



ADAMS LAKE INDIAN BAND

LAND USE PLAN - PHASE III – Five Year Economic Development Roadmap: A strategic Plan



FINAL REPORT (for Chief and Council review)

march 2014 (revised, march 4, 2015)



Adams Lake Indian Band

**Five Year Economic Development Roadmap:
A Strategic Plan**

(LUP PHASE III)

DRAFT FINAL REPORT

FOR CHIEF and COUNCIL and ELDER REVIEW

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CONFIDENTIAL

*‘Re Tqeltkúkwpí7 tntels ne7élye ne tmicw es yecwemínte
rekwsełtktn-kt, re ckúlten-kt, re xqweqwlúteń-kt netmicw-kt
re tkwemíple7ten-kt, re stselxmém-kt, re pellsúten-kt ell
rekeknuctn-kt Welmé7 yews, welmé7 yews’*

“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.”



PREFACE

This is the Final Report for the Adams Lake Indian Band's (ALIB) "Five Year Economic Development Roadmap", also referred to as the "ALIB Land Use Plan - Phase III". The development of the roadmap has been cumulative in that as more information was gathered and refined, Preliminary Report content was increased, forming this Final Report. A prior economic development strategy was developed in 2011, based on a generic model;¹ the present strategy is specific to the ALIB community, driven by ALIB members and set out for implementation by ALIB Chief and Council and administration.

As outlined in the first phase of the Land Use Plan (LUP), the Adams Lake 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 Comprehensive Community Strategic Plan (CCSP), which is currently being updated; the land-related information, as well as some economic development information from the CCSP community meetings are summarized within this report, as are community priorities and a general set of characteristics that define the community and its priorities.

At the ALIB LUP Phase I Community Meeting of May 10th, 2012, several key priorities were made clear. These included, among others:

¹ See "ALIB / ALDC Economy Building Strategy" 2011.

1. 'Land Policies', 'Land Management Procedures' and 'Development Application Processes' (land governance elements) should be designed immediately. These include, but are not limited to, the expansion of 'Suggested Policy Elements' listed in the ALIB Land Use Plan Phase 1 document, and,
2. The development of a 'Five Year Economic Development Roadmap' should take place, also with as much community involvement as possible.

The development 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. Shifting from a relatively narrow focus, to a proactive, long-term systematic strategy is the next step for the community. Another step involves detailed feasibility studies for "all" new economic development endeavors and reviewing current initiatives. The present report outlines the work leading to the development of the 'Five Year Economic Development Roadmap' with ALIB *community involvement*, all-the-while taking into account the related work that has already been done. This report also outlines the steps and work that is required to fulfill this third LUP-related community mandate.

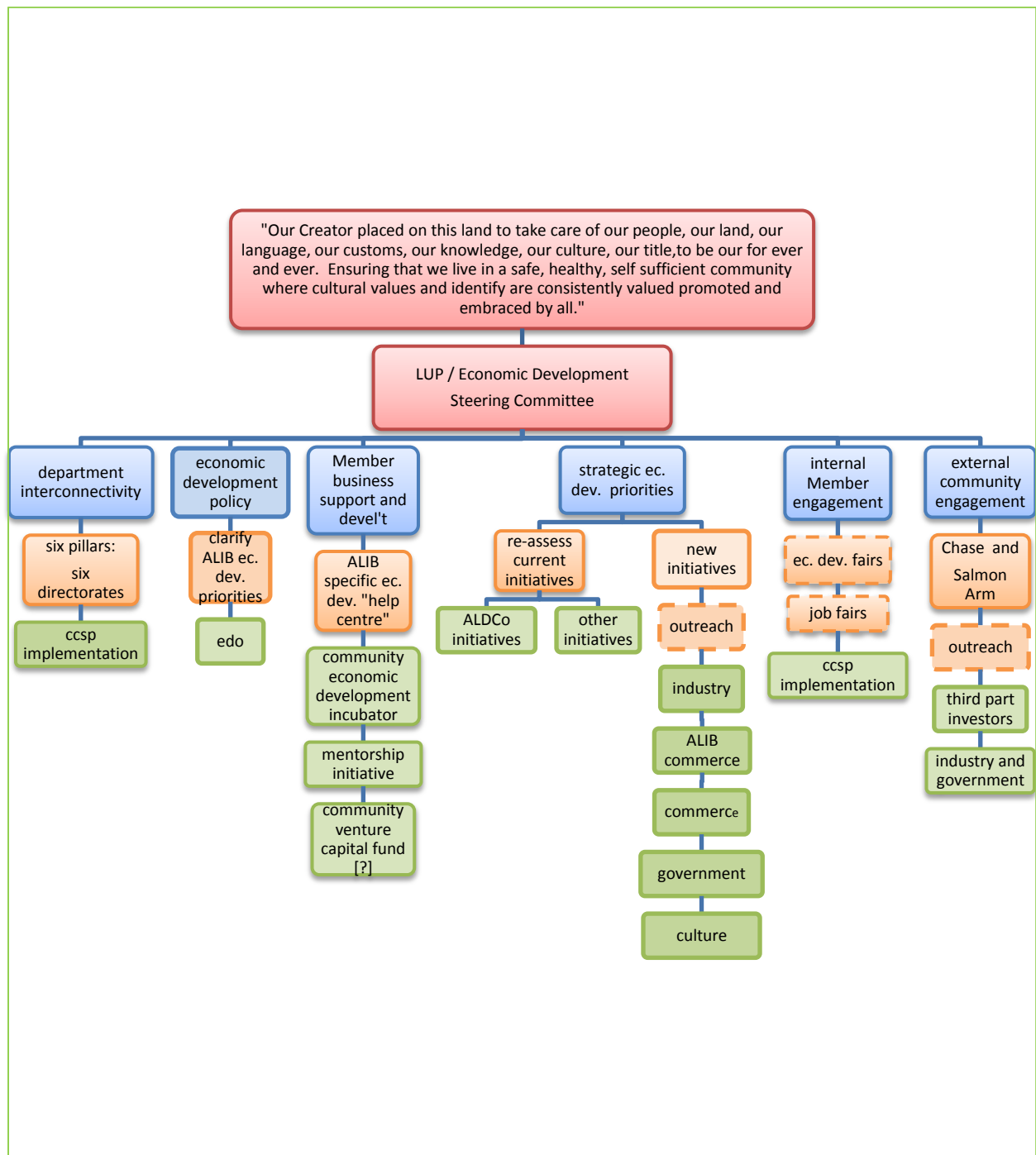
Three primary activities determined the time allotted for the project: Community input via the LUP Phase III drafting committee and community meetings, drafting a plan corresponding to the community's economic activities priorities, and, as importantly, reconciling the community's various economic development initiatives so that they operate within a single cohesive strategy. Note that this is a committee-driven process and as such, several drafts were generated at each of the project phases, following committee and community input.



EXECUTIVE SUMMARY

After many related meetings, this final report brings together the wishes, aspirations and ideas of the ALIB community members, LUP committee members and Chief and Council, as related to economic development on ALIB reserve lands. This report is the “Five Year Economic Development Roadmap” for the ALIB community, also referred to as the “ALIB LUP Phase III”. The report organizes the community’s economic development ideas into a strategy for moving forward. The strategy is multifaceted and proposes moving ahead on several fronts, including a set of strategic activities that operate in concert to lead the ALIB community, through its administrative organization, towards five years of activities, restructuring, and change. Section 10.3 outlines the strategy. 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 is overseen by a Steering Committee.

Shifting from a historically relatively narrow focus, to a proactive, long-term systematic strategy is the next step for the community. The first phase of the present project has provided direction in terms of community preferences over land use, land management tools and economic development types; this was the



ALIB Economic Development Strategy - Roadmap

“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 becomes 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 is the subject of the present work.

Economic development, in ALIB’s case, may be successfully based on “land-based economic development” as much as “business development”, at least for the medium term. Within this strategy, ALIB (including any CP holder) would make land available to develop, or to attract business investment, and then collect revenues from the same land. This would provide a stable revenue stream for the community (and CP holders) all-the-while reducing risk.

While all of the current economic development initiatives seem worthwhile at first glance, it may be advisable to revisit some of the present economic development actions. A clear economic development policy should, among other tenets, shift the present emphasis on the proponent providing feasibility studies to the community, to an emphasis on proponent-funded feasibility studies done directly for the ALIB; ideally, a proponent should provide a “benefits to the community” document while the ALIB commissions a feasibility study. Clearly, the ALIB’s Land Use Plan requires implementation as an economic development policy is adopted. The overall strategy takes into account two priorities simultaneously: The primary economic development initiatives of the community, and the individual economic development aspirations of ALIB

members. The strategy thus takes both into consideration. The economic development strategy, or footprint, involves several concrete sets of activities to be undertaken by ALIB leadership and administration. This includes:

- *Department Interconnectivity*, whereby the present organizational structure should be streamlined and modified to function at the speed of business of business;
- *Economic Development Policy*, developed within the context of present-day regional realities and ALIB membership aspirations and preferences;
- *Member Business Support and Development*, fully integrated within the ALIB organization and community;
- *Strategic Economic Development Priorities*, assessed (and re-assessed for existing initiatives);
- *Internal Member Engagement*, ensuring that the membership is fully engaged and informed in any new economic development initiative being pondered; and,
- *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.

An Economic Development Steering Committee (EDSC) should act as an advisory board and should be tasked with making recommendations to Chief and Council, monitoring implementation progress, and providing direction to the EDO.

In terms of recommendations, the report suggests the following immediate steps:

- Develop, with community input, an Economic Development Policy;
- Develop, with community input, procedures for developers;
- Develop a process for assessing Business Plans and Proposals; and,
- Develop a strategy to integrate and implement the LUP (Phases I and III) within the broader CCSP.

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Many individuals have contributed to the formulation of this third phase of the ALIB Land Use Plan: Community Elders who, attending community and committee meetings, reminded the community and its planner of the importance of traditions and the significance of land management and economic development decisions; ALIB community members of different ages who, within the community survey and community meetings, gave their ideas, suggestions and comments on the present and future uses of the community's lands and economic development activities; Chief and Council who, throughout the process, enabled a free and unobstructed exchange of ideas between community members; LUP steering committee members who, tirelessly attended meetings and offered suggestions and ideas; staff members who provided information and data of various types; and, the ALIB Land Manager, who provided the guidance that made this document possible. The LUP steering committee members include Elders Anne Michel and Norma Manuel, ALIB community Members Dave Nordquist, Sandra Coates, and Art Michel, Councillor Gina Johnny, business entrepreneur Gord Erickson, Lands Manager Iva Jules, ILH Clerk Sarina Wood, and Leasing Clerk Rena Gregoire.



1. INTRODUCTION

In their fundamental study on “Sovereignty and Nation-Building”, Stephen Cornell and Joseph P. Kalt conclude 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”.² The two authors were writing about the aboriginal communities in the United States, but their findings can easily be extended to the First Nations of Canada. The Adams Lake Indian Band (ALIB) possesses amenities, natural and human, that are of such value that 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 economic development objectives. Other objectives 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.

The ALIB has been operating under the Regional Lands Administration Program (RLAP), with a very limited and piecemeal plan for the development of its lands, including economic development. The latter plan is outdated. Shifting from a historically relatively narrow focus, to a proactive, long-term systematic strategy is the next step for the community. The first phase of the present land use

² 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.

planning project has 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 becomes 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 is the subject of the present work. This report presents a roadmap that outlines the steps and actions required for the latter to be enabled.

