Adams Lake Indian Band

**Implementation and Integration Plan
for Land Use Plan Components**

(LUP PHASE IVa)

DRAFT FINAL REPORT

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CONFIDENTIAL

*'Re Tqeltkúkwpi7 tntels ne7élye ne tmicw es yecwemínte
reḱwseltktn-kt, re cḱúĺten-kt, re xqweqwlúteń-kt netmicw-kt
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"Our Creator placed us on this land to take care of our
people, our land, our language, our customs, our
knowledge, our culture, our title, to be ours forever and
ever. Ensuring that we live in a safe, healthy, self sufficient
community where cultural values and identity are
consistently valued promoted and embraced by all."

This is the Final Report for the Adams Lake Indian Band's (ALIB) "Implementation and Integration Plan for Land Use Plan Components" (LUP PHASE IVa). The development of the integration and implementation plan has been cumulative in that as more information was gathered and refined, Preliminary Report content was increased, forming the Final Report. Prior phases of the Land Use Plan (LUP) have been developed and this specific phase outlines the ways through which the main objectives of the LUP Phases (Phases I, II, III and IV) will be implemented and integrated within the Comprehensive Community Strategic Plan (CCSP).

As outlined in each phase of the LUP, the community is in a great position to grow sustainably and to a standard of living that can be enjoyed by all of its population. The members of the community have identified some of their preferences within the broader initial phases of a CCSP, which is gradually being implemented. Within each LUP phase, specific sets of "next steps" were suggested and in turn approved by the community for development. Each phase was therefore instigated by the community and then marshaled for development by the ALIB LUP drafting committee. This has been the case for the drafting of the initial LUP on land use (LUP Phase I). Similarly, the drafting of a set of draft land-related "Policies and Procedures" is complete (LUP Phase II), with final policy and procedures suggestions having been submitted to Chief and Council. It has also been the case for the development of the "Five Year Economic Development Roadmap: A Strategic Plan" (LUP Phase III), as well as the Policy development related to the ALIB Economic Development Footprint (LUP Phase IV).

Shifting from a relatively narrow focus, to a proactive, long-term systematic implementation strategy is the next step for the community. The present report outlines the work leading to the implementation of the LUP phases, and the subsequent integration of the LUP phases into the broader CCSP and administrative operations of the ALIB. Three primary activities determined the time allotted for the

project: Community input via the Lands Manager and the LUP drafting committee, drafting a plan corresponding to the community's LUP and economic activities priorities, and, as importantly, reconciling the community's the LUP and CCSP implementation strategies.

EXECUTIVE SUMMARY

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Implementation is about how community intentions become reality. The purpose for developing an implementation plan for the ALIB LUP is simply to outline how this reality will come to fruition. For the ALIB LUP phases to be successful, it is of primary importance that the community organize itself to undertake the steps to carry out the tenets within each phase of the LUP. The adoption of new related policies, the implementation of the community's LUP, the refining, updating and implementing of administrative processes, the selection of key (priority) land use and economic development initiatives (projects), and the locating and allocating of funds are the main determinants of a positive outcome. The present plan does not focus on specific projects as these have yet to be identified by the community and its leadership. Consequently, the maps provided within this document do not focus on precise development activities or land uses; these will evolve as part of the implementation strategy. Change, in this case, is seen as a dynamic process whereby the community and its leadership and administrative body will have to adapt as internal and external circumstances ultimately steer and alter the implementation and integration strategy. Along the way, it may therefore be advisable to strive for ISO Certification.[1]

Implementing the LUP will be a multifaceted exercise. Each outlined step, or a portion of each step, should potentially correspond to a project. Once the recommended initial steps are undertaken, a project-based approach may be the most feasible way for the ALIB community to achieve the completion of the steps[2]. Projects may not necessarily flow in a seamless wave, but instead, could take place as opportunities and funding arise. Like a jig-saw puzzle, the projects will together fulfill the LUP goals. With this strategy in mind, oversight and visioning will be key: What projects can be implemented, for example, with little capital? What can

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[1] ISO Certification demonstrates good governance and quality management; it assures third parties that the administration is well organized and has the capacity to successfully undertake important initiatives.

[2] The project-based approach to this implementation strategy is based on work done by Dalhousie University's Cities and environment Unit of the faculty of Architecture and Planning.

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be done by the community? How can the projects build upon each other? And what small projects could be used to build a stable foundation for larger projects in the future?

A project-based approach to the implementation of the LUP must have at least five primary considerations, including:

1. Community-focused: Any project forming part of the LUP implementation plan must be community-based, whereby community input should be enabled throughout each project, including design, development and implementation.

2. Innovative: The ALIB community should strive to be original and each project leading to the completion of the LUP implementation plan should reflect innovation and as much as possible not be template-driven.

3. Local in approach: Turning to community ideas, labor and resources should be at the forefront of each project, with external input, influence and connections taking a secondary role.

4. Cross boundaries: The projects leading to the successful implementation of the LUP implementation plan should look beyond conventional boundaries and should "test" the limits of community potential and community expectations.

5. Community-scale: Each project should be designed and implemented with the community (and with its land use and economic development aspirations) in mind.

Given the CCSP integration requirement for the present plan, implementation of the LUP phases will take place within the CCSP's "Sustainable Development Pillar". The pillar includes lands, taxation and economic development sectors and it only makes sense that LUP implementation be managed from this pillar's perspective (see figure 1 on the following page). Tasked with overall implementation (and especially its progress monitoring) should be an "LUP Implementation Team".

The basic strategy adopted for the implementation and integration plan comprises five initial steps, including:
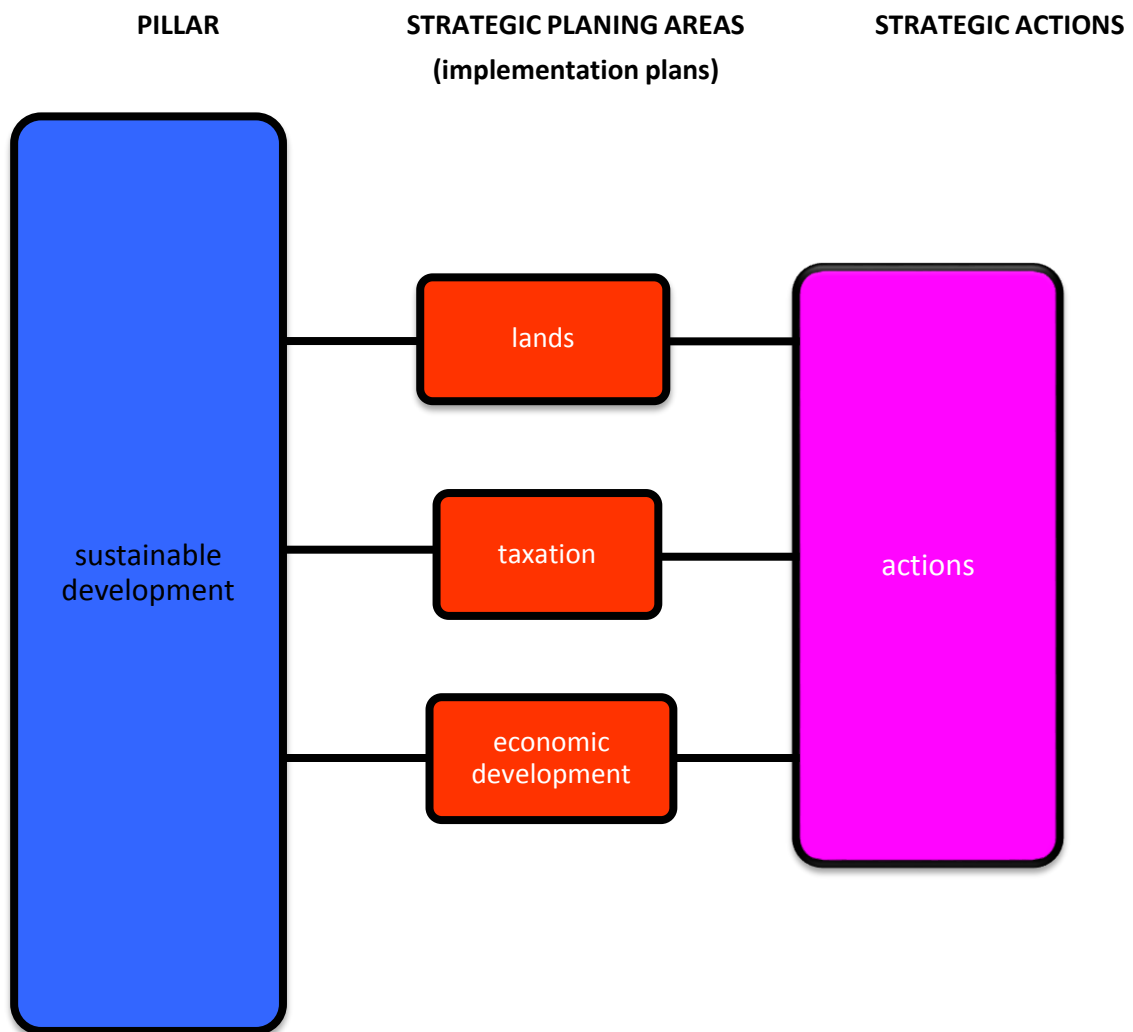
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Figure 1 – CCSP "Sustainable Development Pillar"

1. Chief and Council commitment to the LUP;

2. Adoption of Land and Economic Development Policies;

3. Adoption of land-related procedures;

4. Identification, selection and implementation of Quick-start projects[3]; and,

5. Identification, selection and implementation of projects.

Four primary recommendations are suggested as the starting point to the implementation plan. These will be repeated several times in the present report and cannot be understated. They include:

1. Chief and Council to review, adjust and adopt land use plan (land use and *kwéstens* definitions in LUP Phase I);

2. Chief and Council to review, adjust and adopt land-related policies and procedures, including development application procedures (in LUP Phase II);

3. Chief and Council to review, adjust and adopt Economic Development Strategy (in LUP Phase III); and,

4. Chief and Council to formalize an "LUP and Economic Development Steering Committee" and "LUP Implementation Team" (in LUP Phase IV).

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[3] A "quick start" project is a project is a small-scale project that requires little time to plan and implement and has a high chance of completion and having a positive effect on a community. The main purpose of the project (other than its true product) is to create interest, eagerness and passion within the community. It should also aim to show the community that it "can" initiate and complete projects. As with any other project, the project must have a champion. It must also require little funds or new staff time to be expended. And it must be carried out on a relatively short timeline.
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1. INTRODUCTION:
ALIB Land Use Planning and Economic Development Context

1.1 Introduction

In the Phase III component of the ALIP LUP, it was highlighted that in their fundamental study on "Sovereignty and Nation-Building", Stephen Cornell and Joseph P. Kalt concluded that "evidence is mounting that successful [First Nations], whether in gaming or skiing or timber or manufacturing or some other activity, can make important contributions to local, regional and national economies".[4] The two authors were writing about the indigenous communities in the United States, but their findings can easily be extended to the First Nations of Canada. They were writing about indigenous communities and in turn, the links between them and broader regional and national economics. Implementing good governance strategies is part of the components to successful community building. And implementing land use and economic development plans within broader community objectives is also a component of the latter.

The ALIB has spent considerable time and energy in developing its LUP, including land use and land-based economic development strategies. As has been repeated in each of the LUP Phases, the community possesses amenities, natural and human, that are of such value that land uses and economic activities established today have the potential to transform the community and the wider region in significant ways. Finding creators of value is at the basis of the community's future success. Other objectives that are linked to land use and economic development decisions include increasing employment opportunities, improving community member education and skills, reversing economic leakages, slowing community member out-migration, improving infrastructure, and ultimately achieving self-reliance. Key

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[4] Stephen Cornell and Joseph P. Kalt. "Sovereignty and Nation-Building: The Development Challenge in Indian Country Today". In *American Indian Culture and Research Journal*. Volume 22. Number 3. pp. 187 – 214. 1998.

with all of these objectives is to establish a strategy whereby the required LUP and economic development steps can be undertaken in a controlled manner as deemed appropriate by the community.

Shifting from a historically relatively narrow focus, to a proactive, long-term systematic implementation strategy is the next step for the community. The first phase of the land use planning project provided direction in terms of community preferences over land use, land management tools, and economic development types; this was the "ALIB LUP Phase I", completed in March, 2012. Included in the set of actions that are required for a structured development program is the development of a set of land-related policies, processes and procedures; this was the "ALIB LUP Phase II", completed in March, 2013. Land use planning consequences have become significant in the past few years as the community has become interested in increasing economic development opportunities for its membership. In many ways, the economic, social and environmental values of the community must come together: The community and leadership aim at developing lands and advancing economic development opportunities, while protecting other lands and setting aside strategic places for the future, all in an orderly process that reflects the community's preferences; this was the "ALIB LUP Phase III", completed in March, 2014. The latter phase presented a roadmap that outlines the steps and actions required for the economic development strategy to be enabled. Aiming at moving towards a more community-driven economic development strategy, a draft Economic Development policy was produced; this was the "ALIB LUP Phase IV", completed in March, 2015.

Some of the challenges for the community include membership "ownership" and community "involvement", as well as the need to connect the various studies undertaken during the past several years into one specific and targeted strategy. Another challenge is to develop a way of implementing the LUP in general, and ensuring that same implementation steps operate in concert with the much broader CCSP. This is where the present study lies: This study aims at providing the community with a process to deal with implementing the LUP all-the-while integrating it within the CCSP. Some of the policy components and procedures may require legal advising; before formal adoption, ALIB legal counsel should be provided with the opportunity to verify any legal implications and liabilities to the ALIB.

