

# **Hupacasath First Nation**

Comprehensive Community Development Plan  
March 2008



---

## HUPACASATH FIRST NATION COMPREHENSIVE COMMUNITY DEVELOPMENT PLAN

### CONTEXT & BACKGROUND

#### INTRODUCTION

The Hupacasath Comprehensive Community Development Plan represents the efforts, thoughts, ideas, and expectations of the Hupacasath First Nation<sup>1</sup>. The Plan provides a framework for making the decisions required to address existing needs and establishes a broad direction for community development.

In the Spring of 2007, the Hupacasath First Nation Chief and Council initiated a formal community planning process with David Nairne + Associates Ltd. (DNA) to update the Comprehensive Community Development Plan that includes two components, a Physical Development Plan and an Economic Development Strategy.

The updates to the **Physical Development Plan** include:

- Population and Housing Needs Assessment
- 10-Year Housing and Lot Development Strategy
- Land Use Plan for Ahahswinis I.R. #1
- Capital Needs Assessment
- 5 Year Capital Plan

The updates to the **Economic Development Strategy** include:

- A statement of the mission and goals for Economic Development in Hupacasath
- A local and regional market overview
- Economic Development opportunities and constraints
- A strategy for Economic Development
- Economic Development Priorities

---

<sup>1</sup> **Hupacasath First Nation community** refers to those members living on-Reserve. **Hupacasath First Nation membership** refers to all members, both on- and off-Reserve.



---

## **PROJECT OBJECTIVES**

The Comprehensive Community Development Plan process has addressed the following criteria:

- Consultation with Chief and Council, Hupacasath Staff, and the overall community throughout all phases of the planning process;
- Incorporation of the community's ideas and priorities into the Economic Development Strategy;
- Identification of the concerns expressed by the Hupacasath youth with respects to Community Development ;
- Preparation of a housing needs assessment utilizing population projections and housing needs over the next 20 years;
- Long-term planning for residential, economic, capital, and infrastructure development land use demands over the next 20 years to determine potential land use options for its land base;
- Strategic planning with regards to future land acquisition and development sites for mixed use (i.e. residential/commercial)
- Identification of current and potential infrastructure issues relating to the First Nation's community development objectives;
- Preparation of a new 5 Year Capital Plan that clearly identifies current and future capital projects including cost estimates and an implementation phasing plan.

## **COMMUNITY CONSULTATION**

Community consultation for this project was performed via the following:

- A survey was distributed to all Hupacasath First Nation members residing both on and off reserve in June of 2007. Follow-up reminders were performed once a month until the "kick-off" meeting occurred in September 2007. The survey asked questions relative to housing, land use, economic development, infrastructure, and community services. These questions were used to gauge the community's level of support, approval, or need associated with the fore-mentioned.
- A Hupacasath Community Housing and Population Profile was initiated in September (upon completion of the surveys) and completed in October 2007.



- Information was also gathered from members who live off-Reserve and a profile of members wishing to relocate to Hupacasath was completed in October 2007.
- A community planning session was held on October 14<sup>th</sup>, 2007 in which an overview of the 2002 HFN Community Development Plan was given. Also a synopsis of what was accomplished within the Hupacasath First Nation based upon the Community Development Plan was presented. The meeting concluded with a summary of what was going to occur throughout the future months.
  - A follow-up planning session was held on December 6<sup>th</sup>, 2007 where community members were broken up into 3 different groupings. The three randomly selected groups then went into mini-workshops that focused on a Community Vision, Housing, and Economic Development. Each group had an equal amount of time dedicated to each topic and provided valuable feedback on what was working and what needed more attention. Also at this meeting the results of the Community Survey and the Housing Needs Assessment were presented to help explore community priorities and expectations
  - A final planning session was held on February 7<sup>th</sup>, 2008 with the focus on Land Use Planning for the Cherry Creek lands, as well as Ahahswinis. A further objective of this meeting was to have the participants help devise a vision statement for the community. As the title of the Cherry Creek lands has not officially transferred over to us yet the focus of the land use planning was dedicated to the remaining lands of Ahahswinis.
  - The draft of the 2008 Comprehensive Community Development Plan will be presented to the community at the next community meeting scheduled for the second week of September.

### **ACKNOWLEDGEMENTS**

The Hupacasath First Nation acknowledges the following individuals whose assistance was invaluable in completing this Comprehensive Community Development Plan:

- David Nairne + Associates Ltd – namely Rhonda Eager, Kathryn Nairne, and Jason Tonin
- The Hupacasath Community and membership



- 
- The Hupacasath Chief and Council: Chief Judith Sayers, Councillors Warren Lauder and Tom Tatoosh.
  - The Hupacasath Director of Operations, Aaron Hamilton
  - HEDC – CEO – Shaunee Casavant – Economic Development Strategy
  - Bonnie Tom – Catering
  - Heather Joseph – Calling and reminding people Regarding their Survey
  - Carolina Tatoosh – Youth Worker – Keeping children occupied so that parents could participate.

# **Hupacasath First Nation**

2008 Comprehensive Community Development Plan

## **PHYSICAL DEVELOPMENT PLAN**



---

## EXECUTIVE SUMMARY

The 2008 Comprehensive Development Plan was undertaken to serve as an update to the previous plan as a majority of the objectives of the 2002 plan were completed, and a need to consult with the community once again regarding their priorities was demonstrated due to the time in between plans.

This resulted in the following:

- Physical Development Plan – Housing Needs, Population Profile Update, In-Migration, etc.
- Update to the land use plans for Ahahswinis IR 1 and Cherry Creek lands which meet the community's expectations for the future; and
- Production of a phased Five Year Capital Plan which enables the Chief and Council to meet their needs in a timely and cost-effective manner.

The following conclusions and recommendations come from the Hupacasath First Nation Physical Development Plan:

### COMMUNITY CONSULTATION

- The project began with the Hupacasath First Nation Chief and Council and Staff in June 2007.
- A Community Survey was developed with Chief and Council's input, which 26 Hupacasath First Nation members responded to.
- Community Meetings were held throughout the project which resulted in participation from youth, elders, community members, Chief and Council, and staff.

### POPULATION

- There are currently **182** people living on Reserve (2007/2008), of which 147 are HFN members and 35 are of other origin.
- An additional 44 people wish to move to a Hupacasath First Nation Reserve over the next 5 to 15 years.
- The Hupacasath On-Reserve community population is projected to grow to approximately **290** people in the next 10 years and grow to about 400 people in 20 years.



### HOUSING NEEDS

- Over the next ten years, the community must increase its housing stock by approximately **45** units. The estimated ten year housing needs are summarised in the table below.

	Now	Years 1 to 5	Years 6 to 10	Total
Overcrowding				10
In-Migration				15
Household Formation				20
<b>Total New Unit Need</b>				<b>45</b>

- The housing and lot development plan recommends that the Hupacasath First Nation Chief and Council **construct an average of 4-5 houses per year** to meet most of the estimated housing needs.

### RESIDENTIAL LOT REQUIREMENTS

- The Hupacasath First Nation Chief and Council has **no unencumbered vacant serviced lots** available for immediate development.
- There are approximately **10** lots held under Certificate of Possession, which are currently vacant. These lots are expected to absorb part of the community's housing needs. They will likely be developed, by their owners, over the next several years.
- The Hupacasath First Nation Chief and Council must develop **35 new lots** to meet the balance of their ten year housing demand.
- Hupacasath First Nation's two occupied Reserves, Ahahswinis and Klehkoot, have enough space for a maximum of **15** housing single detached housing units, leaving a deficit of 20 lots over 10 years.
- It is expected that through the acquisition of the Kitsuksis Creek lands, the Hupacasath First Nation would alleviate this deficit.

### LAND USE PLAN HIGHLIGHTS

- The land use plans for Ahahswinis and Kitsuksis Creek are based on **existing land use, physical constraints** and input from **the community and Council**.
- The land use plans show **expanded areas for housing development and community facilities** while at the same time **recognising development constraints, protecting environmentally sensitive areas** from development, and **respecting land ownership**.

### CAPITAL PLAN HIGHLIGHTS

- The Hupacasath First Nation Five Year Capital Plan focuses mainly on **infrastructure, housing and community facilities** to accommodate anticipated **population growth**. It also includes economic development projects. The capital



projects described in the Capital Plan are proposed to meet the First nation's infrastructure, housing, community facility, and economic development needs.

- The Five Year Capital Plan is summarised in the table below.

<b>5 Year Capital Plan Summary</b>						
	<b>2002/03</b>	<b>2003/04</b>	<b>2004/05</b>	<b>2005/06</b>	<b>2006/07</b>	<b>TOTAL</b>
Infras.	\$128,080	\$86,500	\$561,000	\$452,000	\$180,000	\$1,407,580
<b>Housing</b>	\$431,250	\$400,000	\$432,500	\$382,500	\$382,500	\$2,028,750
Community Facilities	\$180,000	\$1,500,000	\$15,000	0	0	\$1,695,000
<b>Economic Develop.</b>	\$75,000	\$15,000	\$15,000	0	0	\$90,000
<b>Total</b>	<b>\$814,330</b>	<b>\$2,001,500</b>	<b>\$1,023,500</b>	<b>\$834,500</b>	<b>\$562,500</b>	<b>\$5,221,330</b>

- The capital projects recommended for immediate implementation (Year 1) are:
  - Options Study for long-term residential land development
  - Regional water system extension Klehkoot IR 2 groundwater exploration program
  - Design youth/elders center
  - Construct youth/elders center
  - Construct new housing units
  - Complete comprehensive housing condition assessment
  - Major house renovations
  - Minor house renovations
  - Interpretive Centre Construction
  - Construction of Corrigan Creek Micro-hydro project
  - Feasibility studies for future micro-hydro projects within the territory
  - Feasibility study for future development of River Road and Josephine property



**PHYSICAL DEVELOPMENT PLAN - TABLE OF CONTENTS**

<b>HUPACASATH FIRST NATION.....</b>	<b>1</b>
COMPREHENSIVE COMMUNITY DEVELOPMENT PLAN.....	1
<b>HUPACASATH FIRST NATION .....</b>	<b>6</b>
2008 COMPREHENSIVE COMMUNITY DEVELOPMENT PLAN .....	6
<b>EXECUTIVE SUMMARY.....</b>	<b>7</b>
COMMUNITY FACILITIES.....	9
<b>1.0 POPULATION.....</b>	<b>1</b>
1.1 HUPACASATH FIRST NATION MEMBERSHIP.....	2
1.2 MEMBERSHIP RESIDENCY.....	3
1.3 CURRENT COMMUNITY POPULATION.....	5
1.4 IN-MIGRATION.....	6
1.5 MEMBERSHIP & COMMUNITY POPULATION PROJECTIONS.....	7
<b>3.0 LOT SUPPLY &amp; DEMAND.....</b>	<b>10</b>
<b>4.0 COMMUNITY PERSPECTIVES.....</b>	<b>12</b>
4.1 HOUSING.....	12
4.2 RESERVE LAND BASE & TRADITIONAL LANDS.....	14
4.3 INFRASTRUCTURE.....	15
4.4 COMMUNITY SERVICES.....	16
4.5 COMMUNITY FACILITIES.....	17
4.6 COMMUNITY ISSUES.....	18
<b>5.0 LAND USE PLAN.....</b>	<b>19</b>
5.1 PHYSICAL DESCRIPTION.....	19
5.2 EXISTING RESERVE LAND USES .....	24
5.3 LAND USE PLAN.....	26
<b>6.0 CAPITAL NEEDS ASSESSMENT.....</b>	<b>31</b>
6.1 RESIDENTIAL LAND DEVELOPMENT.....	31
6.2 WATER SUPPLY, TREATMENT & DISTRIBUTION.....	33
6.4 ROADS, DRAINAGE , STREETLIGHTING & PEDESTRIAN SAFETY.....	36
6.5 FIRE PROTECTION.....	37
6.6 SOLID WASTE DISPOSAL.....	37
6.7 ENVIRONMENTAL ISSUES.....	37
6.8 HOUSING .....	38
6.9 COMMUNITY FACILITIES.....	39
<b>7.0 FIVE YEAR CAPITAL PLAN.....</b>	<b>41</b>
<b>EXECUTIVE SUMMARY.....</b>	<b>48</b>
MISSION STATEMENT.....	49
GOALS.....	49
STRATEGIES.....	50
<b>INTRODUCTION.....</b>	<b>51</b>
1.1 ECONOMIC DEVELOPMENT STRATEGY PROCESS.....	52
1.2 COMMUNITY CONSULTATION.....	52
<b>2.0 DEVELOPING A FRAMEWORK.....</b>	<b>53</b>
2.1 MISSION STATEMENT.....	53



2.2 GOALS.....	53
<b>3.0 COMMUNITY PERSPECTIVES.....</b>	<b>54</b>
3.1 HUPACASATH CHIEF AND COUNCIL’S ROLE IN ECONOMIC DEVELOPMENT.....	54
3.2 COMMUNITY STRENGTHS AND WEAKNESSES.....	55
3.3 EMPLOYMENT INTERESTS.....	56
3.4 TRAINING & EDUCATION.....	57
3.5 COMMUNITY BUSINESSES.....	58
<b>4.0 THE CHANGING ECONOMY – SOCIO-ECONOMIC TRENDS.....</b>	<b>59</b>
4.1 HFN POPULATION INCREASES BY 21% IN ONE YEAR.....	59
4.2 HUPACASATH FIRST NATION HAS A HIGH PROPORTION OF YOUNG PEOPLE.....	59
4.3 THE SIZE OF THE LABOUR FORCE EMPLOYED IN PRIMARY INDUSTRIES IS DECREASING.....	60
4.4 HUPACASATH FIRST NATION SKILLS AND EDUCATION.....	61
4.5 GENERAL TRENDS IN THE PROVINCIAL LABOUR FORCE.....	62
4.6 PORT ALBERNI- BUILDING A NEW ECONOMY.....	62
<b>5.0 IDENTIFYING THE OPPORTUNITIES - ECONOMIC SECTORS.....</b>	<b>63</b>
5.1 TOURISM.....	63
5.2 RETAIL AND SERVICE .....	66
5.3 LOGGING AND FOREST PRODUCTS.....	67
5.4 FISHERIES.....	69
5.5 AGRICULTURE.....	70
5.6 SPECIFIC BUSINESS VENTURES.....	71
5.7 OPPORTUNITIES SUMMARY.....	71
<b>6.0 ENVIRONMENTAL SCAN- IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CONSTRAINTS .....</b>	<b>72</b>
6.1 STRENGTHS.....	72
6.3 OPPORTUNITIES.....	72
6.4 CONSTRAINTS.....	73
<b>7.0 DEVELOPING THE BASE – THE ECONOMIC DEVELOPMENT CORPORATION.....</b>	<b>73</b>
7.1 RESPONSIBILITIES OF THE ECONOMIC DEVELOPMENT CORPORATION.....	74
<b>8.0 MOVING FORWARD – STRATEGIES FOR ECONOMIC DEVELOPMENT.....</b>	<b>76</b>
8.1 ECONOMIC DEVELOPMENT STRATEGIES.....	76
8.2 ECONOMIC DEVELOPMENT ACTION PLAN.....	78
<b>HEDC 78</b>	
<b>APPENDIX 1.....</b>	<b>83</b>
<b>APPENDIX 2.....</b>	<b>86</b>
<b>Appendix A – City Of Port Alberni By-Law 4288 (Draft)</b>	

**PHYSICAL DEVELOPMENT PLAN - LIST OF TABLES AND FIGURES**

<b>HUPACASATH FIRST NATION.....</b>	<b>1</b>
COMPREHENSIVE COMMUNITY DEVELOPMENT PLAN.....	1



March 2008.....	1
INTRODUCTION.....	2
COMMUNITY CONSULTATION.....	3
ACKNOWLEDGEMENTS.....	4
<b>HUPACASATH FIRST NATION .....</b>	<b>6</b>
2008 COMPREHENSIVE COMMUNITY DEVELOPMENT PLAN .....	6
PHYSICAL DEVELOPMENT PLAN.....	6
<b>EXECUTIVE SUMMARY.....</b>	<b>7</b>
LAND USE PLAN HIGHLIGHTS.....	8
CAPITAL PLAN HIGHLIGHTS.....	8
COMMUNITY FACILITIES.....	9
<b>1.0 POPULATION.....</b>	<b>1</b>
Community Population.....	1
1.1 HUPACASATH FIRST NATION MEMBERSHIP.....	2
1.2 MEMBERSHIP RESIDENCY.....	3
.....	4
1.3 CURRENT COMMUNITY POPULATION.....	5
<i>Figure 1.4: Hupacasath Community Population – Age Profile 2001-2007.....</i>	<i>5</i>
1.4 IN-MIGRATION.....	6
<i>Figure 1.6: Possible Impact of Returning Members on Hupacasath Population.....</i>	<i>7</i>
1.5 MEMBERSHIP & COMMUNITY POPULATION PROJECTIONS.....	7
<b>3.0 LOT SUPPLY &amp; DEMAND.....</b>	<b>10</b>
<b>4.0 COMMUNITY PERSPECTIVES.....</b>	<b>12</b>
4.1 HOUSING.....	12
Figure 4.1: Housing for Specific Groups.....	13
Figure 4.2: Who Should Build Our Houses? .....	14
4.2 RESERVE LAND BASE & TRADITIONAL LANDS.....	14
Figure 4.3: Development Priorities.....	15
4.3 INFRASTRUCTURE.....	15
4.4 COMMUNITY SERVICES.....	16
Figure 4.5: Satisfaction with Community Services.....	16
4.5 COMMUNITY FACILITIES.....	17
4.6 COMMUNITY ISSUES.....	18
<b>5.0 LAND USE PLAN.....</b>	<b>19</b>
5.1 PHYSICAL DESCRIPTION.....	19
5.2 EXISTING RESERVE LAND USES .....	24
5.3 LAND USE PLAN.....	26
<b>6.0 CAPITAL NEEDS ASSESSMENT.....</b>	<b>31</b>
6.1 RESIDENTIAL LAND DEVELOPMENT.....	31
6.2 WATER SUPPLY, TREATMENT & DISTRIBUTION.....	33
6.4 ROADS, DRAINAGE , STREETLIGHTING & PEDESTRIAN SAFETY.....	36
6.5 FIRE PROTECTION.....	37
6.6 SOLID WASTE DISPOSAL.....	37
6.7 ENVIRONMENTAL ISSUES.....	37
6.8 HOUSING .....	38
Table 6.1: Hupacasath 10 Year Housing Need.....	38
6.9 COMMUNITY FACILITIES.....	39
<b>7.0 FIVE YEAR CAPITAL PLAN.....</b>	<b>41</b>
<b>EXECUTIVE SUMMARY.....</b>	<b>48</b>