Two of the challenges for the community include community “ownership and involvement”, as well as the need to connect the various studies undertaken during the past two to four years into one specific and targeted strategy. This is where the present study lies: On the one hand, this study aims at providing the community with a process to deal with potential opportunities so that the community can make informed decisions on economic development options, while on the other hand, the study aims at proposing a strategy that prioritizes and sequences the activities related to the community’s economic development steps.

1.1 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 economic activity, 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 economic prosperity, as is dovetailing or sequencing economic activities over strategic timeframes. At the same time, the 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. Beyond the present study objectives, these include the following:

1. Support existing ALIB businesses and include ALIB members in forthcoming economic development endeavors;
2. Develop an environment for innovation and entrepreneurs within the community and region; foster internal 'ideas' competitiveness and ALIB member 'originality';
3. Aim at being among the leaders in indigenous community economic development;
4. Acquire a reputation as a top regional location for testing new First Nation (or other) business ideas;
5. Develop community branding and iconography through planning, architecture and business reputation; and,
6. Optimize how indigenous communities, policies, and investments can work to successfully reach economic goals.

The ALIB community holds important lands – traditional lands, and economically advantageous lands. The landscape is amenable to a variety of uses that could potentially benefit the community in terms of economic 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.

This study presents an economic development strategy whereby balanced growth can be attained, all-the-while increasing the capacity and wealth of the community. Three primary activities have determined the time allotted for the project: Community input and meetings through community and LUP committee meetings and direction, outlining the work that has already been done, and drafting the community's Five Year Economic Development Roadmap; reconciling the three so that they operate as one system has been the key challenge to developing the strategy. Ultimately the process will aim at joining both economic and social development objectives through integration with the community's CCSP, and eventually through the full implementation of both plans.



2. PLAN STRATEGY

The strategy that has been chosen for the development of ALIB's Five Year Economic Development Roadmap reflects the first and second phases of the LUP, as well as the requirements set out at community meeting of May 10th, 2012: That is to say: "The development of an economic development strategy should take place with as much community involvement as possible".

The present work comprised three main phases: Identification of preferred economic development activities and initiatives; input (through community and LUP committee meetings); and drafting the present strategy. Chief and Council provided input, primarily through participation with the LUP committee, but also more directly, through a Chief and Council meeting. The phases are not clear cut and they overlapped a great deal. The first phase began several weeks prior to the first of this series of preliminary reports, with information gathered through contact with the ALIB Lands Manager and the ALIB Band Manager, through the development of the LUP phase I work, and research on the Shuswap region economy. Other phases focused on developing a set of potential economic development activities that were derived from community input through community meetings, several LUP committee meetings, and through a comprehensive community survey. Community input was comprehensive and more time was taken to obtain the input than had been planned. These phases formed the basis for the Five Year Economic Development Roadmap. Once a

first draft was produced, further LUP committee meetings were conducted in order to improve the strategy; the latter meetings had the effect of communicating progress to community members. At the conclusion of the meetings and following revisions, this revised final draft was presented to the LUP committee (and Chief and Council). At end of this phase, the committee is now responsible for bringing the roadmap to the community for adoption, should Chief and Council choose to do so.

Securing community involvement has been key. At the same time, ensuring that a balance between initiating, retaining and further developing businesses was an important facet to consider; the roadmap implicitly takes that into consideration. To be successfully implemented, the economic development strategy will require community and political will, as well as the involvement of key stakeholders, whether they be leadership champions of the roadmap, Certificate of Possession (CP) holders, community members in general, or third-party entities. Chief and Council will 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 economic development plans. Closely monitoring the economic development activities will thus be key and this is why a Steering Committee charged with oversight is recommended.



3. LUP - Phase III RELATED MEETINGS and COMMUNITY ACTIVITIES

LUP Phase III Committee meetings

June 4, 2013	July 9, 2013
July 23, 2013	August 26, 2013
September 3, 2013 ³	September 20, 2013
October 10, 2013	November 22, 2013
January 9, 2014	February 13, 2014
March 17, 2014	

Community meetings

December 5, 2013	May 1, 2014
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Community survey

October to December, 2013

³ Meeting with Chief and Council



4. SHUSWAP ECONOMIC DEVELOPMENT OVERVIEW

Introduction

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.

4.1 Economic Development Context

Four broad clusters of economic activity within which 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.⁴ 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 Lifestyles cluster consists of retail activity, real estate, building and construction, education, health and social welfare, and heavy construction.⁵ Key is that the Shuswap population is one which has seen an increasing amount of people moving to the region for retirement purposes. The Forestry and Wood Products cluster is mixed, with log home manufacturing, sawmill machinery assembling, sawmills, logging and forestry equipment making up the activities.⁶ The Visitors cluster is intertwined with the Lifestyles cluster as each closely affects the other. It includes visitors travelling through the region along the main highway, tourists travelling to the area specifically, business visitors, houseboat renters and the seasonal workforce. In terms of the Visitors cluster, front country tourism, back country or nature based tourism and cottage / cabin visitor tourism are closely related. Lake Shuswap and the surrounding communities have a hundreds of cottages and related attractions that increase the population during summer months. Other economic related activities connected to the Visitors clusters include activities such as cultural, heritage and historic visits, agri-tourism, golfing, house boating and camping. There are also other related activities such as fishing, hunting and horseback trail rides. Many of these include guided tours and lodges and resorts. Bed and breakfasts, resorts, condos, hotels and motels all service the activities. The Agriculture and food cluster is less significant when compared to the other clusters, declining as an economic

⁴ 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).

⁵ Some analysis segments are derived from “Market Assessment of Shuswap Business Opportunities” (Kamloops: Johansen Marketing Consulting Ltd., 2009).

⁶ The ALIB has a comprehensive forestry plan; of note, however, is that there is a decline in forestry activity.

activity. A fifth cluster does exist – the manufacturing and transportation cluster (which includes industrial parks). The latter remains relatively unorganized, although it is one of the largest private sector employers in the region. Approximately 15% of the estimated seven thousand (7,000) businesses in the Shuswap are tenants of an industrial park. This includes repair shops, wholesalers, vehicle sales and service, transport services, manufacturing plants, fabrication shops and equipment sales.

4.2 Potential Economic Development Areas of the Shuswap

The following are potential economic activity sectors that could be further developed in the region:

Industrial Parks;

Intermodal Facilities (such as a Integrated Logistics Center);

Manufacturing and Transportation;

Adult Retirement;

Specialty Agriculture;

Selective Forestry;

Tourism; and,

Gaming and Entertainment.



5. CURRENT ALIB ECONOMIC ACTIVITIES and INITIATIVES

5.1 Introduction

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 others, 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 Splatshin Indian Band, the municipalities of Chase and Salmon Arm, as well as several federal government departments. Among the projects, three focus areas have emerged: Alternate energy, Entertainment and Gaming, and Agriculture. Much of the effort has been in “reactionary” mode, whereby the community has entertained third parties in economic development ventures. Through the community’s economic development corporation (ALDCo), several economic development initiatives are being managed:

5.2 Agriculture (*Ciyéle*)

The Ciyéle Agriculture corporation was formed by ALDCo, with the express purpose of providing irrigation to selected parcels of land on (IR #4). Funding was obtained in 2004 and 2007 to study and design a sophisticated four (4) kilometer piped system, with further funding provided in 2011 – 12 to construct the two (2) million dollar system. A Memorandum of Understanding is in place

between ALIB and the neighboring Neskonlith Indian Band is being negotiated for a related, joint Operations and Maintenance plan.⁷

5.3 Alternate Energy - Solar Energy

The community has undertaken several small-scale alternate solar energy projects in the recent years. While there has been some success with the pilots related to administrative buildings (ALIB gym facility, for example), there has been less success within the pilot at West Harbor Village. Much more study will be required before proceeding with these initiatives. The community has had a Green Energy Plan in place since 2009.⁸

5.4 Pump Back Storage (Hydro Electric)

The community, in conjunction with Selkirk Power, has identified the Star / Aylmer Lake site as being a potential “Pump Back Storage” power house project. Water from the Starr / Aylmer Lake that flowed to Little Shuswap Lake would be pumped back to the lake during low power use time and then released at high power use time. More work is required before the project might be brought to fruition.

5.5 Neskonlith Dam Micro Hydro Project

The community, with the Neskonlith Indian Band, is undertaking further study in harnessing the waters from the Neskonlith Dam to funnel it through a power generating station. More work is required before the project might be brought to fruition.

⁷ See “Adams Lake Indian Band Phase 2 Irrigation Pipeline Design Report” AC Eagle, February, 2008.

⁸ See “CAEE Community Energy Plan – Adams Lake Indian Band, October, 2009.

5.6 Run of the River Power (Selkirk Power)

The community is undertaking further study in harnessing the waters from the river. More work is required before the project might be brought to fruition.

5.7 Wind Power (with *MK Inc.*)

With MK Inc., the community has entered into an agreement to pursue a feasibility study to select wind sites within *Secwepemc* territory. Several were identified; one was selected, at Sun Peaks. There are complexities to the project, including potential land use conflicts, but a feasibility assessment is in progress. The partnership with MK Inc. has yet to be completely formalized.

5.8 Mining

Two mining projects within the Traditional Territory are pondered by two separate companies and being permitted by the provincial government. These include the Ruddock Creek and Imperial Metals / Selkirk Metals Mine, and the Harper Creek / Yellowhead Mine. Some (minor) employment opportunities for ALIB members have been obtained from the companies.

5.9 Forestry

The ALIB has a comprehensive forestry plan; of note, however, is that there is a decline in forestry activity. In future, selective forestry may be the best course of action.

5.10 Archaeology

The ALIB Archaeology Department (within the Natural Resources Department), although still in development, is completely equipped and entering into work agreements within several entities, including forestry companies (Tolko Forest Industries and Interfor, among others), commercial enterprises (Smart Centre), mining projects (Yellowhead Mine) and government (Ministry of Transportation). This has an important capacity building component.

5.11 Real Estate (West Harbour Village)

Sited on the shores of Shuswap Lake on *Switsemalph* (IR #7), West Harbour Village is an adult-oriented community comprised of custom built and low maintenance homes. A first phase has been completed and success has led to a second phase of 27 lots being developed for leasing. Connected to the same development is the exploration of a full-care seniors' facility; talks are underway.

5.12 Real Estate (Hotel / Gaming complex at Pierre's Point)

ALIB holds important land parcels adjacent to (and within) the community of Salmon Arm. The close proximity to the TransCanada Highway, waterfront views and the special siting at approximately half way between Calgary and Vancouver render a set of circumstances that are amenable to a hotel and gaming facility. Ongoing talks with a third party developer have been productive; the potential for tax and gaming revenues, as well as ALIB member employment are positive. Talks with the investor and the British Columbia Lottery Corporation (BCLC) are underway.

5.13 Real Estate (Market Housing)

The community has commissioned a market housing study.⁹ Paralleling the same study is a somewhat stalled “member housing strategy”.

5.14 Communications Tower

ALIB is in negotiations with Rogers Telecommunications for the purpose of entering into a five year permit to utilize land on *Sahhaltkum* IR # 4 to install a telecommunications tower and equipment. Providing that Rogers completes all aspects of the permitting requirements from the community (such as an environmental assessment, a survey related to a road right-of-way, and, in conjunction with community’s Archeology Department, an archaeological assessment). This project will benefit the ALIB community as well as the municipality of Chase and the surrounding area.

