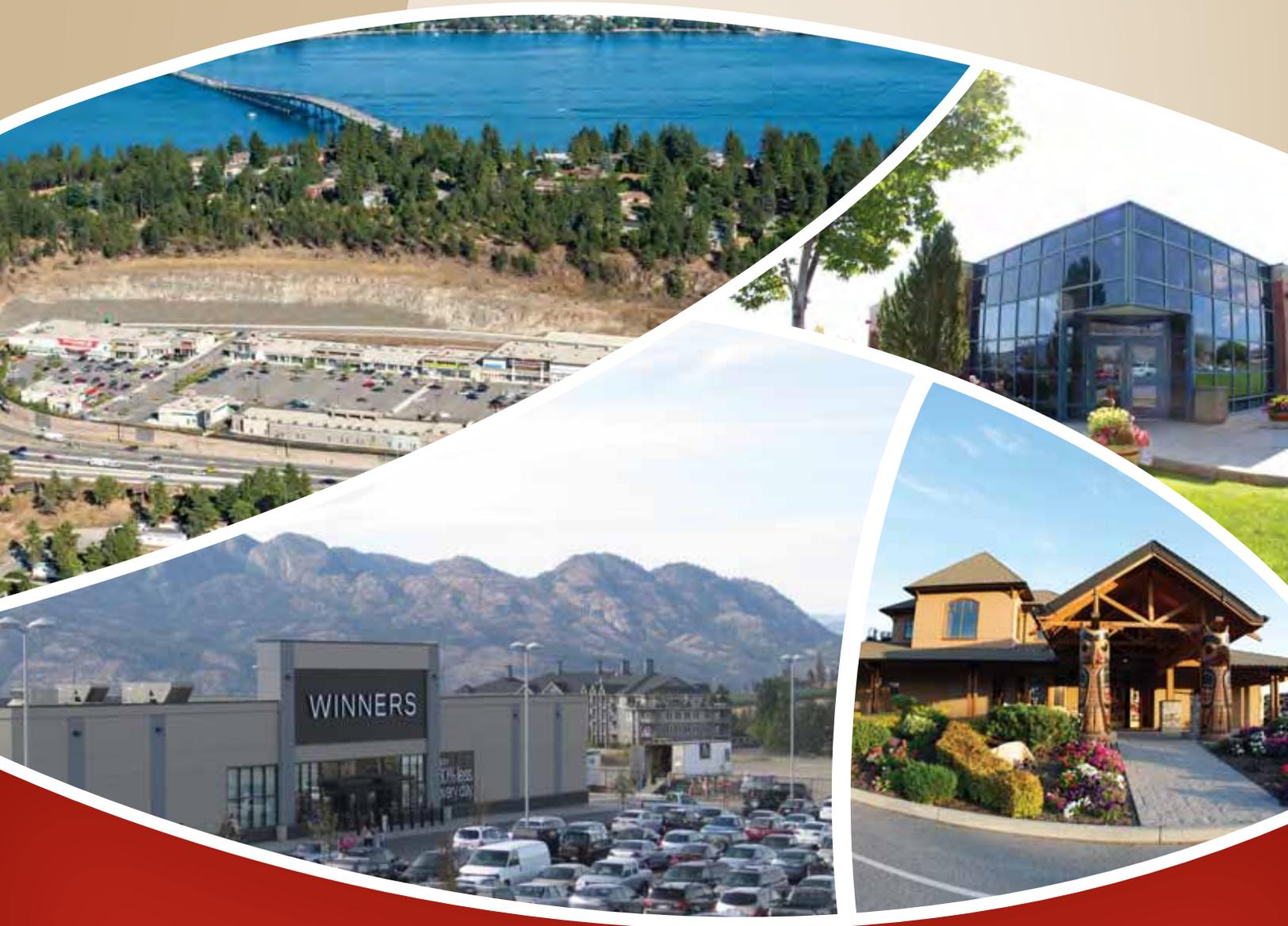




WESTBANK
FIRST NATION

WESTBANK FIRST NATION GOVERNMENT
ECONOMIC DEVELOPMENT
COMMISSION
Strategic Plan 2016 - 2019



Community. Leadership. Pride.



Economic Development Commission Strategic Plan 2016 - 2019

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MESSAGE FROM THE COMMISSION:

We are pleased to present to you the Westbank First Nation Economic Development Commission Strategic Plan 2016-2018.

Material influencers to the development of the EDC Strategic Plan include the WFN Government Strategic Plan, Comprehensive Community Plan and all other associated WFN strategic plans. The documents represent the expressions, aspirations and priorities of both the WFN Government and Community.