MISSION STATEMENT.....	49
GOALS.....	49
STRATEGIES.....	50
<b>INTRODUCTION.....</b>	<b>51</b>
1.1 ECONOMIC DEVELOPMENT STRATEGY PROCESS.....	52
1.2 COMMUNITY CONSULTATION.....	52
<b>2.0 DEVELOPING A FRAMEWORK.....</b>	<b>53</b>
2.1 MISSION STATEMENT.....	53
2.2 GOALS.....	53
<b>3.0 COMMUNITY PERSPECTIVES.....</b>	<b>54</b>
3.1 HUPACASATH CHIEF AND COUNCIL’S ROLE IN ECONOMIC DEVELOPMENT.....	54
3.2 COMMUNITY STRENGTHS AND WEAKNESSES.....	55
3.3 EMPLOYMENT INTERESTS.....	56
3.4 TRAINING & EDUCATION.....	57
3.5 COMMUNITY BUSINESSES.....	58
<b>4.0 THE CHANGING ECONOMY – SOCIO-ECONOMIC TRENDS.....</b>	<b>59</b>
4.1 HFN POPULATION INCREASES BY 21% IN ONE YEAR.....	59
4.2 HUPACASATH FIRST NATION HAS A HIGH PROPORTION OF YOUNG PEOPLE.....	59
4.3 THE SIZE OF THE LABOUR FORCE EMPLOYED IN PRIMARY INDUSTRIES IS DECREASING.....	60
4.4 HUPACASATH FIRST NATION SKILLS AND EDUCATION.....	61
4.5 GENERAL TRENDS IN THE PROVINCIAL LABOUR FORCE.....	62
4.6 PORT ALBERNI- BUILDING A NEW ECONOMY.....	62
<b>5.0 IDENTIFYING THE OPPORTUNITIES - ECONOMIC SECTORS.....</b>	<b>63</b>
5.1 TOURISM.....	63
5.2 RETAIL AND SERVICE.....	66
5.3 LOGGING AND FOREST PRODUCTS.....	67
5.4 FISHERIES.....	69
5.5 AGRICULTURE.....	70
5.6 SPECIFIC BUSINESS VENTURES.....	71
5.7 OPPORTUNITIES SUMMARY.....	71
<b>6.0 ENVIRONMENTAL SCAN- IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND              CONSTRAINTS .....</b>	<b>72</b>
6.1 STRENGTHS.....	72
6.3 OPPORTUNITIES.....	72
6.4 CONSTRAINTS.....	73
<b>7.0 DEVELOPING THE BASE – THE ECONOMIC DEVELOPMENT CORPORATION.....</b>	<b>73</b>
7.1 RESPONSIBILITIES OF THE ECONOMIC DEVELOPMENT CORPORATION.....	74
7.1.1 <i>Venture Analysis</i> .....	74
7.1.2 <i>Feasibility Study</i> .....	75
7.1.3 <i>Business Planning</i> .....	76
<b>8.0 MOVING FORWARD – STRATEGIES FOR ECONOMIC DEVELOPMENT.....</b>	<b>76</b>
8.1 ECONOMIC DEVELOPMENT STRATEGIES.....	76
8.2 ECONOMIC DEVELOPMENT ACTION PLAN.....	78
<b>HEDC 78</b>	
<b>APPENDIX 1.....</b>	<b>83</b>



---

<b>APPENDIX 2</b> .....	<b>86</b>
Table 7.1: 5 Year Capital Plan.....	41

## **1.0 POPULATION**

A population profile was created by HFN staff in October 2007 to identify Hupacasath First Nation community members residing both on and off-reserve. The profile also looked at the likelihood of those members residing off-reserve moving back to one of the Hupacasath First Nation's reserves. This was done through the extrapolation of data that was collected in 2001 and factoring in the amount of residences created since then. The Profile was completed using standard data collection sheets for on-Reserve and off-Reserve First Nation members. The data collection sheets include the following information:

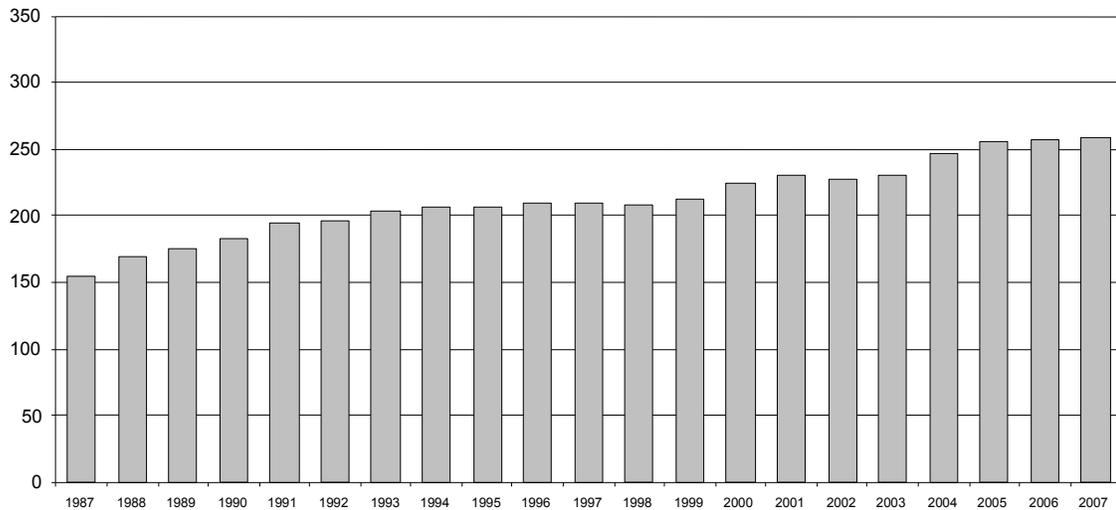
### **Community Population**

- name, age, and sex
- First Nation Status
- housing information

## 1.1 HUPACASATH FIRST NATION MEMBERSHIP

Total membership information for the Hupacasath First Nation, available from the DIAND Membership Registry shows 252 members as of August 2007. This represents a 12.5% increase in population from December 2000. Figure 1.1 shows overall growth in the registered membership over the past 20 years.

**Figure 1.1: Hupacasath First Nation Historical Membership Growth**



Over the past 20 years membership has grown at an average annual rate of 2.5% per year. From 1987 to 1997 membership grew at a rate of 3% per year. From 1997 to 2007, membership slightly decreased to a more moderate 2% per year.

## 1.2 MEMBERSHIP RESIDENCY

The proportion of HFN members living on-Reserve has surpassed half of the Registered population with a rate of 58%. This is the first time in at least 20 years for this to occur.

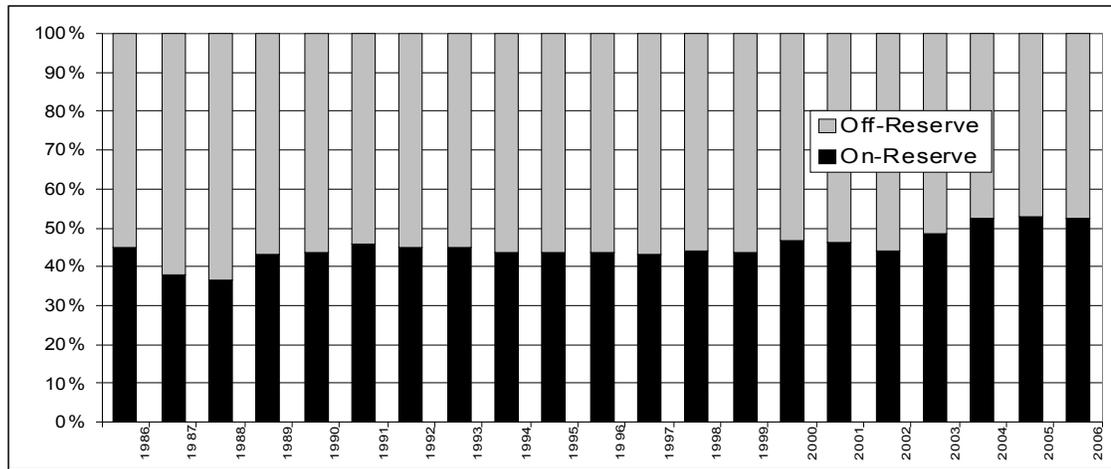
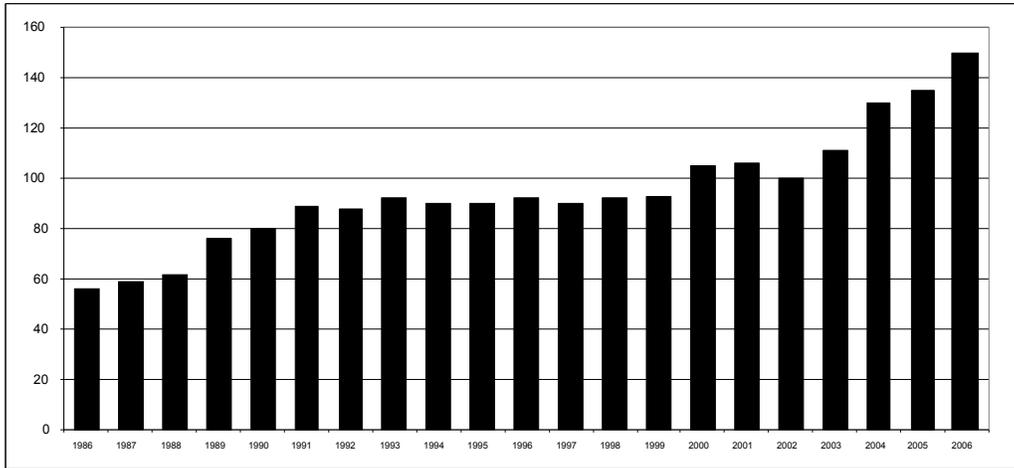


Figure 1.2: Residency of HFN Members

### Growth

Growth in the community population (not including non-Hupacasath First Nation members), presented in **Figure 1.3** below has been inconsistent over the last 20 years. Community population growth in the 1990s was relatively flat compared to the past several years, where it has experienced substantial increases – almost 5% per year over the past 5 years. This is likely the result of an intensive housing program implemented since 2001 accompanied with the growth in membership.

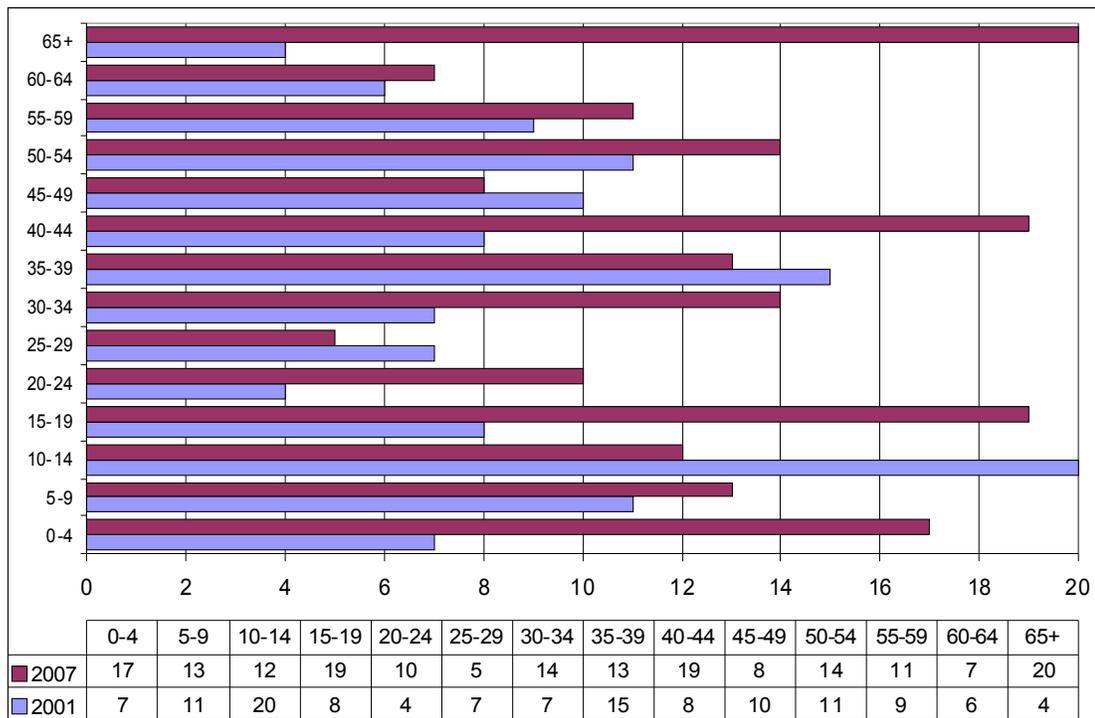
Figure 1.3: Growth in Community Population



### 1.3 CURRENT COMMUNITY POPULATION

A profile of the community population was developed in 2001 and updated in 2007, based on house-by-house data assembled by HFN Staff. This data includes the total number of occupants in each house and their respective ages.

An age profile of the community population is presented in **Figure 1.4** below. As shown each of the age groups, with 3 exceptions (10 to 14, 25 to 29, and 35 to 39), have experienced growth. The most significant growth has occurred in the 0 to 4, 15 to 19, 40 to 44 and 65+ age groups.



**Figure 1.4: Hupacasath Community Population – Age Profile 2001-2007**

The community population profile indicates the following:

- there are 182 residents living on a Hupacasath Reserve (147 HFN, 35 other origin), which is an increase of 43% over the 2001 population
- approximately 34% of the community population is under 20 years of age
- the largest age group is 65+ followed closely by teenagers between 15 and 19 years and adults between the ages of 40 to 44
- adults between the ages of 25 and 29 represent the smallest age group

The Hupacasath First Nation’s population profile indicates that, while the population has aged, the younger age groups are also well-represented. The age profile suggests that the needs of community members are likely to increase in terms of housing, health and social services, while at the same time there will be a demand for services from children, youth, and middle aged adults. The overall data suggests that the growth of the community population will continue to expand although this will be offset if the HFN is unable accommodate this growing population on their Reserve lands.

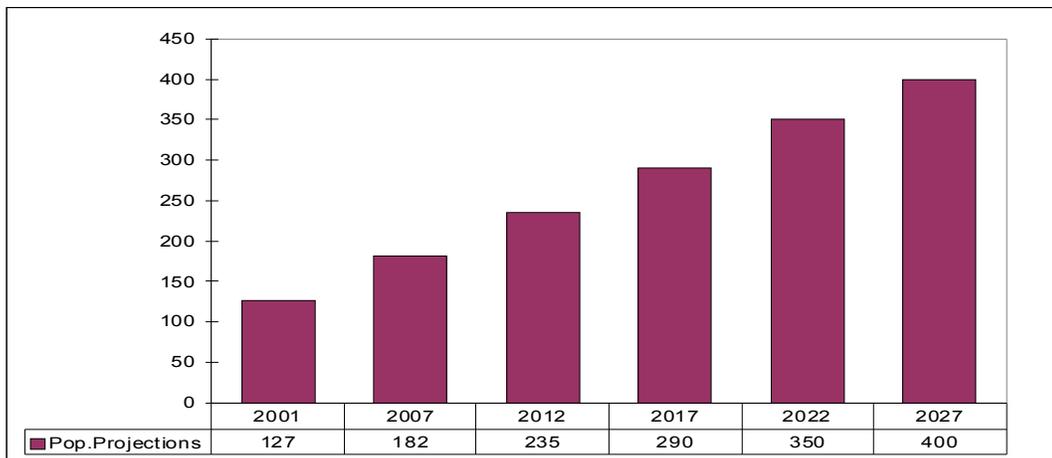
#### 1.4 IN-MIGRATION

As noted in Figure 1.2 approximately 42% of the total HFN Membership currently lives off-Reserve. A significant proportion of this off-Reserve population lives in the Port Alberni area and smaller groups live elsewhere on Vancouver Island, the Lower Mainland and western Canada.

HFN is currently updating the housing waiting list. However, HFN staff have compiled a list of members and their families who have, in the past, indicated a desire to move onto HFN Reserve lands. The information indicates that 33 members would move back over the next 5 years and 11 more members in six or more years if housing/lots were made available.

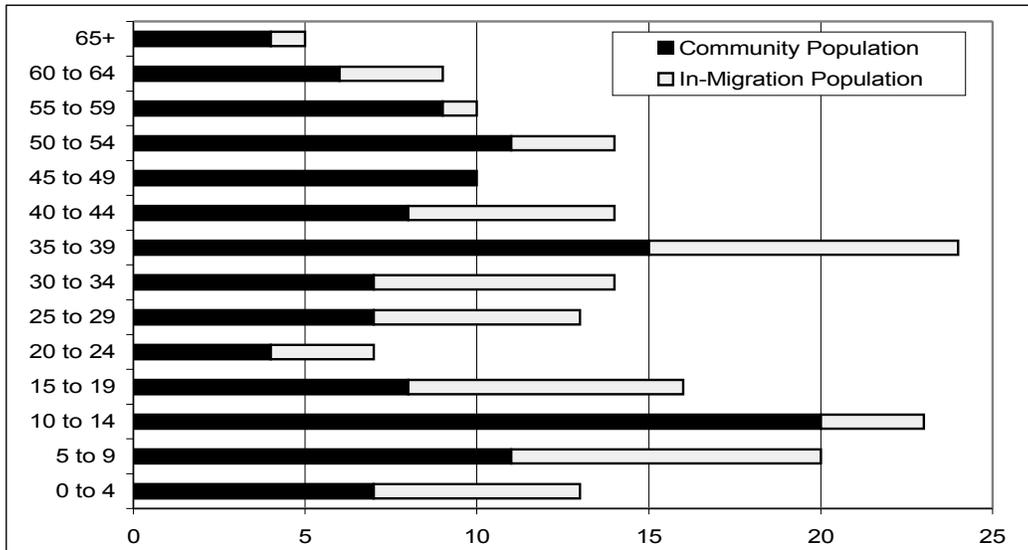
**Figure 1.5** below graphically shows the projected growth of the HFN community and membership population growth over the next 20 years based on the average annual growth rates presented above and in-migration demands accommodated over a 20 year time frame.

**Figure 1.5: Community Population Projections**



It is projected that the HFN community population will grow to approximately 400 people in 20 years.

**Figure 1.6: Possible Impact of Returning Members on Hupacasath Population**



Assuming that all of the in-migration occurred, the largest age group in the community population will be 35 to 39 year olds followed by 10 to 14 year olds. The proportion of people under 20 will be 38% of the Hupacasath community population.

It should be noted that the estimated level of in-migration shown in Figure 1.4 may be optimistic and that the actual level of in-migration may be somewhat lower once the First Nation's Housing Waiting Lists are updated.

However, the First Nation's housing development limitations, including a severe shortage of existing, unencumbered land, has likely constrained the ability of First Nation Members currently living in the Port Alberni area from relocating to Hupacasath. It is important that the First Nation closely monitors the actual level of in-migration and adjusts the community development requirements accordingly, including residential unit and lot supply.

### 1.5 MEMBERSHIP & COMMUNITY POPULATION PROJECTIONS

If the entire in-migration population returned over the next 5 to 10 years, the current community population would rise to approximately 235 people by 2012 and 290 people by 2017. Given the shortage of developable Reserve land and the relative scarcity of housing funds, it is likely that the return of HFN Members to the Reserve will in fact

occur over a relatively long time frame. For the purposes of this assessment it is assumed that in-migration demands can be satisfied over a 20 year timeframe.

As discussed earlier, the growth rate of the total membership has increased in recent years. This is further demonstrated in **Figure 1.4** where it can be seen that the birth rate in the community has increased in recent years. For the purposes of this assessment, it is assumed that growth will remain strong and, as such, the following growth rates have been assumed:

2007 to 2017      average annual growth rate of 3.2%/year

2017 to 2027      average annual growth rate of 3.0%/year

## 2.0 HOUSING NEEDS

An assessment of HFN's current and future estimated housing needs was completed in order to determine the number of new housing units and residential lots required over the next 20 years. The assessment was completed with data provided by HFN staff.

### 2.1 OVERCROWDING HOUSING NEED

An estimate of the Band's housing need resulting from current overcrowding was derived from the population profile assembled by HFN staff. As mentioned previously, there is an average of 2.9 people per household living on-Reserve. The community profile indicates that there are 78 households living in the 63 houses.

The overcrowding is created by a combination of single adults and families requiring their own unit. The table below shows the calculations for overcrowding housing unit need and the composition of the overcrowded households.

When the overcrowding demand has been met the average number of people per house will decline to 2.5 people per household (182 people living in 73 houses). This is comparable to the Port Alberni household size of 2.3 people per household.

Type	Gross Number	Factor	Total Unit Need
Families	4	1	4
Single Adults	9	0.65*	6
Total	13		10

\*assumes INAC Headship Ratio of 0.65 units

## 2.2 IN-MIGRATION HOUSING NEED

The in-migration housing need is based on the following assumptions:

- A total of 44 people wish to in-migrate to Hupacasath lands over the next 10 years
- There is an average of 2.9 people per household (which is based on the current average household size)

Based on these assumptions 15 new houses are required to meet in-migration demands over the next 10 years.

## 2.3 NEW HOUSEHOLD FORMATION

As the younger groups in the community age, new households will form. It is assumed that, on average, the 20 to 24 year old age group will form the majority of new households. The estimate of new household formation takes into account the natural ageing of the Hupacasath community population. New household formation is based on the following assumptions:

- There are currently 19 people between the ages of 15 to 19 who may form new households over the next 5 years.
- There are currently 12 people between the ages of 10 and 14 who may form new households over the next 10 years.
- A headship ratio of 0.65 has been assumed

20 new units over the next 10 years is expected as a result of new household formation.