5.15 Leases

Out of a total of 2,866 acres of reserve lands, there are 82 acres of leased lands, comprising 198 leases.¹⁰ This includes campground management agreements and leases, buckshee leases, the “Kenoras” leases, agriculture leases, residential

⁹ See “Strategic Implementation Plan for Real Estate Development – A Business Planning Research report for the Adams Lake Indian Band, Chase, B.C.” (Kamloops: Johansen Marketing Consulting Ltd., January 20, 2010).

¹⁰ For reference, IR # 1 comprises 2,175.5 acres, IR #2 comprises 80 acres, IR #3 comprises 24.9 acres, IR #4 comprises 283.3 acres, IR #5 comprises 226.9 acres, IR #6 comprises 71.4 acres, and IR #7 comprises 126.3 acres.

In terms of lands held by Certificate of Possession (CP), IR # 1 comprises 9.98 acres, IR #2 comprises 0 acres, IR #3 comprises 7.1 acres, IR #4 comprises 1,089.417 acres, IR #5 comprises 0 acres, IR #6 comprises 185,758 acres, and IR #7 comprises 119.055 acres.

In terms of leased lands, IR # 1 comprises 14.78 acres, IR #2 comprises 20.965 acres, IR #3 comprises 1.205 acres, IR #4 comprises 5.33 acres, IR #5 comprises 1.91 acres, IR #6 comprises 11.47 acres, and IR #7 comprises 4.313 acres.

leases, commercial leases, and to some extent, right-of-ways. From 1995 to 2013, lease revenues increased from \$180,000 to \$1,600,000, representing approximately 25% of ALIB revenues.

5.16 Taxation

The ALIB has authority to collect property taxes for the provision of local services under section 83(1) of the *Indian Act*. The British Columbia Assessment Authority, under five year agreements, determines assessed values of taxable properties on ALIB lands. The assessed value of taxable lands is at over eighty (80) million dollars, including approximately 230 parcels of taxable land. The parcels include residential, commercial, recreational, industrial, light industrial, farm, forest, and utilities land categories, corresponding fairly closely to the ALIP LUP classifications, representing approximately \$980,000.



6. COMMUNITY INPUT on ECONOMIC DEVELOPMENT: LUP PHASE I RECAPITULATION

Introduction

As discussed in the Final Report for the LUP - Phase I, the ALIB reserve lands are varied and include rich resources, natural beauty, access to key transportation, and access to services. Each reserve is different in terms of land uses, combinations of the latter four elements, and potential economic development activities. What follows is a discussion of ‘potential activities’ for each of the reserves, as derived from the LUP – Phase I report. The discussion stems from community feedback, through the community surveys, community meetings and community ‘open houses’, as well as site visits, specific analysis, prior studies, and broader regional contextual analysis.¹¹ Each reserve summary includes a short set of recommendations.

The vast majority of ALIB reserve lands are pristine. While this study, nor its preceding two companion studies, do not deal with environmental issues, it is clear that sensitive natural resources, including salmon habitat, warrant special protection, regardless of land use or economic development initiative types. At the same time, there is the possibility that several zones may have been environmentally compromised, with, for example, ad hoc, unauthorized dump sites. For each economic development activity, special study is required to

¹¹ Data for this section has been derived from site inspections as well as prior studies.

assess prior environmental degradation, clean-up if required, and risks, in terms of new initiatives or specific land uses suitability. For stream, river and lake areas, the sixty (60) meter Environmentally Sensitive Zone proposed in an earlier study should whenever possible be maintained. Environmental considerations such as Environmental Impact Assessments should always be undertaken, including the monitoring of existing uses and their environmental impacts on the land and water. Finally, close and site-specific analysis of topographic features should be undertaken for any development under consideration.

Over the past several decades, lots have been leased to non-ALIB members. Some for homes or cottages, and others for commercial enterprises. It is suggested that as the leases come to term, on a case-by-case basis, the land included within the lease should be re-evaluated in terms of potential ALIB uses and ALIB land planning and economic development objectives.

As recorded in Phases I and II of the LUP, the ALIB reserve lands are well positioned in terms of factors such as ‘access’, ‘natural beauty’, and a young workforce; developing the lands into a viable and economically sustainable community is within the realm of possibilities. Regionally, and within the *Secwepemc* territory, the ALIB is advantageously located in terms of potential economic opportunities related to specialty agriculture, forestry, transportation / industrial park facilities, and what could be called the ‘lifestyle’ amenity market. Each of these economic opportunity types is potentially viable, although not necessarily within the present or near future. As an example, the recent implementation of the important irrigation system on IR #4 provides for agricultural uses and its full potential may not be attained until some years down the road. The key, in terms of this LUP Phase, is to consider economic development activities in terms of the ‘future potential’. Any strategy, therefore, must take into consideration the setting aside of lands for ‘future’ development. Further, the economic development approach must be maintained within a flexible ideal; it should be able to change in time. What follows are the

preferences (community preferences) and recommendations from the LUP Phase I Final Report.

6.1 LUP Phase I – Community Preferences

Hustalen (*Cstélen*) IR 1

Land Use Preferences

Residential – low density: In a 1999 study (ALIB ‘Physical Development Plan’), it was suggested that at least fifteen (15) lots be created on the reserve along natural benches.¹² This was undoubtedly predicated on the availability of services and infrastructure, including the reconstruction of the bridge accessing the land. Since 1999, no bridge or other infrastructure has been added to the reserve; costs are the primary reason for the latter. Until a bridge and servicing is in place (for existing and new lots), no residential subdivision is proposed. A ferry service does exist, servicing the existing residential lots. Very low density (as low as a few homes per year) development is possible, although this will not address the chronic housing shortfall and will potentially have high costs, if services is to be provided at acceptable standards. For the foreseeable future, until a medium to large scale development initiative is identified, no infrastructural facilities are suggested.

Commercial: No commercial development was suggested within the community meetings, community surveys or ‘open houses’. For the same reasons listed in the ‘residential’ section, no commercial development is suggested. On one of the maps used within the community ‘open houses’ one member suggested ‘power generation’ as a potential commercial enterprise. Until the infrastructure challenges (see below) are resolved, no large-scale

¹² ‘Adams Lake Indian Band 1999 Physical Development and Land Use Plan’. Nash and Associates. 1999. p 4 – 9.

project should be undertaken. A boat launch was suggested by community members; this may be a facility that could work in conjunction with any cultural-related enterprise (see below).

Forestry:¹³ The forested area (woodlot) of the reserve is abundant, persisting within a setting of traditional uses. Some forestry selective could be undertaken for the next 5 – 10 years, although a specific ‘traditional use study’ should be prepared and referenced to ensure site protection. The area where the Adams River and *Nexwnexwéye* Creek meet should remain as a protected traditional site.

Cultural: Related to the cultural / traditional sites located throughout the reserve, and especially within the areas where the Adams River and *Nikwikwaia* Creek meet, some community members suggested that a cultural-related educational facility be sited. This seems plausible and in keeping with ‘low impact’ uses. The latter area may be the most suitable for such a use.

Challenges: The primary challenge for maintaining existing land uses and defining and designating new uses within the Hustalen (*Cstélen*) IR 1 reserve lies with infrastructure. The bridge has not been replaced since a devastating fire some fifteen (15) years ago. The road leading to the same bridge is in need of repair. Similarly, the road leading to the ferry is also in need of upgrading. Second, any water system on the reserve should be upgraded and / or replaced prior to any new development activity. Sewer systems (not presently in place) are required. Any new significant land use will require the upgrading or new installation of this infrastructure; the level of the upgrades will depend on the uses. Sloping areas should not be developed at all, given the potential soil slippage factor. The challenges, however, do help ‘protect’ the sensitive traditional use areas.

¹³ For all forestry related activity, consult the ALIB ‘Forestry Management Plan’.

Squaam (*Sq7em*) IR 2

Land Use Preferences

Residential – low density: No ALIB members live on the Squaam (*Sq7em*) IR 2 reserve, although leased lots are used seasonally by cottage occupiers. Housing and elders' housing was suggested at community meetings and community 'open houses'. As at Hustalen (*Cstélen*) IR 1, the land remains pristine, with servicing and topography as important challenges to any development activity; low impact housing may be an option, although this will admittedly do little to alleviate the member housing shortage.

Commercial: A "Wellness / Holistic Retreat Centre" was suggested for these lands. From community meetings and 'open houses', the wish to develop such a facility was articulated, although there are significant challenges to this endeavor. The area is remote and the locating of elders in an area with so few immediate services is challenging. Further, it is not clear that there is a market or demand for such a facility located in the remote area; a specific market study should be undertaken before any action is undertaken regarding such a project. A boat tour operation could also be considered.

Forestry:¹⁴ The forested area (woodlot) of the reserve is abundant, with access being difficult due to the sloping terrain. Some forestry could be undertaken for the next 5 – 10 years, although this should be selective, if at all; a specific 'traditional use study' should be undertaken to ensure site protection.

Cultural: Related to the cultural / traditional sites that may be located throughout the Squaam (*Sq7em*) IR 2 reserve and especially along the Adams Lake shore areas, some community members suggested a boat tour operation,

¹⁴ For all forestry related activity, consult the ALIB 'Woodlot Plan'.

specializing in cultural heritage. This could form a part of a wider strategy whereby the ALIB would focus on low-impact, culture-specific tourism activities to bolster its presence within the region.

Challenges: The primary challenge for maintaining existing land uses and defining and designating new uses lies with ‘access’. The main access to the reserve is via the Adams Lake main logging road, a short part of which passes through the reserve; access is also provided from Highway 5 from the western side. Second, any water system on the reserve should be upgraded and / or replaced prior to any new development activity. Sewer systems (not presently in place) are required. Any new significant land use will require the upgrading or new installation of this infrastructure; the level of the upgrades will depend on the uses. The older landfill site should be assessed in terms of environmental degradation; it is scheduled for decommissioning in the next two to three years. Sloping areas should not be developed at all, given the potential soil slippage factor.

Toops (*Tegwúps*) IR 3

Land Use Preferences

Residential – low density: The Toops (*Tegwúps*) IR 3 reserve remains, for the most part, pristine, with servicing and topography as important challenges to any development activity; low impact housing may be an option (there are only two [2] homes on these lands), and a small sub-division for member housing could be undertaken in the medium term, once servicing is in place.

Forestry:¹⁵ A forestry operation occupies, through a commercial lease, a large lot on the reserve; no logging takes place. Access is in some areas difficult due

¹⁵ For all forestry related activity, consult the ALIB ‘Forestry Management Plan’.

to the sloping terrain. Some forestry could be undertaken for the next 5 – 10 years, although this should be selective, if at all, given that low density residential housing could be selected as a use; a specific ‘traditional use study’ should be undertaken to ensure site protection. Consideration for allowing the commercial lease to lapse should be given.

Cultural: Related to the cultural / traditional sites that are probably located throughout the Toops (*Tegwúps*) IR 3 reserve and especially along the Adams Lake shore areas, there is opportunity for a boat tour operation, specializing in cultural heritage, or a rafting operation. As with the Hustalen (*Cstélen*) IR 1 reserve and the Squaam (*Sq7em*) IR 2 reserve, this could form a part of a wider strategy whereby the ALIB would focus on low-impact, culture-specific tourism activities to bolster its presence within the region.