The following three priorities were identified to be focused upon over the 2016-2018 EDC term, specifically included within the Objectives section of the WFN EDC Strategic Plan:

1. Building upon the working relationship with WFN & Council, and providing advice on economic matters.
2. Communicating and strengthening working relationships with our businesses and business associations.
3. Collecting, collating and analyzing data to support the objectives within the WFN EDC Strategic Plan.

The Strategic Plan will provide the guiding vision for the Economic Development Commissioners as we each navigate through our terms. It will be a tool we can reflect upon on a regular basis and will serve as an effective means of evaluation towards our economic development progress having the most significant and positive impact on our community, government partners and business.

We thank everyone who has provided input into the WFN EDC Strategic Plan and we look forward to the continued economic momentum and journey ahead.

way' limlāmt,

Nelson Derickson Chairperson
Andrea Lavigne, Commissioner
Stephanie Clough, Commissioner
James Coble, Commissioner
Deanna Hamilton, Commissioner
Andrea East, Commissioner
Vern Nielsen, Commissioner

I. OVERVIEW

The WFN Economic Development Commission (EDC) was established in April, 2004, by Council to support economic development on Westbank Lands.

The EDC is the first aboriginal EDC in Canada and has been supporting the exponential development and urbanization occurring on Westbank Lands through a variety of initiatives.

When Westbank First Nation (WFN) became self-governing on April 1, 2005, economic activity on Westbank Lands began expanding at a rapid pace. During this period the EDC focused on attracting businesses to Westbank Lands, while serving the needs of the existing economic community.

Despite global economic highs and lows, the region has continued to expand and is one of the fastest growing regions in Canada. It is within this dynamic economic environment that the WFN EDC has its strategic plan in place to support the current needs of business and future opportunities as well.

The WFN EDC operates pursuant to the WFN Economic Development Commission Charter. The Commission is comprised of 3 WFN Members, 1 Elder, 1 Youth and 2 non-Members from the Economic Development Community at large, all selected for their business and community involvement, and knowledge of WFN Lands and governance structures.

As well, 1 non-voting Council Member is appointed to the WFN EDC.

The EDC meets at most ten times per year to conduct its business, including once per year to review its strategic plan and highlight its priorities to the WFN Membership for the past and coming year.





II. GUIDING PRINCIPLES

The following Guiding Principles, including a Vision, Mission and Values, provide a foundation for strategic planning and are reflective of the diverse and complex economic needs of the WFN Community and Economic Community. In carrying out its mandate, the Commission strives to honour the values of Westbank First Nation Members and the growing Economic Community.

VISION STATEMENT

To be a healthy, proud, and business oriented community that is economically self-sufficient.

MISSION STATEMENT

The Commission is to assist and facilitate WFN Council and the WFN Economic Community in creating a healthy, environmentally sustainable and dynamic economy on Westbank Lands, based on the value of economic self-reliance. The Commission will show respect for the heritage and cultural values of the Okanagan (syilx) people.

Without limiting the generality of the Mission statement, the Commission is established to:

1. Act in an advisory role for Council on Economic Development issues;
2. Coordinate an overall community Economic Development vision, and prepare a long-term Economic Development strategic plan for WFN;
3. Establish mechanisms to receive input on Economic Development policies from the Economic Development Community;
4. Provide advice pertaining to policies and Westbank Laws to ensure that they are consistent with, and achieving the Economic Development goals and vision;
5. Develop initiatives, media materials, and services to promote WFN as an attractive community for new enterprise; and
6. Assist Council and its administration in making representation to government, industry, and the public in areas of Economic Development and business.

VALUES

Within WFN, there is a heightened responsibility to protect the rights and interests of the Members that we serve to ensure a healthy and prosperous future.

By applying these values to each action and decision we will instill confidence in the EDC's role within the WFN government.

The EDC also serves the broader Economic Community and, as representatives of WFN, will portray values that are reflective of the honorable and cultural Okanagan/syilx people.

The Values that the WFN EDC will apply in their roles are:

- Respect
- Integrity
- Responsiveness
- Trustworthiness
- Cultural Sensitivity
- Enowkinwixw values and principles





III. INCLUDING TRADITIONAL KNOWLEDGE

The Economic Development Strategic Plan is organized around the story of the Four Food Chiefs.

The Okanagan people, or the syilx people, resided within the Okanagan Valley for thousands of years prior to contact with European settlers. They survived off the land, and passed down knowledge through a system of oral traditions in the form of stories.