Implementation is about how community intentions and land use and economic development priorities become reality. The purpose for developing an

implementation strategy is simply to outline how this reality will come to fruition. For the LUP phases to be successful, it is of primary importance that the ALIB organize itself to undertake the steps to carry out the tenets outlines at each step of the LUP development. The adoption of new related policies and procedures, the implementation of the community's LUP, the refining, adjusting and adoption of existing and new administrative processes, the selection of key (priority) land use and economic development initiatives, and the locating and allocating of funds are the main determinants of a positive outcome. The present plan does not focus on specific projects as these have yet to be identified by the community and its leadership. Similarly, the maps provided within this document do not focus on precise development activities or land uses; these will evolve as part of the implementation strategy. Change in this case, is a dynamic process whereby the ALIB community and its leadership and administrative body will have to adapt as internal and external circumstances ultimately alter the implementation and integration strategy. Tasked with overall implementation (and especially its progress monitoring) should be an LUP and Economic Development Steering Committee.

1.2 Land Use and Economic Development Context

Specialists tend to agree that including community members within the development of strategic development plans can significantly add to plan success rates. Specialists also accept that increasing diversity in land use economic activity (depending on circumstances), while focusing on higher value employment areas is a key combination in building on a community's core advantages. Aligning specific advantages with targeted market areas is another arrangement that can lead to prosperity, as is dovetailing or sequencing land development and economic activities over strategic timeframes. Developing lands according to the wishes of community members clearly generates more community cohesiveness and buy-in. At the same time, the ALIB community's leadership has commissioned select studies on economic potential and targeted activities (irrigation, for example, as well as a strategic plan for real estate development). And while Chief and Council have taken significant steps in exploring economic development opportunities and possibilities, there are further steps that are required to foster the community's development potential and desires.

The ALIB community holds important lands – traditional lands, and culturally and economically advantageous lands. The landscape is amenable to a variety of uses

that could potentially benefit the community in terms of development and accommodating more members of the community, all-the-while protecting spaces of traditional practice. Efficient and planned use of lands within a land and economic development strategy involving as many community members within the process are key.

The Shuswap area has quality natural features and many amenities that are sought after by residents and potential migrants to the region. The river and lake provide recreation opportunities and an important fisheries resource. Forestry, topography and agricultural areas all provide for a landscape that is unique and world-class in terms of attractiveness. With a climate that is generally mild and population groups that are not congested, the region has the potential of attracting new migrants, from regional, national and international areas. The region consists of lands that are poised to be developed; resources, location, access to improved transportation and natural beauty are all examples of factors that will make it such that the region will attract and retain a population base in the future. In a regional context, the Shuswap will undoubtedly transform itself over time; while having experienced slower growth over the past decade, an influx of retirees and others, combined with regional advantages should ensure renewed growth. In what specific areas this growth will occur is not certain, although some trends are appearing.

Four broad clusters of economic activity within the Shuswap economy persist: The first is a Lifestyles cluster; the second is the Forestry and Wood Products cluster; the third is a Visitors cluster; and the fourth is an Agriculture and Food cluster.[5] Each of the clusters generally grows (or contracts) with population shifts, and the future economy is therefore greatly dependent on population movement and growth.

The ALIB community has been engaging, on its own and with third parties, for many years, in several economic development endeavors. Some have been more successful than other, although each has brought about new ideas and increased capacity in the community. The community has at the same time partnered with neighboring communities such as the Neskonlith Indian Band, the Splatsin Indian Band, the municipalities of Chase and Salmon Arm, as well as several federal government departments. Among recent projects, three focus areas have emerged: Alternate energy, Entertainment and Gaming, and Agriculture[6]. Much of the effort

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[5] Some of the economic development and analysis information is derived from "Shuswap Clusters: Economic Profiles: Shuswap Region of the Columbia Shuswap Regional District" (Calgary: Impax Policy Services International, 1996).
[6] A fourth focus areas comprises the West Harbour Village development.
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has been in "reactionary" mode, whereby the community has entertained and readily accepted third parties in economic development ventures. Through the community's economic development corporation (ALDCo), several economic development initiatives are being managed; these are outlined in the LUP Phase III report.

2. PLAN DEVELOPMENT STRATEGY

The strategy that has been chosen for the development of ALIB's Implementation and Integration Plan reflects the four phases of the LUP, as well as the requirements set out at community meetings throughout the process. This phase of the LUP therefore presents a strategy to implement the LUP all-the-while integrating its components within the CCSP. Three main activities have determined the time allotted for the project: Land Manager and LUP Committee input, researching strategies in LUP and CCSP implementation, and drafting the community's implementation and integration strategy. Ultimately the process will aim at elucidating ways for various land use and economic development projects to be undertaken within the overall LUP strategy; this will be up to the individuals tasked with marshaling the implementation of the LUP and will be dependent on other influences that may or may not be within the control of the community. The phases are not clear cut and they overlapped a great deal. The first phase begun several weeks prior to the this report, with information gathered through contact with the Lands Manager and LUP committee, through the development of the LUP phases, and through research on implementation strategies. Once the drafts were reviewed by the Lands Manager and the LUP Committee, a further LUP committee meeting was conducted in order to finalize the strategy[7]. At the conclusion of the meetings and following revisions, this revised final draft was produced. At end of this phase, the LUP committee will be responsible for bringing the strategy to the community for adoption, should Chief and Council choose to do so.

Initially, several maps were envisioned for the plan. However, as the plan emerged, it became apparent that specific and localized land use or economic development actions have not yet been identified; this is part of the present project-based strategy. Thus the maps herewith included are for reference only. Securing community involvement in the implementation and integration steps will be key.

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[7] Committee meetings were held on March 6, 2015 and March 26, 2015.

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Ensuring that a balance between initiating, retaining and further developing businesses will be important, as will be the sequencing of land development. Ensuring that community readiness is well planned will also be key; the steps for community readiness are outlined in detail in the LUP Phase III report. To be successfully implemented, the implementation plan will also require community and political will, as well as the involvement of key stakeholders, whether they be leadership champions of the plan, Certificate of Possession (CP) holders, community members in general, or third-party entities. While an LUP Implementation team is suggested, it is Chief and Council who will ultimately have to mandate the implementation to the community's administration arm. The ALIB has a supportive governance body and a progressive, dynamic and well-staffed administrative structure; each action of the stakeholders and every decision of Chief and Council with its staff will impact the success of the community's LUP. Closely monitoring the land uses and economic development activities will thus be key and this is why an LUP and Economic Development Steering Committee (LUPEDSC) will be charged with oversight is recommended.[8]

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[8] It is possible that Chief and Council will opt for a single committee instead of two.
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3. LAND USE PLAN PHASE SUMMARIES

3.1 Introduction - LUP Phase Summaries

Each phase of the LUP has included the development of specific, community driven priorities for land-related and economic development areas. This includes land selection and *kwesten* definitions, procedures for development and LUP variance applications, economic development priority identification (preferred activities and specific locations), a draft five year economic development strategy, and a draft economic development policy. What follows are brief summaries of each phases.

3.2 - Phase I Summary

The first Phase of the ALIB LUP focused on land use and development priority identification and selection by the community. Sets of reserve maps were developed, as were *kwéstens* (zones) that were later defined more closely in the LUP Phase II. The LUP Phase I aimed to 'not' dictate to members, all-the-while looking towards the future in terms of overall land use strategies that would benefit the entire ALIB community as a whole. The aim was to look at ways of assessing and addressing the needs of existing occupants and users of the reserve lands in order to ensure their interests and needs are fully incorporated and their ability to participate in future development is maximized. It identified goals of long term sufficiency, stewardship based on sustainability, and 'green', regenerative design principles, through effective cultural, social, economic and political development, for the benefit of the entire community. A full range of recommendations was provided (see below), including a brief summary of specific recommendations in table form.

3.3 - Phase II Summary

The second phase of the LUP consisted of the development of a set of draft land-related policies, procedures and a draft permit application processes for the ALIB community. The drafting of land-related policies and procedures was a process that involved the community through its representative LUP committee and through community meetings. The policies and procedures document was also meant to inform community members on how processes and decisions are made – how permit applications are made, for example. The policies and procedures developed as part of this second phase were meant to be dynamic; they were meant to be a starting point in the development of management tools. As such, they are meant to change as the community's land development and economic opportunities evolve.

3.4 - Phase III

This phase of the LUP brought together the wishes, aspirations and ideas of the community members, LUP committee members and Chief and Council, as related to economic development on ALIB reserve lands, and produced an inclusive strategy to undertake economic development within the community. The strategy is multifaceted and proposes moving ahead on several fronts, including a set of strategic activities that operate in concert to lead the community, through its administrative organization, towards five years of restructuring and change. The whole includes departmental interconnectivity through the establishment of six governance pillars (as identified within the CCSP), the development of a clear economic development policy and the hiring of a qualified economic development officer or manager, an ongoing and well supported ALIB member capacity development initiative, a re-evaluation of the community's existing economic development priorities, a more engaging community member communication process, and an pro-active external community engagement effort. The whole will be overseen by what will become the "LUP and Economic Development Steering Committee" (LUPEDSC).

3.5 - Phase IV

For the LUP Phase IV, the development of a set of more refined strategies related to land-based economic development was the main objective. The process involved the LUP drafting committee and to some extent, Chief and Council. The phase included the development of a draft Economic Development Policy, draft developer

procedures, and draft tools for evaluating economic development proposals submitted to the community. Tools developed within this phase include: Preliminary Opportunities Assessment; Lands Acquisition Assessment; Preliminary Screening Process; Analysis of Proposals; Analysis of "Benefits to the Community"; Feasibility Study Commissioning; Competitive Analysis for ALIB Involvement; and, Business Plan Analysis.

With each phase of the LUP, the community was involved through its LUP drafting committee, the Lands manager, and subsequent community meetings. For each, a "final report" was drafted, each including a summary of information gathered and recommendations. The general recommendations for each follows this section.

4. LAND USE PLAN RECOMMENDATIONS BY PHASE

4.1 Introduction - LUP Recommendations

Each phase of the LUP has included sets of recommendations: The first set of the recommendations in the reports generally suggest ways of proceeding with land matters – be it what activities are preferred for specific land areas, how *kwéstens* could be defined, and so on. The second sets of recommendations are generally found at the end of the reports, suggesting 'next steps'. Below are summaries of the overall recommendations of each step. "Next step" recommendations are left out.

4.2 LUP – Phase I Recommendations

General:

Chief and Council to review, adjust and adopt land use plan (land use and *kwéstens* definitions).

Specific Phase I Recommendations:

Recommendations for Hustalen (*Cstélen*) (IR 1):

1.   Protect Traditional Use Sites;
2.   Track and assess existing lease terminations and renewals;
3.   Seek out and plan for infrastructure funding;
4.   Consider installing a boat launch for ALIB members;
5.   Allow only very limited development for the next 5 – 10 years;
6.   Investigate small-scale logging potential; and,

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7. Investigate potential for a culture-related facility, either for ALIB members only, or for a wider tourism audience; set aside land for the same.

Recommendations for Squaam (*Sq7em*) IR 2:

1. Identify and Protect Traditional Use Sites;
2. Track and assess existing lease terminations and renewals;
3. Seek out and plan for infrastructure funding, only if more development is anticipated;
4. Seek out and plan for funding for safe and environmentally sound land fill management strategies;
5. Consider installing a boat launch for ALIB members;
6. Allow only limited development for the next 5 – 10 years; and,
7. Investigate small-scale logging potential.

Recommendations for Toops (*Tegwúps*) IR 3:

1. Identify and Protect Traditional Use Sites;
2. Track and assess existing lease termination and renewal;
3. Consider the development of a small sub-division (of approximately 15 houses);
4. Seek out and plan for infrastructure funding, if a sub-division is anticipated; and,
5. Allow only limited and selective logging for the next 5 – 10 years.

Recommendations for *Sahhaltkum* (*Sexqeltqín*) IR 4:

1. Identify and Protect Traditional Use Sites;
2. Track and assess existing lease termination and renewal, particularly along the foreshore;
3. Seek out and plan for infrastructure funding, regardless of whether more homes are built or not;
4. Undertake a close study of residential lots (septic systems) located along the shore;
5. Consider developing a revised or renewed sub-division plan (of approximately 35 houses);
6. Consider setting aside lands for facilities expansion (school, administration building, public works, cemetery…); and,
7. Consider small to medium sized commercial endeavors, on a case by case basis.

Recommendations for *Stequmwhulpa* IR 5 Reserve

1. Identify and Protect Traditional Use Sites;
2. Track and assess existing lease termination and renewal; revisit lease extensions on a case-by-case basis;
3. In the next five years, seek out and plan for infrastructure funding, if a commercial venture is viable;
4. Investigate the possibility (and community desire) for permitting signage along highway segment;
5. Investigate the possibility of allowing limited and selective logging for the next 5 – 10 years; and,
6. Investigate the possibility of a land exchange for land which might be more accessible and suitable to ALIB community needs.

Recommendations for *Switsemalph* (*Sxwetsméllp*) IR 6 Reserve

1. Identify and Protect Traditional Use Sites;
2. Track and assess existing lease termination and renewal, particularly along the shore, consider terminating them.
3. Immediately seek out and plan for infrastructure funding;
4. Continue to persue and investigate third party links for joint business ventures;
5. Continue to develop market housing ventures, as market evolves;
6. Develop a clear strategy for additional member housing; and,
7. Consider setting aside lands for facilities expansion or relocating to larger lots.