Challenges: The primary challenge for maintaining existing land uses and defining and designating new uses lies with ‘access’ and ‘servicing’. The setting could provide opportunity for a small sub-division and the realigning of the existing road, although this will require detailed study; the cost for constructing a road may be relatively high. The bridge issue (see Hustalen (*Cstélen*) IR 1 discussion above) remains unresolved. In terms of servicing, water and sewer systems are required; the soil on the upper benches could enable a sewer system.

Sahhaltkum (*Sexqeltqín*) IR 4

Land Use Preferences

Residential – low and medium density: Throughout the community surveys, community meetings and ‘open houses’, the desire for member housing was made clear. According to the ALIB Housing Department, some two hundred (200) members await on-reserve housing. The desire for related community

infrastructure and facilities was also well articulated. Preliminary plans for residential development on the Sahhaltkum (*Sexqeltqín*) IR 4 reserve were prepared during the 1990's and some portions of the housing and infrastructure has been constructed. This should, if at all possible, continue, with development progressing west of the existing homes. Member housing may include different types: Elders' housing and special care housing, as well as more dense arrangements that would include duplexes and perhaps townhouses. However, infrastructure concerns must be addressed, namely, with the water and sewer systems, but also regarding sidewalks, street lighting and other amenities. No new homes should be built along the shore and where there is risk of flooding and where septic fields may require updating.

Band Facilities: The ALIB has a host of community facilities that have been, with significant community foresight, clustered together in a central location and easily accessible by most community members living on Sahhaltkum (*Sexqeltqín*) IR 4 lands. The effect is positive: The administration offices, the 'Language Nest', the Chief Atahm School, day care centre, playgrounds and ball fields, fire hall, public works buildings, spiritual centre, cemetery, informal foreshore park and other facilities are all located within a ten (10) minute walk from the residential core. This planning scenario should continue. However, some of the facilities require expansion, if not altogether replacement. The administration offices could be replaced, brought together into one building, thereby affording efficiencies in terms of amenities and support – photocopying, reception and so on. With a growing community, the demand on services will only increase. Similarly, the school will soon require upgrading and expansion. In this light, land should be set aside, adjacent to the present location of the latter buildings. The public works yard requires expansion, and consideration for its relocation is recommended. Expansion and formalization of the foreshore park should continue, pending the expiry of leases along the shore area.

Still within the realm of setting aside lands for community uses, consideration for expanding the playground and ball field should form part of any new development schema. Finally, consideration for the implementation of a trail system, linking the residential area with the administrative core, as well as linking the foreshore and perhaps the upper reaches (the gathering grounds) should be considered as part of each development initiative.

Commercial: low-impact (see earlier note on economic development): Any new subdivision plan should include consideration for a commercial enterprise to service the ALIB on-reserve population. Beyond any sub-division, member commercial enterprises could include a recreational vehicle and camping park, complete with tourist-related activities, and adventure tourism activities, particularly as associated with the seasonal floral display along the upper natural terraces.

Commercial: medium impact (see earlier note on economic development): Larger, medium impact developments have been suggested by community members, including retail development, and casino development. The former poses challenges in terms of location and access; Chase and Sahhalkum (*Sexqeltqín*) IR 4, in spite of being well serviced by the Trans Canada highway, do not draw excessive visitors to support large-scale retail development; in depth study is strongly recommended before any such development is pondered. In terms of a casino, one member suggested the activity as an option for development and one member was opposed. We here leave it aside for the community to further debate the issue. While a gun range was proposed at one of the community meetings, special study (and community approval) should be undertaken before proceeding with the planning of the enterprise.

Forestry:¹⁶ The forested area (woodlot) of the Sahhalkum (*Sexqeltqín*) IR 4 reserve is abundant, although persisting within a setting of traditional uses;

¹⁶ For all forestry related activity, consult the ALIB 'Forestry Management Plan'.

hunting and gathering, among other traditional uses, continues. While some selective and sustainable logging could be undertaken, the community did not make this suggestion; the forested area (woodlot) should therefore be protected and considered a ‘no-development’ zone.

Agricultural: The natural terrace has good drainage and silty loam soils, suitable for ongoing agriculture and grazing. The new irrigation system should greatly help interested members in the developing of selective agricultural practices such as organic farming. It is possible that the foreshore is suitable for fish farming; more study would have to take place before any action along this path takes place.

Cultural: Related to the cultural / traditional sites located throughout the Sahhaltkum (*Sexqeltqín*) IR 4 reserve, some community members suggested that a cultural-related ‘nature tour’ could be based within the woodlot area. This seems plausible, and in keeping with ‘low impact’ uses. Generations of traditional use on the lands has taken place; it is likely that more sites will be discovered, or recalled by Elders, as time goes on. For this reason, any development being considered for approval should include a detailed Traditional Use Study, as well as special clauses instructing contractors to ‘stop work’, should evidence of cultural uses emerge.

Cemetery Expansion: The existing cemetery on the Sahhaltkum (*Sexqeltqín*) IR 4 reserve is rapidly running out of space. More land, if at all possible contiguous with the existing cemetery, should be acquired on a priority basis.

Challenges: The primary challenges for maintaining existing land uses and defining and designating new uses on the Sahhaltkum (*Sexqeltqín*) IR 4 reserve lie with ‘infrastructure’. The water system needs to be upgraded: While the existing service agreement with the town of Chase does provide wastewater treatment, it will probably not sustain significantly increased pressures. A water reservoir, as well as complete overhaul of the ALIB system is underway. Solid

waste disposal strategies will have to be revisited, should a substantial development project be approved. The roads leading to Star Lake are not in good condition¹⁷; any development along the forested areas and the higher elevations (although a development is not recommended at this point) would require consideration for road improvements. Any new significant land use, a new substantial sub-division, or a new commercial endeavor, will require the upgrading or new installation of this infrastructure; the level of the upgrades will depend on the uses.

***Stequumwhulpa* IR 5 Reserve**

Land Use Preferences

Residential – peripheral: The *Stequumwhulpa* IR 5 reserve, while seemingly easily accessible, remain challenging in terms of land use. The best lands are occupied by the railway and the Trans Canada Highway along the lower natural terrace. The ten (10) waterfront lots (leased by ALIB) located to the eastern end of the reserve should be maintained, although more leases should not be permitted; there is no servicing and the sloping terrain cannot readily sustain additional development.

Forestry:¹⁸ Access is difficult. Some forestry could be undertaken for the next 5 – 10 years, although this should be selective, if at all, given topography challenges and corresponding difficulties in extraction.

Commercial: Any commercial use for this reserve requires important consideration and analysis. Allowing the commercial leasing of space for signage may be an option. Yet by inspection at the time of the drafting of this

¹⁷ Star Lake Road and Woodlot Road.

¹⁸ For all forestry related activity, consult the ALIB 'Forestry Management Plan'.

report, there are significant numbers of unused signs along the Trans Canada Highway within this area; no signage should be installed without significant commitments from potential advertisers. There is also space to the north of the reserve, between the Trans Canada Highway and the railway, for a commercial venture such as a gas bar. However, servicing remains an issue. A thorough study should be undertaken prior to any development taking place on this portion of challenging land.

Boat tours may be possible from the foreshore; this could be pursued, should leased lands become available. Along the higher elevations, atv and horseback riding trails were also suggested; this may be a viable community amenity, although as a commercial venture, the possible benefits are not clear without specific analysis. Similarly, a quarry was proposed; this is a costly venture and without clear demand, no action should be undertaken.

Challenges: The primary challenge for maintaining existing land uses and defining and designating new uses lies with ‘access’, ‘servicing’ and land parcel configuration. The setting could provide opportunity for a commercial enterprise, although this may be costly, with a complex set of infrastructure requirements.

Switsemalph (*Sxwetsméllp*) IR 6 Reserve

Land Use Preferences

Residential – member housing: The area located roughly in the centre of the reserve lands could accommodate at least thirty-two (32) residential lots. For each of these areas, there are infrastructure (and access, for the third) issues that are not insignificant.

Commercial: There are several options for commercial land uses on the Switsemalph (*Sxwetsméllp*) IR 6. With a ‘designation vote’ having taken place, the ALIB is poised to transform these reserve lands into an economic generating area. Sandy Point is clearly a desirable place whereby a multi-purpose tourism resort facility could be installed: marina, convention centre, golf, hotel, all with planned future expansion space, could readily be accommodated within the space. A very detailed, long term plan is required for the enterprise to be successful. At the same time, ALIB facilities could be upgraded and expanded, complete with a beach and docking facility, perhaps combined with the larger tourism development area. The existing campground could also be allowed to expand, with more services. Finally, retail opportunities may be possible, connected to the larger tourism development area. Several areas of lands held through CPs (especially along the Trans Canada Highway) could be used for a variety of commercial enterprises.

Agricultural: Agricultural uses on the reserve lands should continue, although CP holders could be encouraged to transition to more sustainable crops.

Forestry:¹⁹ There is a considerable area in the southwest area of Switsemalph (*Sxwetsméllp*) IR 6 reserve that could be maintained for selective logging for the next five to ten (5 – 10) years.

Cultural: The area in the southwest area of the reserve lands that could be maintained for selective logging for the next five to ten (5 – 10) years undoubtedly includes cultural sites. These could be further identified, protected, and perhaps highlighted within a broader cultural tourism operation. To the north end of the reserve lands, there is the presence of ‘kekuli’, definite evidence for past traditional use. Sites should be more clearly identified and protected, regardless of future development decisions.

¹⁹ For all forestry related activity, consult the ALIB ‘Forestry Management Plan’.

Challenges: The primary challenge for maintaining existing land uses and defining and designating new uses on the Switsemalph (*Sxwetsméllp*) IR 6 reserve lies with ‘infrastructure’. The water system requires expansion for any new commercial developments. Related to the same issue, a sewer system, complete with a solution for disposal or treatment, should be a priority for the reserve. Similarly, solid waste disposal strategies will have to be revisited, should a substantial development project be approved. The road leading to the foreshore should be upgraded, given the possible, (imminent) development. Sidewalks and lighting should form part of any development planning. Any new significant land use, a new, substantial sub-division or a new commercial endeavor, will require the upgrading or new installation of this infrastructure; the level of the upgrades will depend on the uses.

Switsemalph (*Sxwetsméllp*) IR 7 Reserve

Land Use Preferences

Residential – including member housing: There are several areas that may be suitable for market housing: These could be sited on the north-eastern are, just north of the railway and Trans Canada highway where servicing exists, as well on CP lands to the south-western reaches of the reserve lands. The land that could be potentially available for residential development is relatively expansive, with space for at least seventy (70) residential lots. Some of these could be suitable for senior housing.

Commercial: The potential for new commercial development has been well recognized by the ALIB leadership. Members have suggested a cultural centre, gaming centre, hotel, shopping mall with opportunities for franchises, and a convention centre. The present development endeavor includes several of these and should be pursued.

Agricultural: Agricultural uses on these reserve lands are limited, due to two factors; the high water table and closeness to the estuary. Grazing is possible, although it may be advisable to allow the vegetation to revitalize itself.

Challenges: The primary challenge for maintaining existing land uses and defining and designating new uses on the Switsemalgh (*Sxwetsméllp*) IR 7 reserve lies with ‘infrastructure’ and ‘planning complexities’. This is an area comprising a marshy estuary, a high water table, and containing some old waste water lagoons. Similarly, solid waste disposal strategies will have to be revisited, should substantial development projects be approved. Municipal service agreement(s) with Salmon Arm would help in this regard. Sidewalks and lighting should form part of any development planning. Any new significant land use, substantial sub-division or a new commercial endeavor, will require the upgrading or new installation of this infrastructure; the level of the upgrades will depend on the uses.

