

Vision 2020

“Building a self-sufficient Nation”

January 2010

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Interested in reading the complete Vision 2020 report?

Copies are available from the Band office.

Economic development plan update

- Band Council is now finalizing Vision 2020, a new economic development plan for Stz’uminus First Nation
- The goal of Vision 2020 is to make the Band financially self-sufficient over the next 20 years through property development and partnerships in forestry, fishery and other profitable businesses
- Highlights of the report, with a focus on the next 5 years, are reported in this newsletter
- Moving ahead with Vision 2020 is a major step towards achieving the goal in the Mission Statement of “Building a self-sufficient Nation”

Vision 2020 highlights

- Over the next 5 years the Band could make profits of \$7.2 million to \$9.6 million, based on how quickly it moves on economic development (*see Page 2 for a full report on the 5-year plan*)
- Over the full 20 years of the Vision 2020 plan, the target for profits is in the range of \$85 million to \$125 million (*see the full report for more details*)
- These numbers are based on the expected growth of the regional population by 50,000 people over the next 20 years and the need for 10,000 new homes, several new shopping centres, and at least 2 major resort developments (*see page 3 for more on how the Vision 2020 plan was developed*)
- The Band is now worth at least \$1 billion based on land value of \$900 million and \$100 million for the value of partnerships, buildings, and other assets like the fishery and harvestable timber
- Vision 2020 focuses on developing several hundred acres of Reserve land, growing forestry and fishery activities, and expanding service businesses (such as Ivy Green Husky, property management, and construction)
- Partnering off-reserve and acquiring more rights to Crown land are other important strategies to open up large and profitable business opportunities
- To be successful, Vision 2020 needs the full support of the Band and some initial work in land planning and building infrastructure to create a base for future growth (*see Page 4 for more on Next steps - moving ahead*)





The 5-year plan

All numbers in Vision 2020 are based on the same information used by government and business for planning future economic development

- The focus in the first 5 years is to “build the base” for future growth
- This means creating a land use plan, getting First Nation Land Management status, and starting development at the 4 Corners
- It will take about 2 years to complete planning and get the first development underway
- The target range of profits, from \$7.2 million to \$9.6 million, is the mid-range of a “base” and an “aggressive” approach to development
- In the base case about 10 acres of land is leased to a developer in the first 5 years
- In the aggressive case the size is doubled to about 20 acres and the Band partners on the development, a municipal levy is introduced on developed land, and the Band partners on 1 off-Reserve project (such as a sub-division or condo complex)
- Service businesses, such as using Deer Point Developments to build roads and install services (power, water, sewage lines), are factored into the plan as a way of increasing profits
- The plan also includes a strategy for expanding forest operations and growing the fishery business

ESTIMATED PROFITS IN THE FIRST 5 YEARS OF VISION 2020

YEAR	BASE PROFIT	AGGRESSIVE PROFIT	TARGET RANGE
2010	\$540,000	\$1,100,000	\$750,000 - \$875,000
2011	\$590,000	\$1,325,000	\$850,000 - \$1,100,000
2012	\$690,000	\$2,926,000	\$1,700,000 - \$2,225,000
2013	\$740,000	\$3,326,000	\$1,900,000 - \$2,450,000
2014	\$740,000	\$3,676,000	\$2,000,000 - \$2,950,000
5-YEAR TOTAL PROFIT	\$3,300,000	\$12,353,000	\$7,200,000 - \$9,600,000