Recommendations for *Switsemalph* Reserve IR 7

1. Identify and Protect Traditional Use Sites;
2. Track and assess existing lease termination and renewal, particularly along the shore, consider terminating them;
3. Immediately seek out and plan for infrastructure funding;
4. Continue to pursue third party links for joint business ventures;
5. Continue to develop market housing ventures, as market evolves; and,
6. Develop a clear strategy for additional member housing.

Phase I - Recommendations Summary

	IR 1	IR 2	IR 3	IR 4	IR 5	IR 6	IR 7
Identify and Protect Traditional Use Sites	√	√	√	√	√	√	√
Track and assess existing lease terminations and renewals	√	√	√	√	√	√	√
Seek out and plan for infrastructure funding	√	√	√	√	√	√	√
Consider the development of a small to medium scale sub-division			√	√		√	
Undertake study of septic systems	√	√	√	√	√	√	√
Seek out and plan for funding for safe and environmentally sound land fill management strategies		√					
Allow only limited development for the next 5 – 10 years	√	√					
Consider setting aside lands for community amenities				√		√	
Continue to persue third party ventures						√	√
Investigate the possibility of a land exchange					√		
Consider small to medium sized commercial endeavors				√			
Consider adding market housing						√	√
Investigate the possibility of targeted highway signage					√		
Investigate and potentially allow small-scale (selective) logging potential	√	√	√		√		
Investigate potential for culture-related facility	√	√					
Consider installing a boat launch for ALIB members	√	√					

4.3 - Phase II Recommendations

The LUP Phase II involved the development of a set of policies and procedures as related to lands and other lands-related matters. The main recommendations of this phase include the review (by Chief and Council), adjustment and adoption of policies and procedures as related to the following:

General:

Chief and Council to review, adjust and adopt land-related policies and procedures, including:

1. Heritage and Archaeology (as related to lands and development only);
2. Land Use Planning (including Variance applications);
3. Development and Development Applications;
4. Building and Construction (including permitting);
5. Building Inspectors;
6. *Kwéstens* (and their definitions);
7. Leases and Leasing;
8. Land acquisition; and,
9. Land-related dispute Resolution.

4.4 - Phase III Recommendations

The LUP Phase III involved the development of a five year economic development strategy, or footprint. The main recommendations of this phase include the adoption of the following primary components (refer to Figure 2 that follows):

General:

Chief and Council to review, adjust and adopt Economic Development Strategy, including:

1. *Department Interconnectivity*, whereby the present organizational structure should be streamlined and modified to function at the speed of business of business;
2. *Economic Development Policy,* developed within the context of present-day regional realities and ALIB membership aspirations and preferences;
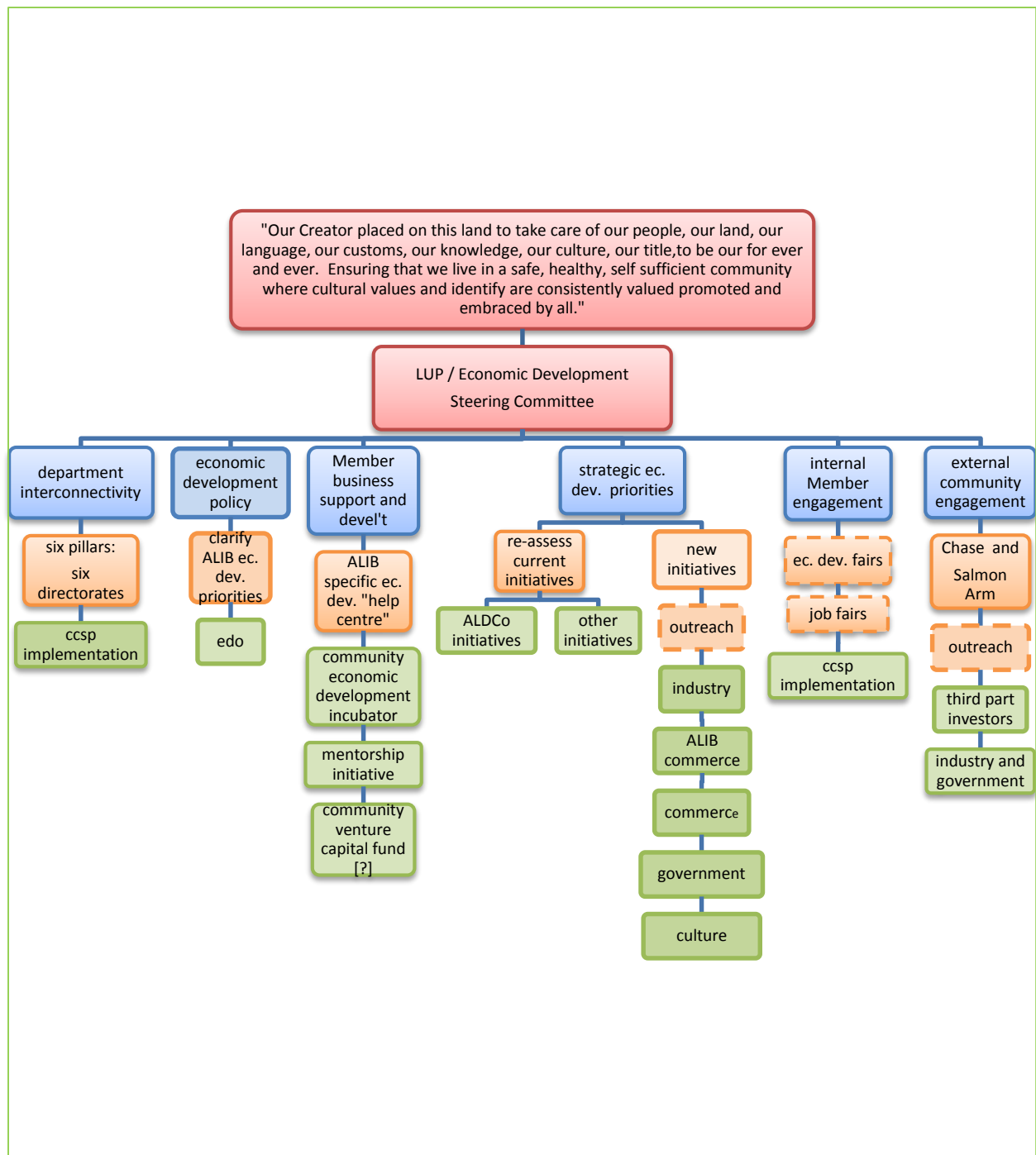
Figure 2: ALIP LUP Phase III - Economic Development Strategy - Roadmap

3. *Member Business Support and Development,* fully integrated within the ALIB organization and community;

4. *Strategic Economic Development Priorities,* assessed (and re-assessed for existing initiatives);

5. *Internal Member Engagement*, ensuring that the membership is fully engaged and informed in any new economic development initiative being pondered; and,

6. *External Community Engagement*, designed with community input, and outlined within a formal and detailed outreach plan for an Economic Development Officer or manager to follow.

4.5 - Phase IV Recommendations

The LUP Phase IV involved the development of a set of more refined strategies related to land-based economic development. This included development of a draft Economic Development Policy, draft developer procedures, and draft tools for evaluating economic development proposals submitted to the community.

General:

1. Chief and Council to review, adjust and adopt Economic Development Policy;

2. Chief and Council to review, adjust and adopt development application procedures;

3. Chief and Council to formalize an "LUP and Economic Development Steering Committee" (LUPEDSC); and,

4. Lands Department to review, adjust and adopt Economic Development assessment tools.

5 - Guiding Principles for Implementation and Integration Plan

5.1 Introduction

In many communities, policy development and project selection are left to chance: An opportunity presents itself and too quickly the rush to commit takes precedence over pre-established plans. Clear policies are not adopted and project priorities are shifted on an ad-hoc basis.

5.2 Guiding Principles

Sound guiding principles should be adhered to, from the beginning of LUP implementation, including an assessment of, at a minimum:

1. Level of ALIB policy support;
2. Adherence to ALIB procedures (for land use and development projects);
3. Adherence to ALIB LUP plan recommendations
4. Internal ALIB community will;
5. Affordability
6. Overall and positive impact on the ALIB community and the LUP strategy;
7. Immediate and future internal capacity;
8. Perceived and assessed risk;
9. Urgency;
10. Scale; and,
11. Political support (from within and from outside the community).

6 - Implementation and Integration Plan

6.1 Introduction

As stated earlier in this report, implementation is about how community intentions, desired land uses, and economic development priorities become reality. The purpose for developing an implementation strategy is simply to outline how this reality will come to fruition. For the LUP phases to be successful, it is of primary importance that the community organizes itself to undertake the steps to carry out the tenets of the LUP. The adoption of new related policies, the implementation of the community's LUP, the refining and changing of administrative processes, the selection of key (priority) land use and economic development initiatives, and the locating and allocating of funds are the main determinants for a positive outcome. This will be a dynamic process whereby the community and its leadership and administrative body will have to adapt as internal and external circumstances ultimately alter the implementation and integration strategy. Tasked with overall implementation (and especially its progress monitoring) will be the "LUP Implementation Team" (see below).

Implementing the ALIB LUP will be a multifaceted exercise. Each step, or a portion of each step, may potentially correspond to a project, leading to a project-based approach.[9] The latter approach may be the most feasible way for the community to achieve the completion of the steps. Projects may not necessarily flow in a seamless wave, but instead, could take place as opportunities and funding arise. This does not mean that feasibility studies and due-diligence should not be undertaken with the utmost of care. Yet like a jig-saw puzzle, together the projects will fulfill the LUP goals. With this strategy in mind, oversight and visioning will be key: What projects can be implemented, for example, with little capital? What can be done by

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[9] The project-based approach to this implementation strategy is based on work done by Dalhousie University's Cities and environment Unit of the faculty of Architecture and Planning.
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the community? How can the projects build upon each other? And what small projects could be used to build a stable foundation for larger projects in the future?

One of the primary keys to a successful implementation plan is community commitment. Chief and Council and the administrative arm of the community has made investments and indeed, commitments to implementing its plans. The steps to move beyond the recommendations of the LUP phases involve the moving of the main concepts and ideas into actions, be it in the form of policies or projects. This will ultimately lead to tangible results felt throughout the ALIB community. The LUP implementation team (see below) will oversee the implementation of the LUP and Economic Development initiatives as they are carried out from within the organization. This will be key in terms of avoiding project overlap and redundancies. Each policy or project will have a key individual linked to it; the latter will be responsible for "championing" it to ensure successful completion. Ideally, the CCSP coordinator will assist in continuity in terms of ensuring community involvement and adequate communications, but will not be involved in decision-making process or project selection.

6.2 - LUP Adoption and Policy Approval

The community members has been contributing land use and economic development thoughts and ideas, through several community meetings, over the past four years. One of the concerns voiced throughout the process is the need for better communications and "knowing the rules". It seems logical, therefore, to finalize and enact land-related policies and procedures "before" embarking on any implementation course. The following four steps are therefore recommended as initial actions in this integration and implementation plan (see also "workplan" section below):

1. Chief and Council to review, adjust and adopt land use plan (land use and *kwéstens* definitions in LUP Phase I);

2. Chief and Council to review, adjust and adopt land-related policies and procedures, including development application procedures (in LUP Phase II);

3. Chief and Council to review, adjust and adopt Economic Development Strategy (in LUP Phase III); and,

4. Chief and Council to formalize a "LUP and Economic Development Steering Committee" (as recommended in LUP Phase IV) and "LUP Implementation Team" (as recommended in the present plan).

6.3 - LUP Implementation Team

As recommended in the LUP Phase III, the former LUP Committee (the committee tasked with drafting the LUP) should be preserved and renamed as the "LUP and Economic Development Steering Committee" (LUPEDSC). The LUPEDSC can then act as an advisory committee and be tasked with making recommendations to Chief and Council, monitoring implementation progress, and providing direction to the Lands Manger and the Economic Development Officer, ensuring that timelines are developed, all-the-while providing key deliverables and a satisfactory project completion rate. The LUPEDSC role is outlined in the LUP Phase III final report and its situation within the ALIB Land Use and Economic Development strategy is shown in diagram #2 (see below). The same committee is answerable to Chief and Council, and to the overall ALIB community through regular, perhaps by-annual, community meetings.

An "LUP Implementation Team" is required to marshal the implementation of the Implementation and Integration Plan. The implementation team must have sufficient capacity and therefore should broadly include the LUPEDSC, Chief and Council, the Band Manager, the Lands Manager, the Economic Development Officer, and the CCSP coordinator (see diagram blow); the latter is included in the team for reporting and CCSP integration purposes only. The implementation team will also be tasked with managing the community's expectations.