This traditional way of life for the syilx changed with the arrival of the first European settlers. Overtime, through colonization and mislead government policies, the syilx lost much of their traditional knowledge and were forced to adopt a foreign culture.

WFN has been working to revive this knowledge and, when possible, is using and integrating traditional knowledge into planning and governance operations.

The legend of the Four Food Chiefs is an important story within the syilx culture and contains many principles relevant to building healthy communities.

In this respect the EDC has adopted the frame work of the Four Food Chiefs to categorize their goals under the following headings:

1. CHIEF BLACK BEAR: ADVISORY ROLE TO COUNCIL
2. SPRING SALMON: BUSINESS RETENTION
3. BITTER ROOT: BUSINESS FACILITATION
4. CHIEF SASKATOON BERRY: BUSINESS ATTRACTION

IV. GOALS AND OBJECTIVES

The EDC serves the economic community by focusing on three primary goals as outlined in the Charter: business attraction, business facilitation, and business enhancement. These are in addition to their duties and responsibilities to act in an advisory role to Council, to serve the economic interests of the Economic Community through maintaining an Economic Development Strategic Plan, and to develop initiatives to promote WFN as an attractive place to do business.

In May 2016, the EDC met to review the past years accomplishments and to further refine the Strategic Plan.

The EDC reaffirmed the current direction and added additional objectives to support its advisory role to Council and to foster the growth of tourism on Westbank Lands.

To reflect the changing business environment the EDC decided to focus their time on business retention, with an increased focus on business facilitation, and its advisory role to Council.

The estimated percentage breakdown in order of priority of how the EDC will be focusing their time and effort is:

1. Business Retention 40%
2. Business Facilitation 22.5%
3. Advisory Role to Council 22.5%
4. Business Attraction 15%

The Commission also agreed that collection, collation, and analysis of data to support the objectives within the Plan will be maintained as a priority for the coming years.





1. Chief Black Bear: Advisory Role to Council

Chief Black Bear is the Chief for all land dwelling animals and is representative of governance and the various roles of leadership within the a community. His selfless actions are a reminder that leadership is a call to sacrifice and living by example. As demonstrated by Chief Black Bear, the actions of government are generational in their scope and effect and decisions must be made with wisdom and care. When called upon by Council the EDC acts with diligence and prudence in offering advice on economic development initiatives.

1.1. Goals

- a. Act in an advisory role for Council on Economic Development issues;
- b. Coordinate an overall community Economic Development vision and prepare a long-term Economic Development strategic plan for Westbank;
- c. Provide advice pertaining to policies and Westbank Laws to ensure that they are consistent with, and achieving the Economic Development goals and vision;
- d. Assist Council and its administration in making representation to government, industry, and the public in ares of Economic Development and business.

1.2. Objectives

The EDC will accomplish this by:

- a. Maintaining good communications with Council and a two way working relationship with Council where the EDC provides advice on economic development initiatives, and relevant WFN policies and laws;
- b. reporting on the implementation of the Economic Development Strategic Plan;
- c. attend relevant economic development related conferences and events.

2. Chief Spring Salmon: Business Retention

Chief Spring Salmon is the Chief for all water dwelling creatures and is representative of the economic cycles in the life of a community.

The salmon are central to the syilx language and culture and the seasonal spawning journey is symbolic.

While returning to their spawning grounds, the salmon fight opposing currents and waiting predators. The salmon competes with these obstacles through sheer determination and hard work.

This is similar to the competitive and cyclical nature of the business cycle. The ups and downs of the economy are unavoidable, but with the proper planning and foresight businesses can survive and thrive in such an environment.

Just as streams can be altered to aid the salmon in its journey to give life to the next generation, the economy can be supported with sound policy and planning.