6.2 LUP – 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,
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 pursue 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.

6.3 LUP 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 pursue 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	√	√					



7. COMMUNITY INPUT on ECONOMIC DEVELOPMENT

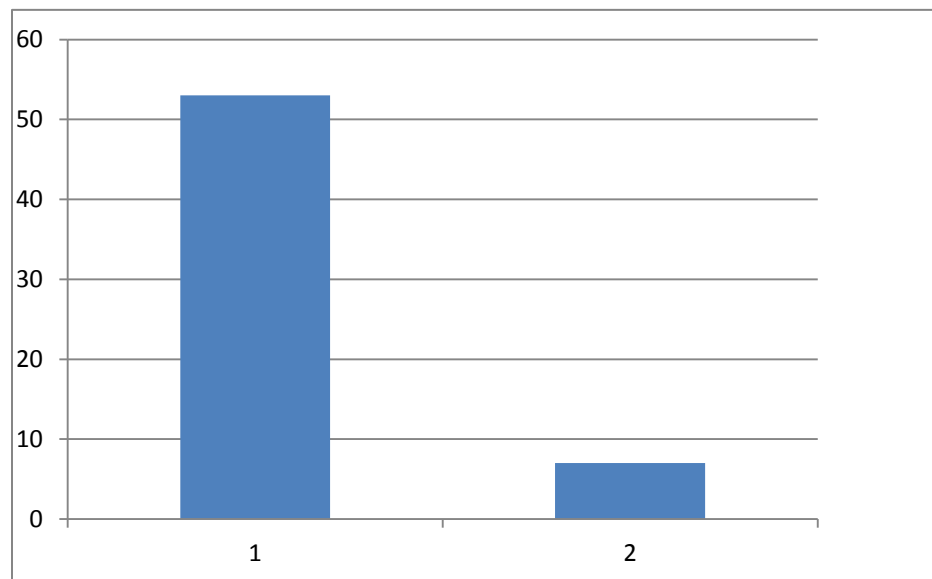
Introduction

As highlighted in the Introduction, the CCSP has recently been re-initiated in order to create a more complete, holistic and comprehensive plan for the future of the ALIB community. Making sure that the participation and support of the community is essential and this is why the present project has included such a high level of community / committee input. Closely connected to the CCSP is the development of the present LUP Phase III. Aside from the information derived from the CCSP process, the first phase of the LUP and general community research (see previous section), further information related to ALIB community economic development potential and aspirations was obtained through a community survey and eventual community meetings.²⁰ All of these activities sought to inform community members about the LUP Phase III process and progress, as well as gauge community membership opinions regarding economic development and community planning issues. The survey revealed valuable information on the community's preferences in terms of economic development types, as well as other social factors. The results of the survey are presented here; much of the information will help to confirm a list of 'wants' and 'needs', and eventually, suggest economic development activity focus areas.

Community Survey

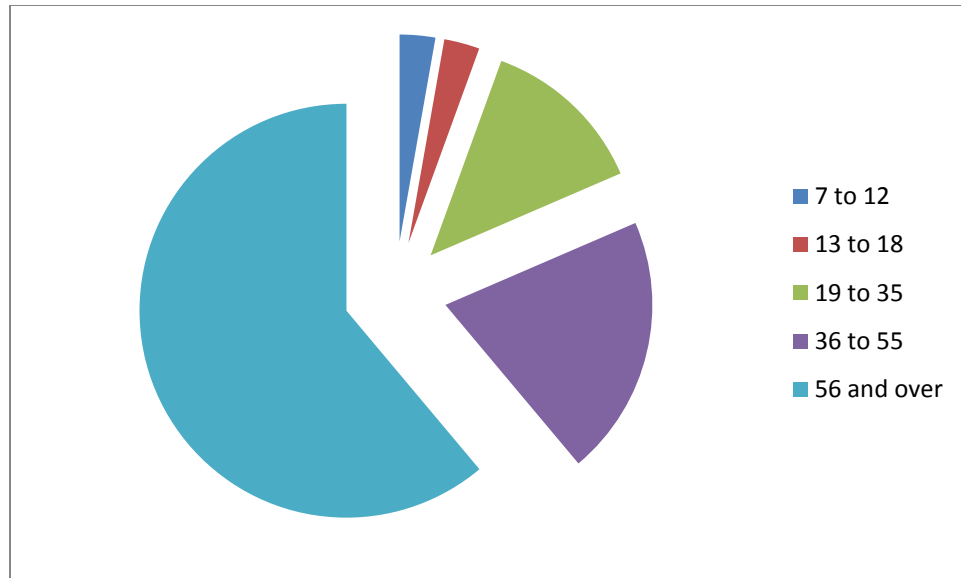
²⁰ The survey questionnaire can be found in Appendix 'A'.

The community survey took place during the months of September and November, 2013. It focused on two areas: economic development interests and general community values. Sixty-one (61) respondents completed the survey; fifty-three (53) respondents are ALIB members, while one (1) is a non-ALIB member²¹ (Graph 1). Of the respondents, forty-eight (48) live on reserve, while eleven (11) live off reserve. “Housing unavailability” was signaled as the main reason for living off the reserves. The main age group of the respondents was within the “over 56” group, with sixty-six (66) respondents being in that group (Graph 2). There were three (3) respondents within the 7 to 12 age category, three (3) respondents within the 13 to 18 age category, fourteen (14) respondents from within the 19 to 35 age category, and twenty-two (22) respondents in the 36 to 55 age category. In terms of meeting the needs of individuals, twenty-four (24) respondents felt that the reserves meet their needs and thirty (30) felt that their needs are not met on the reserves. Seven (7) respondents did not answer (Graph 3).

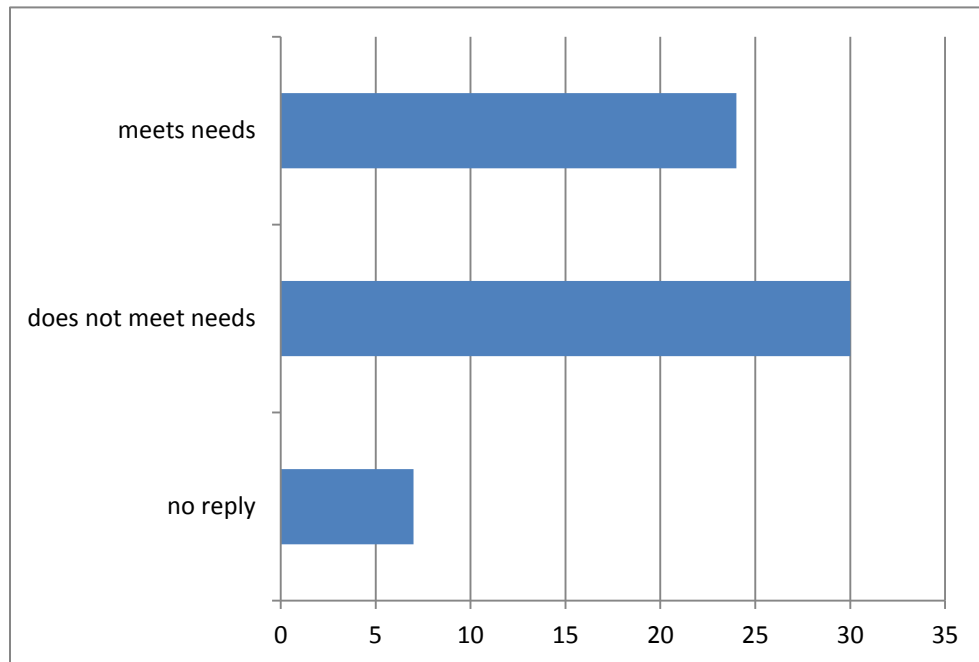


Graph 1: Respondents as ALIB Members / Non-Members

²¹ Note that for all of the questions, some respondents did not answer all questions.



Graph 2: Respondent Age Distribution



Graph 3: Reserve Meeting Respondent Needs

When asked for a word or phrase that respondents think of in terms of life on ALIB reserve lands, the responses were varied, although at first slightly more negative than positive. Box1 summarizes the comments. While there is a seemingly considerable list of negative attributes assigned to life on reserve lands, the positive comments are supported by the answers to Question 5. When asked for three things that make the ALIB community a great place to live in, the responses were varied, but extremely positive. Box 2 summarizes the comments (in no particular order).

Generally Positive

Space; Supportive; Sense of Community; Opportunity; Fun with Friends; Home safe; Peaceful; Family; Scenic; Quiet; Good; Playing; Bannock; Cool; Resourceful; Comfortable.

Generally Negative

Slow Process; Boring; Lack of Communication; Non business oriented; Ghostly; Need more meetings on land claims; Need security in every way; Need to catch up to the white people around us; No rules or bylaws; the Canadian hood; More single family homes; Stressful – drinking / drugs; Disruptive; Inconsiderate; Third-world; Limited; Nothing; Not enough to do; Wasted land; Underdeveloped; No jobs; Segregated.

Box 1: Respondent Comments of “Life on the Reserves”

Lake; People; Opportunities to learn; Beautiful; Helpful, Supportive; Looking out for one another; Growing economically; Home; Family / friends; Bus; View (of lake); Healthy; Leadership; Fresh air; Quiet; Culture; Education; Train sounds; Wildlife; Silence; Small; Culture / language; Chief Atahm; Jobs; Location; Birth place; Clean; Peaceful; Rich; Nature; Water; Good winter snowplowing; Children; Sports; Traditions; Hunting; Swimming; Trees; Connections; Not rundown; services; Gym; New house; Playground; Growing; Beach; fresh air; Sense of belonging; Security; Animals; Land; Health.

Box 2: Things that make the ALIB Community a Great Place

When asked what would make the ALIB community a better place to live in, suggestions abounded. Box 3 lists the ideas.

Security; Cleanliness; Positive community interest; Inclusiveness; Less prejudice; Central places for families; Health; Store; Gas station; Animal control; Respect for property; Museum / cultural activities / traditional activities; Stronger administration; More businesses; More housing; Youth (7 – 12) programs; Medical services; Better income; Elders' home / gathering place; Sports activities / social events; More stop signs; Better communication.