LUP Implementation Team

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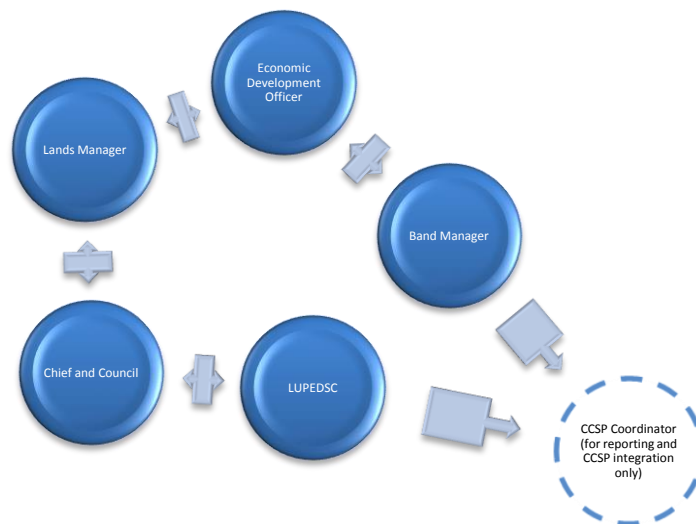
6.4 - Project and Initiative Strategy

Policies and projects are the main vehicles through which specific LUP actions will be taken. While criteria for project selection should flow or directly reflect the guiding principles, it is understood that policies and procedures need to be in place in order to make well-guided selection decisions, and in order to ensure proper procedures are followed (procedures that reflect the community's wishes). These are the steps identified in section 6.5. Throughout the LUP phases, many recommendations were identified and set out by the community. This includes the land use plan itself, complete with the identification and selection of *kwéstens* (zones) and land uses, policies and procedures for development and LUP amendments, the five year economic development footprint or strategy, and the economic development policy. Each of the phases can be broken down into specific actions. For clarity, the actions that are outlined in the present implementation plan correspond to the sets of recommendations that were identified within the LUP phases. Key will be the prioritizing strategy, and although prioritizing projects is not the goal of this implementation plan, opportunities, political will, and funding, for example, will dictate priority sequencing and it is important to acknowledge this from the beginning. It cannot be overstated that the Lands and Economic Development policies should ideally be implemented and enacted 'before' the implementation plan's actions or projects are initiated. Throughout the decision making process in identifying priority projects, pragmatism, realism and logical strategies should prevail.

The basic strategy adopted for the implementation and integration plan therefore comprises five initial steps, including:

1. Chief and Council commitment to the LUP;
2. Adoption of Land and Economic Development Policies;
3. Adoption of land-related procedures;
4. Identification, selection and implementation of Quick-start projects[10]; and,
5. Identification, selection and implementation of projects.

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[10] A "quick start" project is a relatively small project that requires little time to plan and implement, has a high chance of completion, and will have a positive effect on a community. The main purpose of the project (other than its true product) is to create interest, eagerness and passion within the community. It should also aim to show the community that it "can" initiate and complete projects. As with any other project, the project must have a champion. It must also require little funds or new staff time to be expended. And it must be carried out on a relatively short timeline.

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6.5 Criteria for Identifying Project Priorities

Specific criteria for identifying and selecting economic development opportunities are identified in the LUP Phase III final report. Criteria for project implementation priorities should include, at a minimum, the following (in no specific order of importance):

1. *ALIB Policy Support*: When project opportunities present themselves, one of the first criteria for evaluating ALIB's participation or initiation should be to assess whether the proposal falls within existing policy.

    Is there a policy in place, such as an Economic Development Policy?

2. *ALIB LUP recommendation*: In the fast changing international, national and to some extent regional economic pace, the temptation to take risks as "new" opportunities come up can rapidly increase. However, the community has expressed, relatively clearly, its wishes in terms of land use and economic development types through its LUP phases. Therefore, some of the important first questions to ask when new opportunities arise include:

    Does the contemplated project "fit" within the spirit of the community approved LUP?

    Does the contemplated project conform to the LUP tenets such as land designations and *kwésten* definitions?

    Does the contemplated project adhere to the Economic Development policy?

    And does the contemplated project have clear benefits to the community?

3. *Community Will*: Assuming that the contemplated project falls within the LUP permitted land uses and recommended economic development areas, there must be an appetite for the project within the

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community: The project might fall within the criteria identified within the LUP all-the-while adhering to the ALIB Economic Development policy, but it may or may not be wanted by the community. For example, while "gaming" is an economic development activity identified within the LUP Phase III, it may not be desired at *any location* and in *any form*. For some activities, therefore, community referenda or information sessions may be required tom obtain further guidance and / or approvals from the community.

4.	*Community Affordability*: While the business plans of the vast majority of proposed businesses will have a very positive outlook, this does not mean that the "positive outlook" will occur in the short to medium term for the ALIB community. In the meantime, investment (in land or dollars, for example), will be required in the short term.

> Can the community afford the immediate land or cash outlay?

> When is the break-even point?

5.	*Impact on the community and the LUP*: Contemplated projects should always be looked at from a community-wide perspective first, and regardless of its scale. Environmental impacts and social consequences, for example, should be assessed prior to any project approval, and for each reserve's population and lands, regardless of where the project will be undertaken.

> How will the people living on each reserve be impacted?

> How will the ALIB reserve lands be affected?

6.	*Immediate capacity*: The success for almost any project, regardless of its structure, is directly linked to capacity. Even when all of the work is done by outside expertise, internal capacity is required in order to ensure that any project benefits are fully derived by the community. From senior managers to on-the-ground staff and technicians, mentoring and more training should form part of the project aims. Immediate capacity means

having adequate capacity to manage a project, "before" a project begins. This applies to all levels of staff involvement. Key questions include:

Do we have the right team to implement this project?

Are the community members involved in the project adequately trained and / or mentored to undertake the project with reasonable and positive expectations?

Are there true mentors available? Many mentors can be inexperienced and offer little or inadequate mentoring.

7. *Risk*: Risk exists in any project. The success for almost any project, regardless of its structure, is directly linked to risk and how risk is managed. Financial risks, as well as, for example, environmental risks, particularly when dealing with land uses and economic development activity on the same lands, are very possible and almost impossible to completely eliminate. Risk analysis and assessment are therefore key. Risk versus return on the investment should be measured and assessed in detail. Key questions include:

What are the risks?

Can the community withstand potential losses?

8. *Urgency*: Extenuating circumstances may cause project(s) to be moved forward, or delayed, due to emergencies or unexpected opportunities. A flood might bring about a sudden project requirement; the same project – for a flood barrier, for example, may have been planned within the community's infrastructure plan, but the flood necessitates the barrier construction right away. An expected flow of funds tied to a specific action or project may also arrive suddenly.

Is the "urgent" project truly "urgent"?

9. *Scale*: The scale of a project will have an impact on priority or choice. A large project may have to wait for implementation, depending on how it will impact the community. Smaller projects (such as "quick-start"

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projects) may be considered for early implementation due to low impacts and / or positive effects on the community (see footnote # 9 regarding "quick-start" projects).

What is the scale of the project?

How will the scale of the project affect the community?

10.   *Political Support*: Political support from within and from outside the community is also a variant in assessing project priority. Without internal support, the project will stand little chance of being successfully completed, especially as challenges are encountered. Without external support for some projects, the completion of the project will be difficult, should agreements such as servicing agreements, for example, be required.

Is there widespread internal support for the project?

Does the project require outside support?

Is there outside support for the project?

6.6 - Project Management, Reporting, Approvals and Communications

Each project requires a fully developed process, broken down into a set of detailed steps. This includes preliminary work that might identify factors such as available work possibilities for community members, as well as timelines, cost controls, project control mechanisms, processes for project amendments, controls for quality, and reporting requirements (for community, Chief and Council, and third parties) are all necessary components. With these in place, responsibilities can be assigned internally and the project can be implemented. For the ALIB organization, it may be that in some cases, the responsibility can be assigned to a senior manager, with a more junior person in place, thus providing capacity building; this will depend on available personnel and project complexities.

In many cases, proper approvals (from third parties, for example, such as neighboring jurisdictions for servicing agreements) will be required. Approvals need to be in place "before" project start-up. In terms of communications, the community has been clear: Communications must be improved and a good communications plan should therefore form part of any project, regardless of its

scale and level of importance. The communications plan should, at a minimum, include a description of the project, its timeline, budget, expected community benefits, and a description or profile of any consulting / construction firm that will be working within community lands.

6.7 - Opportunities, Funding and Partnerships

Many communities feel that full funding is required "before" a project implementation commences. The key, rather, is to ensure that the project is fully planned and analyzed for required resourcing; it may be that funding will be required and flow over two or several years. And it may also be that that several funding partners can be involved: In many cased, funders wait to see that a project is underway before they commit to providing funding. The latter also applies to community involvement: As community members begin to see success, interest grows. And as community members are provided with opportunities, interest grows. Within the ALIB organization, efficiencies can be found by sharing department resources; there is no reason why lands, economic development, housing, and public works functions cannot be pooled together to fulfill the needs of a project, for example. Similarly, for certain projects, there is no reason for neighboring indigenous communities to not be participating, also pooling resources; municipalities and institutional partners should also be considered for partnerships, depending on the type of projects.

7 - Workplan

7.1 Introduction

The following workplan is a generalized schematic of the steps required to implement the LUP Phases; specific steps are outlined in the recommendations sections above. The Initialization Phase is the most important; without it, the other steps are not likely to be successful. A project-based approach to the implementation of the LUP is suggested, once the Initialization Phase is complete. Five primary considerations should predominate over the management and leadership decisions. These include:

1. Community-focused approach: Any project forming part of the LUP implementation plan must be community-based, whereby community input should be enabled throughout each project, including design, development and implementation.

2. Innovative: The ALIB community should strive to be original and each project leading to the completion of the LUP implementation plan should reflect innovation and as much as possible not be template-driven.

3. Local in approach: Turning to community ideas, labor and resources should be at the forefront of each project, with external input, influence and connections taking a secondary role.

4. Cross boundaries: The projects leading to the successful implementation of the LUP implementation plan should look beyond conventional boundaries and should "test" the limits of community potential and community expectations.

5. Community-scale: Each project should be designed and implemented with the community (and with its land use and economic development aspirations) in mind.

7.2 Workplan

OBJECTIVES/ACTIONS	RESPONSIBLE	
Initialization Phase 1. Council to review, adjust and adopt land use plan (land use and *Kwéstens* definitions in LUP Phase I).	Council	
2. Council to review, adjust and adopt land-related policies and procedures, including development application procedures (in LUP Phase II).	Council	
3. Council to review, adjust and adopt Economic Development Strategy (in LUP Phase III).	Council	
4. Council to formalize an "LUP and Economic Development Steering Committee" and "LUP Implementation Team" (in LUP Phase IV).	Council	

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OBJECTIVES/ACTIONS	RESPONSIBLE	
Specific Recommendations Phase		
5. Phase I Recommendations	Lands Department	
6. Phase II Recommendations	Lands Department	
7. Phase III Recommendations	Administration and Economic Development Departments	
8. Phase IV Recommendations	Administration and Economic Development Departments	

OBJECTIVES/ACTIONS	RESPONSIBLE	
"Quick-start" Project Phase		
9. Project selection	Chief and Council and Administration Department	
10. Project Implementation	Department (depending on project)	
11. Project Evaluation	Community	

OBJECTIVES/ACTIONS	RESPONSIBLE	
Project Implementation Phase		
12. Project selection	LUPEDSC as recommended to Council	
13. Project Implementation	Department (depending on project)	
14. Project Evaluation	Community	

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Private and Confidential

# 8 - Mapping the Land Uses and Economic Development

8.1 - Introduction

This implementation and integration plan does not focus on specific projects as these have yet to be identified by the community and its leadership. The maps provided within this document therefore do not focus on precise development activities or land uses; these will be selected and prioritized as part of the implementation strategy. Fourteen maps follow – two for each research: The first map for each reserve highlights the land use types that the community had identified during the development of the first phase of the LUP. The second map for each reserve has added comments – these are minimal and are meant as starting point for community and leadership discussion. They suggest areas In red oblongs) where preliminary work, or studies should be taking place at the onset of the LUP implementation. Where ALIB member housing has been suggested by the community, for example, infrastructure and capital works should be sought and planned for, from the beginning of the implementation stages.