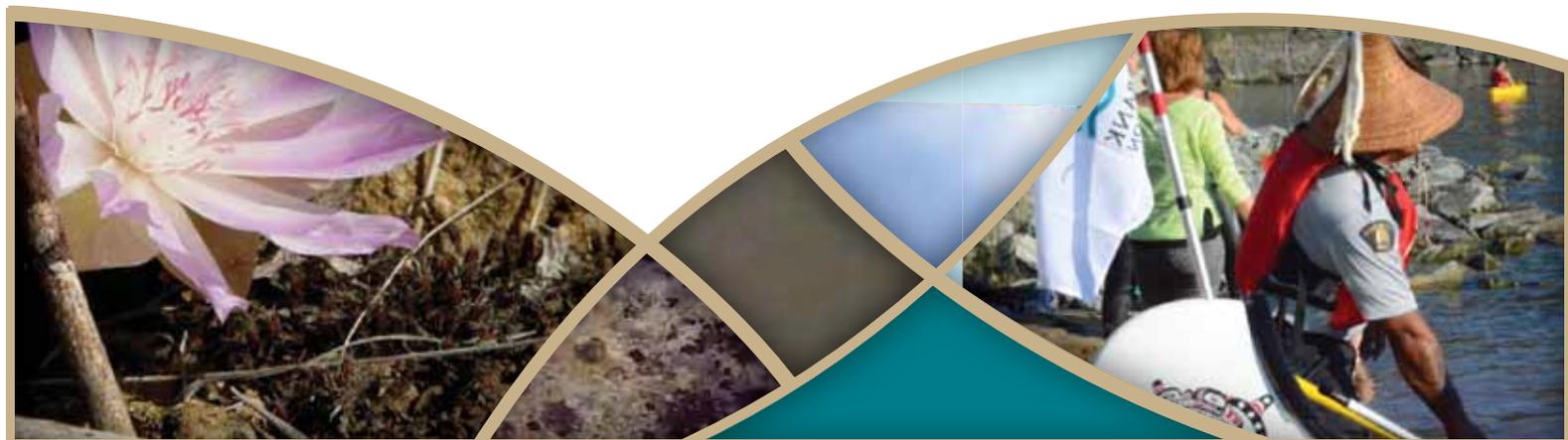
2.1. Goals

- a. Enhance the general economic development climate that encourages and enables business retention and expansion on Westbank Lands.

2.2. Objectives

The EDC will accomplish this by:

- a. conduct Business EDC Surveys; and
- b. developing business retention strategies.





3. Chief Bitterroot: Business Facilitation

Chief Bitterroot is the Chief for all living things under the ground and is representative of land and the syilx's complex relationship with the land. The life cycle of the bitterroot, appearing above ground only once per year, and its fragile character reminds us that our seasonal nourishment and identity comes from the land which requires rigorous stewardship and management.

Existing businesses are the lifeblood of the local economy and their importance cannot be overemphasized in ensuring continued economic growth. The EDC desires to do its part to facilitate existing businesses and business opportunities by ensuring the continued success through maintaining up to date statistics and data on economic development opportunities on Westbank Lands.

3.1. Goals

- a. Inform WFN Council and its administration and the Economic Development Community of the opportunities that exist for Economic Development;
- b. develop a base of information on Economic Development on Westbank Lands; and
- c. work co-operatively with the Regional District of Central Okanagan Economic Development Commission and the Okanagan Nation Alliance.

3.2. Objectives

The EDC will accomplish this by:

- a. conducting a review of the information WFN currently has on hand for businesses;
- b. continuing to build a working relationship with the Regional District of Central Okanagan Economic Development Commission, Greater Westside Board of Trade, and local business agencies;
- c. hosting an annual Business After Hours event.

4. Chief Saskatoon Berry: Business Attraction

Chief Saskatoon Berry is the Chief for all vegetation growing on the land, and is representative of a community. A saskatoon bush grows in a centrifugal pattern, expanding outward with each new shoot and growing in strength and size year after year.

As a saskatoon bush is a construct of multiple shoots, a business community is a construct of individual businesses which work together to strengthen the economic community on Westbank Lands. As businesses succeed, other businesses will be attracted to Westbank Lands expanding the business community and making WFN an attractive place to do business.

4.1. Goals

- a. Create a positive investment climate and improved awareness by raising the visibility of WFN in the business community; and
- b. increase awareness and knowledge about Westbank Lands and Economic Development opportunities.

4.2. Objectives

The EDC will accomplish this by:

- a. participating in and co-hosting a Conference and workshops;
- b. conducting a review of current promotional materials and initiatives;
- c. identify, support, and enhance tourism opportunities on WFN Lands and within the WFN Traditional Territory.





VI. FUTURE REVIEWS & REVISIONS

The economy on Westbank Lands is connected to the broader economy of the Central Okanagan and interior of British Columbia and is subject to change through the influence of the global economy.

The business environment on Westbank Lands will continue to evolve, bringing new opportunities and challenges. As such, the EDC commits to ensuring this Plan is kept up to date and responsive to the needs of the economic community.

The EDC commits to review this Plan on an annual basis to assess the progress and refine the goals noted herein.

After being revised, the strategic plan will be made available to the economic community and presented to Council.

WFN Economic Development Commission

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