Box 3: Things that would make the ALIB Community Better

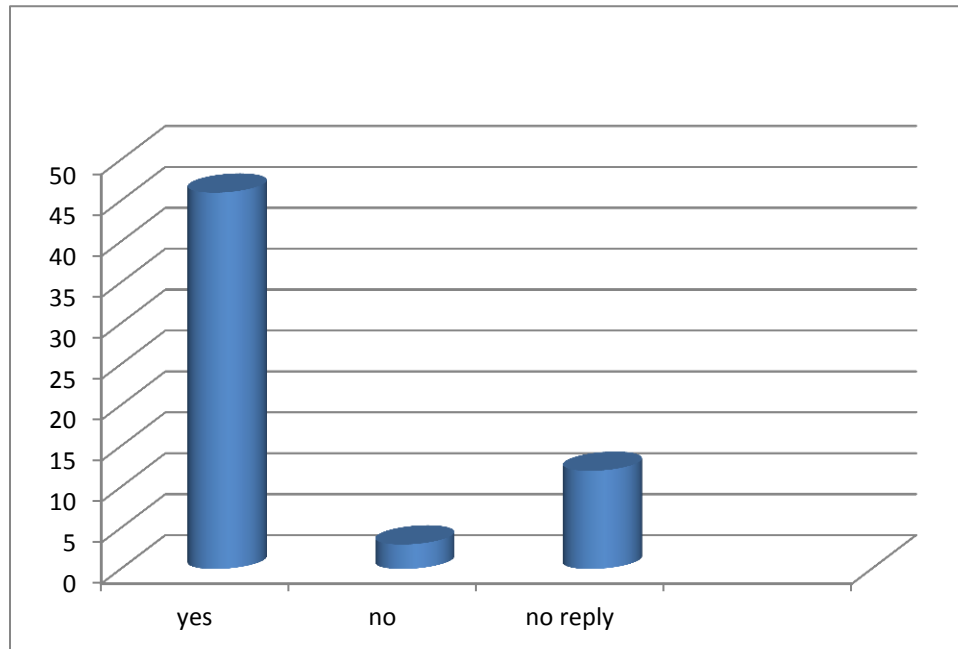
In terms of the importance of traditions, values and principles, respondents were clear; the comments seem united (Box 4). Most of the comments from Questions 5 to 8 were positive, and while not necessarily directly related to economic development, can be addressed through three initiatives:

- 1 - Prioritizing traditional activity;
- 2 - Implementing Land Use Plan principles; and,
- 3 - Using economic development benefits towards community housing and amenities.

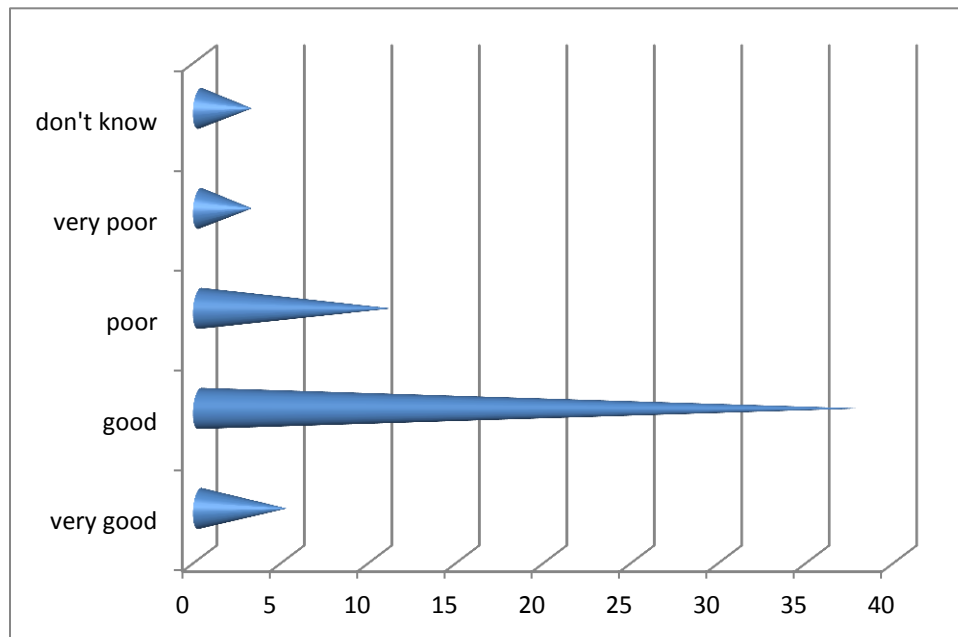
Language; Pow-wows with neighbors; Working with other communities; Learning from Elders / passing down traditions; Fishing / hunting / berry and root picking / traditional medicines; Family / education / culture; Chief Atahm teachings; Care of lands / environment; Self-sufficiency / traditional ceremonies / tanning / prayer / smudging / traditional dancing / basketry / sweats / songs; Cultural identification; Discipline / parenting / children-as-priority (family values); Engaging youth and Elders; Place names; Traditional principles; Talking circle; Taking care of land; Cooperation; Teamwork; Communication; Opportunities for economic growth.

Box 4: Most Important Traditions, Values and Principles

Related to community well-being and economic development, when asked if individuals would remain or return to the community to live and practice traditions and culture, if they had work opportunities, respondents were almost unanimous on returning, with forty-six (46) people identifying themselves as wanting to return to



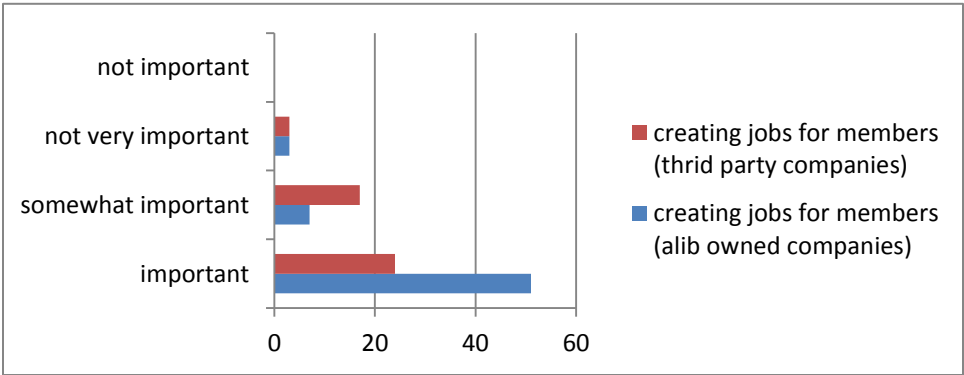
Graph 4: Willing to move back to ALIB lands, if work opportunities



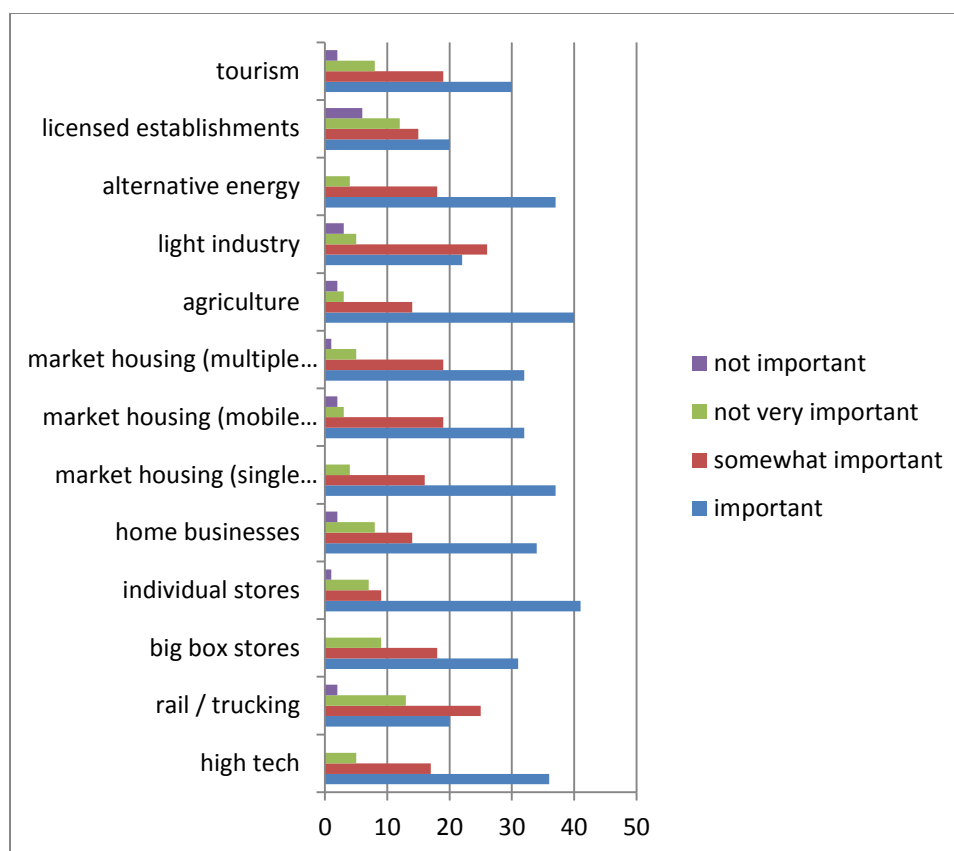
Graph 5: Quality of Life in the ALIB Community

the community; three (3) indicated that they would not; twelve (12) did not answer the question (Graph 4). In terms of quality of life in the ALIB community, most people were relatively satisfied (Graph 5). Five (5) respondents felt that the quality of life on ALIB lands is “very good”; thirty-eight (38) individuals felt that the quality of life was “good”; while eleven (11) felt that the quality of life was “poor” and three (3) indicated that they perceived quality of life as “very poor” on the reserve lands. Three (3) persons did not answer.

When it comes to creating jobs for community members, Graph 6 compares the priorities of respondents in terms of ALIB owned companies vs third party owned companies. Clearly ALIB owned companies are wanted in terms of job creation. Regarding economic development sectors, Graph 7 lists the respondents’ priorities. Almost all choices were identified as “important’ or at least “somewhat important’. Several individuals indicated that they have economic development initiatives underway; Forty-nine (49) said “no” and ten (10) replied “yes”. The economic development activities identified as underway or in development by ALIB community members include: video store; coffee house; alpaca / llama imports; agricultural products; personal apparel and portable welding services. A side question that was asked of the respondents relates to the use of a gas station, whether in Salmon Arm or in Chase, should the establishment offer “FN tax exemption”. Most people agreed, with fifty-seven (57) saying they would indeed access the gas station, and two (2) saying no.