In time, the same maps should be updated and as lands are developed and as economic development takes place, the maps should be detailed to ensure compatible uses and proper planning. From the maps of IR 6 and IR 7, for example, it becomes clear that planning with CP holders involved should take place as a matter of priority: Knowing and acknowledging that the CP holders will eventually develop the lands that they hold, the community would benefit greatly by inviting the same land holders to plan more holistically. (This is one of the recommendations from the LUP Phase IV).
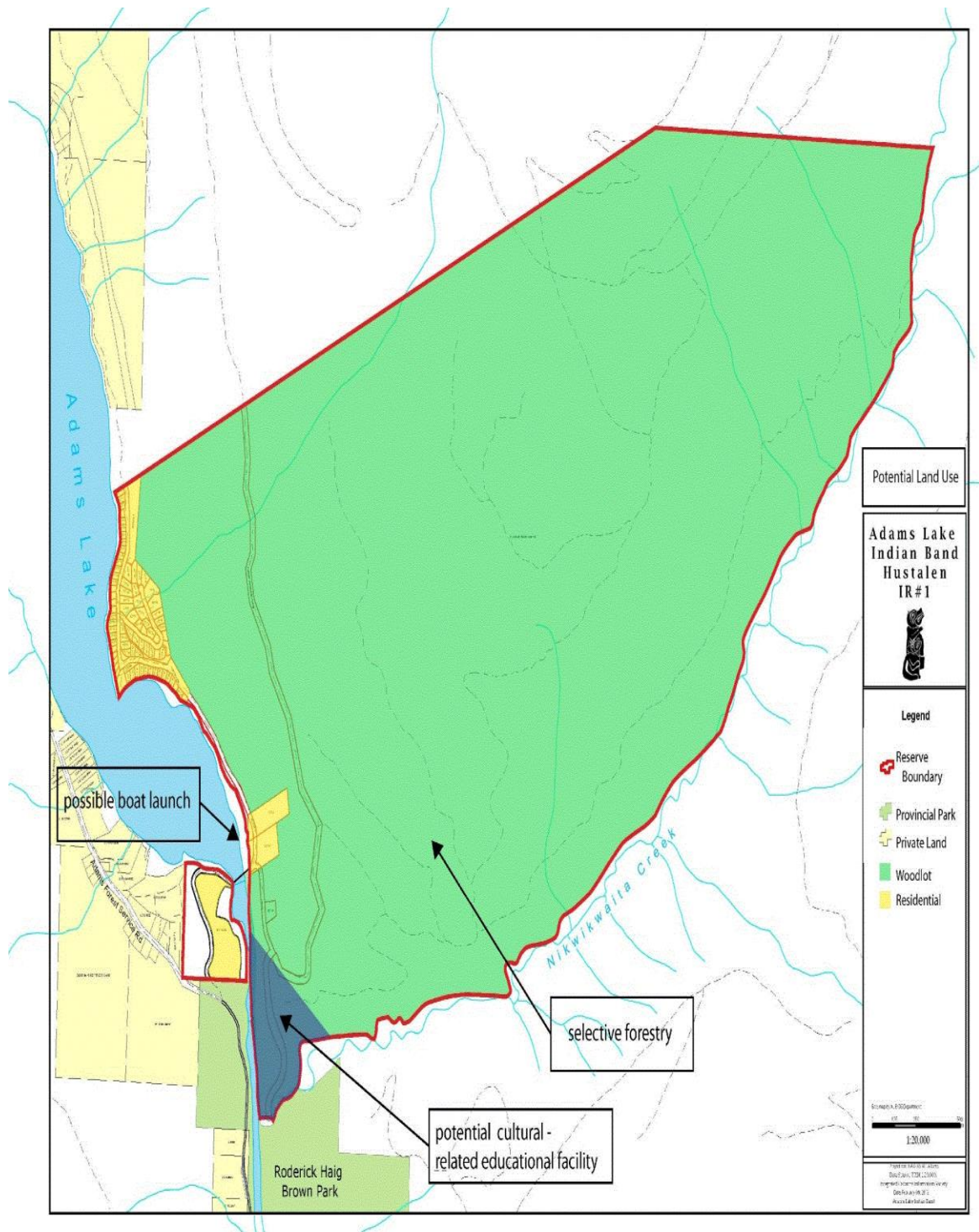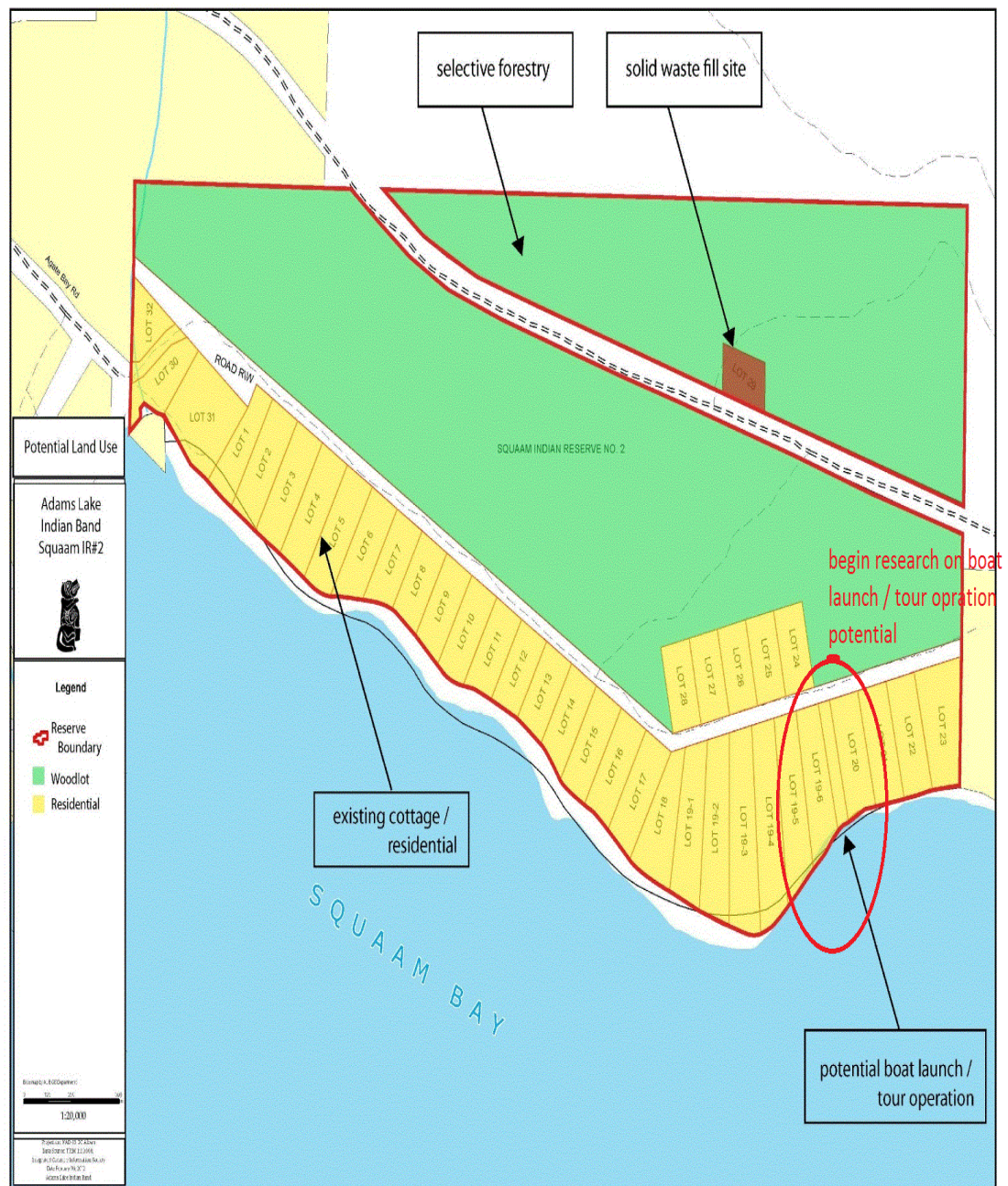
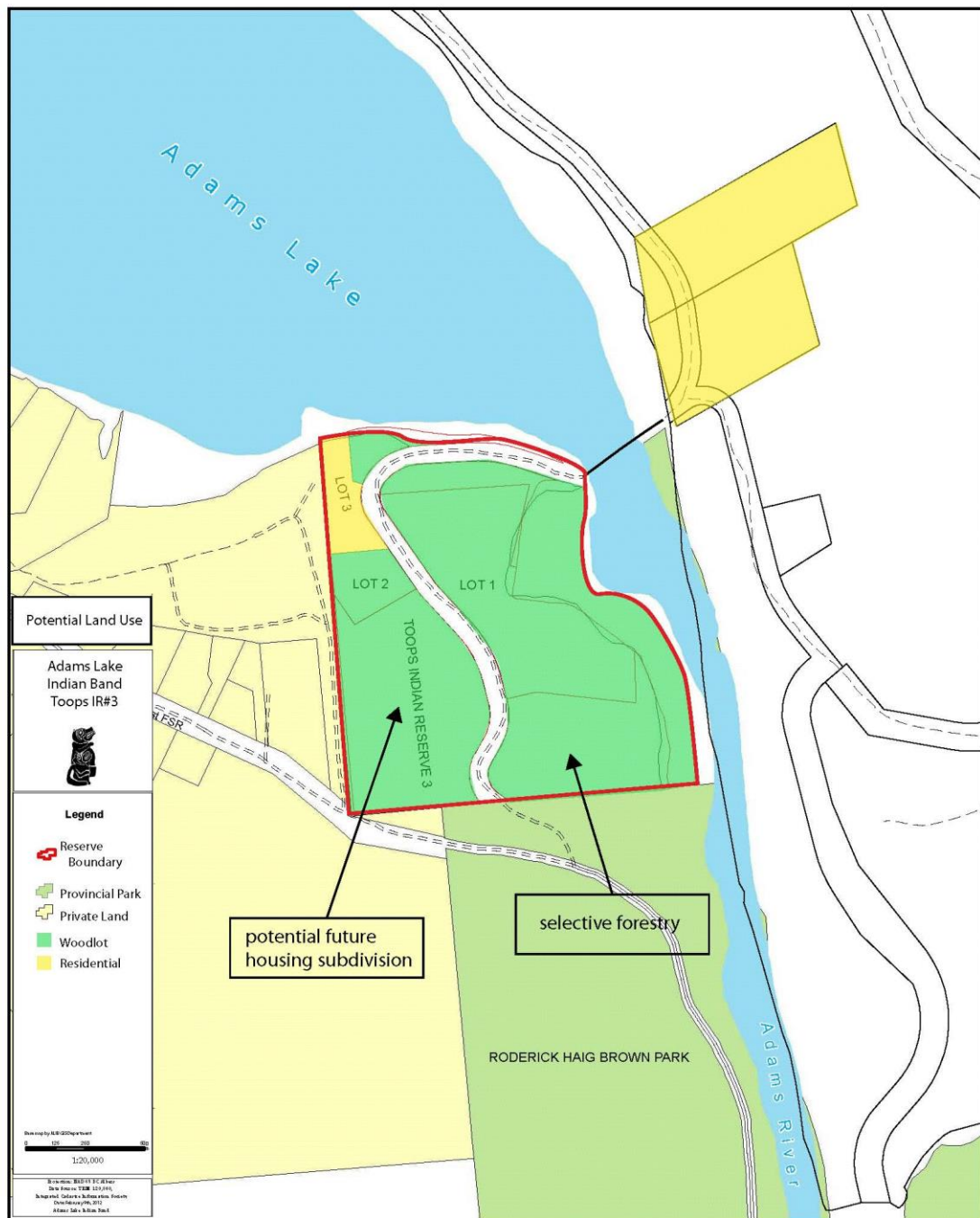**Map 1 - Hustalen (*Cstélen*) IR 1 – Potential Land Use**

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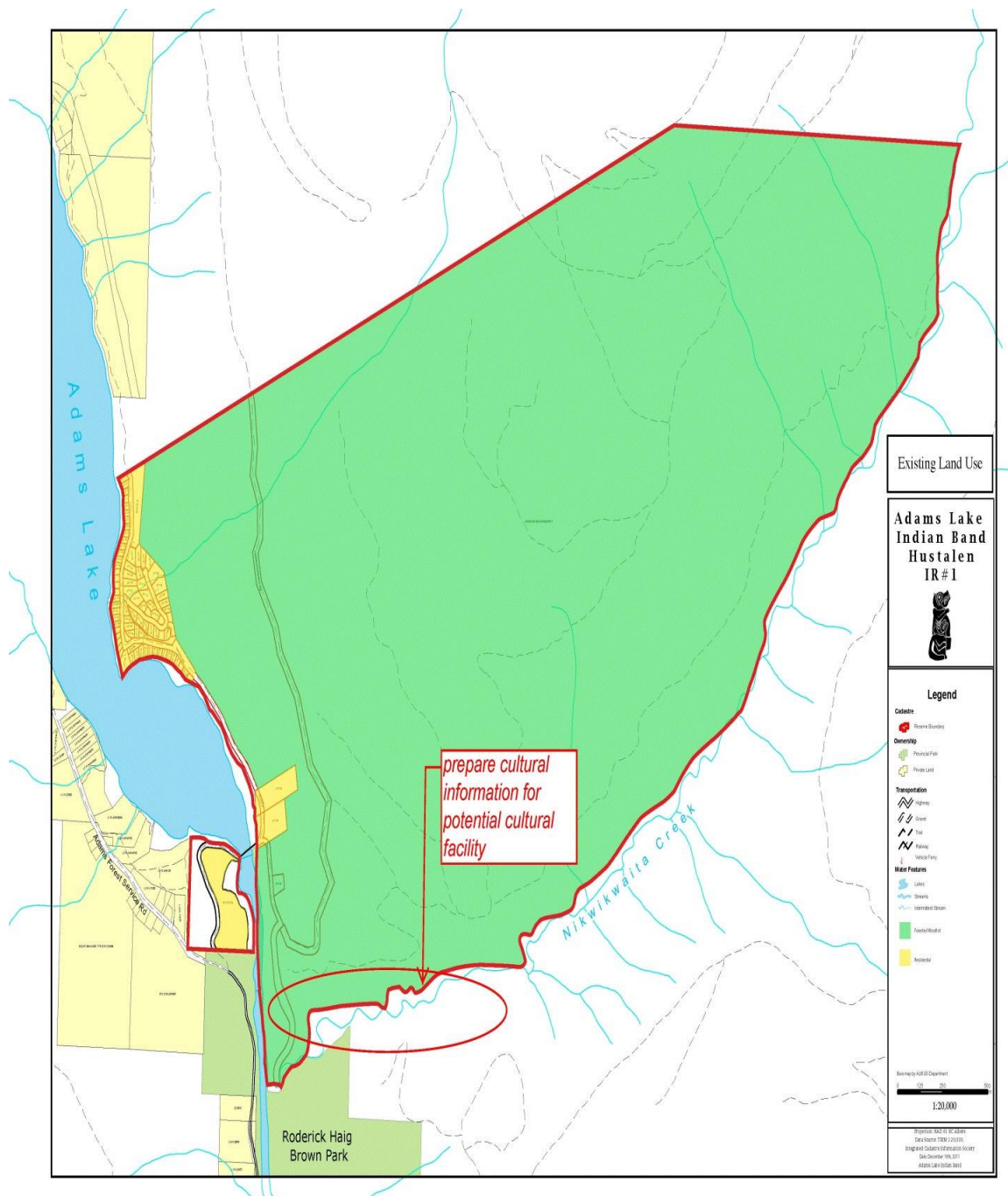
Map 2 - Hustalen (*Cstélen*) IR 1 – Priority Actions

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Map 3 - Squaam (*Sq7em*) IR 2 – Potential Land Use