## 2.4 TOTAL 10 YEAR HOUSING NEED

The total estimated 10 year housing need is estimated as follows:

Over-crowding	10 units
In-migration	15 units
Household Formation	<u>20 units</u>
<b>Total 20 Year Need</b>	<b>45 units</b>

Over the next 10 years, it is estimated that the Hupacasath First Nation will require approximately 49 new housing units, which is an average of about 5 new units per year. As a result there will be a total of 112 houses on-Reserve accommodating a population

of 290 people. As a result, there will be an average of 2.6 people per household. The assumptions underlying these estimates should be reviewed annually.

## **2.5 20-YEAR HOUSING NEEDS ESTIMATE**

Estimating the housing needs of Hupacasath beyond 20 years is based on broader assumptions than those used to estimate the 10 year needs. The following assumptions have been used to estimate the community's on-Reserve, 20 year housing needs:

- The balance of in-migration will occur by 2017
- The on-Reserve population will grow to approximately 400 people by 2027
- After 2017 in-migration will equal out-migration
- The household size will average 2.6 people with no overcrowding

Based on these assumptions, 42 additional housing units will be required to meet the community's needs between 2017 and 2027, which is an average of about 4 new units per year. If able to accommodate this level of demand, the total on-Reserve housing stock in 2027 will be approximately 154 units.

## **2.6 RATE OF NEW HOUSING DEVELOPMENT**

For the purposes of this assessment, it has been assumed that constructing an average of 4 to 5 houses per year is reasonable and well within the abilities of HFN's capital and housing management staff.

## **3.0 LOT SUPPLY & DEMAND**

This Section of the Physical Development Plan identifies a strategy for meeting the housing and residential lot needs of Hupacasath over the next 10 years, taking into account:

- the community's high environmental standards;
- the community's population growth projections;
- existing and forecasted housing needs;
- replacement housing units (4) will be constructed on the same lots;

- the current supply of vacant, serviced residential lots;
- land tenure;
- the desire of the First Nation to explore opportunities for residential development at Ahahswinis and Klehkoot; and
- an estimate of the number of housing units that the Hupacasath First Nation Chief and Council can reasonably expect to complete on an annual basis.

An assessment of the community's longer term, 20-year residential lot requirements is also provided in this section of the Physical Development Plan.

### **3.1 NEW RESIDENTIAL LOT NEED**

The gross estimates indicate that HFN will need to build 87 new residential lots over the next 10 to 20 years. These needs have been developed based on the following assumptions:

- 45 new units are required to meet the needs of the HFN by 2017 and an additional 42 new units will be required by 2027.
- There are **no** unencumbered, vacant, serviced, subdivided lots immediately available for housing that are on First Nation-owned land.
- There are a small number of vacant lots at Ahahswinis IR 1 held under Certificate of Possession which are expected to absorb up to 20% of the community's housing needs as they will likely be developed by their owners over the next several years.

Based on these assumptions, it is estimated that the HFN requires about 70 lots over the next 20 years. This new lot need could be reduced if the HFN is able to construct multi-unit complexes.

### **3.2 AVAILABLE LAND SUPPLY**

Hupacasath's current land holdings limit its ability to meet its housing and lot development needs. The vast majority of the First Nation's accessible reserve lands are not available for residential development. The following profiles the nation's available, existing land supply:

### **Ahahswinis IR 1**

Much of Ahahswinis IR 1 is held under Certificate of Possession; however there is a central area within the Reserve that has been identified for a mix of small single housing and townhouse development. It is anticipated that at least 15 units can be accommodated here.

### **Klehkoot IR 2**

Klehkoot IR 2 is not feasible to develop. Much of the Reserve is being operated as a woodlot. Additionally, previous feasibility work has shown that development costs are prohibitively high.

### **Kitsuksis Creek Lands**

Kitsuksis Creek Lands – Upon completion of either an addition-to-reserve or through accommodation from the Crown will accommodate the vast majority of development.

## **4.0 COMMUNITY PERSPECTIVES**

As part of the of the Comprehensive Community Development Planning process, a survey of the Hupacasath First Nation membership was completed in June of 2007. A total of 25 surveys were completed by members living on-Reserve and 3 surveys were completed by members living off-Reserve. The objectives of the survey were as follows:

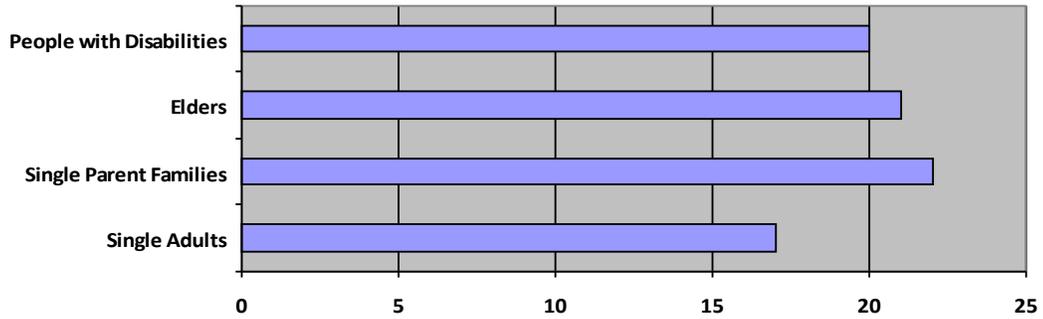
- Provide an opportunity for all households to share their ideas and vision for Hupacasath;
- Provide input on the use and development of Hupacasath lands and resources;
- Assess satisfaction with existing community infrastructure, facilities and services;
- Identify potential new community facility requirements; and

The Survey was developed with the Hupacasath First Nation Chief and Council and administered by the Hupacasath staff.

### **4.1 HOUSING**

The Hupacasath community strongly support the construction of housing that would suit a wide range of groups living on-Reserve with highest support for single parent families.

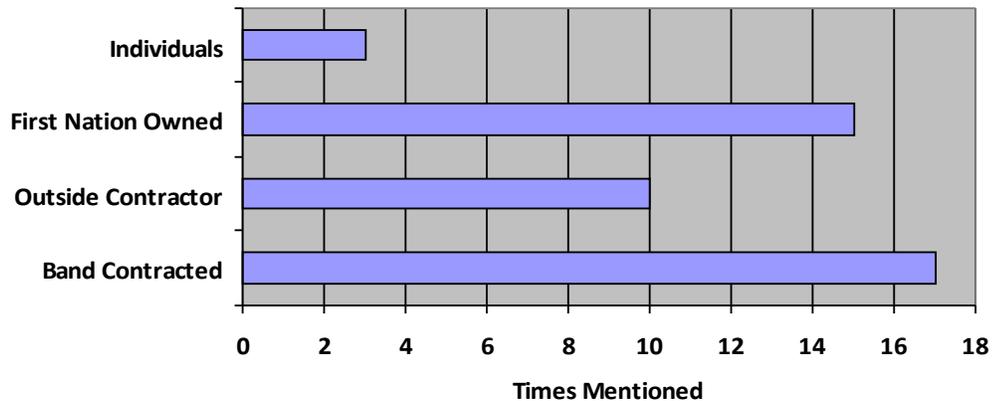
**Figure 4.1: Housing for Specific Groups**



For single parent families Duplexes, Apartments, and Single Detached Houses were evenly supported. With respects to single adults respondents recommended either Four Plexes or Apartments to suit the needs of these individuals. For elders and people with disabilities the housing classification that had the greatest support for meeting the needs was that of Single Level Housing (i.e. ranch style).

A majority of survey respondents support using a First Nation-owned company or First Nation contractor to construct houses at Hupacasath. However it should be noted that the majority also believe that any contractor building houses for Hupacasath must be reputable and fully qualified.

**Figure 4.2: Who Should Build Our Houses?**



- About 95% of respondents consider their houses to be in fair or better condition.
- 60% of respondents said that they need changes to make their houses easier to live in.
- 25% said that the size of their houses is generally adequate to meet their present needs. About one-quarter of the existing houses are considered over-crowded.

## **4.2 RESERVE LAND BASE & TRADITIONAL LANDS**

### **Natural & Cultural Resources**

- A majority of the survey respondents stated that the land provides them with many resources include berry picking, wood, wildlife – food, and medicine. Other mentions included spiritual bathing/cleansing and trail walking.
- Over half of respondents indicated that they are aware of areas that have cultural significance on the First Nation’s Reserve lands. Burial sites, artefacts, medicinal and spiritual sites were mentioned many times throughout the answers to this question.

- 60 % of the survey respondents are aware of areas that have special or cultural significance on the First Nation’s nearby traditional lands.
- Around 75% of respondents are aware of wildlife habitat on Reserve lands and 70% are aware of wildlife habitat on the First Nation’s nearby traditional land. Deer, bears, birds, and cougars were mentioned the most of by respondents.
- The previous two points illustrates how Hupacasath membership are active and aware of both their reserve lands as well as lands within their traditional territory.

### Development Restrictions

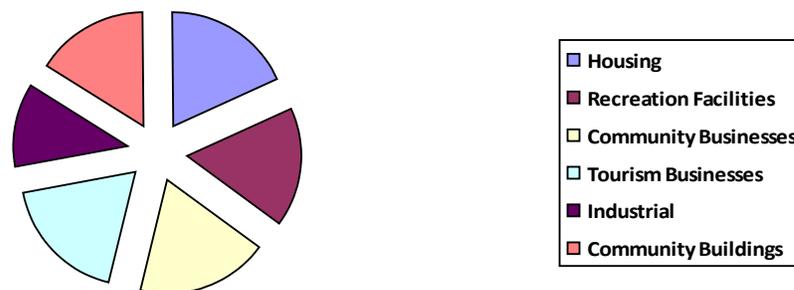
Almost one-half of respondents support the following development restrictions:

- limited development in areas that are environmentally sensitive
- no development within 30 metres (100 feet) of rivers, creeks, and streams

### Existing Land Use

- All respondents feel that there is **NOT** enough Reserve land to meet Hupacasath’s current housing, commercial, industrial, and cultural needs. All respondents were of the belief that the community should grow to meet the current and future needs of those mentioned above.
- Figure 4.3 shows where the community would like to see community development in a number of areas. The least favoured area for community development is industrial.

**Figure 4.3: Development Priorities**

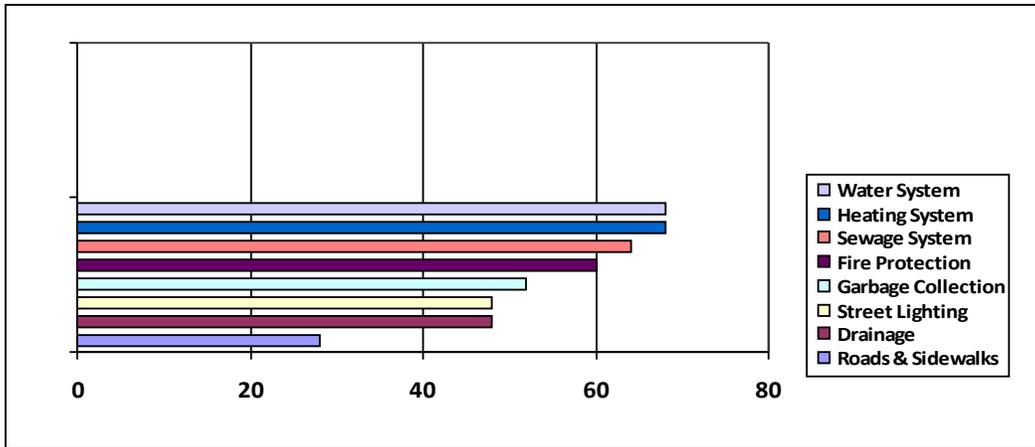


## 4.3 INFRASTRUCTURE

Hupacasath residents were asked if they were satisfied with the existing community infrastructure in place. The responses are illustrated in Figure 4.4 below which shows

that respondents are somewhat satisfied with most of their infrastructure. Areas that respondents showed least satisfaction with included Roads and Sidewalks, Drainage, and Street lighting. Comments with respects to roads and sidewalks included the lack of sidewalks on our reserve, and the need to repair potholes in and around the reserve. Regarding Street lighting comments were primarily focused on the area near the community building on Ahahswinis Drive (House of Gathering).

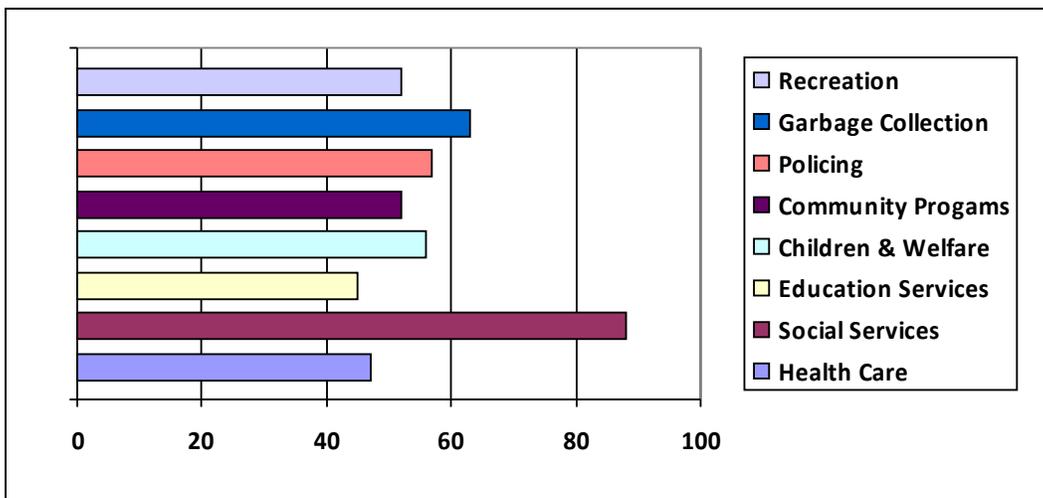
**Figure 4.4: Satisfaction with Community Infrastructure**



#### 4.4 COMMUNITY SERVICES

The HFN membership was asked to comment on their satisfaction with existing community services. Figure 4.5 summarises their responses.

**Figure 4.5: Satisfaction with Community Services**



As with the previous Community Development Plan, the highest level of satisfaction is with the social services being offered. The areas that scored the lowest and need more attention towards them include Education services and Health Care. Some of the comments associated with these areas include:

- Better communication to membership regarding what Health services are available to membership and when
- No day-care
- Need for a Spring Clean-up

### **New Community Services**

The Hupacasath Membership identified the following new community services that they would like to see come to fruition or have available. The following is a list in order of times selected.

1. Training services
2. Day-care
3. Increase in cultural celebrations
4. Health Care
5. Adult Education
6. Better quality elder's services
7. Counselling

## **4.5 COMMUNITY FACILITIES**

### **Facilities that Require Upgrading**

When asked what current community facilities need upgrading or repairs a majority of respondents felt that the community hall, and parks and playgrounds were most in need of upgrading, along with some mentions with respects to improvements to the community wharf. It should be noted that since the surveys were completed a new Park/ Playground has been constructed near the new housing units on Ahahswinis Drive.

### **New Community Facilities**

When asked what new community facilities they would like to have, Hupacasath membership indicated the following. The following list is in order of popularity.

1. Recreational facilities
2. Recycling depot/composting
3. Day-care facility
4. Hiking/biking trails
5. Health centre
6. School

Other facilities that were mentioned include moorage facilities, swimming pool, and a community workshop.

#### **4.6 COMMUNITY ISSUES**

The Hupacasath membership was asked to identify the three things they liked best about Hupacasath. The following is a list of the most mentioned:

- A sense of togetherness and family
- Location (both for Business Development and proximity to wildlife)
- Progressive attitude to doing business
- Resourceful people

Community members were then asked to identify the three things that they would like to change within the community. The following is a list of the most frequent responses:

- Communications to membership (both on and off-reserve)
- Social Issues (Dependency, Child and Youth Involvement, etc.)
- Participation in community events
- Negative Personalities (at each other and externally)
- Adequate housing stock

The last question posed to the Hupacasath Membership regarding community issues was to identify the most important issues currently facing Hupacasath. The most popular responses are listed below:

- Sense of Community Involvement and Pride
- Access and Acquisition of more land (building, harvesting, cultural, etc.)
- Economic Development/ Job Creation (long term opportunities)

## **5.0 LAND USE PLAN**

This section of the Community Development Plan provides a brief description of the Ahahswinis Reserve as well as the Kitsuksus Creek lands that are proposed to be transferred over to the Hupacasath as an addition-to-reserve. More detailed discussion about Ahahswinis and other Hupacasath Reserves can be found in the 2002 Community Development Plan.

Land use goals and designations are presented for Ahahswinis IR 1 as well as Kitsuksus Creek. These goals reflect current planning practice and take into account physical development constraints, the community's development needs and most importantly, incorporate the comments and input from the community. It should be noted that further analysis will also be performed utilizing the Hupacasath Land Use Plan for any type of development that occurs.

### **5.1 PHYSICAL DESCRIPTION**

Following is a brief physical description of the Ahahswinis IR 1 and Kitsuksus Creek based on available mapping, site reconnaissance and previous reports and studies.

#### **Ahahswinis IR 1**

##### **Context**

Ahahswinis IR 1 is located on Highway 4 within the City of Port Alberni's municipal boundaries. The Reserve's boundaries include the Somass River to the south, Josephine Street to the west, Compton Road to the north, and Indian Avenue to the east. Beaver Creek Road cuts diagonally through the Reserve.

For the most part, the surrounding land uses include single detached residential development. There are also some agricultural uses on properties adjacent to the Reserve.

The Reserve is approximately 37 hectares in area. The central portion of the Reserve, south of Beaver Creek Road, contains undeveloped forest, with residential developments along the perimeter of the Reserve. There are 7.8 hectares of agricultural land south of Lugin Creek.

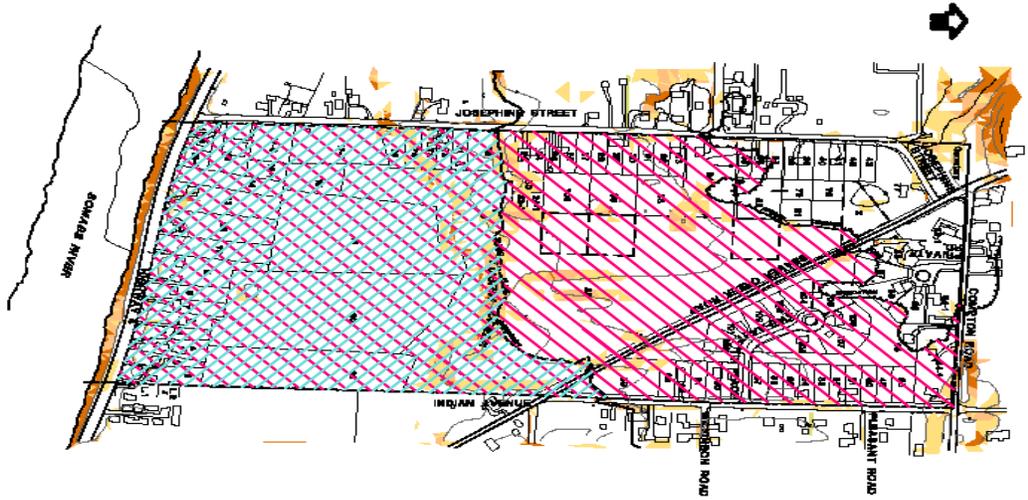
Figure 5.1 provides a general description of the physical characteristics of the Reserve including topography, relative slopes, Lugin Creek, the Somass River flood plain, the tsunami zone, and existing physical development.

**Topography, Flood Plain Hazards and Tsunami Zone**

The Ahahswinis Reserve is located within the floodplain of the Somass River. The topography of the Reserve is flat, with an elevation of less than 20 metres above mean sea level. The Reserve is characterised by a high ground water table, which often surfaces during periods of heavy rains and high tides which causes flooding on the Reserve.

Additionally, approximately 90% Reserve land is below an elevation of 10 metres and is located within the Tsunami Zone as designated by the City of Port Alberni.