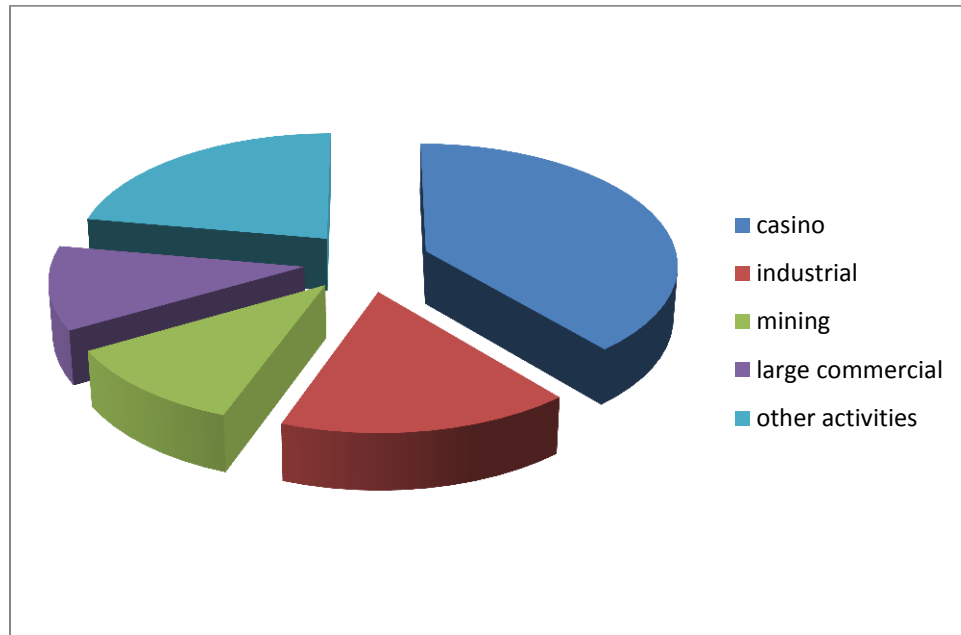


Graph 6: Creating Jobs for ALIB Members

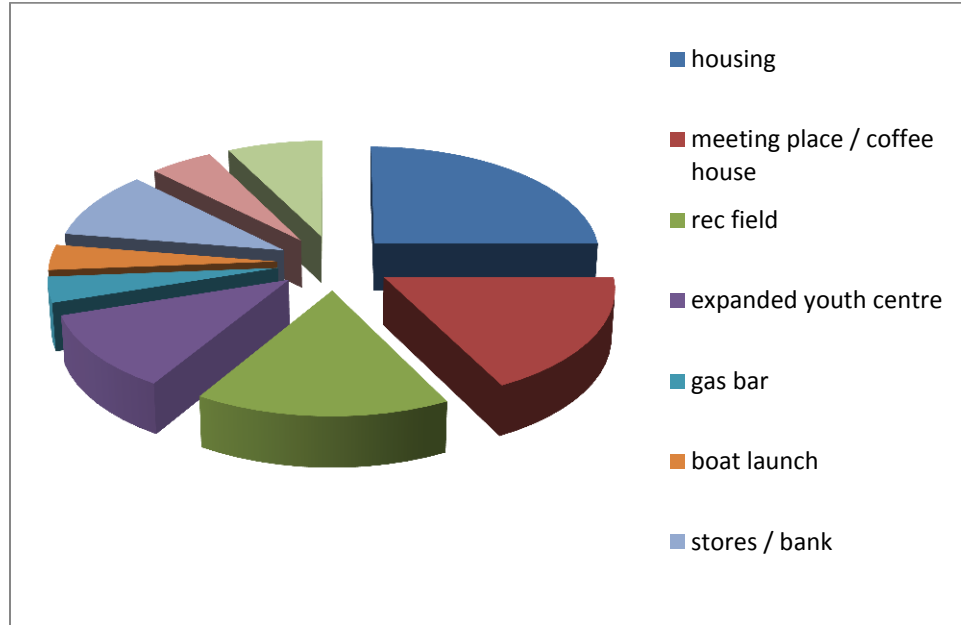


Graph 7: Economic Development Preferences

At this point, it is helpful to return to the LUP Phase I data and confirm some of the comments from the first survey undertaken in 2011 to gather some information on economic development related choices. Graph 8 renders this further perspective on development. When asked what types of development community members would be ‘completely against’, casinos and industrial parks were at the top of the list, followed by mining activities and ‘other activities, such as unplanned housing developments, beach area developments, bars or liquor establishments, gas station, high density housing, mushroom farms, and other development types. While this is important in terms of considering the wishes of the overall community, we did not ask, at the time, “which” reserve respondents would be willing to accept certain types of development.



Graph 8: Development Types Opposed by ALIB Members

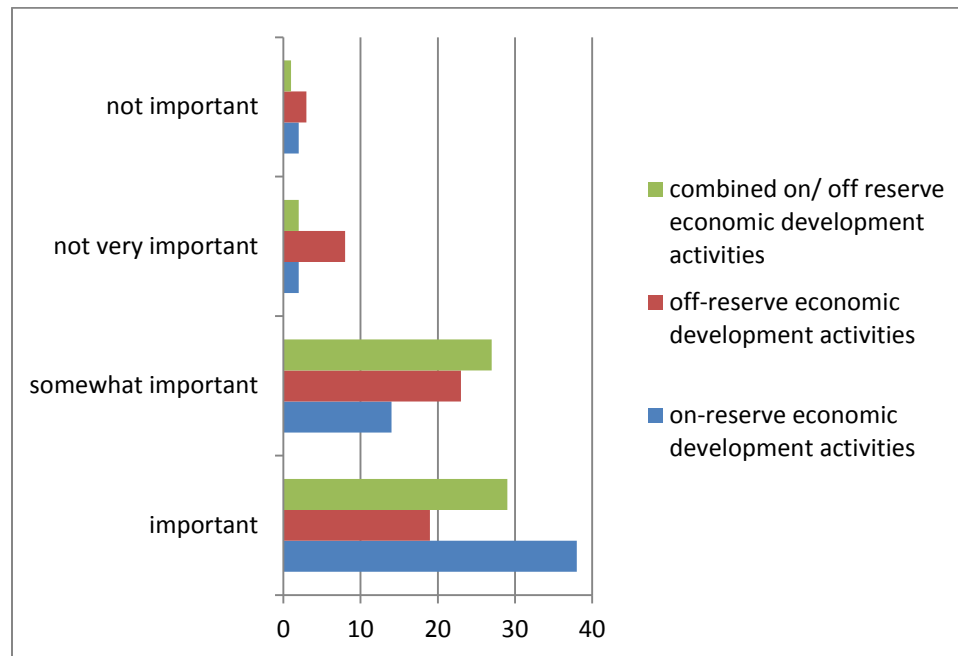


Graph 9: Community Priorities for the Next Five Years

Still with the Phase I survey results, Graph 9 summarizes more of the economic development and community development priorities. When asked what types of developments would be suitable for the community for the next five (5) years, the respondents were clear. These included: housing, a community meeting place such as a coffee shop, recreation field (an expanded one), followed by other clear examples of development. Stores and services such as a bank were among the top development ideas. Other ideas that were identified, although not dominant, include: a grocery store, an Elder's centre, a boat launch, a new daycare facility, a cultural centre, and a casino.

Returning to the more recent survey, the majority of respondents preferred businesses owned and operated by the ALIB membership, with thirty-one (31) respondents saying "yes" to member owned and operated businesses and four (4) respondents replying "no". Twenty-three (23) respondents indicated that they would support ALIB owned and operated businesses as opposed to nine (9) against ALIB owned and operated. In terms of on-reserve vs off-reserve development activities, respondents were clear: Thirty-eight (38) respondents identified "on-reserve" economic development activities as "important", fourteen (14) respondents identified "off-reserve" economic development activities as "important", and twenty-nine (29) respondents identified "combined on / off reserve economic development activities as "important" (Graph 10).

Returning to community development issues, when asked to prioritize a set of related actions, "safety" remains at the top of the list. "Community safety", "enforcement" and "safe parks" were identified by the survey respondents as "important". While not immediately perceived as economic development activities, these should form part of the overall economic development strategic plan. Similarly, the identification of health related facilities was clear. A "walk-in clinic", "pharmacy" and "doctor's office" were identified by the respondents as what could be priority health related initiatives. With education initiatives, we have a not surprising result, with almost all



Graph 10: On and / or Off Reserve Economic Development Emphasis

respondents indicating each choice as a priority. The responses confirms the respondents’ (and therefore the community’s) education concerns: A “training Centre” is a priority.

Two final survey questions merit discussion. When asked what priorities respondents thought the community should have as it undertakes economic development activities, the answers were clear: training and education, include ALIB members in decision making, and consider setting aside appropriate funds. Box 5 lists the comments, in no particular order. Similarly, a question asking what respondents thought of what is required in order for the community to build / obtain management skills for members to develop (and / or acquire) their own businesses, the answers were also straight-forward. Box 6 lists the related comments.

Creating jobs for members; Consider youth and Elders; Provide more information to members; Include members in decision-making; Consider costs to members; Consider providing street lights; Consider sports facilities with businesses; Education and support from Chief and Council; Follow through with initiatives; Savings (Investments); Set aside funds prior to starting economic development; Training (in financial management and business, for example).

Box 5: Priorities to Consider as the Community Undertakes Economic Development Activities

Business research; Business training; Management training; Financial training; GED completion; Provide economic development “on” reserve; Workshops on business ownership / startup.

Box 6: Priorities to Consider in Developing Capacity for Members to have the Skills in Building Businesses

Community Survey: Conclusions

These results offer a clear glimpse into the community’s priorities in terms of community and economic development initiatives. While the survey sample is not

extremely high, it does, nevertheless, represent a good segment of the community. Many of the survey answers highlighted ongoing community “wants”:

Skills development and support for members wanting to initiate economic development activities, for example, was consistently identified; these are legitimate concerns that permeate any economic development strategy. Certainly most respondents would support some sort of business resource centre that might provide some training in key areas; more research is required. In terms of the maps that formed part of the survey, almost no comments were provided. Maps were utilized at the community meeting (see below) in order to identify priority places of economic development. Along with other items that dominated the surveys, such as the desire for basic services on reserve lands, member housing challenges may be addressed through combinations of policy and specific, targeted initiatives.

7.2 - Community Meetings

The first community meeting took place on December 5, 2013; a second meeting was organized for March 13, 2014; it was postponed until May, 2014. Two primary activities made up the meeting of December 5: Coffeehouse style brainstorming, and mapping. With the brainstorming activity, a very long list of ideas, some related to economic development; many more related to community planning and social needs. Six groups of four to six people gathered around individual tables and were asked to discuss and record their economic development priorities. Housing and Elders’ facilities topped the list, with other priorities such as tourism (linked to culture) and “energy efficient” design also being popular. In order to not lose the valuable community feedback, all of the ideas are here listed, with the economic development priorities listed at the beginning of the list. What follows is the list, organized by theme.²²

²² Note that some comments were re-worded by the study author for clarity.

Comments from Brainstorming Activity (community meeting #1)

Economic Development related:

- Gas station
- Meat processing plant
- Hotel complex
- Bicycle rental
- Casino
- Restaurant
- Internet café / coffee shop
- Destination resort
- Marina
- Purchase lands off reserves
- Business incubator
- Acquire water lots
- Consider Elders' advice in economic development
- Establish small business committee
- Acquire more planning and business expertise
- Convenience store (IR 4)
- Farmers' market (IR 4)
- Work more closely with Salmon Arm municipality
- Work more closely with Chase municipality
- Sports bar
- Purchase businesses (off reserve)
- Focus on 'community' ownership of lands
- Focus on third party leveraging
- Small shopping mall
- Need "Development Manager" (EDO)

Tourism related:

- Cultural interpretive centre
- Tourism gift shop
- Bike trails
- Horseback riding trails

Culture related:

- Cultural awareness within and outside membership
- Place names
- Cultural history classes
- Medicinal plants gathering and managing
- Healing lodge
- Keep the 'old ways'

Training related:

- Training centre
- Business education within the community
- Education facility in IR 7 Reserve

Elder related:	Extended care facility Elder housing Wellness centre Elder home at Glen Eden Elder home at IR 4
Housing related:	Housing for single parent families Housing for ALIB members (IR 4) Energy efficient housing Apartments for ALIB members Single family and duplex housing units
Energy related:	Harnessing water Solar energy
Agriculture related:	traditional plants and medicines vineyard nursery
Community related:	water and sewer recreation centre baseball diamond community centre band office activities for youth drop-in centre cultural centre sports activities for youth public park / public beach medical facilities consider the environment with building projects sustainable wildlife policy community safety equity shares in community owned projects

Comments from Mapping activity (community meeting #1)

Hustalen (*Cstélen*) IR 1

At the community meeting of December 5, there were no comments for IR 1.

Squaam (*Sq7em*) IR 2

For IR 2, suggestions include purchasing adjacent land and not renewing existing leases, both of which signal a desire to hold lands as “community lands”. Other suggestions include “recreational vehicle (RV) campground, hunting / fishing resort, family campground, a spa / wellness centre, and a healing lodge. A berry and medicine gathering place was also noted.