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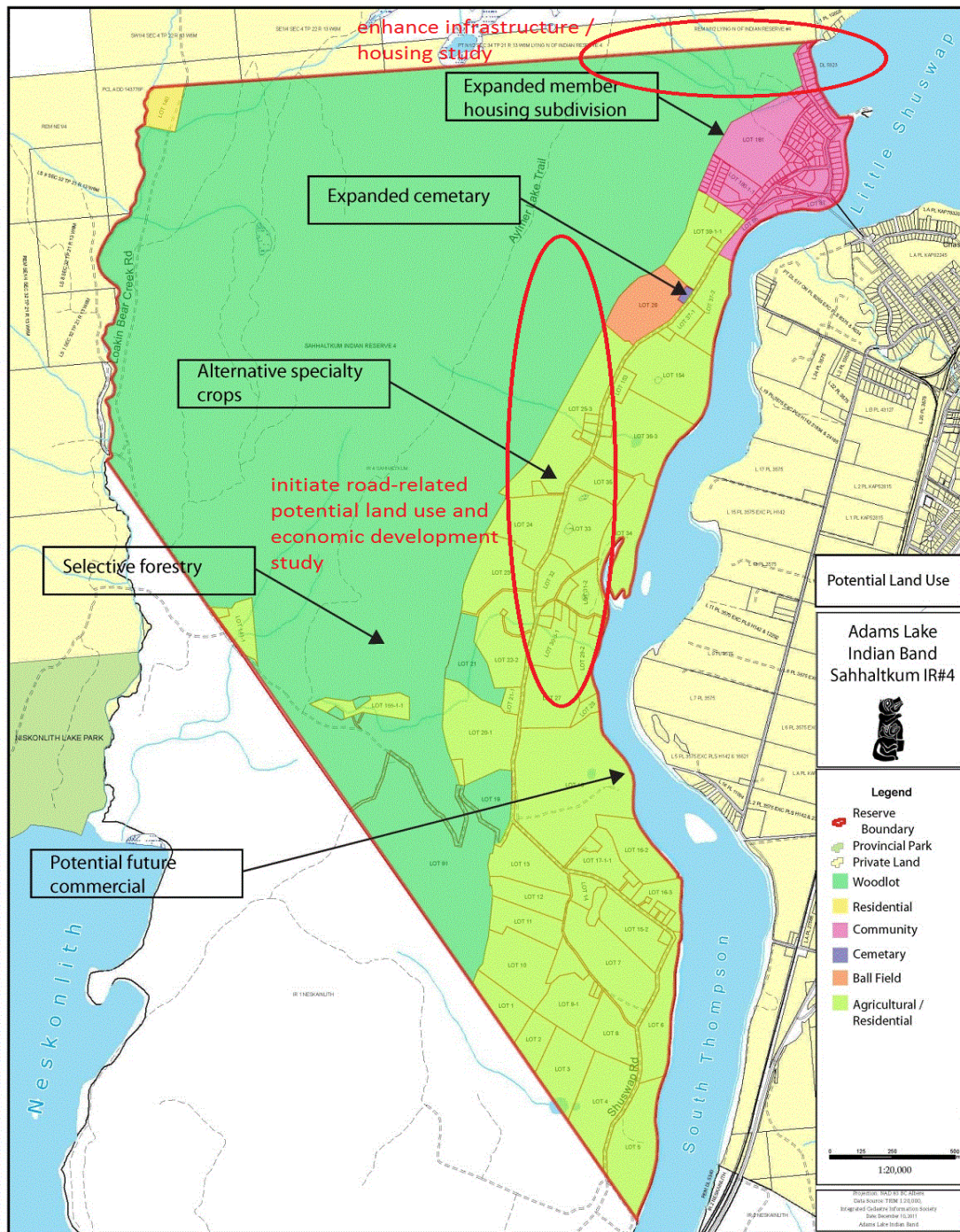
Map 4 - Squaam (*Sq7em*) IR 2 – Priority Actions

Map 5 - Toops (*Tegwúps*) IR 3 – Potential Land Use

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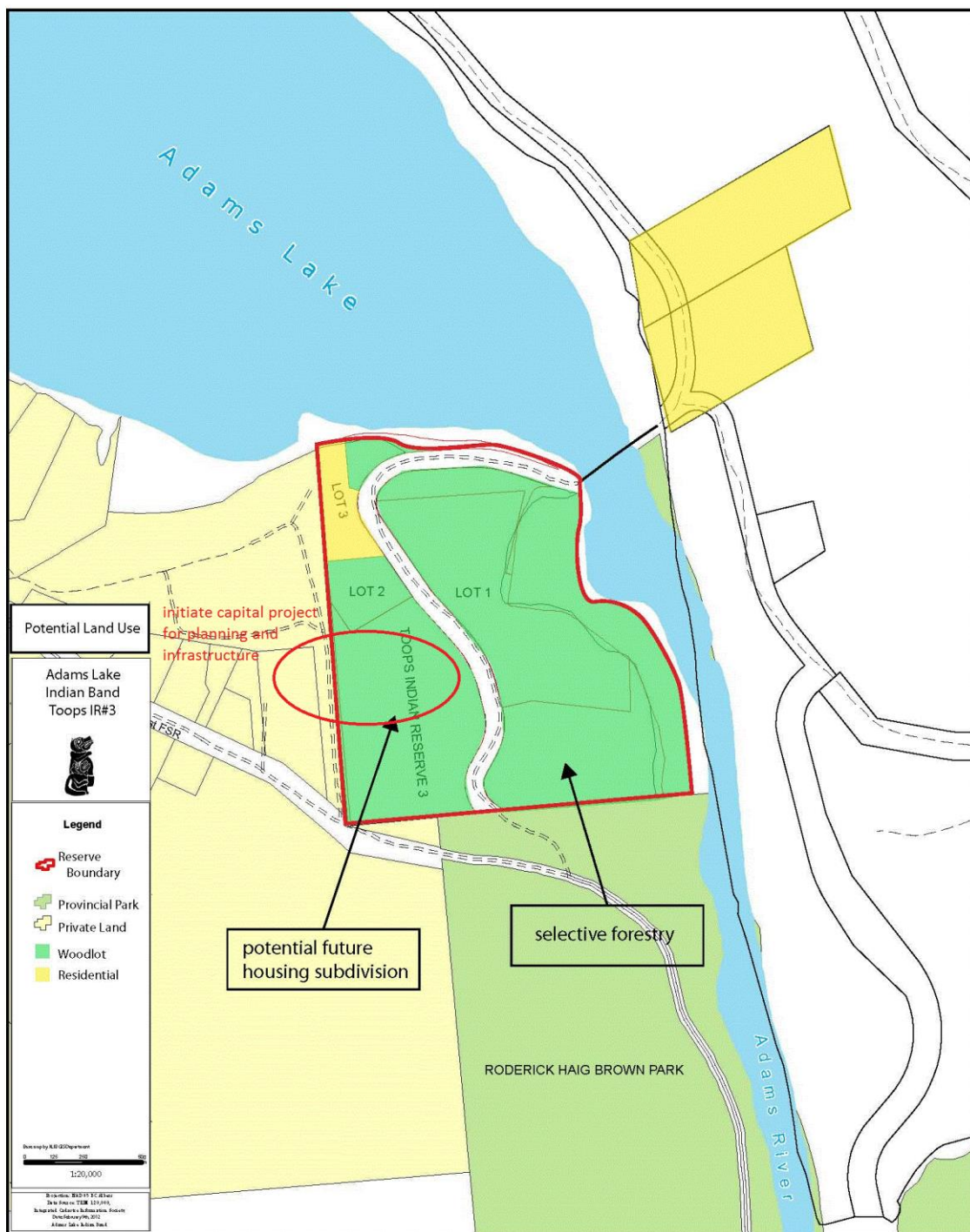
Map 6 - Toops (*Tegwúps*) IR 3 – Priority Actions
ALIB LUP Phase IVa - Integration and Implementation Plan for Land Use Plan Components
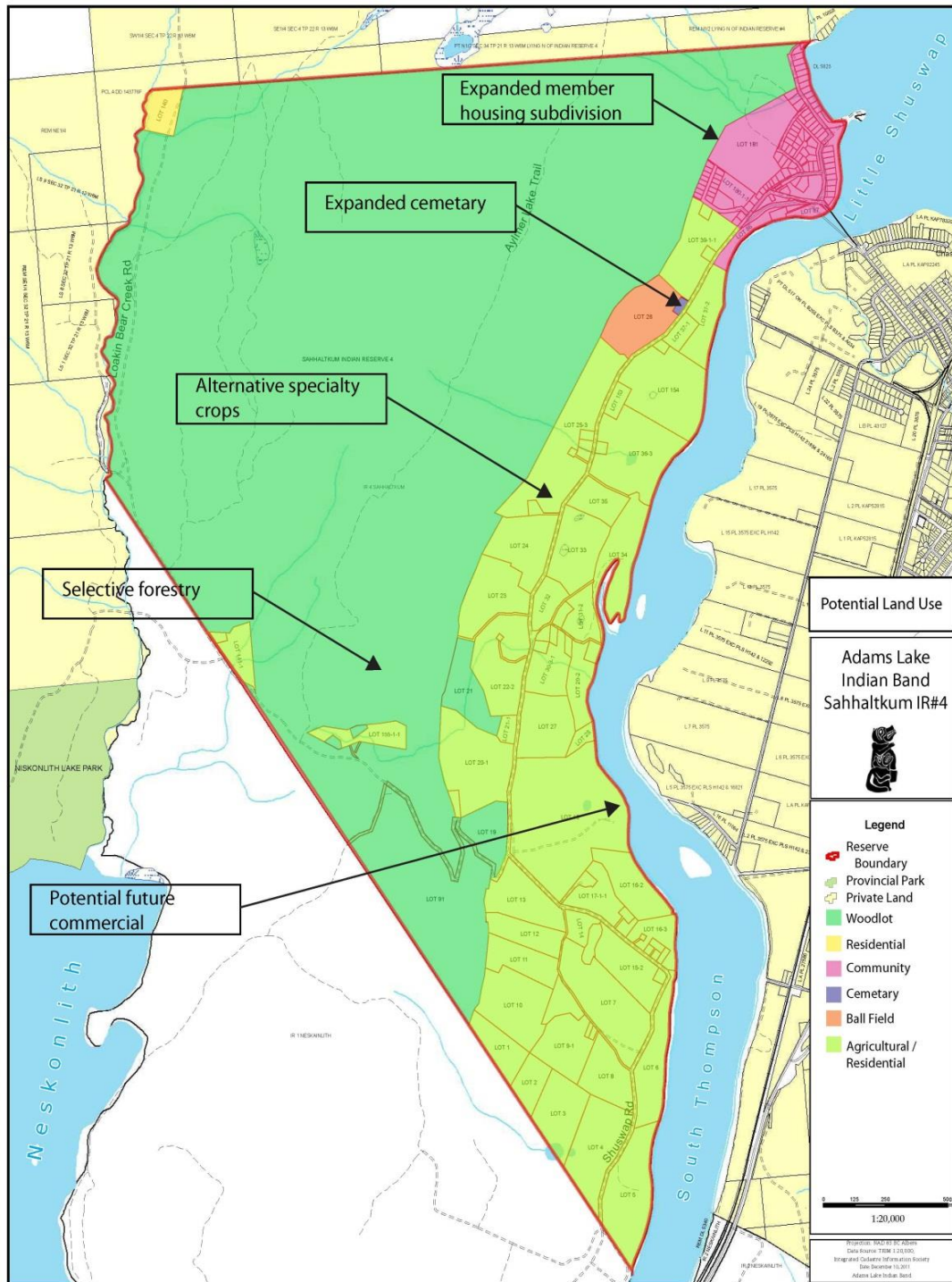
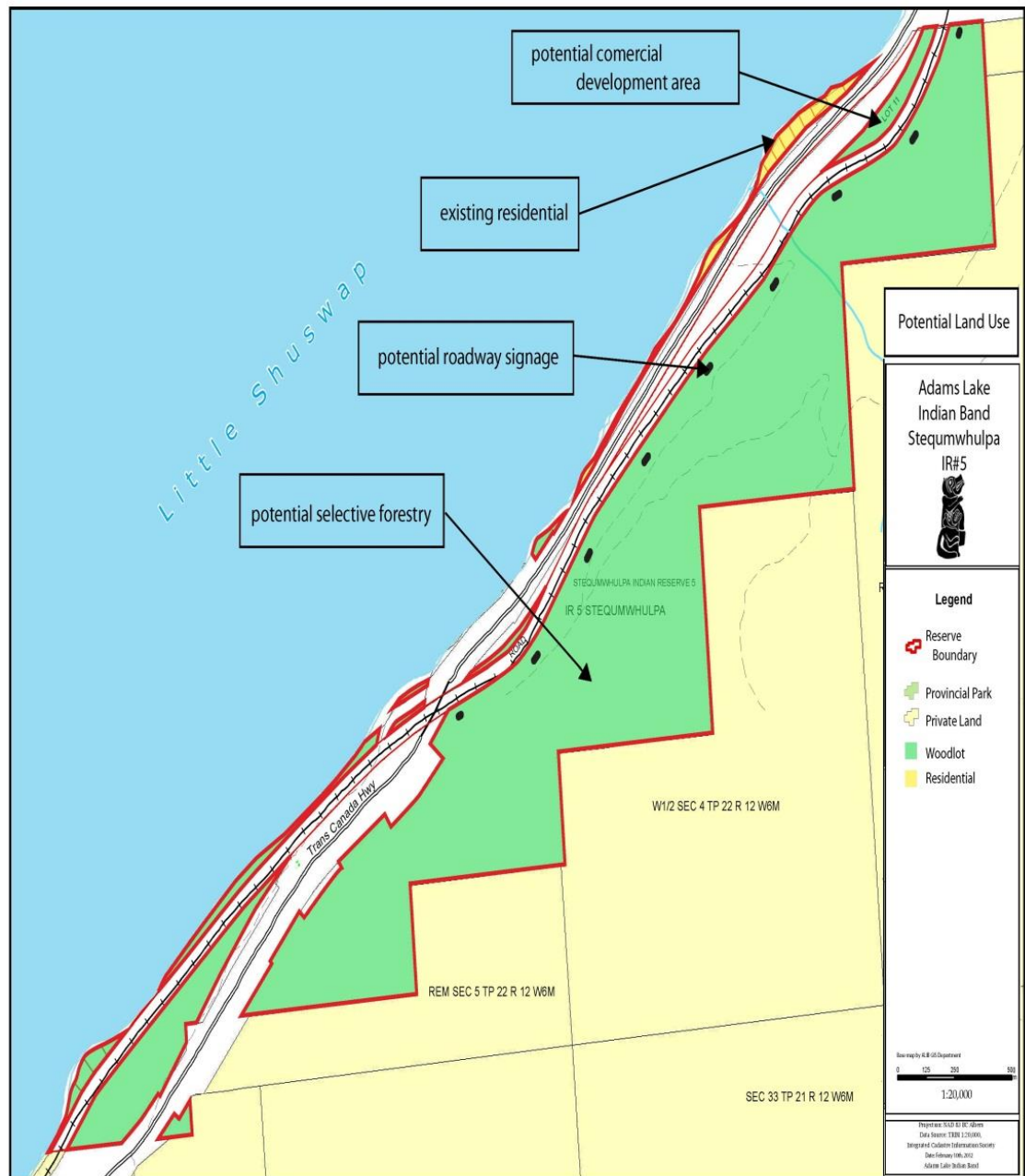**Map 7 - Sahhaltkum (*Sexqeltqín*) IR 4 – Potential Land Use**