**Figure 5.1 Physical characteristics map for Ahahswinis**



**HUPACABATH FIRST NATION  
COMPREHENSIVE DEVELOPMENT PLAN**

**LEGEND - LAND USE & PHYSICAL FEATURES**

- 0% to 10% SLOPE
- 10% to 15% SLOPE
- 15% to 20% SLOPE
- 20% PLUS RANGE

- FLOOD PLAIN ZONE
- TRIBUNAL ZONE



**AHAHWINIS I.R. No. 1  
PHYSICAL CONSTRAINTS**

**DNA**  
Development  
NATION  
STATE OF BRITISH COLUMBIA  
Project 441716

## **Vegetation & Drainage Features**

There is a forested area in the middle of the Ahahswinis Reserve, which consists of a mixture of coniferous and deciduous trees and small shrubs. Lugin Creek on the north side of the agricultural land is the main draining feature on the Reserve. This creek flows in an easterly direction across the Reserve and is a small tributary to Kitsuksus Creek, which drains into the Somass River. Anecdotal evidence suggests that there are a number of seasonal drainage courses flowing south into Lugin Creek.

## **Kitsuksus Creek**

### **Context**

The Kitsuksus Creek lands are generally comprised of 5 Crown-owned District Lots – DL42A, DL 144, DL145, DL146, and DL 167. DL144 has been subdivided into to a further 21 lots, which were never developed. This area is located north of the City of Port Alberni and approximately 2.5 kilometres northeast of Ahahswinis IR 1. The site is accessible by road and is in close proximity to education and community facilities. The adjacent Figure shows its location in relation to Ahahswinis IR 1 and the City of Port Alberni.

The total land area is approximately 231.5 Ha (572 acres).

### **Physical Features**

The Site is moderately to heavily treed with assumed mature second growth trees which appear to contain a substantial amount of merchantable timber.

The soils to the west of Kitsuksus Creek are described as moraine deposits consisting of gravely sand or gravel deposits that are well drained and moderately to strongly cemented. The lands to the east of Kitsuksus Creek consist of silty clay marine deposits which are poorly drained.

Figure 5.2 on the following page, summarizes the main physical features of the Kitsuksus Creek Lands based on available mapping, information provided by the Alberni-Clayoquot Regional District and limited site reconnaissance. As shown on Figure 5.2:

- the Site is generally sloping in a southward direction towards the City of Port Alberni and the Somass River;

- the vast majority of the Site has an average slope of less than 10% with small areas having slopes of between 11 and 20%; The steepest sloped areas are located along Kitsuksus Creek and its tributaries;

**FIGURE 5.2 Physical characteristics maps for Kitsuksus Creek**

- Kitsuksus Creek generally bisects the Site entering the Site near the central north-west corner and exiting the Site near the south-east corner; The Creek has several small tributaries and small wetlands/ponds located along the main Creek corridor;
- A setback of 30 metres from the Creek and its tributaries is identified consistent with HFN's Territory Land Use Plan Guidelines;
- the Garry Oak Habitat (approximately 2.2 Ha), identified by the Regional District, is located in the extreme south-west corner of the Site; This habitat is considered to be quite rare as Garry Oaks are not generally found this far north.

## 5.2 EXISTING RESERVE LAND USES

Hupacasath's main community is at Ahahswinis IR 1. This is where most of Hupacasath's development has occurred. There are only six homes at Klehkoot and no community facilities.

### Residential

Residential development at Ahahswinis occurs in four main locations:

- **River Road Residential**  
There are ten occupied homes along the north side of Highway 4 ranging in age from 7 to 65 years old. The lots along River Road are an average of 0.2 hectares.
- **Periphery Residential**  
There are 14 occupied homes along the east side of Josephine Avenue. They range in age from 5 to 30 years old. One of the lots measures 0.5 hectares. The balance average about 0.12 hectares.  
  
There are 3 occupied homes accessed directly from Compton Road ranging in age from 2 to 30 years old. One lot, at 0.5 hectares, contains 2 of the homes. The other lot is 0.6 hectares.  
  
There are seven occupied homes on westside of Indian Avenue ranging in age from 2 to 22 years old.
- **Subdivision Residential**  
There are also 13 houses in two subdivisions on Ahahswinis. There are 8 homes in Kwii-Aaht-Tin subdivision, which is accessed off of Indian Avenue. These homes range in age from 7 to 20 years old. The lots are an average size of 0.2

hectares. There is one vacant, serviced lot in this subdivision held as Certificate of Possession (CP).

The subdivision on the northeast corner of Ahahswinis has 4 occupied homes and is accessed off Compton Road. The houses range in age from 15 to 25 years old and the lots average 0.1 hectares in size. There is one vacant, serviced lot in this subdivision held as CP.

○ **Multi-Family Residential**

A limited land supply and affordability issues supported the development of 12 multi-family units over the past 5 years. These units are all located in proximity to the Multi-Purpose Community Building and include elders and family units.

### **Community Facilities**

- **Multi-Purpose Community Building:** opened in 2004, this building is located in the central part of the Reserve. It includes administrative offices, a kitchen, and a community hall.
- **Former Administration Office:** the First Nation Council's former Administration office was located in a modular building located on the North side of Highway 4. The building is currently rented out as office space.
- **Former Community Hall:** The former Hupacasath Community Hall is located on the north side of Highway 4 beside the old First Nation Administration Office. The building is currently rented out as office space.
- **Playground:** There is currently only one community playground that is suitable for young children. It is located within the new housing development on Ahahswinis Drive.
- **Cemetery:** The community cemetery is located at the northwest corner of the community. This small block of land is bordered by Josephine Street, Compton Road, and Beaver Creek Road. The community wishes to expand the Cemetery in the future.

### **5.3 LAND USE PLAN**

#### **Goals of the Land Use Plan**

The Land Use Plan is based on the following Goals which reflect the input of Council, Staff and the Community. The goals shape the Land Use Plans shown on Figures 5.3 and 5.4.

- A. Identify additional opportunities for residential development on Ahahswinis IR 1 to meet short term housing needs until Kitsuksus Creek lands become available.
- B. Respect existing land uses and the overall patterns of land use on Ahahswinis.
- C. Over time, transition the uses on the waterfront of IR 1 to Comprehensive Development which could include a mix of commercial, residential and institutional uses.
- D. Protect watercourses throughout the Reserves.
- E. Continue to develop alternative forms of housing to meet the range of housing needs.
- F. Develop road and trail connections through the community.
- G. Locate new community facilities along Beaver Creek Road.

#### **Ahahswinis IR 1**

##### **Residential Land Uses**

As shown in Figure 5.3, the Ahahswinis IR1 Land Use Plan includes two residential land use designations.

##### **Existing Residential – R**

The areas designated R on the Land Use Plan include existing residential uses that will be maintained as residential land uses. These include the residential land uses along the periphery of the Reserve on Josephine Street, Compton Road, Indian Avenue, and River Road, the multi-family housing near the Community building and in the two subdivisions in the northeast corner of the Reserve.

##### **Future Residential – FR**

Future residential lots on Ahahswinis IR1 will be developed where feasible within the Lugin Creek North area. The total number of units depends on a detailed site

investigation that includes issues such as drainage, soil water/sewer capacity as well as the effects of the Tsunami Inundation Zone and its construction requirements.

Preliminary estimates show that it may accommodate up to a maximum of 15 single detached units.

It is recommended that Chief and Council require the development of a community playground as part of the Future Residential area.

### **Community Facility - CF**

The Land Use Plan for Ahahswinis IR 1 designates an area along Beaver Creek Road as Community Facility. The objective of this designation is to ensure there are lands available to develop a mix of community and administrative uses that is intended to meet the needs of the Hupacasath Community. This area is within Lugin Creek North and is currently First Nation owned and includes the Multi-Purpose Community Building as well as the multi-family residential housing. The Land Use Plan identifies additional room to expand the Multi-Purpose Building and possibility construct a Cultural Centre which would include an elders centre and daycare centre.

The land use plan also designates the community cemetery as Community Facility. It is located in the northwestern corner of Ahahswinis at the intersection of Beaver Creek and Compton Roads. The site of the current community hall and administration building retains its Community Facility designation.

### **Agricultural - A**

The Land Use Plan shows that the existing agricultural land, north of the riverfront lots will continue to be agricultural, reflecting the agricultural potential of the land and the current uses.

### **Comprehensive Development - CD**

The Land Use Plan for Ahahswinis IR 1 designates the lands fronting on the Somass River as Comprehensive Development. Development on these properties can include the following: multi-family residential, institutional, commercial and agricultural. Development proposals for this area will be considered on a case by case basis by the Hupacasath Council.

**Fig 5.3 – Ahahswinis Land Use Plan**

## **Kitsuksus Creek**

Two alternative land use and development scenarios were developed for the Kitsuksus Creek Lands which were evaluated in the 2005 Kitsuksus Creek Highest + Best Use Study. The First Nation indicated a preference for Scenario 1 – Urban Residential Density with Woodlot. This Scenario provides the maximum flexibility and is also seen as the more feasible of two scenarios in terms of development servicing. The preferred scenario assumes a blend of the following general land uses:

**Urban Residential:** This area is located along the southern edge of the Site between the Gary Oak Habitat to the west and the potential Maplehurst Park Reserve to the east. The use assumes fully serviced residential lots with an average size of 0.1 hectares (25 m x 40 m) including a moderate allowance for small playgrounds. Figure X.4 provides a conceptual layout with 156 lots in a total area of approximately 23 hectares.

Water servicing is assumed to consist of an extension from the City of Port Alberni, the Cherry Creek or Beaver Creek Waterworks Districts. Sewer service would consist of an extension from the City of Port Alberni's which is located approximately 500 metres south of the Site.

**Future Residential:** This area is located immediately adjacent to the proposed Urban Residential designation and is intended to provide land to meet the longer term community development needs of the Hupacasath First Nation. It is assumed that this area would accommodate additional residential development along with potential indoor and outdoor community facilities. This area is approximately 25 hectares in size.

**Woodlot:** This area covers the majority of the Kitsuksus Creek lands and is approximately 116 hectares in total area. This use assumes that the First Nation would manage the lands as an on-going woodlot operation, similar in nature to the woodlot that the First Nation currently operates on its Klehkoot Reserve. designation would provide the First Nation with a source of both revenues as well as employment.

**Light Industrial:** This small area is located at the extreme northwest corner of the Site and is approximately 5 hectares in total area. The objective of this proposed land use designation is to provide an opportunity to develop forestry related value-added manufacturing opportunities flowing from the proposed woodlot land use designation. This site has road frontage and is not adjacent to any existing residential development.

*This configuration will be further explored through the subdivision feasibility pre-design/design.*

**Fig 5.4 – Kitsuksis Creek Land Use Plan**

## **6.0 CAPITAL NEEDS ASSESSMENT**

The purpose of the capital needs assessment is two-fold:

- to provide a description of the infrastructure which services the Ahahswinis IR 1 and the Kitsuksus Creek lands; and
- to identify capital projects required to address existing deficiencies or to meet anticipated community development demands, including the Kitsuksus Creek lands.

This Capital Needs Assessment addresses Ahahswinis IR 1 and the Kitsuksus Creek lands. A full description of Klehkoot is included in the 2002 Community Development Plan.

### **6.1 RESIDENTIAL LAND DEVELOPMENT**

The Hupacasath First Nation requires 49 new housing units on new lots over the next 10 years to accommodate current and forecasted needs.

#### **Lugrin Creek North Site**

The Hupacasath First Nation wishes to continue to concentrate its immediate residential land development on the Ahahswinis Reserve. A 2.9 hectare parcel north of Lugrin Creek (Lugrin Creek North) was identified for potential new residential development at Ahahswinis as part of the 2003 Community Development Plan. The potential number of housing units (a mix of small detached houses and townhouses) that can be developed in Lugrin Creek North could total 15, depending on the results of a detailed site investigation.

A feasibility/pre-design study is required to clearly define the proposed development of Lugrin Creek North and address the servicing requirements to determine the development capacity of this area. Detailed engineering for the proposed development would follow the completion of the feasibility/pre-design study.

Construction of the subdivision will need to be done in a way that respects the environmental sensitivity of this area. It will include clearing, construction of roads, extending water and sewer servicing, and installing power and gas service. Water and sewer servicing will be provided by extending water distribution mains and gravity sewer mains to service the area, and negotiating the necessary municipal servicing agreements with the City of Port Alberni.

### **Klehkoot Site**

Residential development opportunities at Klehkoot were identified in the 2003 Community Development Plan. However, feasibility level investigations concluded that Klehkoot is not suitable for additional residential development at this time. When the community forest use changes, it may be worth reconsidering opportunities in this community.

### **Kitsuksus Creek Lands**

For the past several years, the Hupacasath First Nation has been negotiating with the Province of BC for the Kitsuksus Creek lands. These lands comprise 5 Crown-owned district lots north of the City of Port Alberni and approximately 2.5 km northeast of Ahahswinis IR 1. The total land area is approximately 231.5 ha (572 acres).

The site's main physical features include:

- moderately to heavily treed with assumed second growth forest
- water courses with the requirement for a 20m riparian buffer on either side
- garry oak habitat
- topography

A preliminary development suitability assessment was completed in April 2005. Not including development constraints created by underlying soil conditions, it was assumed that 143.1 hectares (353.4 acres) of the site is net developable area.

As part of the 2005 Report, two land use scenarios were developed:

- Scenario 1 – Urban Density Residential & Managed Woodlot which includes a balance of urban residential, future residential, woodlot and lot industrial; and
- Scenario 2 – Rural Density Residential & Managed Woodlot which includes rural residential / woodlot and light industrial.

Scenario 1 offers a more compact form of development and was the preferred community option in 2005.

### **Recommended Works**

- Feasibility/Pre-design Study for Lugin Creek North Subdivision, including geotechnical investigation

- Design Lugin Creek North Subdivision
- Construct Lugin Creek North Subdivision

Once the Kitsuksus Creek land is transferred to the Hupacasath First Nation:

- Feasibility/Pre-design Study for Kitsuksus Creek, including geotechnical investigation
- Design Kitsuksus Creek Subdivision, Phase 1
- Construct Kitsuksus Creek Subdivision, Phase 1

## **6.2 WATER SUPPLY, TREATMENT & DISTRIBUTION**

### **Ahahswinis IR 1**

The Ahahswinis Reserve is serviced with water by the City of Port Alberni through 3 municipal servicing agreements covering different areas of the Reserve. There are no identified problems with this system.

### **Kitsuksus Creek**

Two waterworks districts provide water service to areas bounding the Kitsuksus Creek lands. These are the Beaver Creek Improvement District and the Cherry Creek Waterworks District.

The Beaver Creek Improvement District services the area to the south and west of the Kitsuksus Creek lands. The Beaver Creek water system consists of an intake in the Stamp River which is pumped from a wetwell connected to the river to two balancing reservoirs, a “north” reservoir and a “south” reservoir. Water flows by gravity through distribution mains to the areas served. The water is chlorinated. The improvement

district service area boundaries could potentially be expanded to include the Kitsuksus Creek lands under the authority of the Province of BC. The consultant engineer for the Beaver Creek Improvement District indicated that generally, areas below elevation 68m, can be serviced by the district with the present system. Only a small portion of the southeast corner of the Kitsuksus Creek lands meets this criteria. Therefore, in order for this water system to be able to serve a larger part of the Kitsuksus Creek lands, the system would have to be upgraded to create a second pressure zone. This can be accomplished by the construction of a booster station pumping to a reservoir at a higher elevation.

The Improvement District's engineers also indicate that the system now has some additional capacity, but not a significant amount. In order to expand the Beaver Creek Improvement District's service area, proposed development plans would be reviewed by the District's consultant engineers, in order to determine whether the proposed development can be serviced by the system both in terms of capacity and hydraulics. In the event that upgrades to the system are required, the developer would be responsible for the cost of the upgrades. The developer is also responsible for the costs of installing the distribution mains.

The Beaver Creek Improvement District does not provide fire protection services.

The Cherry Creek Waterworks District serves the area to the east and north of the Kitsuksus Creek lands outside the City of Port Alberni municipal boundaries. The consultant engineer for the Cherry Creek Waterworks District indicated that the Cherry Creek water system has sufficient elevation to provide service to all the Kitsuksus Creek lands. The Cherry Creek water system consists of an intake in a creek located in a dam on the creek, with gravity distribution to the service area. The only storage provided at the present time is behind the dam, and, therefore, there is limited fire fighting capacity, due to the limited storage. However, the construction of a reservoir is likely one of the next components of any upgrading that will be completed on this water system. The Cherry Creek Waterworks District does provide fire protection services.

It should also be noted that both the Cherry Creek water system and the Beaver Creek water system utilize surface water sources which are not filtered. Therefore, these systems do not meet current INAC standards which require disinfection and filtration of surface water sources. If a significant development at the Kitsuksus Creek land is proposed, the development of a stand-alone water system for these lands, that meets INAC standards, is a third option for providing water servicing to these lands.

### **6.3 SANITARY SEWAGE COLLECTION, TREATMENT & DISPOSAL**

#### **Ahahswinis IR 1**

The Ahahswinis Reserve is provided with sewer connections to the City of Port Alberni's system through a municipal servicing agreement. Currently 30 of the 45 homes on the Reserve, as well as the First Nation Administration Buildings are connected to the City sewer system. The remaining homes are serviced by individual on-site in-ground septic tank and disposal fields. No problems are reported.

## **Kitsuksus Creek**

The Kitsuksus Creek lands lie outside the City of Port Alberni boundaries, and, therefore are not serviced by the City's sewer system. The City boundary is not far – at its closest point, the City boundary is within 500 meters of the southwest corner of the Kitsuksus Creek lands. In a discussion with the City of Port Alberni Engineer, he indicated that the City's policy is only to provide service within its municipal boundaries, and, therefore, in order for the Kitsuksus Creek lands to connect to the City's sewer system, the boundaries would have to be extended to include these lands. However, since the City boundaries can only be expanded in a contiguous manner, it would be necessary for the lands between the City municipal boundary and the Kitsuksus Creek lands to be incorporated into the municipal boundaries as well. In discussions with several organizations that are familiar with this area, including the City, the waterworks districts and the local Health Officer, they generally indicated that there is a resistance to the expansion of the municipal boundaries to encompass this area.

At the present time, residential areas beyond the City of Port Alberni boundaries utilize individual on-site septic tank and in-ground absorption fields for sewage disposal.

Mr. Glen Gibson, the Health Inspector for the Central Vancouver Island Health Region, is concerned about the use of individual on-lot sewage disposal systems within the Kitsuksus Creek lands and the surrounding areas. Generally, there is a lack of native permeable soils suitable for constructing septic fields in. Ideally, at least 1.2m of native permeable soils are required, which can be reduced to 0.45m if a mounded system is used, or to 0.3m if a package treatment system is used which provides a higher level of treatment (advanced secondary). These soil conditions are generally not prevalent in these areas and there is a concern regarding contamination due to inadequate renovation of septic tank effluent, which is further exacerbated by poor drainage and saturated soils in some areas and is especially problematic during rainy spells. To date, this concern is mitigated by the sparse development and large lots, in the order of 1 to 5 acres, to the extent that the level of potential contamination is limited.

In terms of the limited to geotechnical information provided by AMEC, the northwest and southwest portions of the Kitsuksus lands are slightly more likely to have suitable soils for in-ground disposal, but AMEC expects that the moraine deposits will present difficulties both in terms of percolation rates being too fast and too slow, depending on

the degree of cementation of the deposits. The silty clay marine deposits which underlay the northeast portion of the lands are not suitable for in-ground disposal.

Extensive development of the Kitsuksus lands will not allow the continued use of in-ground disposal systems, and, subject to further soils investigations, the use of in-ground systems may not be appropriate even for limited development.

Therefore, in order to develop the Kitsuksus Creek lands, a community sewage, collection and treatment system may be required. This can be achieved by connecting to the City of Port Alberni system, which may require that the Kitsuksus Creek lands be incorporated within the City boundaries, or by the development of community sewage system for Kitsuksus Creek lands only.

In the interim, some limited development may be allowable within areas of suitable soils, most likely to be found in the eastern half of the Kitsuksus lands. It is recommended that a hydrogeological investigation be conducted in this area to assess the soil and hydrogeological conditions. However, it is anticipated that at best limited use of inground disposal systems will be achievable.