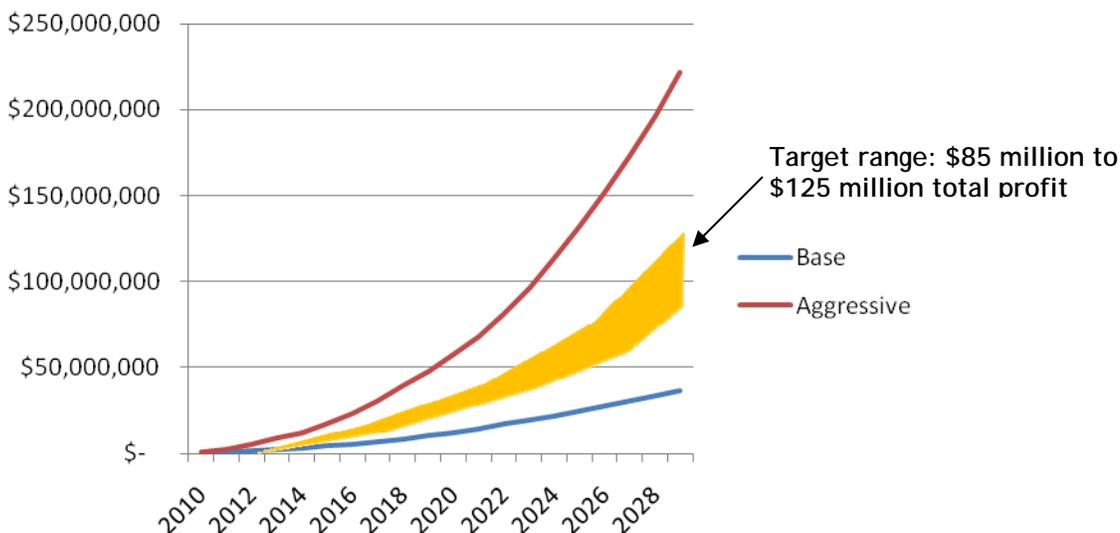
How Vision 2020 was developed

- The economic development plan is based on the projected growth of the Nanaimo and Cowichan areas over the next 20 years
- The growth target is based on published population projections from the federal and provincial governments combined with planning information from regional governments, the city of Nanaimo, the province, the port and airport authorities, and the Vancouver Island Economic Alliance
- This growth was then translated into specific targets for new housing, added retail space, tourism and resort developments, and the growth of the resource sector (forestry and fishery)
- Stz'uminus First Nation's share of this economic growth was calculated by analyzing the amount of land that could be reasonably developed over 5, 10 and 20 year periods
- Potential partnership opportunities available to the Band, and the opportunity for setting up new service businesses and growing current businesses (like the Ivy Green Husky, Deer Point Developments or forestry or fishery activities) were also factored into the calculation
- This share was then refined into a "base" case of modest growth and an "aggressive" case where the Band moves more quickly
- The mid-point between the base and aggressive cases is the target for the plan, or potential profits of \$85 million to \$125 million over 20 years
- The profit targets in the plan are \$5 million over the first 5 years, \$20 million in the second 5 years (years 6 to 10), and \$100 million in the next 10 years (years 11 to 20)

Regional growth over the next 20 years

- **50,000 more people**
 - **10,000 more homes**
 - **\$500 million of construction**
 - **2,000+ nursing and homes for seniors**
 - **4 more marinas and resorts**
 - **Up to 10% yearly growth in aquaculture**
 - **Yearly production of 1.5 billion board feet of lumber**
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Total profit over 20 years



Next steps – moving ahead

- The decisions the Band makes about economic development, particularly over the next 5 years, will have a major influence on the success of the plan and the future income of the Stz'uminus First Nation
- To move ahead, the report outlines the following initial steps designed to build a solid base for future growth:
 - Approving the Vision 2020 plan by the Band
 - Making a clear commitment to use the process of land use and business planning to focus efforts and maximize profits
 - Reinvesting profits to build growth to a sustainable level and achieve the targets set out in the plan
 - Achieving First Nation Land Management Status to take full control of on-Reserve development
 - Designating land in IR 12 under FNLM for immediate development potential
 - Preparing a land use plan to map out the best uses of Band land as matched against the regional market demand for different types of developments
 - Building the infrastructure - roads, sewers, hydro, water, telecom - needed to support development, primarily using Deer Point Developments, the Band's commercial construction company
 - Communicating with Band members on the strategy to build consensus and report results on a continuing basis over the full 20 years of the plan
- At the same time as the planning steps listed above are taken, the Band should begin to move forward with specific options for development
- These activities, including land development, services, forestry, fishery activities and partnerships, will vary based on whether a base, aggressive or mixed strategy is used
- Common to all activities is the need to remain focused on the best interests of Stz'uminus First Nation and to constantly move forward through a consistent plan of action based on the profit potential for the Band