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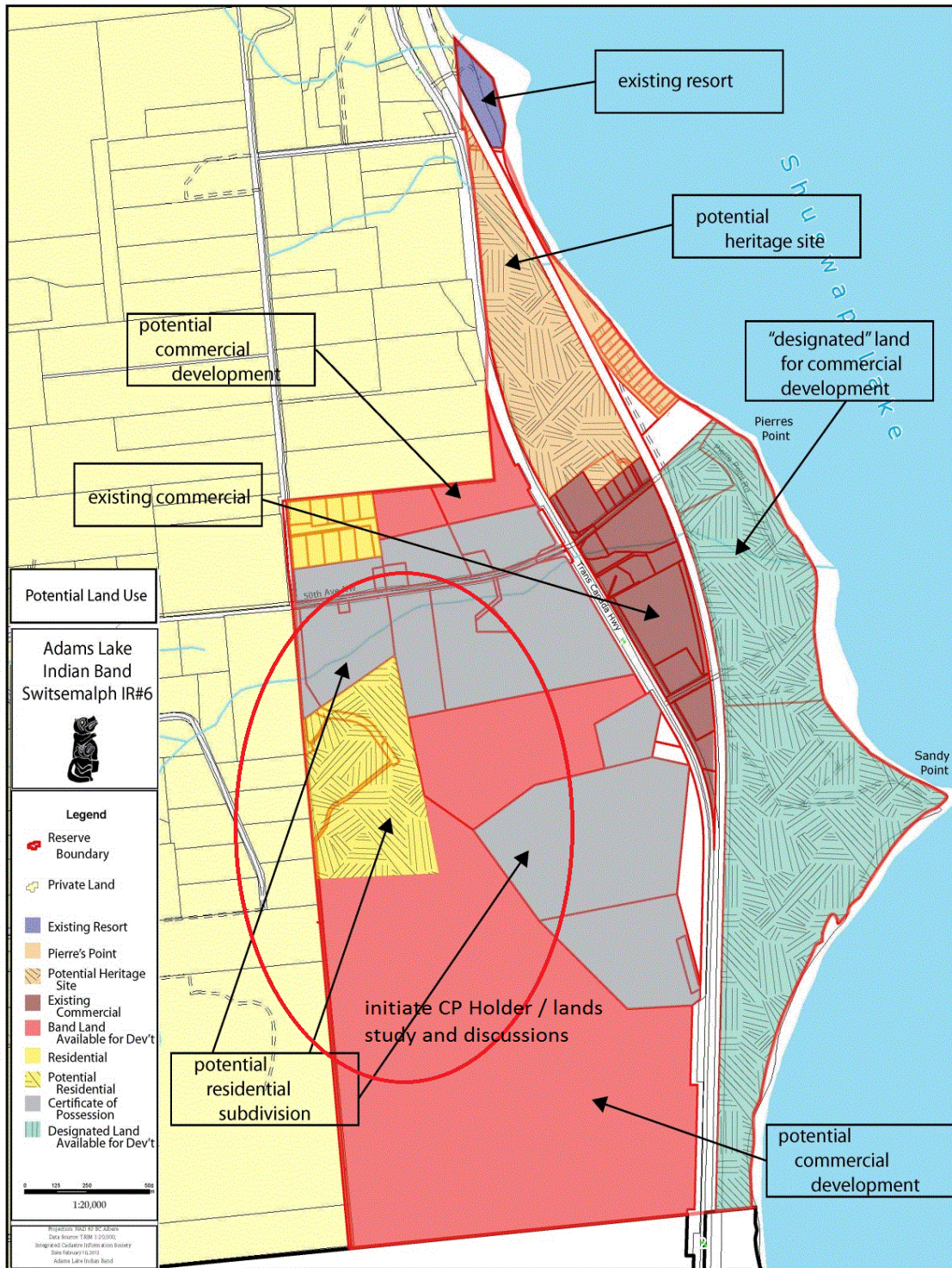**Map 8 - Sahhaltkum (*Sexqeltqín*) IR 4 – Priority Actions**

Map 9 - *Stequmwhulpa* **IR 5 – Potential Land Use**
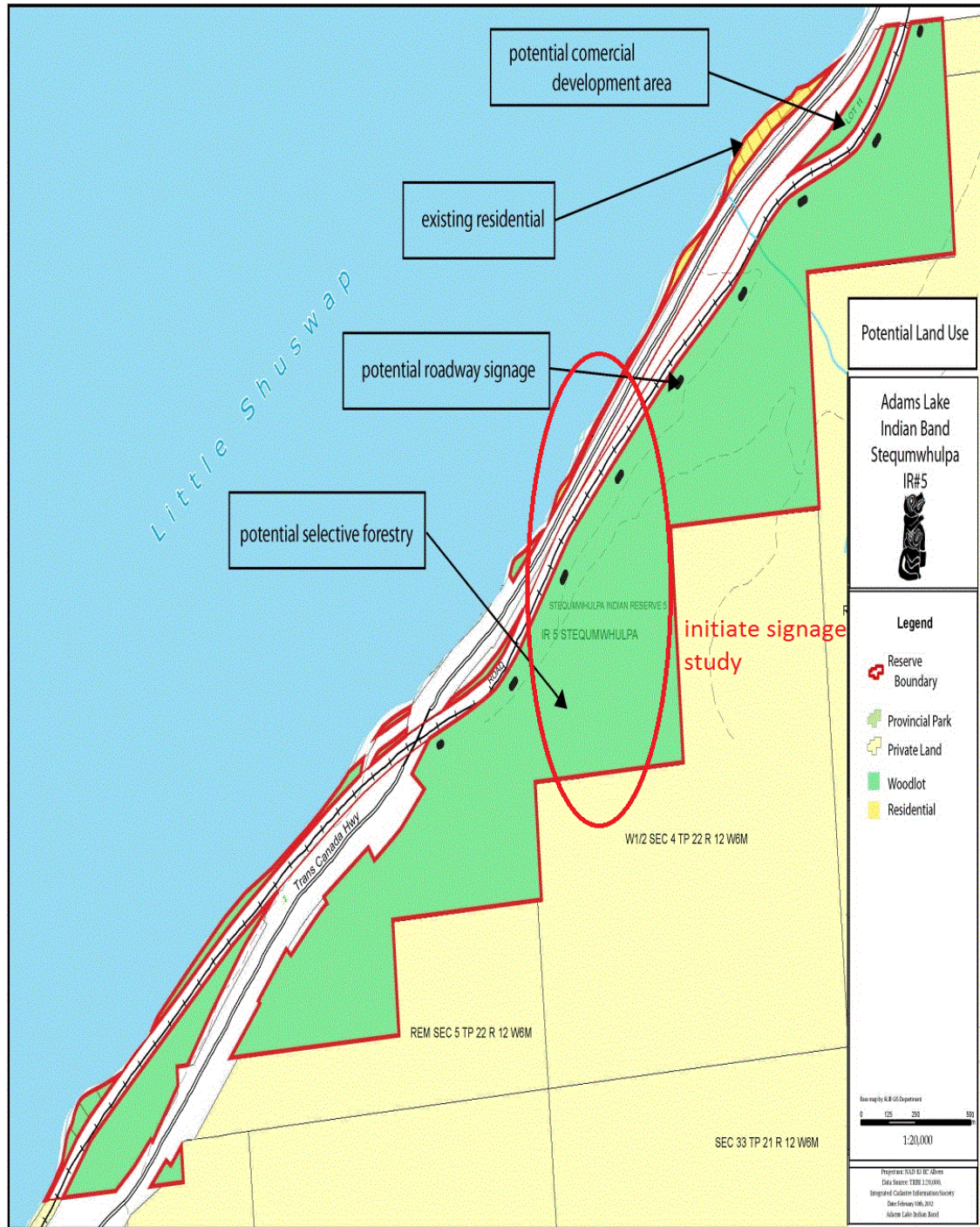
Map 10 - *Stequmwhulpa* **IR 5 – Priority Actions**
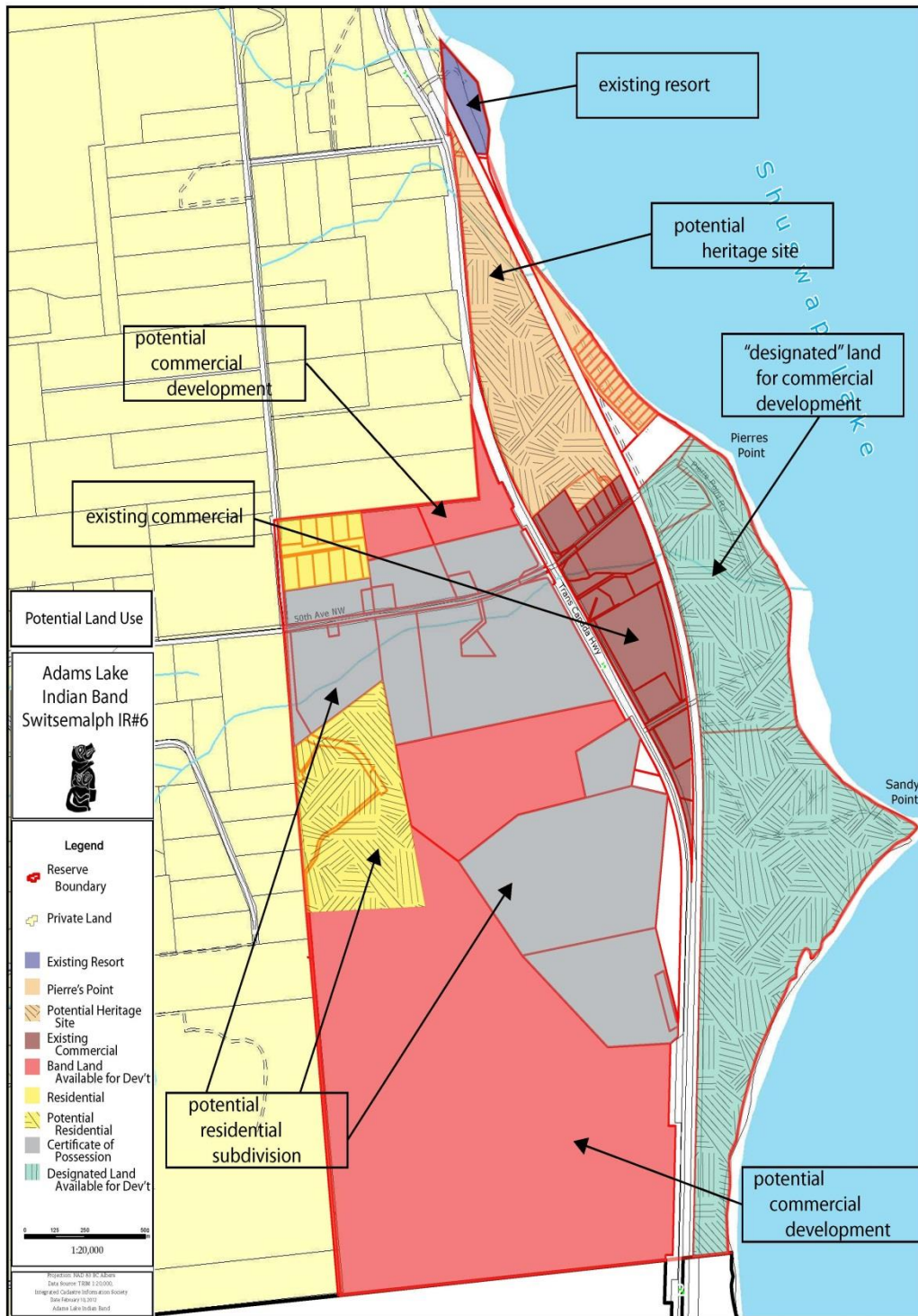
Map 11 - Switsemalph (*Sxwetsméllp*) IR 6 – Potential Land Use