#### **6.4 ROADS, DRAINAGE , STREETLIGHTING & PEDESTRIAN SAFETY**

##### **Ahahswinis IR 1**

The community has identified the need for a road connection through the Ahahswinis Reserve. Currently, there are no road connections through the community and access is largely facilitated through the roads surrounding the Reserve.

##### **Kitsuksus Creek**

The Kitsuksus Creek lands are largely undeveloped. Best Road (which becomes Cowley Rd. outside the boundary of the Kitsuksus Creek lands) bisects the northeast corner of the Kitsuksus Creek lands and continues along a portion of the northern boundary of the lands. Kitsuksus Road runs north-south through the western portion of the site, with some very low density development along it to the north and to the south of the Kitsuksus Creek lands. The east-west component of Best Rd. intersects with Kitsuksus Rd. Since development surrounds the entire area, most of the boundary of the Kitsuksus Creek lands is accessible, either by existing roads which actually bound the area, or are close by.

### **Recommended Works**

- Feasibility for IR 1 Road Connection

## **6.5 FIRE PROTECTION**

### **Ahahswinis IR 1**

Fire Protection for the Ahahswinis Reserve is provided through a municipal servicing agreement with the City of Port Alberni.

### **Kitsuksus Creek**

There are limited existing fire protection opportunities for Kitsuksus Creek. The Beaver Creek Improvement District does not provide fire protection services. The Cherry Creek water system has only limited fire fighting capacity, due to limited storage. Fire protection services will need to be investigated as part of the feasibility study.

## **6.6 SOLID WASTE DISPOSAL**

Garbage collection and disposal is contracted out by the Hupacasath First Nation for the Ahahswinis Reserve. The community survey indicated that some people would like to see a recycling program or composting program developed on the Reserve.

## **6.7 ENVIRONMENTAL ISSUES**

An environmental issues inventory was completed for the Hupacasath First, in June, 1994 by Triton Environmental Consultants Ltd., which was summarised in the report Environmental Issues Inventory, Opetchesaht Band (Hupacasath First Nation).

No “environmental issues” that negatively impact the environment, were identified by the inventory; however, the First Nation identified two issues of concern:

1. **Flooding:** The Ahahswinis Reserve is located within the floodplain of the Somass River, with an elevation of less than 20 m above mean sea level. Although River Road is a flood protection dyke, periodic flooding on the Ahahswinis Reserve occasionally occurs during extended rainfall events and high tides, when the relatively shallow groundwater table surfaces and when Lugin Creek and the drainage ditching along the eastern and western boundaries of the Reserve occasionally overtop their banks. Lugin Creek, which flows across the Reserve, is a small tributary to Cherry Creek, which drains into the Somass River. However, with the Reserve being served by City water system, there are no contamination issues

associated with this flooding. This situation is experienced and expected in the low lying areas within the City of Port Alberni.

The City of Port Alberni’s Bylaw No. 4288, designates floodplains, regulates land subject to flood hazards, and provides levels for construction and development on floodplains. A draft bylaw revising Bylaw No. 4288, which also includes protection from Tsunami risks, has been drafted by the City, although as yet has not been passed. The Hupacasath First Nation may wish to adopt a policy to follow the guidance presented in these documents when constructing new buildings and houses, as they provide protective measures from the risks of river and tsunami flooding. They are attached in Appendix B

2. Erosion along the Reserve Boundary with the Somass River: The Hupacasath First Nation has observed erosion of their Reserve land base. The erosion should be investigated and appropriate remedial works undertaken.

**Recommended Works**

- Assess Erosion along Reserve boundary with Somass River.

**6.8 HOUSING**

Housing is a high priority for the Hupacasath First Nation Community. The supply of quality and affordable housing can have a significant impact on the number of people wishing to move to the community and also on whether or not people will remain in the community.

The First Nation’s Housing Needs are summarised below in the following table.

**Table 6.1: Hupacasath 10 Year Housing Need**

	Now	Years 1 to 5	Years 6 to 10	Total
Replacement				?
Overcrowding	10			10
In-Migration		10	9	19
Household Formation		12	8	20
<b>Total</b>	<b>10</b>	<b>22</b>	<b>17</b>	<b>49</b>

A portion of the housing need could be met through residential development at Lugin Creek.

The Hupacasath First Nation has recently constructed 12 units of multi-family housing: 2 elders units, 1 four unit townhouse and 2 triplexes which are a mix of 2 family units and 1

elders units. These units have met some of the demand for affordable housing. There are additional demands for affordable housing which could be met at Lugin Creek through a mix of multi-family houses and small lot single family houses.

Additionally, the community has identified the potential need for an elders assisted living project. This project could serve the needs of Hupacasath elders as well as potentially other Nuu-chah-nulth elders who need additional care and who are also looking for care with a strong cultural component.

There are a number of HFN houses which require mould remediation and other renovations. It is recommended that HFN undertake a comprehensive housing condition assessment which will provide a detailed list of works required and costs.

The Hupacasath First Nation developed a housing policy to better manage their housing program and residential lot development. The housing policy has been formally presented to the community and adopted by Council. However, there has been significant changes to the policy and it is in need of being reviewed by Council, amended as required, presented to the community and adopted. This will be particularly critical when development begins at both Lugin Creek and Kitsuksus Creek and HFN is managing a larger housing stock.

**Recommended Housing Works:**

- Construct 49 new housing units over the next 10 years
- Feasibility for Elders Assisted Living
- Complete major and minor home renovations
- Complete and adopt Housing Policy

**6.9 COMMUNITY FACILITIES**

Like housing, community facilities are an important part of maintaining a high quality of life in a community. They can also be a factor, which encourages people to stay in a community or to relocate to a community.

In the December 6, 2007 community workshop, the following new community facilities were identified by the community.

- Gym
- Youth Centre

- Day care
- Recycling – make it easier for people
- Hiking/biking trails – underway; let people know where they are
- Workshop
- Cultural Facilities
- Swimming Pool
- More parks/playgrounds
- Flower garden in front of hall
- Moorage

There may be some opportunities for combine some of these facilities, such as a youth centre, daycare and cultural facilities in one building. A possible location for this could be the Lugin Creek area.

The administration building community hall could be expanded to create a larger gymnasium space.

The need for a trail along the north side of Lugin Creek was identified as important by the community.

New parks and playgrounds will be included in both the Lugin Creek and Kitsuksus Creek residential development.

Based on community input, the following community facilities are identified for the 5 year Capital Plan to meet the community's needs:

**Recommended Community Facility Works**

- Design and Construct Administration Building addition
- Feasibility, Design and Construct Multi-Purpose Community Facility, including youth centre, daycare and cultural facilities.
- Construct trail along Lugin Creek
- Ensure that a community amenity space (park, playground, hard surface play area) is set aside for each 10 to 15 lots developed.

## 7.0 FIVE YEAR CAPITAL PLAN

The 5 Year Capital Plan has two primary purposes:

1. It provides a decision-making tool to assist the Hupacasath First Nation to allocate limited financial resources to best meet its community's needs; and
2. It serves as valuable tool to define overall capital needs and helps in negotiations to secure adequate needs-based funding.

The priorities in the 5 Year Capital Plan reflect health and safety projects followed by projects that address community growth and development needs. The 5 Year Capital Plan was prepared in close consultation with the Hupacasath First Nation, Staff and the community.

Capital projects have been broken down into four categories:

- A. Infrastructure
- B. Housing
- C. Community Facilities

Within each category is a list of Capital Projects required to meet the Hupacasath First Nation's infrastructure, housing and community facility needs over the next 5 years. The list of Capital Projects includes the following information:

- **Code:** Each capital project has a two letter code to identify projects:
  - IN Infrastructure
  - HS Housing
  - CF Community Facilities
- **Project Number:** Each project has been given a number. Similar projects are usually grouped together according to the first number, with the second number usually referring to the project phase, e.g., IN 1.1 is the first infrastructure project, Phase I. **The project number does not reflect priority.**
- **Cost Estimate:** Project costs have been estimated and in many cases are based detailed estimates while in some cases they are based on allowances. For some identified projects, little information was available to determine a reasonably accurate

cost estimate. In those cases, allowances or “order of magnitude” estimates have been included based on similar project experience. .

The Hupacasath First Nation’s 5 Year Capital Plan is presented in Table 7.1. In each year, a proposed list of capital projects is identified for implementation, including the Project Code and its associated Cost Estimate.

**Figure 7.1 Hupacasath First Nation – 5-Year Capital Plan**

<b>Hupacasath First Nation - 5 Year Capital Plan</b>							
		<b>2008/09</b>	<b>2009/10</b>	<b>2010/11</b>	<b>2011/12</b>	<b>2012/13</b>	<b>Total</b>
<b>INFRASTRUCTURE DEVELOPMENT</b>							
<b>Residential Land Development</b>							
IN 1.1	Feasibility Study/Pre-design Study for Lugrin Creek North Subdivision	50,000					\$50,000
IN 1.2	Design Lugrin Creek North Subdivision		50,000				\$50,000
IN 1.3	Construct Lugrin Creek North Subdivision			525,000			\$525,000
IN 1.4	Feasibility Study/Pre-design Study Kitsuksus Creek Subdivision		60,000				\$60,000
IN 1.5	Design Kitsuksus Creek Subdivision, Phase 1			100,000			\$100,000
IN 1.6	Construct Kitsuksus Creek Subdivision, Phase 1 (30 lots)				150,000		\$150,000
IN 2.1	Assess Erosion along Reserve boundary with Somass River	75,000					\$75,000
IN 3.1	Feasibility for IR 1 Road Connection		50,000				
IN 4.1	Update Comprehensive Development Plan					50,000	\$50,000
<b>Sub-Total Infrastructure</b>		<b>125,000</b>	<b>160,000</b>	<b>625,000</b>	<b>150,000</b>	<b>50,000</b>	<b>\$1,110,000</b>
<b>HOUSING DEVELOPMENT</b>							
HS 5.1	Construct New Housing Units (49 units @ \$35,000/unit)	350,000	350,000	350,000	350,000	315,000	\$1,715,000
HS 5.2	Feasibility for Elders Assisted Living				50,000		\$50,000
HS 6.1	Major House Renovations	187,500	187,500	187,500	187,500	187,500	\$937,500
HS 6.2	Minor House Renovations	75,000	50,000	150,000	150,000	150,000	\$575,000
HS 7.1	Adopt Housing Policy	5,000					\$5,000
<b>Sub-Total Housing</b>		<b>617,500</b>	<b>587,500</b>	<b>687,500</b>	<b>737,500</b>	<b>652,500</b>	<b>\$3,282,500</b>
<b>COMMUNITY FACILITIES</b>							
CF 8.1	Design and Construct Administration Building addition (full gym)	77,625	1,013,450				\$1,091,075
CF 8.2	Feasibility, Design and Construct Multi-Purpose Community Facility			130,500	1,703,750		\$1,834,250
CF 8.3	Construct Trail along Lugrin Creek	50,000					\$50,000
CF 8.4	Design and Construct 4 Amenity Spaces (1 per 15 lots constructed)		15,000	15,000	15,000	15,000	\$60,000
<b>Sub-Total Community Facilities Works</b>		<b>127,625</b>	<b>1,028,450</b>	<b>145,500</b>	<b>1,718,750</b>	<b>15,000</b>	<b>\$3,035,325</b>
<b>TOTAL 5 YEAR CAPITAL FUNDING NEED</b>		<b>\$870,125</b>	<b>\$1,775,950</b>	<b>\$1,458,000</b>	<b>\$2,606,250</b>	<b>\$717,500</b>	<b>\$7,427,825</b>

**Appendix A**

**CITY OF PORT ALBERNI BY-LAW 4288 (DRAFT)**



**Hupacasath First Nation**

**ECONOMIC DEVELOPMENT STRATEGY**

**Revised January 2008**

<b>EXECUTIVE SUMMARY</b>	<b><a href="#">ERROR: REFERENCE SOURCE NOT FOUND</a></b>	<b>9</b>
<b>MISSION STATEMENT</b>	<a href="#">50</a>	<b>50</b>
<b>GOALS</b>	<a href="#">50</a>	<b>50</b>
<b>THE STRATEGIES</b>	<a href="#">51</a>	<b>51</b>
<b>1.0 INTRODUCTION</b>	<a href="#">52</a>	<b>52</b>
1.1 ECONOMIC DEVELOPMENT STRATEGY PROCESS	<a href="#">53</a>	<b>53</b>
1.2 COMMUNITY CONSULTATION	<a href="#">53</a>	<b>53</b>
<b>2.0 DEVELOPING A FRAMEWORK</b>	<a href="#">54</a>	<b>54</b>
2.1 MISSION STATEMENT	<a href="#">54</a>	<b>54</b>
2.2 GOALS	<a href="#">54</a>	<b>54</b>
<b>3.0 COMMUNITY PERSPECTIVES</b>	<a href="#">55</a>	<b>55</b>
3.1 COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT	<a href="#">55</a>	<b>55</b>
3.2 COMMUNITY STRENGTHS AND WEAKNESSES	<a href="#">56</a>	<b>56</b>
3.3 EMPLOYMENT INTERESTS	<a href="#">57</a>	<b>57</b>
3.4 TRAINING & EDUCATION	<a href="#">58</a>	<b>58</b>
3.5 COMMUNITY BUSINESSES	<a href="#">59</a>	<b>59</b>
<b>4.0 THE CHANGING ECONOMY – SOCIO-ECONOMIC TRENDS</b>	<a href="#">60</a>	<b>60</b>
4.1 HFN POPULATION INCREASES BY 21% IN ONE YEAR	<a href="#">60</a>	<b>60</b>
4.2 HUPACASATH FIRST NATION HAS A HIGH PROPORTION OF YOUNG PEOPLE	<a href="#">60</a>	<b>60</b>
4.3 THE SIZE OF THE LABOUR FORCE EMPLOYED IN PRIMARY INDUSTRIES IS DECREASING	<a href="#">61</a>	<b>61</b>
4.4 HUPACASATH FIRST NATION SKILLS AND EDUCATION	<a href="#">62</a>	<b>62</b>
4.5 GENERAL TRENDS IN THE PROVINCIAL LABOUR FORCE	<a href="#">63</a>	<b>63</b>
4.6 PORT ALBERNI- BUILDING A NEW ECONOMY	<a href="#">63</a>	<b>63</b>
<b>5.0 IDENTIFYING THE OPPORTUNITIES - ECONOMIC SECTORS</b>	<a href="#">6</a>	<b>6</b>
<b>REFERENCE SOURCE NOT FOUND</b>		
5.1 TOURISM	<a href="#">6</a>	<b>6</b>
5.2 RETAIL AND SERVICE	<a href="#">67</a>	<b>67</b>
5.3 LOGGING AND FOREST PRODUCTS	<a href="#">68</a>	<b>68</b>
5.4 FISHERIES	<a href="#">70</a>	<b>70</b>
5.5 AGRICULTURE	<a href="#">71</a>	<b>71</b>
5.6 SPECIFIC BUSINESS VENTURES	<a href="#">72</a>	<b>72</b>
5.7 OPPORTUNITIES SUMMARY	<a href="#">72</a>	<b>72</b>
<b>6.0 ENVIRONMENTAL SCAN- IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CONSTRAINTS</b>	<a href="#">73</a>	<b>73</b>
6.1 STRENGTHS	<a href="#">73</a>	<b>73</b>
6.2 LIMITATIONS	<a href="#">73</a>	<b>73</b>
6.3 OPPORTUNITIES	<a href="#">73</a>	<b>73</b>
6.4 CONSTRAINTS	<a href="#">7</a>	<b>7</b>

**7.0 DEVELOPING THE BASE – THE ECONOMIC DEVELOPMENT CORPORATION**

**.....7ERROR: REFERENCE SOURCE NOT FOUND**

*7.1 RESPONSIBILITIES OF THE ECONOMIC DEVELOPMENT CORPORATION.....75*

*7.1.1 Venture Analysis.....75*

*7.1.2 Feasibility Study.....76*

*7.1.3 Business Planning.....77*

**8.0 MOVING FORWARD – STRATEGIES FOR ECONOMIC DEVELOPMENT.....77**

*8.1 ECONOMIC DEVELOPMENT STRATEGIES.....77*

*8.2 ECONOMIC DEVELOPMENT ACTION PLAN.....79*

**APPENDIX 1.....8ERROR: REFERENCE SOURCE NOT FOUND**

**APPENDIX 2.....88**

**APPENDIX 3.....90**

## EXECUTIVE SUMMARY

The 2002 Hupacasath Economic Development Strategy was originally drafted in conjunction with the Hupacasath First Nation Physical Development Plan. The strategy provided the Hupacasath First Nation with a framework for moving forward with economic development initiatives.

Circumstances in the Hupacasath First Nation have changed and the 2002 Hupacasath Economic Development Strategy was updated for the new fiscal year beginning April 1, 2008. This document was designed to be flexible and has been carefully reviewed and amended to reflect the community's changing conditions, needs, economy, as well as updated statistics and research. Most importantly, there has been consultation with community members.

The mission, goals and objectives of the Hupacasath First Nation's economic development strategy are still very much relevant and have not been changed from the 2002 Strategy.

Goals and Strategies are listed in the document along with an Action Plan. The Action Plan was updated for 2008 and it outlines specific initiatives with time frames. Priorities and staff resources can be determined by referring to the Action Plan.

The Board of Directors for the Hisinksi Economic Development Corporation was established and incorporated. A CEO has been hired and an office established for the HEDC. Recruitment of board members outside of the Hupacasath community will result in a group with a wider range of business skills and experience.

Tourism stands out as the sector that Hupacasath are ideally situated to be successful at. Significant changes have occurred such as the approval and the securing of the necessary funding for the Interpretive Centre along the Somass River since the drafting of the last Economic Development Plan.

In 2002, added-value wood products and added-value seafood initiatives seemed to show a lot of promise in economic development. However at this time there is less enthusiasm from HFN community members for any wood or fisheries based businesses at this time. Forests and fisheries have been so depleted; there is very little hope from community members that even

added-value projects could be viable. The Vancouver Island economy is now becoming a goods and service based economy as opposed to a resource based.

Economic Initiatives that will be considered as Hupacasath seeks partnerships are as follows:

Gas station	Campground	Bottled Water
Retail	Fishing/Hunting Guiding	Office space rental
Daycare	Hotel/motel/resort	Auto repair
Arts and Crafts	Technology based business	Grocery store
Museum	Cultural Events	Bank/Credit Union
Restaurant/Café	Agriculture	

There is very little land to develop or live on with respects to the current land base of the Hupacasath First Nation. Some real estate will have to be purchased and/or accessed through other mechanisms. Partnerships are being sought out with Hupacasath who have certificates of possession on reserve land that is in prime commercial locales.

As the office of the HEDC gains capacity, provides support and makes appropriate referrals it is anticipated that community members will be more knowledgeable and successful at establishing their own businesses.

The established band-operated businesses such as Eagle Rock, Upnit Power and Tiickin Power will continue to be managed through the Hupacasath Administration office. New projects established by the HEDC will remain under the governance and management of the HEDC and staff.

## ***MISSION STATEMENT***

To enhance community and individual self-sufficiency by building community capacity and developing business opportunities that build on traditional knowledge, talents, and our community's strengths and are based on the realities of the market.

## ***GOALS***

1. Enhance community and individual self-reliance by: creating employment and career opportunities for Hupacasath First Nation community members, especially youth.
2. Investing revenues earned through First Nation economic development initiatives into new and existing individual and First Nation business development opportunities and other community-based programs and initiatives.

3. Plan and co-ordinate projects and businesses to allow for them to be interrelated and complimentary to each other.
4. Support a mix of First Nation-owned and individual-owned projects and businesses.
5. Support projects and business development, which build capacity among First Nation members.
6. Partner with other organizations, businesses, and individuals that are involved in economic development.
7. Create new projects and businesses that build on the Hupacasath First Nation's culture, traditions, and community strengths.
8. Assist First Nation members to start new businesses, and/or to manage existing ones.

## ***STRATEGIES***

### **Ensure that Hupacasath First Nation has an appropriate structure in place to manage economic development.**

This will provide the Hupacasath First Nation with a management structure; separate from Chief and Council, that will be tasked with overseeing the community's economic development activities.

Chief and Council will provide input as to the direction economic development will take in the Hupacasath community.

### **Maintain community support for economic development.**

It is important to ensure that the community supports the economic development activities in the Hupacasath community. This will be done by keeping the community informed and by gathering feedback about economic development activities from community members through community consultation.

### **Provide on-going support for individual Hupacasath First Nation members to own and manage businesses.**

It is essential that individual Hupacasath First Nation members have a support system in place for starting and managing their individual businesses. This support can be in the form of business planning advice, marketing, accounting, storage, facility rental, and administration.

**Monitor and assess opportunities in the tourism, and value-added fisheries and forestry sectors on an on-going basis.**

In order to identify future opportunities for economic development, there needs to be an information system in place that will enable the Hupacasath First Nation to identify opportunities and follow trends. This information system can also be used as a resource for developing feasibility studies and business plans.

**Develop employment and training opportunities for Hupacasath First Nation members, including youth.**

This will enable community members to identify opportunities for training and skill development, giving them a better chance to secure meaningful employment opportunities. It is especially important to target youth as part of this project, so they can start to identify their long-term career goals.

**Enhance and support development of the tourism sector with a view to establishing the Hupacasath First Nation community as the gateway to the Pacific Rim.**

At this time, tourism provides the greatest opportunity for economic development in the Hupacasath community. In establishing itself as the gateway, the Hupacasath First Nation can build on its inherent strengths with respect to the economic development activities it decides to pursue. This is a long-term strategy and economic development initiatives should enhance the community's position as the gateway.

## *INTRODUCTION*

The Hupacasath First Nation Economic Development Strategy was initiated by the Hupacasath First Nation Chief and Council, Hupacasath Economic Development Committee and the Hupacasath community as part of their 2001/2002 Comprehensive Community Planning Process.

Building the Hupacasath First Nation's economic development strategy included:

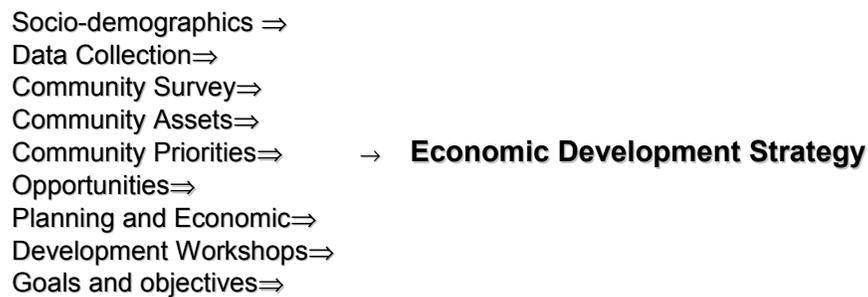
- Consulting with the community;
- Developing the mission, goals and objectives of the Hupacasath First Nation's economic development strategy;
- Identifying economic development opportunities; and,
- Creating strategies for pursuing economic development.

This strategy is intended as a flexible, working document, able to reflect changes in community circumstances and priorities. It provides guidance for the Hupacasath First Nation in these early stages of economic development.

The 2002 Community Development Plan was reviewed and results presented at a special community meeting on December 6, 2007. Staff at this meeting re-introduced the planning process and invited community members to draft another Community Development Plan for the next 5 years.

## **1.1 ECONOMIC DEVELOPMENT STRATEGY PROCESS**

The development of the 2007 strategy will basically repeat the process used by community members, David Nairne and Associates, Chief and Council, and staff in 2002.



## **1.2 COMMUNITY CONSULTATION**

Community members guided, and informed the strategies in the 2002 plan as well as the 2007 plan. Opportunities for community members to get involved included:

- A **community dinner** in November 2007, where an announcement was made to kick-off the next planning process.
- A current version of a **community survey** which included a section on economic development and business development. It was circulated to Hupacasath First Nation (HFN) members over several months. Community members were encouraged to complete the survey by phone, e-mail and newsletter.
- A **community planning meeting** with a dinner on December 6<sup>th</sup>, 2007 was hosted by HFN. During this well attended meeting, the participants were provided the results of the 2007 survey. It was announced that virtually every goal in the 2002 community plan was accomplished.

At this planning meeting participants were divided up into groups and each group discussed certain aspects of the community development plan. The questions used as a guide to discussions on Economic Development were:

1. What should HFN's top priority for Economic Development be?
2. What should we absolutely avoid?
3. How can we continue to improve our performance?
4. Are there other opportunities that we should consider?

## **2.0 DEVELOPING A FRAMEWORK**

A clearly written economic development mission and set of goals is an essential part of community-based economic development for the Hupacasath First Nation.

The mission and goals identify what the community wants to achieve. It also articulates the community's commitment to long-term economic development. As a result of the community survey, workshops, and community meetings, a framework for economic development in the Hupacasath community was developed.

This framework must be reviewed and amended regularly so that it continues to meet the needs and changing circumstances of the Hupacasath First Nation within its local and regional environment.

### **2.1 MISSION STATEMENT**

*"To enhance community and individual self-sufficiency by building community capacity and developing business opportunities that build on traditional knowledge, talents, and our community's strengths and that are based on the realities of the market."*

### **2.2 GOALS**

The economic development goals in support of this mission include the following:

1. Enhance community and individual self-reliance by:
  - Creating employment and career opportunities for Hupacasath First Nation

community members, especially youth.

- Investing revenues earned through First Nation economic development initiatives into new and existing individual and First Nation business
  - Development opportunities and other community-based programs and initiatives.
2. Plan and co-ordinate projects and businesses so they are interrelated and complimentary to each other.
  3. Support a mix of First Nation-owned and individual-owned projects and businesses.
  4. Support projects and business development, which build capacity among First Nation members.
  5. Partner with other organizations, businesses, and individuals that are involved in economic development.
  6. Create new projects and businesses that build on Hupacasath First Nation's culture, traditions, and community strengths.
  7. Assist First Nation members to start new businesses, and/or to manage existing ones.

### 3.0 COMMUNITY PERSPECTIVES

A comprehensive survey of Hupacasath First Nation members was completed in the fall of 2007. This survey contained specific questions regarding economic development. The objectives of the economic development questions were:

- To determine what economic opportunities HFN community members are interested in
- To identify strengths and weaknesses of the HFN community in relation to economic development
- To determine what HFN members believe are the top priorities for economic development

#### **3.1 HUPACASATH CHIEF AND COUNCIL'S ROLE IN ECONOMIC DEVELOPMENT**

Community members agree that Chief and Council have a role to play in economic development in the community. About 1/3 of the 2002 survey respondents believe that Chief and Council should:

- Initiate economic development activities

- Facilitate economic development activities in order to own community businesses and in order to assist community members to start their own businesses

As noted in 2.2 above, this Economic Development Strategy reflects the communities' expectations and provides the mandate to Chief and Council and committees of Chief and Council when approved.

Chief and Council have a crucial role in HFN economic development. As documented in the review of HFN's Choo-Kwa Ventures by consultant, Darren Willis in November 2007, business is guaranteed to fail without strong leadership and commitment. Darren Willis advises:

*“Leadership sets the rules about the investment choices made by a company. These decisions at the uppermost level of an organization often set the foundation for a company’s success or failure.”*

*“...directors need quick and enlightening information concerning the most global issues related to the company and the market in which it operates.”*

*“Without a sense of urgency from leadership, mission goals will continue to linger on the horizon...”*

### **3.2 COMMUNITY STRENGTHS AND WEAKNESSES**

In comparing the community members' responses from 2002 and 2007 there wasn't any huge discrepancies found between them. Some of the strengths are listed and categorized as weaknesses as well. For example, in 2002 there were respondents that told us some of the community strengths are people, harmony, unity and pride. In the 2002 survey, respondents also said the weaknesses in the community were divisiveness, lack of trust and lack of respect. These responses that seem to be polar opposites are not particularly troubling because they reflect the wide range of feelings held by community members. We can be mindful that planning must be inclusive of all community members.

#### **Strengths**

<b>2002</b>	<b>2007</b>
People	Location/access to natural resources
Location	Good business reputation
Harmony	Innovative/creative people
Unity	Knowledgeable & educated members
Pride	Progressive attitudes

## Weaknesses

2002	2007
Divisiveness	Poor communication
Lack of respect Lack of trust	Tension/conflict/mistrust/
Jealousy	No expressed vision or goal
Greed	Need more training Education/employment
Split loyalties	Lack of land

### 3.3 EMPLOYMENT INTERESTS

When asked, in 2002, community members identified the following jobs they would be interested in order of popularity.

1. Service Jobs
2. Health and welfare related jobs
3. Technology based businesses
4. Construction Jobs

In 2007 this order hasn't changed and economic development continues to be a community priority as reported in the community survey results. 'More employment' was second in a list of 'what things you would like to change about your community'. Education and economic development were popular responses to the question 'what issues need to be addressed?'

More information regarding what employment interests HFN may have can be found in a draft of the Community Skills Inventory that was completed in January 2008. Respondents were asked to state what job they have always wanted to do. There were only a few respondents who identified a job, knew the requirements to have the job and would likely pursue the requirements. Those jobs were: child/youth worker, teacher of cutting and smoking fish, teaching crafts, business management, road surveyor, archaeologist, fisheries biologist, manager, business manager, and conservation officer. Several experienced professionals stated they had always wanted to do the job they already worked in. Further research is yet to be done to determine education and employment interests of children and youth.

It is worth noting that both local First Nations, and other local agencies hire Aboriginal employees on an on-going basis. Clarence Louie, chief of the prosperous Osoyoos Indian band states that he hires Indian people from nations all around North America. It is common to see a

majority of Aboriginal applicants for entry-level jobs in Aboriginal organizations. It would appear that “If we create the jobs, they will come.”

Over the past year or so there were HFN members that applied for posted jobs in positions such as Secretary, Natural Resource Assistant, Maintenance Support, Economic Development Officer, Housing Coordinator, Junior Accountant as well as various seasonal/temporary jobs.

### **3.4 TRAINING & EDUCATION**

Some options for HFN community members interested in training and education are:

- A NTC Post-secondary Funding – trades training is considered for approval if the college recognizes the course as one year in length.
- B NTC Blade Runners’ job placement program prepares participants for the construction industry.
- C Scholarships and bursaries
- D Canadian Forces Aboriginal Peoples Programs – summer and pre-entry
- E Aboriginal Training Program in Museum Practices

The majority of community members prefer a mix of training and education in Port Alberni and outside the community. Local colleges are very open to creating and delivering courses for First Nations when there is a large enough group to make it worth their while.

Training is offered through the Nuu-chah-nulth Economic Development Corporation. Starting a business, marketing, eco-tourism, communications and financial management are examples of workshops offered in the past year.

The Nuu-chah-nulth Tribal Council are known for the quality youth conferences hosted each year. Hupacasath First Nation has successfully hosted a very popular youth career fair as well in the last couple of years.

Poster campaigns as well as the regional newspaper, the Ha-shilth-sa, often profile Aboriginal people who have achieved success in education, careers and business.

Respondents in the 2007 Community Skills Inventory Survey who have a post-secondary education studied at a range of educational institutes on Vancouver Island, Lower Mainland, Alberta, Ontario and the USA.

### 3.5 COMMUNITY BUSINESSES

#### Ideas for New Hupacasath First Nation Community Businesses

The HFN members were asked to identify new business ventures they would like to see developed in the community. The table below shows the order of popularity for the various business ideas in 2002. Following the 2002 information there is a list of preferred business ideas put forward in 2007.

#### 2002

Community	Tourism	Other
1 Child Care Facility	1 Arts & Crafts	1 Sea-food processing
2 Grocery Store	2 Hotel/Motel/Lodge	2 Technology Based
3 Mechanics Shop	3 Fishing/Hunting/Guide	3 Value-Added Wood
4 Bank/Credit Union	4 Restaurant/café	4 Consulting Services
5 Hardware Store	5 Campground	5 Office Space Rental
6 Laundromat	6 Cultural Events	6 Sports Supply
7 Taxi/Bus Service	7 Museum	

#### 2007

Community Based	Tourism	Other
Child Care	Hotel/Motel/Lodge/Resort	Technology based
Grocery Store/Retail	Campground/RV Park	Value-added wood
Mechanics/Auto-repair Shop/Gas	Fishing/Hunting/Guiding	Office space rental
Bank/ Credit Union	Arts & Crafts	(consulting services later)
Agriculture	Restaurant/Cafe	
	Cultural Events	
	Museum	

#### Core beliefs and values about HFN businesses or individual HFN members businesses:

- Use 'green energy' and apply principles of reduce, re-use, re-cycle
- The environment must not be contaminated or left damaged in any way for future generations
- Businesses must provide employment for HFN members or build capacity in some way
- Businesses will not bring negative attention to the community (socially unacceptable enterprises)
- Establish partnerships with outside interests

## 4.0 THE CHANGING ECONOMY – SOCIO-ECONOMIC TRENDS

### **4.1 HFN Population increases by 21% in one year**

Over the past 20 years community population has grown at an average annual rate of 3.6% per year. From 1987 to 1997 community population grew at a rate of 3% per year. From 1997 to 2007, community population grew more rapidly at 4.1% per year. Growth in community membership has seen a significant increase in the past year, growing from 257 to 312 (21% increase).

Growth in the community population in the 1990s was relatively flat compared to the past several years, where it has experienced substantial increases – almost 5% per year over the past 5 years. This is likely the result of an intensive housing program implemented since 2001 and the significant growth in membership.

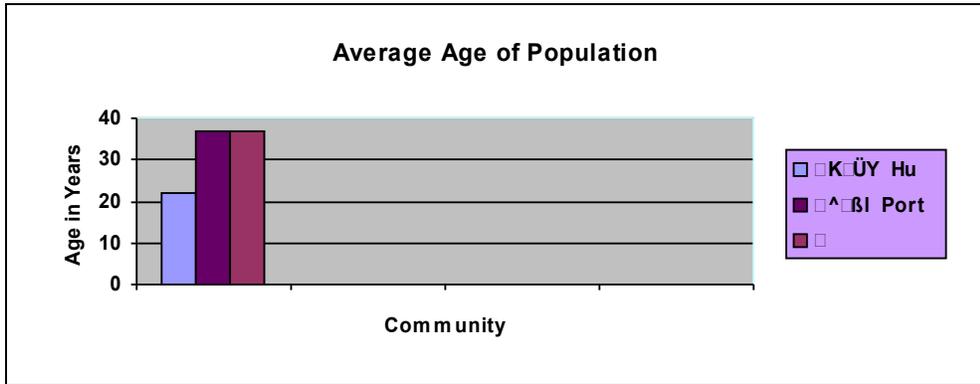
Source: Population, Growth, Housing and Lot Needs – DNA (2007)

In comparison, the population for the Alberni/Clayoquot Regional District grew by .26 %, which brings the population to 32,345 in 2007. (BC Stats) The population was 31,509 in 2002.

Port Alberni also serves as a hub for those travelling to the West Coast of Vancouver Island, including Ucluelet, Tofino and Pacific Rim National Park. As commodities tend to be much pricier in these remote areas, campers and travellers often do their shopping in Port Alberni before continuing their journey. This has resulted in rampant development along the Johnston Road (Highway 4) corridor, including several new big box retailers, grocery stores and strip mall developments. In the past five years, several eco-tourism companies have set up shop in the Alberni Valley, taking advantage of the city's location on the fringe of wilderness yet proximate location to Vancouver and Victoria.

### **4.2 HUPACASATH FIRST NATION HAS A HIGH PROPORTION OF YOUNG PEOPLE**

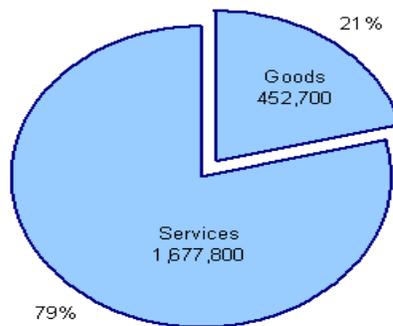
The demographic composition of the Hupacasath First Nation's population is different than Port Alberni and the Province as a whole. The Hupacasath First Nation population has a greater proportion of its population under the age of 19 years. Approximately 34% of the community population is under 20 years of age. The average age of the Hupacasath First Nation population is 22.0 years, compared to 37.0 for Port Alberni and 36.9 for British Columbia.



Source: Population, Growth, Housing and Lot Needs – DNA ( 2007)

### 4.3 THE SIZE OF THE LABOUR FORCE EMPLOYED IN PRIMARY INDUSTRIES IS DECREASING

The City and Regional labour force have experienced significant decreases in the primary industry sectors and overall increases in areas such as wholesale, service industries and agriculture. Four out of five jobs are in service industries



Total employment in 2005: 2,130,500

Source: A Guide to the BC Economy and Labour Market

### Labour Force by Industry for Vancouver Island/Coast Development Region

Annual Averages (thousands of persons)

	2002	2007
Total Employed, All Industries		
Goods Producing Sector	55.8	70.3
Services Producing Sector	261.6	308.1
Trade	54.7	65.7
Health Care & Social Assistance	39.2	52.8
Construction	17.1	35.8
Accommodation & Food Services	30.9	31.7
Educational Services	24.4	25.8
Public Administration	22.5	25.1
Forestry, Fishing, Mining, Oil & Gas	10.4	9.8

Source: Statistics Canada

The statistics indicate that Vancouver Island/Coast is experiencing substantial change in sectors and opportunities that support the economic base of the region.. The traditional resource-based industries such as forestry and fishing that historically generated much of the area’s growth are giving way to other emerging areas of opportunity that are service, rather than natural resource-oriented.

#### **4.4 HUPACASATH FIRST NATION SKILLS AND EDUCATION**

Hupacasath members living on reserve indicated a variety of educational achievements and skill levels in 2002. The following list has been created using limited information. This list provides a preliminary view into the education, skills and training among Hupacasath First Nation Community Members.

**Table 4.2: Education/Skills/Training Among Hupacasath First Nation On-Reserve Community Members**

<b>Educational Services</b>	<b>Business Services</b>	<b>Personal Services</b>	<b>Cultural</b>	<b>Government</b>	<b>Construction</b>
Native Adult Instructor Education	Accounting	Hairstylist	Museum Guide	Local government	Carpenter
Early Childhood Ed.	Computer training	Homemaker	Archaeological	Native Liaison	Contractor
	Consulting	Life Skills	Music	Teacher	Landscaping
	Office Assistant	Sewing	Nuu-chah-nulth language	Student Support Services	Journeyman
	Security	House Mover	Visual Arts	Human services	Electrical
	Website Design		First Nation Art		
	Office Administration Economics/Planning				
	Lawyer				
	Cook				
<b>Transportation</b>	<b>Primary Industry</b>	<b>Health Care</b>	<b>Value Added</b>	<b>Food/ Accommodation/ Retail Services</b>	<b>Other</b>
Auto Technician	Fisheries	Swift Water Rescue	Woodworking Marine Technology	Culinary Arts	Canning
Cab Driver	Forestry	Fire-fighter		Retail Clerk	Ceramics
Class 5 Licence	Silviculture	Caregiver		Chambermaid	Embroidery
Autobody Repair		CPR/First Aid		Caterer	Gardening
		Medical/Dental Office Assistant		Food sales	Bachelor of Arts
		Nursing		Fast Food Supervisor	Biology
		Dental Assistant		Cook	
		Long-term care			
		Counseling			
		Social Work			
		Psychology			

It is important that the Hupacasath First Nation truly understand the level of education and skills among First Nation members in order to match training needs to employment opportunities.

#### **4.5 GENERAL TRENDS IN THE PROVINCIAL LABOUR FORCE**

One in five BC workers is self-employed. In 2000, small business accounted for approximately 98% of all businesses in British Columbia. Micro-businesses comprised about 83% of small businesses.

Most of the jobs are in the service industries. Retail and wholesale trade is the biggest employer in the service sector and in BC's economy. It employs one in every four service sector workers.

#### **4.6 Port Alberni- Building a new economy**

A conference titled "Re-Discovering the Alberni Valley: Building a New Economy in a Changing Community" was held in November 2007. A diverse group of the Port Alberni community representing business, the arts, churches, advanced education and local government planned the event. Recognizing that relying on the forest and fishing industries for secure employment was no longer realistic, the group approached the University of Victoria to develop and present at this conference.