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Map 12 - Switsemalph (*Sxwetsméllp*) IR 6 – Priority Actions

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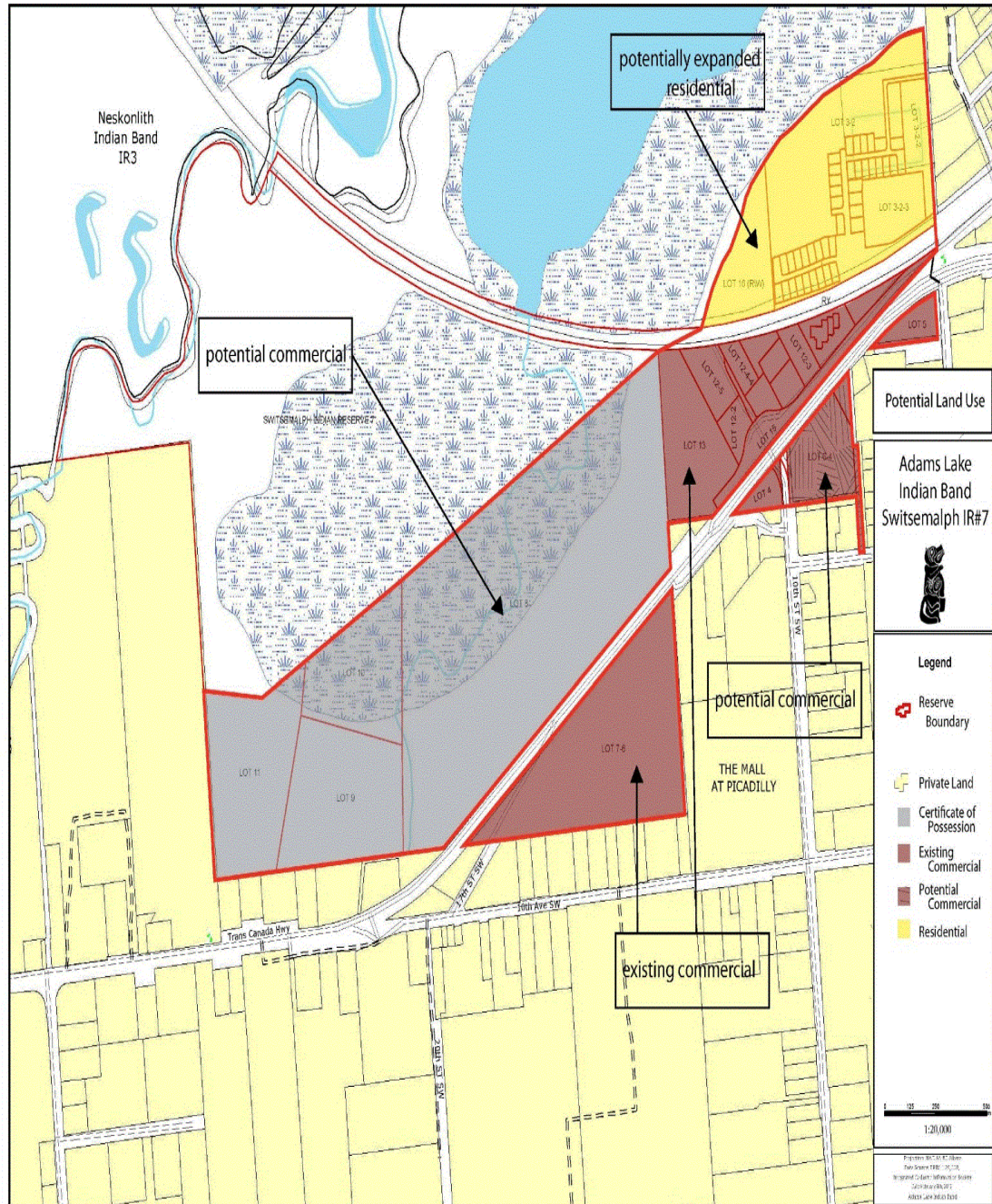
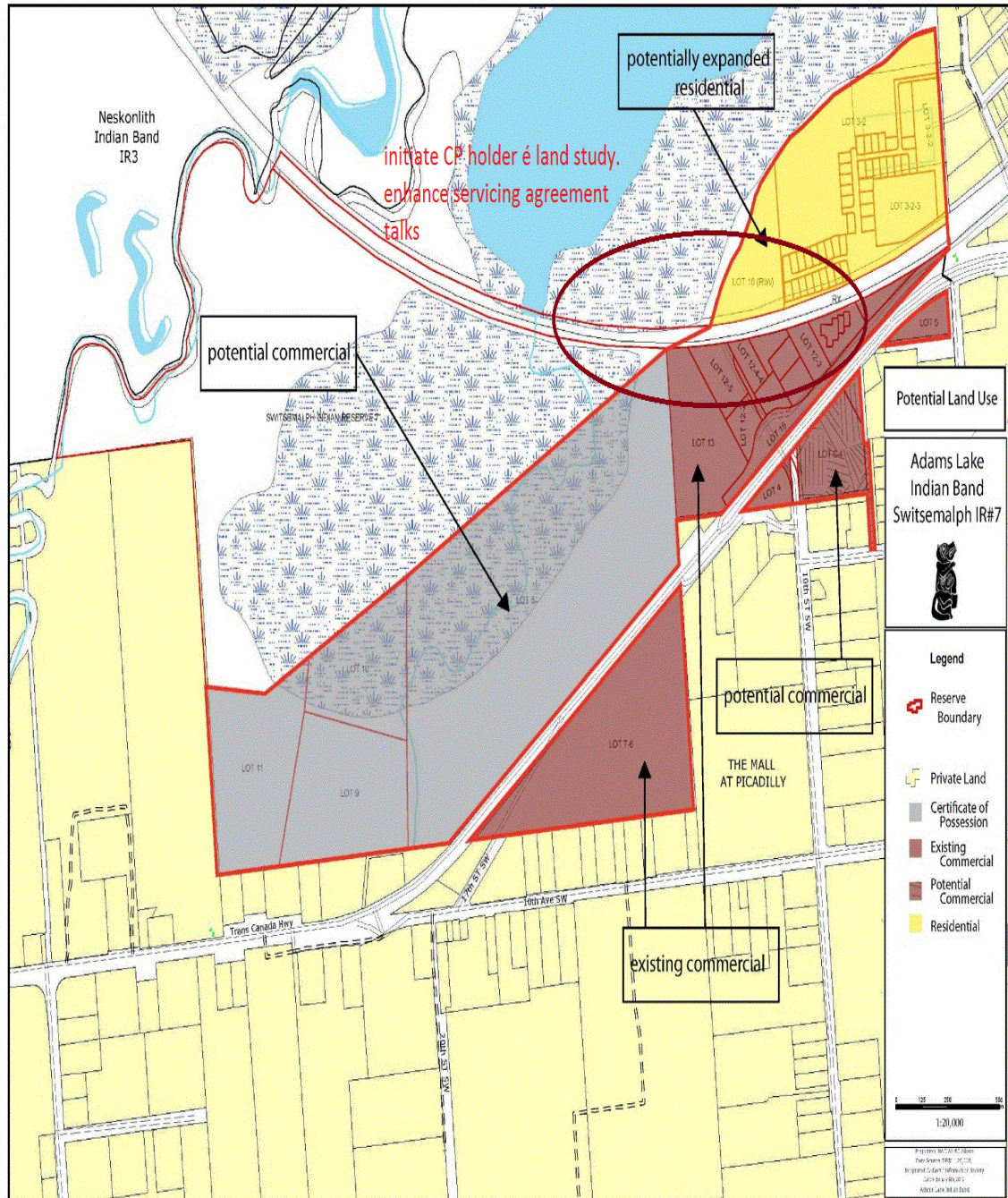**Map 13 - Switsemalph (*Sxwetsméllp*) IR 7 – Potential Land Use**

Map 14 - Switsemalph (*Sxwetsméllp*) IR 7 – Priority Actions

9 - Tools Development

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9.1 Introduction

Specific tools to carry out the task of selecting and implementing the ALIB LUP will vary in time, and according to the exact approach that the community will choose. Some tools have been prepared throughout the LUP Phases, including the Phase IV component which includes a set of specific business-related tools. The Lands Manager and Economic Development Officer will have management tools within their toolkits, as developed over time. Specifically, however, ALIB leadership and the LUPEDSC may choose to mandate the development and maintenance of a Gant chart whereby the implications of decisions (or decision delays) and project progress can be tracked and analyzed in real time; together, the Land Manager and economic Development Officer may form the ideal team to manage this tool. This will ultimately depend on Chief and council decisions and project selection. The development of clear business screening and business development processes should be undertaken. An opportunity assessment protocol would also be a key tool throughout the implementation of the land use plan strategy. And a monitoring strategy will need to be in place. Ideally, three primary components would form the monitoring strategy: Monitoring change, assessing impacts, and enforcing commitments.

9.2 Feasibility Studies, Business Plans and Budgets

For the ALIB leadership, administrative organization and community, feasibility studies and detailed business plans have not always been at the forefront of project selection and planning. The three – feasibility studies, business plans and budgets work hand in hand in selecting projects, assessing risk, and ultimately attracting investment partners. The three also serve to determine that the project is "doable". Feasibility studies are required *from the perspective of the community* (and not necessarily from the perspective of a third party proponent). Similarly, business

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plans, *from the perspective of the community* (and not necessarily from the perspective of a third party proponent), confirm that a project is financially viable. And budgets outline, for the community, investors, proponents and ALIB leadership that operational costs can be sustained.

9.3 Monitoring Change: Monitoring change is the first tier of monitoring the progress and success of the LUP's implementation. The process of monitoring is one of tracking change, requiring constant attention. The process of monitoring should be a dedicated activity, complete with regular reports to the community, all-the-while serving as a gauge of change, progress, and challenges. Among other tools, examples of data collection include:

- Number of projects started and completed;
- Types of economic development activities undertaken over each year;
- Intensity of land use;
- Consistency with the ALIB Land Use Plan;
- Consistency with the present Economic Development strategy;
- New business initiatives pondered;
- New business activity implemented;
- Community surveys; and,
- Businesses that fail.

In order to monitor the integration and implementation of the LUP, several activities will have to take place on a regular cycle, summarized annually. These include:

- Setting and analyzing performance indicators for responsible parties;
- Revisiting and adjusting project priorities;
- Adjusting annual goals;
- Engaging the ALIB community at regular intervals; and,
- Closely track project progress.

9.4 Assessing Impacts: Assessing impacts is a second tier of implementation activity, primarily consisting of determining the effectiveness of the plan and its implementation, and determining how effective the LUP phases guide the actual

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activities on the land and in the community. Each of the steps to carry out the tenets of the LUP are generally outlined in the workplan section. Each should be tracked and assessed in terms of completion, successes, and failures. Primary activities such as the adoption of new related policies and bylaws, the refining and changing of administrative processes, the selection of key (priority) projects, the development of community capacity, and the locating and allocating of funds, should all be formally followed and assessed.

9.5 Enforcement: Enforcement includes complete and targeted monitoring. The ability to guide, restrict and stop undesired land uses, development types and economic activities on specific land parcels, economic development zones, or designated development areas is paramount. For the ALIB community, its LUP, associated by-laws and policies, and a clear policy on CP land uses will be key. An enforcement strategy will ultimately be required.

10 - Conclusion and General Recommendations

10.1 Introduction

The ALIB LUP Phases have involved considerable effort and input from the community and its leadership. In order to implement the LUP, as well as integrate it within the CCSP, several actions are required, as outlined in the plan. The specific actions such as project selection are not yet know; however, the broader actions to begin implementation (and integration) are now known and articulated within the present document. The executive summary outlines the actions required by Chief and Council in order to begin the process.

10.2 General Recommendations

Generally, implementation and integration actions can be split into four groups: installing policies and procedures while adopting the LUP; installing capacity and financial planning; preparing for the LUP actions in detail (and as they become known); and initiating the LUP actions as projects.

1. Installing policies and procedures while adopting the LUP:

   - Review, adjust and adopt the land component of the ALIB LUP;[11]
   - Review, adjust and adopt the economic development component of the LUP; and,
   - Review, adjust and adopt LUP policies and procedures.

2. Installing capacity and targeted financial planning processes:

   - Build on existing successes;

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[11] Some of the policy components and development application procedures may require legal advising; before formal adoption, ALIB legal counsel should be provided with the opportunity to verify any legal implications and liabilities to the ALIB.
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- Continue to develop internal capacity, community wide, and administratively;
- Develop a more effective community communications strategy; and,
- Aim at ISO Certification.[12]

3. Preparing for the LUP actions:

- Start with "doable" projects;
- Undertake feasibility and market studies on "all" projects and / or investments under consideration;
- Develop tools to access capital and develop investment and land set-aside strategies;
- Re-assess current projects;
- Take advantage of programs such as the Federal "Procurement Strategy for Aboriginal Business"
- Consider purchasing lands and placing them within the "Additions to Reserve" process; and,
- Leverage traditional territory lands for economic development.

4. Initiating the LUP actions:

- Make a minimum of modifications to policies and procedures, once in place;
- Follow specific actions and projects to completion;
- Seek out opportunities that represent the community's wishes;
- Leverage several projects and funders simultaneously; and,
- Keep to the LUP plan and commitments to the community.

10.3 Specific Recommendations: As implementation steps begin to take place, concurrent steps should include:

1. Refining of prime development areas for the community; and,

2. Working directly with CP holders on land development to achieve a cohesive development strategy.

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[12] ISO Certification demonstrates good governance and quality management; it assures third parties that the administration is well organized and has the capacity to successfully undertake important initiatives.
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