Participants looked at the challenges and opportunities presented in our changing economy and changing demographics. At this conference it was noted that Port Alberni's economy is based heavily on the forest industry which is changing rapidly. Demographics are changing too. Young people are leaving the community because they don't see future sustained employment possibilities here and older people are moving to the community because it is an affordable place to retire.

The local Aboriginal population is younger than most BC residents. It is an ideal time to ensure children and youth understand how critical they are to the workforce, how important education and training is and the opportunities that can be found in business.

Although there is a movement to improve the local economy, in the beginning stages of economic development, it is prudent to look beyond the local market for consumers of Hupacasath First Nation goods and services.

## 5.0 IDENTIFYING THE OPPORTUNITIES - ECONOMIC SECTORS

Through the consultation process, the community identified a number of opportunities for economic development. Opportunities related to the tourism sector were most prevalent followed by natural resources such as forestry and fishing as well agriculture. Community members also mentioned other categories such as retail and manufacturing.

The following profiles each of these sectors. This is meant to provide a basis from which to explore and develop more specific opportunities for economic development.

### 5.1 TOURISM

#### Information from April 2005 BC Stats “Special focus”: Vancouver Island/Coast

- Room revenues increased 8.2% to \$295.2 million in 2004 (increased steadily since 2000)
- The region experienced strong average growth (+4.4%) with increases well above the rate for the province as a whole
- The region outperformed the province in revenue growth between 2001-2004
- Revenues jumped (+12.1) in the Alberni Clayoquot Region in 2004 due mostly to vacation rentals
- Nearly 20% of BC total revenues originate in Vancouver Island/Coast (V.I.)
- There were more accommodation properties in 2004
- Since 1995 the overall number of passengers on BC Ferries has dropped but in 2004 they carried more passengers and vehicles
- The number of passengers traveling through regional airports has increased
- Passenger traffic at the Comox airport increased (+24.3%) in 2004
- There has been phenomenal growth (+208.8%) in the number of cruise ships coming to Victoria

#### Information from a Tourism Labour Market Research Project (2003) “Visitor Profile – Pacific Rim Region”

- Forms of accommodation visitors planned to use in order from most to least: hotel/motel, campground, friends/family, B&B, Hostel, day trippers, resorts, other and boats
- Trip purpose was 89% leisure, 4% business or work, 6% work and pleasure and 1% personal

- The type of transportation used: 41% rental, 38% personal, 17% family or friend, 12% taxi or shuttle, 11% coach or bus, 9% boat, 7% RV or camper, 6% kayak or canoe, 5% bicycle, 5% other, 2% train and 1% motorbike
- Hiking was the number one choice with 60% indicating they had participated or intended to participate during their visit. Wildlife viewing, whale watching, bird watching and kayaking/canoeing were also popular.

### **Emerging opportunities**

1. A slight upswing is expected with strongest growth in a renewed international visitor base.
2. New tourism niche markets are being developed:
  1. Native Culture tours
  2. Sports and recreation packages
  3. Agri-tourism
  4. Eco-tourism
3. The 2010 Winter and Paralympic Winter Games can:
  - Be a catalyst for Aboriginal economic development
  - Be a catalyst for Aboriginal infrastructure enhancement
  - Be an opportunity to achieve objectives for Aboriginal youth, Aboriginal sport and Aboriginal health
  - Foster and Showcase Aboriginal Cultural Pride

### **How many businesses are there in the tourism sector?**

- In 2001, there were 17,966 tourism establishments in B.C. (approx. 1 in every 9 businesses with employees).
 

–Food & beverage service	9,450
–Transportation	3,502
–Accommodation	2,108
–Amusement, gambling, recreation	1,822
–Performing arts, heritage etc.	1,084
- 92% of these firms have fewer than 50 employees
- Wage and salary bill of \$3.2 billion in 2001

### **Where in the province is tourism happening?**

Regional Distribution of B.C. Tourism Room Revenues, 2003 Total = \$1.487 billion

Mainland/Southwest	55%
Vancouver Island/Coast	18%

Thompson/Okan	8%
Kootenay	5%
Northeast	3%
Cariboo	3%
North Coast	1%
Other	5%

Tourism is a key contributor to the province's Gross Domestic Product (GDP). In 2005, the tourism sector contributed approximately \$5.4 billion to provincial GDP and employed 120,000 workers.

Source: Stats Canada *Canadian Travel Survey (2005)*

### **First Nation-related Tourism is a Growth Sector**

Aboriginal Tourism or eco-tourism in BC holds great potential in a strong and growing tourism market, but is currently recognized to be an immature market needing support to develop business and tourism operator skills, networking / partnership and marketing skills. There is also a need to develop cultural tourism businesses at tourism 'gateway' cities or parks where tourists can experience half or full day cultural tourism adventures. Not only does the Hupacasath First Nation benefit from its strategic location on Highway 4 but the community also has a natural market niche with respect to tourism-related development. Aboriginal tourism is an emerging component of British Columbia's tourism industry.

The three main markets for aboriginal tourism in Canada include Germany, Japan and Canada.

It is estimated that there are approximately 1 million aboriginal tourism travelers per year to Canada from both Germany and Japan.

In choosing a travel destination, German and Japanese travelers tend to be cost and value conscious and prefer holidays which provide opportunities for flexibility in what they can see and do. Opportunities to explore and increase knowledge are among the prime travel motivators for German tourists. Similarly, Japanese travelers prefer reliable destinations with a variety of things to see and do in a relaxed fashion. Canadians also prefer a wide range of activities and learning opportunities.

Hupacasath First Nation is in an excellent position to capitalize on the opportunities presented by this sector. An opportunity for Hupacasath First Nation to further expand in this niche market is at IR#5 Nettle Island which provides the First Nation an excellent location for exploring opportunities in eco-tourism.

## **Hupacasath First Nation and Tourism**

Vancouver Island is a major British Columbia tourist destination. Every year more than 10 million tourists visit Vancouver Island and spend approximately \$4 billion. Recent estimates by the Pacific Rim National Park Reserve indicate that approximately 600,000 people travel to that area every year. Travel to this region tends to peak during the summer months.

The Hupacasath First Nation's location on Highway 4 ensures that each person travelling to the Pacific Rim by vehicle must pass that community. Hupacasath people live at the gateway to the Pacific Rim. Given this strategic location and its identity as a First Nation community, tourism holds enormous potential for the Hupacasath First Nation.

## **5.2 RETAIL AND SERVICE**

There is an expectation of growth in this sector. Port Alberni is still coping with recent events in the softwood lumber industry and the effects it has had on the community, and in turn, how it will influence retail expenditure.

### **New retail development in Port Alberni**

The Uptown Revitalization Project is in progress. The AV Chamber of Commerce and City of Port Alberni have brought together representatives of the business community to plan and initiate improvements to the valley.

Since 2002 there have been significant changes as there is more concentration on tourism and other businesses instead of resource industries. The City of Port Alberni understands they have to support existing businesses to make a difference overall and as a result they have lowered taxes for the Catalyst Mill instead of letting it die and trying to start another business from the ground up.

The recently opened Pacific Rim mall is located on the major thoroughfare to the West Coast of Vancouver Island. The mall is attractive and has a nice mix of new big box stores and smaller franchise operations. Staples, Wal-Mart, Buy-Low Foods, Starbucks, a gas bar, A&W restaurant, Dollar Store, post-office, furniture store and ladies clothing store are all located in the Pacific Rim Mall. Across the street, where the old mall was located, a Boston Pizza restaurant and another dollar store are neighbouring businesses to Canadian Tire and Mark's Work Wear World.

Most of the new retail development in Port Alberni has taken place along the major thoroughfares of Johnston Road and Redford Street. There are some businesses such as fast-food outlets and auto-oriented retail and service providers that take advantage of the traffic through Port Alberni.

### **Retail development by Hupacasath First Nation**

There are opportunities to capitalize on the large number of tourists that pass by the Hupacasath First Nation community. In the near future it seems possible that the right mix of tourist sites, businesses and services, tourists could make Port Alberni a regular stop. The community may wish to explore highway-oriented commercial opportunities similar to those located along Johnston Road and Redford Street. This means developing more auto-oriented establishments such as fast food restaurants and/or gas bars.

Hupacasath First Nation community members support opportunities that build on the First Nation's rich culture and traditions given the draw of First Nation's culture in general as well as Hupacasath's strategic location on Highway 4, the community has an incredible opportunity to develop retail and service establishments that respect and celebrate their history and culture.

## **5.3 LOGGING AND FOREST PRODUCTS**

### **Forestry's role in the economy is declining**

Forest products are BC's most important export commodity, but forest products account for a dwindling share of total international shipments. Forestry products account for just 39% of the total value of exports in 2005. That is down from 60% twenty years ago.

The number of jobs in logging and forestry is declining as well. In 2005, there were 21,600 people working in this industry, down 18% from 26,300 in 1990.

Catalyst Paper announced a \$12 million capital upgrade and the restart, by mid 2008, of the # 4 paper machine at its Port Alberni mill. Coupled with this, the Port Alberni City Council has approved a gradual reduction of major industry property taxes over five years to be competitive. City Council and staff have been advised by their consultants that they must ensure the businesses they have now are successful before they start new businesses to improve the Port Alberni economy.

Six out of ten people working in this industry are in occupations unique to primary industries, such as operators of logging machinery, chainsaws and skidders. A significant number are silviculture and forestry workers. The average hourly wage rate was \$23.6, more than 20% higher than the average for all industries.

The relative importance of logging and forestry has changed. The industry currently employs about 5% of BC's workers, down from 7% at the beginning of the 1980s. Its contribution to total GDP has fallen even more, dropping from nearly 9% to 6% during the same period.

### **Secondary manufacture of wood products**

As a direct result of the general decline in the traditional forestry sector, there has been an emphasis by the provincial government on developing value-added opportunities for wood products. Value added wood or secondary manufacturing of wood products include remanufactured products such as fencing and siding, engineered wood products such as trusses and log homes, millwork such as doors and windows, cabinets, pallets and containers, shakes and shingles, panel boards and other wood products such as veneer, woodcrafts and instruments.

This sector has experienced significant growth. Employment increased by about 24% through the 1990s and sales increased by approximately 88%. Businesses involved in manufacturing panel boards and remanufactured products saw the largest increase in both employment and sales.

### **Opportunities for Hupacasath in the forestry sector**

There are several major value-added wood processing businesses in the Port Alberni area including Mah Designs Ltd., Ogden Custom Furniture and Cabinetry, and Sarita Furniture. This region is attractive to these types of businesses because of its proximity and access to natural resources, and a transportation network, which allows products to be readily transported to population centres on Vancouver Island, the Lower Mainland, and beyond.

Hupacasath could benefit from the same features that are attractive to value added manufacturing businesses in Port Alberni – location and access to natural resources.

This sector provides a significant opportunity for the Hupacasath First Nation to build on its culture and traditions. The Hupacasath First Nation has already begun to train community members in producing traditional wood products such as paddles. The Hupacasath First Nation

should explore opportunities for selling these products to tourists, but in addition to selling to tourists travelling through Port Alberni, the First Nation can look toward supplying Vancouver Island and Lower Mainland stores and galleries with their unique wood products. The internet also provides an excellent tool for selling Hupacasath First Nation wood products worldwide.

This coupled with the ability of the Hupacasath First Nation (and it's members) ability to access huge logs to produce major wood sculptures allows for great potential in this type of market.

In addition, Hupacasath First Nation has set aside a significant portion of Klehkoot IR 2 as a woodlot. Part of this woodlot's purpose is to increase employment and training opportunities among Hupacasath members. The woodlot is used to train community members in silviculture, surveying, planning, and harvesting.

## **5.4 FISHERIES**

### **Commercial fishing opportunities are limited**

The commercial fishing industry in BC has experienced a general decline over the past 20 years. In the mid-1980s, it accounted for nearly 1% of the economy, in terms of both the number of jobs and its contribution to the GDP. By 1999, the industry's share of total GDP and employment had fallen to less than half a percent. The long-term trend has been for below average growth, but much of the decline in the relative importance of this industry has occurred since the mid-1990s

The fish processing industry has felt the effect of a dwindling catch. As a result of this decline, governments have been looking for ways to diversify fisheries through value-added processing and new product development.

### **Value-added seafood products**

More than 90 species of finfish, shellfish and marine plants are grown, harvested and marketed by B.C.'s seafood industry. The industry is highly cyclical. Landings vary with fluctuations in stocks of individual species. In 2005, the landed value of the seafood harvest was \$700 million, while the processed (wholesale) value of these products reached \$1.2 billion. Salmon, derived from both wild and farmed sources, generated 49% of the wholesale value of seafood products, followed by shellfish, ground fish and halibut. The Hupacasath First Nation has a unique

opportunity with respect to its food fishery. The community has a license to sell its food fish and every year individuals sell part of their catch to wholesalers. The neighbouring Tseshah First Nation has the same ability to sell food fish as well.

At community meetings there was some discussion about value-added fish products. The smoker plant on River Road was a failure for a number of reasons. Community members don't feel positive about this industry because of that experience and because they believe there is no consistent supply of fish to rely on.

## **5.5 AGRICULTURE**

### **The province's agriculture industry is facing many challenges**

Over the past 15 years, the agriculture industry in British Columbia has played a declining role in BC's economy. Contributing to this are things like high land prices in urban areas, lower production costs in other parts of the world, reduced trade barriers, and the ability to transport goods quickly.

### **Farm operations in the Alberni-Clayoquot Regional District focus on specialized goods**

There are approximately 80 farms in the Alberni-Clayoquot Regional District. In 1996, 70 of these farms accounted for gross receipts of \$4.9 million. Of these 70 farms, 85% were involved in livestock production and in the production of specialty products such as Christmas trees, nursery and greenhouse goods, sod and mushrooms. Specialty farms also produced deer and elk meats and high quality wool from llamas and alpacas. Fruit, berry, field crop and vegetable farms accounted for the remaining 15 per cent. These farms supply the larger urban markets of Nanaimo and Greater Victoria on Vancouver Island.

### **Agricultural opportunities are more suited to individual First Nation members' initiatives**

Hupacasath First Nation has approximately 7.9 hectares of land currently used for agricultural purposes. This agricultural land is owned by individual First Nation members and for the most part is leased to individuals who use the land for agricultural purposes. As a result of this form of ownership, the Hupacasath First Nation as a whole has limited opportunity to capitalize on the use of this agricultural land. At recent community planning meetings there was some discussion about expanding the organic gardening initiative to build on the capacity that has been

generated by a few Hupacasath members in previous years. Produce from this initiative is sold to community members at a low price and there is just enough money to purchase seeds for the coming year. Further market research will need to be completed to ensure that the organic vegetable garden can become profitable and succeed.

## **5.6 SPECIFIC BUSINESS VENTURES**

The marquee business created under the Hisingsi for Economic Development Corporation, Choo-Kwa Ventures, has been in operation for six years. It offers up canoe tours along the Somass River and Sproat Lake as well as a gift shop for souvenirs. However, over the last couple of years it has struggled through some tough growing pains. An evaluative report on Choo-Kwa Ventures showcased the need to re-strategize the business and re-introduce the new business concept with the completion of the Interpretive Center, to be completed for summer 2009. Doing so will allow the HEDC to re-think what the mission of the business is and what goals are to be achieved.

Also with respects to HEDC, the economic development corporation has now hired a CEO. It is anticipated that now that the corporation has staff at its disposal, more business opportunities and ideas will be generated.

## **5.7 OPPORTUNITIES SUMMARY**

Tourism is the major area of opportunity for Hupacasath First Nation. Community members have a diverse list of potential businesses that Hupacasath First Nation or individual members could initiate and the majority of members we have heard from support tourism related businesses. In addition there are many services that could be created and offered through a band-owned business or an individually owned business.

The forestry and fishing sectors are no longer the main employers for the Alberni Valley. Many of the members have expressed concern about value-added forestry or fish products because their experience tells them how those resources have been depleted and there are no guarantees on quantity available. Many of the fishers no longer catch nearly as many fish as they are accustomed to each summer. Although there are opportunities associated with these industries, there would have to be some strong evidence that such a business could be successful to venture into.

## 6.0 ENVIRONMENTAL SCAN- IDENTIFYING STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CONSTRAINTS

An essential part of building a community economic base is establishing an understanding of the environment in which projects and businesses will be developed. The following summarizes Hupacasath First Nation's position within the local economy. It utilizes all of the information collected (2002 & 2007) throughout this economic development strategy.

### 6.1 STRENGTHS

- Innovative and Creative People
- Community members' skills (knowledgeable with progressive attitudes)
- Level of communication among First Nation members
- Beauty/harmony/unity/pride
- Strong First Nation Council
- First Nation culture
- Desire to grow
- Infrastructure
- Fisheries/salmon
- Good Business Reputation

### 6.2 LIMITATIONS

- Tension, conflict and mistrust
- Level of education and skills training among First Nation members
- Lack of employment opportunities
- Dependency on outside resources
- Limited economic development experience
- Poor Communication
- Lack of vision/goals
- Lack of land

### 6.3 OPPORTUNITIES

- Location
- Access to Somass River
- Τουρισμ & Exposure to tourists
- Recreation
- Daycare
- On-line sales
- Access to natural resources & resource development
- Connections with other First Nations
- Local, established tourism organizations
- Access to training and business development programs through the NTC Economic Development Corporation
- Proximity to Port Alberni
- Relationship with local and regional government
- Changing economic base of the region from natural resource development to value-added manufacturing and tourism
- Build on current initiatives
- Market residential ?

## 6.4 CONSTRAINTS

- Limited land base
- Σομε Secondary education not available locally
- Seasonal tourism
- Weak local economy
- No interest in sports events or games as a business

The environmental scan shows that Hupacasath First Nation has the strength, desire, and opportunities as a community to grow and prosper. At the same time, the community members recognize the challenges they face. The community needs to start with developing a base for economic development. It is essential to have an organizational structure in place tasked with managing economic development. It is also appropriate that Hupacasath start by developing smaller projects that can be expanded in order to build the community's capacity to develop these and other opportunities into viable business ventures.

## 7.0 DEVELOPING THE BASE – THE ECONOMIC DEVELOPMENT CORPORATION

In order to effectively pursue and develop business opportunities, there needs to be a strong management structure in place. As a result, the Hupacasath First Nation has established the Hissinksi for Economic Development Corporation (HEDC), which will manage economic development for the community. The word 'hissinksi' means 'people coming together'; therefore the name says that people are coming together for economic development.

HEDC will be tasked with researching, and promoting economic development within the community. The corporation will also be responsible for accessing funds, venture development and management of First Nation economic development initiatives.

The organization will be managed by the HEDC Chief Executive Officer as well as required staff and/or contractors. There will be board members from the community membership and up to 3 individuals from outside the community. Individuals with specific skills, experience and expertise will be recruited.

An economic development corporation has the following advantages:

- It can create and develop sophisticated economic development activities without directly concerning itself with the range of issues and problems a First Nation government must handle.

- It allows a First Nation to undertake difficult and risky activities while keeping creditors away from First Nation assets, in case of default. To satisfy their claims, creditors can reach no further than the corporation's assets.
- It separates the management of businesses from the political decision-making process, while at the same time being accountable to the community it serves.
- It has more potential for winning the confidence and co-operation of the outside world.
- As a corporate investment rather than a First Nation program, a business seems more trustworthy to suppliers and consumers.

In addition to these advantages, First Nation economic development corporations tend to have greater success in accessing debt financing to help them start their new business ventures.

## **7.1 RESPONSIBILITIES OF THE ECONOMIC DEVELOPMENT CORPORATION**

The Economic Development Corporation should be tasked with overseeing specific economic development projects and business development. This includes researching and promoting economic development, selecting and implementing new ventures and making recommendations to the community on new venture development. As a result, it is imperative that the Corporation has an established and objective method for selecting these new business ventures.

The following provides an overview of the three main steps involved in venture selection, including:

- Venture Analysis
- Feasibility Study
- Business Plan

### **7.1.1 Venture Analysis**

The venture analysis, or reality check, is the first step in selecting a suitable business development venture. The venture analysis identifies and examines a business proposal to determine if there are any obvious issues that suggest the project would not be feasible. It also ensures that the project will meet the broad goals of the economic development strategy. In order to proceed with this first step in venture selection in a fair and objective manner, it is essential that the corporation identify a set of venture selection criteria. The criteria will

determine if the project meets HEDC and Hupacasath First Nation's interests, resources and priorities.

The venture selection criteria will involve the following components:

- Α ωορτηωηιλε number of employment opportunities available for community members
- Type of work available is suitable for the community
- Ωιλλ ρεσυλτ ιν δεσιρεδ τυπε ανδ παριετυ οφ skill development
- Preliminary start-up costs are acceptable to HEDC
- Τηερε ισ α market for the goods/services
- Τηερε ισ α χlearly defined concept
- Opportunities for partnerships exist
- Availability of financing is possible

If the business proposal meets these criteria, it can move onto the next stage – the feasibility study.

### 7.1.2 Feasibility Study

The feasibility study clarifies the components of the project in greater detail. The information in the following four areas can help HEDC determine whether or not to move forward with the project:

The **market assessment** identifies what/who the market is for the product or service and how much of the market can be captured. This component also describes the competition in order to identify the potential market share.

The **production factors** identify whether or not the Hupacasath First Nation has the capacity to develop the product or service. It also identifies preliminary pricing for the product or service and the technology required to produce it. It describes what is unique about this particular product or service.

The **financial** component looks at the preliminary start-up costs of the new venture and whether or not the HEDC can obtain the necessary capital required for this project.

The **management/ organizational** component identifies the community's ability and support in developing and managing this project. It also identifies any outside partnerships that may be

required as part of this project. If the project seems feasible at the end of this process, it should move on to the business plan stage. The information gathered as part of the venture assessment and feasibility study can be used as the basis of the business plan.

### 7.1.3 Business Planning

A detailed business plan should be developed for those proposals that make it through the preliminary feasibility study. The business plan provides the road map for developing the idea into a business. The business plan should include the following sections (See Appendix 2 for a detailed description of each component of a business plan).

- Statement of purpose and summary
- Description of business
- Market analysis
- Organization and management
- Financial analysis
- Implementation plan

## 8.0 MOVING FORWARD – STRATEGIES FOR ECONOMIC DEVELOPMENT

To address the community's strengths, weaknesses, opportunities, and constraints 6 economic development strategies have been developed. These strategies are meant to form the basis for economic development. As circumstances change, these strategies need to be amended.

### 8.1 ECONOMIC DEVELOPMENT STRATEGIES

**Ensure that Hupacasath First Nation has an appropriate structure in place to manage economic development.**

This will provide the Hupacasath First Nation with a management structure separate from Chief and Council that will be tasked with overseeing the community's economic development activities.

Chief and Council will provide input as to the direction economic development will take in the Hupacasath community.

### **Maintain community support for economic development**

It is important to ensure that the community supports the economic development activities in the Hupacasath community. This will be done by keeping the community informed and by gathering feedback about economic development activities from community members.

### **Provide on-going support for individual Hupacasath First Nation members to own and manage businesses.**

It is essential that individual Hupacasath First Nation members have a support system in place for starting and managing their individual businesses. This support can be in the form of business planning advice, marketing, accounting, storage, facility rental, and administration.

### **Monitor and assess opportunities in the tourism, and value-added fisheries and forestry sectors on an on-going basis.**

In order to identify future opportunities for economic development, there needs to be an information system in place that will enable the Hupacasath First Nation to identify opportunities and follow trends. This information system can also be used as a resource for developing feasibility studies and business plans.

### **Develop employment and training opportunities for Hupacasath First Nation members, including youth.**

This will enable community members to identify opportunities for training and skill development, giving them a better chance to secure meaningful employment opportunities. It is especially important to target youth as part of this project, so they can start to identify their long-term career goals.

### **Enhance and support development of the tourism sector with a view to establishing the Hupacasath First Nation community as the gateway to the Pacific Rim.**

At this time, tourism provides the greatest opportunity for economic development in the Hupacasath community. In establishing itself as the gateway, the Hupacasath First Nation can build on its inherent strengths with respect to the economic development activities it decides to pursue. This is a long-term strategy and economic development initiatives should enhance the community's position as the gateway.

## 8.2 ECONOMIC DEVELOPMENT ACTION PLAN

**Strategy 1: Ensure that Hupacasath First Nation has an appropriate structure in place to manage economic development. Hisinksi Economic Development Corporation (HEDC)**

Objective	Actions	Key Responsibility & Partners	Outcomes	Time Frame
Maintain the structure and responsibilities of the HEDC	Recruit and appoint new board members	HEDC	Excellent board with diverse skills, education and experience	2008
	Adopt policy for hiring business managers	CEO & Board	Guidelines in place to hire the best	<b>2008</b>
	Develop accountability procedures	CEO & Board	Organization with board policies, financial management procedures, minute book, regular reports, cheque signing procedures	<b>2008</b>
	File reports, hold AGM's and update records with province of BC	CEO	HEDC will be a business in good standing	2008
Build organizational capacity of Board	Draft and Approve a Board Policy & Procedure Manual	CEO & Board	Clear understanding of Board's role and responsibility, consistent, good governance	2009
	Draft and Approve a Board Orientation Manual	CEO & Board	New members feel welcome & informed	2009
	Board training in planning, business principles and venture selection and management	CEO & Board	Board with appropriate skills and capacity	2009
	Protocol between Hupacasath First Nation and HEDC re: financial management	CEO, Accountant Board	Sound financial management, clear lines of communication	2008

**Strategy 2: Maintain community support for economic development**

Objective	Actions	Key Responsibility & Partners	Outcomes	Time Frame
Keep the community informed about economic	Design, develop, and deliver newsletter that highlights economic development achievements,	HEDC CEO	Newsletter distributed each season (4 X year)	2008

development	based on quarterly reports to Council  EDC staff will report back the community on a regular basis			
Participate in community meetings on a regular basis	Ensure economic development is regularly part of the agenda at community meetings  Regular participation by CEO at community meetings to represent Ec Dev issues  Promote HEDC Projects	HEDC Board Chair CEO	Informed community members that participate in community development	On-going
Actively pursue maximum community participation	Utilize ideas and priorities identified at community meetings as a basis to plan economic development activities	HEDC CEO Chief and Counciland Staff	Community members feel part of future plans and that their thoughts and ideas are valued.	On-going

**Strategy 3: Provide on-going support for individual Hupacasath First Nation members to own and manage businesses**

Objective	Actions	Key Responsibility & Partners	Outcomes	Time Frame
Provide support services for HFN members	Identify services necessary for new venture development.  Support existing businesses with accounting, marketing, business coaching, records, storage and training.  Augment existing Hupacasath First Nation staff with individuals to support venture development	HEDC Staff, NEDC Staff Local business owners, NTC, Social Development staff	Support for Hupacasath First Nation entrepreneurs. Increased business start-ups and increased success of businesses  Intake and referral system and accurate files in place  Protocol between HEDC & Social Development Department	2009

**Strategy 4: Monitor and assess opportunities in the tourism, retail, accommodation, arts and value-added fisheries and forestry sectors on an on-going basis.**

Objective	Actions	Key Responsibility & Partners	Outcomes	Time Frame
Build and maintain an appropriate economic development database	<p>Canvas members re:needs</p> <p>Identify sources of funding for economic development</p> <p>Develop a database structure</p> <p>Create information packages</p> <p>Create a data base of Hupacasath First Nation companies with latest information on each</p> <p>List of contacts relevant to work of HEDC- (government, peers, NGO's, trainers/educators</p> <p>List of resources – web-sites, texts, templates, consultants</p>	HEDC	<p>Economic Development Database in Place</p> <p>Referral process in place</p> <p>Clients leave with information on funding agencies and resources</p> <p>List of HEDC Resources and External Resources</p>	2010
Report on each of these sectors on a quarterly basis	Design and develop a quarterly report that highlights the trends and opportunities and new developments in each sector	HEDC	Quarterly Report highlighting trends and opportunities	2009
Establish relationships with potential business partners	<p>Participate in local committees</p> <p>Attend functions as necessary</p> <p>Ensure contact information is on file and keep HEDC 'top of mind' via e-mail, cards, gifts, phone or one to one.</p>	HEDC	HEDC will have business partners and potential business partners to call on as a resource.	On-going
Be alert to opportunities to pursue activities and projects identified as priorities by the community	<p>Scan journals, web-sites and other publications</p> <p>Maintain a network of people who learn about these kind of opportunities.</p>	HEDC NEDC	Community members can see results of their input	On-going

**Strategy 5: Develop employment and training opportunities for Hupacasath First Nation members including youth**

Objective	Actions	Key Responsibility & Partners	Outcomes	Time Frame
Identify, utilize and increase the human resource capacity in the community	Continue to gather data  Coordinate with Social Development Staff to target employable individuals on Social Assistance  Draft and use protocol agreement between departments	HEDC Social Development Staff	A baseline of information is established.  Planning is based on needs of future employers  Increased employment and community capacity	2008
	Host a dinner meeting to communicate future needs of community businesses to members	HEDC  Business Partners  Motivational speaker	Community members will understand positions we need to fill for existing and future businesses	2008
Identify the training needs and interests of younger community members	Use a method of assessment that is attractive to youth	HEDC Youth Coordinator	Resources can be provided to build community capacity	2008
Develop a database and library of training and educational opportunities	Collect calendars and other information from BC colleges and Universities  Identify local training courses offered through NEDC and other locally based organizations  Design and develop a Human Resources database	HEDC NEDC	Resource in place for community members	2010

**Strategy 6: Enhance and support development of the tourism sector with a view to establishing the Hupacasath First Nation community as the gateway to the Pacific Rim**

Objective	Actions	Key Responsibility & Partners	Outcomes	Time Frame
Identify opportunities to work with other jurisdictions in the region in promoting tourism	Develop a list of organisations involved in enhancing the tourism opportunities in the Alberni Valley region  Meet with representatives of these organisations on an on-going basis to discuss	EDC/ Port Alberni Chamber of Commerce, NTC, Tourism BC, ATBC (Aboriginal Tourism BC)	Support from partners  Partnerships created	On-going

	Potential opportunities in the tourism sector			
Develop community infrastructure necessary to support economic development	Develop a strategy for the changing traffic patterns that will take place as a result of new business development  Develop space for retail/ commercial activities	HEDC/ City of Port Alberni, Ministry of Transportation and Highways, engineering consultant	Strategy for parking and Road improvements  Space Available for Small Business Development	2010
Set lands aside for Economic Development	Develop a long-term Strategy for Acquiring land for Economic Development Purposes.	Council HEDC CEO Treaty Department	Strategy in Place for Making land Available for Economic Development	2010
Identify and assess opportunities for eco-tourism on Nettle Island	Develop a work plan  Identify funding sources such as the Resource Partnerships Program  Identify opportunities	HEDC	Opportunities for Nettle Island Identified and prioritized	2010
Make a plan for Choo Kwa Ventures	Review Darren Willis' report.  Make a decision about operations for 2008.  Either get ready for the season or put equipment in safe storage  Follow up on plan to ensure coordination with interpretive Centre and other tourism activities.	HEDC Darren Willis as a resource	When the canoe rides are offered, staff will be well prepared and operations will be such that the business will make money.	2008
Create and produce a logo and stationery package as part of the 'branding' of the HEDC	Work with graphic designer and/or local artists to produce logo and stationery package	HEDC CEO	HEDC has recognizable 'look' in comparison to Hupacasath First Nation .	2008
Develop an Interpretive centre at the Clutesi Haven Marina site to highlight the culture, traditions, and history of the NTC Communities.	Clarify role of HEDC with this project.  Support the Tsu-ma-as Transformation Society	Tsu-ma-as Transformation Society HEDC CEO	Comprehensive plan in place to build and operate the Interpretive Centre  Coordinated HFN departments complete projects	2009

### ECONOMIC DEVELOPMENT WORKSHOP - 2007

#### What should HFN's top priority for Economic Development be?

Value added salmon; needs a good marketing strategy to create more interest. Some voiced concerns about the decrease in salmon runs resulting in poor supply for sales. The smoker plant history makes some feel negatively about this idea. Perhaps include meats too; there is a huge market; local butchers cannot meet the need for meat like buffalo.

A value-added wood business is supported but there was a concern about supply due to clear cutting and the wood industry in general.

The bottled water industry is supported. Group #2 supported a business selling bottled water but there were concerns about using plastic bottles, clean water etc.

Agriculture (building on existing initiative)

Healing centre (only mentioned by one person)

Daycare was discussed but it was acknowledged that it was not a money-maker on its own; stimulates the economy by allowing some to get into the workplace. Daycare does not make money but could be seen as an investment.

A multi-purpose strip mall was envisioned. The strip mall could include the gas station, retail facility, auto repair, grocery store, bank, day care, arts and crafts, museum and restaurant. (museum/arts and crafts might end up at Clutesi Haven Marina)

A gas station with a convenience store had general support. It was mentioned that it's too competitive with other businesses. Also, we could promote green energy like less harmful fuels.

Storage is a good business idea.

Ecotourism is very much supported. We need to take advantage of tourism/travel; all the tourists that go through Port Alberni.

A campground and RV Park is a good idea. During peak season tourists cannot find a place to camp at Long Beach so they come back to Port Alberni. The Somass Motel is most often full.

A Laundromat may be a good business.

There was not 100% support for cigarette sales. The groups had mixed responses to this issue.

The idea of providing consulting services was supported but maybe later in our plan. We need to build up our expertise.

There was a lot of support for cultural events.

An idea of a very large place that made kids want to stop was discussed. It could be done in an excellent way. A wave-pool and waterslide would be featured among other activities as well as retail geared for children. The water fun park could be a destination that families stop at on the way to Pacific Rim Park. Although the parks and beaches in Tofino are beautiful, kids are attracted to busy, active and stimulating sites where they can cool off, use up some energy, have fun and laugh.

A monster such as ogo-pogo might be a good feature. It was mentioned that we have the Sasquatch. The Hupacasath word for Sasquatch was cute and easy to say.

A restaurant/cafe is a good idea.

More office space for ourselves and others. Some discussed a stand-alone office building; others saw office space above stores etc. Office space was supported by group #2 with no dissension.

Group #2 supported some form of accommodation for travellers and tourists. Hotels and motels are a good idea as Port Alberni has become a centre for many province wide sports and other events. The Somass Motel and accommodation in general was raised in each group.

The idea of a casino was supported but there are concerns about addictions.

### **What should we absolutely avoid?**

We need to be careful about how we operate our gift shops. The business needs excellent management; marketing is important. We can't do something poorly. We should consider on-line sales too.

There was no support for billboards.

There was no excitement about sports events or games as a business.

## **How can we continue to improve our performance?**

### **(and other basic principles noted)**

Business is to make money; we need to be competitive; we do not want to be second rate; services need to be excellent; staff needs to be qualified. Training is very important. We could train others- needs to be open. We need to build up our technical expertise.

Others emphasized the importance of training. A heavy equipment operator could have been trained and Hupacasath purchase its own excavator for use in the community and as a business.

Perhaps an arrangement with a college could be put in place where seats are reserved for students in certain trades training.

All businesses need excellent management. Poor management = failure. We should strive for excellence and ensure good management.

We need to have business standards and by-laws that are approved, available to read and on file to be monitored. The by-law still needs to be reviewed and approved by the community.

## **Are there other opportunities that we should consider?**

On-line sales of souvenirs and gifts sold in gift shops.

Group #2 was excited about a full-service dealership. Sell cars and repair cars. For tax exempt benefit, status Indians from everywhere would buy cars.

Retail business aimed at the younger generation was an exciting idea for some. Electronics (i-pods, video games etc.) could be sold. It is often the younger generation that spends their money.

A drive-in movie theatre was suggested.

A liquor store would bring in a lot of money. It was mentioned that it might be a good idea to have a grocery store with liquor sales like in the USA. Perhaps limit alcohol purchases to those that buy grocery or food items also. There was not too much discussion about this idea.

Ron Hamilton has brought forward the idea of a park that would feature totem poles from each Nuuchahnulth nation. It would be a cultural and educational experience for visitors. Signs could tell visitors what the pole was about and more. A recorded walking tour could be offered by renting or selling head-sets. Perhaps other nations in BC would like their totems on exhibition along with invitations to visit their territories. The gift shop could sell replicas or other souvenirs featuring the totems. A quiet area with a gazing pool (similar to Japanese style) could be established.

## **Appendix 2**

# **BUSINESS PLAN GUIDELINES**

**I. STATEMENT OF PURPOSE AND SUMMARY:** Brief statement of the objectives of the plan or proposal, including the amount, purpose and benefits of the project Summarise the major points/findings of business plan sections

## **II. DESCRIPTION OF BUSINESS**

A Business concept: Type of business, status, business form

B Product/Service description: Proposed new product or service, manufacturing process, etc

C Key Production Factors: Raw materials, utilities, transportation, labour availability, environmental and safety considerations, technical and/or equipment requirements

D Location and Physical Facilities: Regional, local and site-specific location, description of existing or proposed facilities

E Status of current operations: Existing products, current financial status, employment statistics

F First Nation, Local, Regional Benefits: Revenues, employment, increased viability of economic sector and social benefits to the community

G. Relationship to First Nation Economic Development Strategy

## **III MARKET ANALYSIS**

A Market description: key market determinants; local, regional, or national; private and/or public sector

B General Market Trends: Overall economic activity; product-or service-specific market trends

C Competition: Competing facilities or businesses (size, location, revenue); basis for competing

D Market Projections: Realistic market share and revenue projections, based on A, B, and C above

## **IV ORGANIZATION AND MANAGEMENT**

A Form of Organization: Corporation, Partnership, Sole Proprietorship, Joint Venture (including ownership, legal and financial implications, and relationship to tribal council

B Management Plan: Management requirements for various project phases

C Training Plan: Who and how many will be trained, in what and by whom

## **V FINANCIAL ANALYSIS**

A Project Budget: By project phase, project organization/ product development, design and construction, start-up and operating costs

B Structure of Financing: (Sources of funding): Equity, debt, etc

C Financial Statements (Key financial assumptions, eg, production costs - labour, utilities, raw materials, etc, product pricing, production volumes, sales projections, inflation, etc

Summary financial statements: monthly for year 1, annually for 2 and 3, including Income Projections (Profit & Loss Statements, Pro-Forma Cash Flow, Balance Sheet and Measures of Performance, Break Even Analysis, deviation and sensitivity Analyses and historical financial reports

**VI IMPLEMENTATION PLAN:**

Description of Plan and Schedule Supporting documentation: Pertinent technical specifications, letters of intent, copies of leases, contracts, legal documents, personal resumes, job descriptions, personal financial statements, credit reports, letters of reference, environmental approvals and/or waivers, and anything else of relevance to the business plan.

**PRINTED REFERENCES**

**Appendix 3**

Alberni-Clayoquot Economic Development Commission, Alberni Valley Community Profile  
BC Stats, A Guide to the BC Economy and Labour Market, 2001

BC Stats, Alberni-Clayoquot Regional Profile, Community Facts Sheet  
BC Stats, Quick Facts About British Columbia, 2001  
BC Stats, British Columbia Regional District Population Estimates  
BC Stats, Small Business Update, 2001  
BC Stats, Tourism Sector Monitor, 2005  
City of Port Alberni, Official Community Plan, 1993  
Ministry of Agriculture Food and Fisheries, Fisheries Development and Diversification, 2001  
Ministry of Agriculture Food and Fisheries, Industry Profile, 2001  
Natural Resources Canada, The Structure and Economic Contribution of Secondary Manufacturing in British Columbia, 1990 to 1999, 2001  
Travel and Tourism, Statistics Canada, 2007  
Tourism British Columbia, 2001 Tourism Outlook, 2001  
Tourism British Columbia, The Value of Tourism, 2001  
Tourism British Columbia, Tourism Indicators, 2001  
Tourism Industry Research, Tourism Vancouver Island, 2007  
Tourism Labour Market Research Project, Visitor Profile – Pacific Rim Region, 2003  
US Department of Health and Human Services, Business Plan Guidelines for Economic Development Projects, 2001