Toops (*Tegwúps*) IR 3

At IR 3, nature tourism is the suggested focus, with a hunting lodge, horseback riding trails, hiking trails, extreme sports, seasonal cabins noted. A resort / restaurant and wellness centre were also highlighted as possibilities. A bridge and hydro power (run of the river) were suggested.

Sahhaltkum (*Sexqeltqín*) IR 4

With IR 4, meeting attendees identified, to the south of the reserve, a destination resort / golf club, hotel, Elder assisted living, and the road to the Sunpeaks ski resort as possibilities of development. Closer to the main village area, a nursery was suggested. And in very close proximity to the village, gas station, ball field, arena, office building (with office rental potential), swimming pool, cultural centre, convenience store, coffee shop and Elders’ assisted living centre were all suggested. Along the slopes, trails / cultural camps, a vineyard / restaurant and solar power were identified.

Stequmwhulpa (*Stequmwhulpa*) IR 5 Reserve

For IR 5, we have slightly contradictory comments suggesting on the one hand that the land be kept and indeed, that Crown Lands be occupied,

while on the other hand a suggestion that the land be exchanged for other, more developable land. In terms of more direct economic development activity, a zip-line operation and boat rental facility are suggested. One further suggestion is that of housing and businesses built upon water lots.

Switsemalph (*Sxwetsméllp*) IR 6 Reserve

At IR 6 there were several suggestions directly related to economic development, including a resort / golf course, resort / casino, a light industrial complex, a gas station, store, spa and acquiring off reserve lands. A greenhouse, nursery, garden(s) and vineyards were also recorded. Other suggestions include an Elders assisted living facility, a training centre and a healing lodge. Community amenities such as sidewalks, park, trails bike paths and a sewage treatment facility were noted.

Switsemalph (*Sxwetsméllp*) IR 7 Reserve

IR 7 had similar ideas as IR 6. In terms of economic development, a cultural interpretation centre, a gas station, store, RV park, casino, and truck stop were recorded. A wellness centre, a day care centre, and “family centre” were highlighted, as was increasing member housing.

7.3 - Chief and Council Input

Chief and Council input is being provided through a variety of means. Two council members participate as LUP committee members and their input is direct, regular and within the Chief and Council perspective. Council members also attended community meetings. And more direct feedback was provided through direct meetings with ALIB leadership. A first meeting with Council took place on September 3, 2013. What follows is a brief summary of the

discussion, organized into five (5) themes, including: “ALDCo’s three top priorities”, “consideration for membership economic development initiatives”, “Training / Mentoring / Incubators”, and “realistic plans and ideas”.

ALDC’s three main priorities: Chief and Council highlighted that ALDCo’s three primary objectives were to be considered at the forefront of the present work. These three priorities include “agriculture”, “Real Estate (West Harbor Village)”, and “alternate energy”. Each initiative will be included in the final report / economic development strategy.

Consideration for Membership Economic Development Initiatives: From the same discussions with Chief and council, it was made clear that the initiatives (on-going and future) should be considered as central within the strategy. Further, member initiatives that connect to the region’s economic landscape should be a priority. Much of the information required for this component will be derived from the community survey, as well as the community meetings that are being planned for December, 2013 and late January, 2014.

Training / Mentoring / Incubators: A key tenet to successful economic development good training, accompanied by hands-on mentoring; the two go hand in hand. Both will be considered within the strategy. Related to both, how members are fitted into existing economic development initiatives and considered within any known training and mentoring programs. Finally, how Incubator(s) might work within the strategy should also be considered.

Real Estate (West Harbor Village): West Harbor Village has had limited success. The economic downturn has without doubt been felt in Salmon Arm and there have been repercussions, in terms of the rate of which units have been sold. A second phase has now been initiated sales of lots has begun. Chief and Council have made it a priority to further develop the site.

Realistic Plans and Ideas: Chief and Council also requested that the plan be realistic for the community and that expectations be managed in such a way as to make certain that members are aware that there are limits to what can be done in the short term.

7.4 - Conclusion: Community Input

In the community survey, while respondents made clear that the ALIB reserves do not meet their needs, they still felt that the reserves are a good place to live. When asked what types of economic development activities would be suitable for the community, housing, including Elders' housing and facilities were voiced repeatedly, followed by community amenities and businesses such as a gas station, stores, hotel / golf / casino complexes and other businesses related to nature and cultural tourism. The meeting complemented the community survey. From the meeting comments and the mapping activity, it was possible for meeting attendees to voice their concerns and provide their ideas. Consideration for community safety, planning and community social well-being was highlighted throughout. Finally, from the input of a local business entrepreneur, the possibility of establishing a comprehensive economic development core on ALIB lands in Salmon Arm; the core area would consist of an existing site, redeveloped and built to suit new activities, including a grocery store and several other businesses.



8. GUIDING PRINCIPLES

The viability of the ALIB community's future requires that an appropriate and determined effort in the area of economic development be undertaken. While four focus areas will be key (service sector enterprises, energy sector, sustainable forestry, and culture-based tourism), any combination of these should in turn provide benefits to the community, including the inclusion of community amenities and providing employment (or other) opportunities to ALIB members. The ALIB economic roadmap and any related economic development policy should therefore include, among several others, the following tenets:

- Achieving self-reliance;
- Instituting ALIB member business development awareness, training and support;
- Improving community member education and skills;
- Increasing employment opportunities;
- Reversing economic leakages;
- Slowing community member out-migration;
- Improving hard and soft infrastructure;
- Actively seeking and developing partnerships and other links with ALIB Certificate of Possession (CP) holders to leverage land-based resources and related economic development opportunities;

- Welcoming collaborative agreements with other jurisdictional bodies;
- Welcoming partnerships with other First Nations;
- Always and consistently asserting aboriginal rights and title to lands;
- Developing memorandum of understanding and protocol Agreements with third parties such as forestry and mining companies and developers, to protect heritage, resources, and to ensure opportunities over the long term;
- Insisting on consultation and accommodation with developments within and throughout the traditional territory; and,
- Applying the principles of the LUP – Phases I and II throughout lands acquired through various processes such as the “Additions to Reserves” process.



9. MEMBER ASSISTANCE STRATEGIES to CONSIDER

Introduction

Several ideas related to assisting ALIB community members in developing businesses and exploring economic development opportunities were suggested during this project's community input phases. Certainly education and training are at the forefront; however, specific initiatives were proposed and these are discussed below.

9.1 - First Nation Specific Economic Development Resource Centre

Several community members, including LUP committee members, suggested that a First Nation specific "resource centre" would be a useful service to ALIB members who are interested in business start-up and development assistance and advising. The centre would be a not-for-profit facility, similar to the "Community Futures" centres that operate in several areas of the province (there are 34 such centres). One example of such a centre is operated in *Sto:lō* territory, whereby communities share the several services for entrepreneurs and individuals looking for possibilities in terms of education and training. Such a centre could support community economic development to all aboriginal people living within the ALIB Traditional Territory, creating and supporting entrepreneurial spirit in area First Nation communities, providing small to medium-sized business owners and aspiring entrepreneurs access to services tailored to individual needs, all-the-while

assisting aboriginal people living within the ALIB Traditional Territory through a range of community economic development initiatives, business support services, and lending services. This could be a full-service centre, for those wanting to start or expand their own businesses, with business supports ranging from financing to training programs.

The relatively small ALIB member population might render it difficult to operate such a centre; a joint, centralized facility shared by all, or several of the seventeen (17) *Secwepemc* Nation bands might be better in terms of scale economies. However, the area geography is not necessarily suitable for all of the communities to access a facility located on ALIB lands. Kamloops Indian Band members would find it difficult to access a facility, for example, located on ALIB reserve lands. For this reason, this type of facility of this type is not recommended.

9.2 - ALIB Specific Economic Development Help Centre

Another way to provide business assistance and advising to community ALIB members might be to establish a centre that would serve the community only. This could be a centre operated by an Economic Development Officer (EDO), but it could also be a facility operated by an ALIB staff member who is knowledgeable in local and regional economic development potential, as well as the range of opportunities available to individuals, whether it be funding and financing, networking, or learning. One specific activity that such a centre could offer would be seminars on specific topics such as “Do you have what it takes to be an entrepreneur?”; “How to understand your credit rating”; “How to develop cash flow projections”; “Keys to market research”; and, “Ten things a lender looks for in a business plan”.

The community might chose to develop partnerships with other First Nations and other organizations, governments, industry and perhaps non-governmental organizations to facilitate the creation of the centre. These partnerships would

help interested community members in gaining the necessary skills, work experience and guidance in projects to obtain and maintain successful employment and / or entrepreneurial endeavors. Activities might include participation of various partners in building community, individual and entrepreneurial readiness. The objectives of a strategy for a “help centre” might be:

- supporting ALIB members in furthering their careers;
- supporting ALIB members in obtaining on-going assistance in creating businesses within the community;
- creating training and mentoring opportunities for ALIB members in their work and / or entrepreneurial goals; and,
- attracting and supporting partnerships between ALIB members, businesses, organizations and government.

Given the population and interest, this may be a viable option, as long as the staff member is very knowledgeable and pro-active in terms of assisting and advising community members, and organizing seminars. Should the community EDO be mandated to operate such a centre, the EDO should correspondingly be a “people person” very much open and willing to assist community members, regardless of the economic development initiative being pondered.

9.3 - Small Scale Business Advising

A focus on advising ALIB members on their business ventures “only” is also an option. Coupled with the existing provincial “WorkBC” office located in Chase and the “Community Futures” services available through the Kamloops facility, a streamlined, business-focused centre might be possible, at least in the short term until an ALIB Specific Economic Development Help Centre is in place. Again,

however, the success of such a facility would be dependent on the staffing of the same office.

9.4 - Economic Development Community Incubator

As the community embarks on economic development ventures, it may be possible to include, within specific projects, facilities and business assistance that could be made available to ALIB members undertaking relatively small-scale businesses. Various combinations of assistance could be provided to new business owners / entrepreneurs; space, for example, might be offered at a discounted rate based on the economic activity and revenues of a start-up company. The incubator could form part of any business plan and form part of “benefits to the community” that would be expected from any third party interest.

9.5 - Economic Development Fairs

Economic development fairs could be enabled by the community, on an annual basis, aiming specifically at assisting ALIB community members with employment opportunities and economic development potential, while targeting third party groups (commerce, industry or otherwise) and enticing them to establish businesses on reserve lands. Connecting members to businesses has several positive aspects including employment opportunities, investment possibilities, and overall synergies.

9.6 - Economic Development Training and Mentorship Initiatives

Economic development training and mentoring initiatives can be a successful way of generating positive results in terms of business start-up and more successful employment experiences. While both “training” and “mentoring” are often mentioned in community economic development (and other) plans, they are not always activated as initiatives with sufficient resources to adequately assist individuals. Training requires long term commitment and follow-through. The

ALIB community presently has training initiatives underway; these should focus, as much as possible, on the community's economic development focus areas. Similarly, mentoring requires time and also long term commitment. Studies have shown that mentees significantly improve their economic standing, just a year after mentoring begins. Unemployment can decrease significantly within several months of a mentoring initiative, with mentees more likely to find employment in their field. For the ALIB community, it is advisable to outline a mentoring strategy that would couple successful entrepreneurs and experts to aspiring community individuals interested in similar fields.

9.7 - Community Venture Capital Fund

Community Venture Capital Funds can be a quick way of providing start-up capital to businesses that have a clear vision and plan, yet lack the funds to begin the journey to success. This could mean a fund set up by the ALIB administration and leadership on its own, or a joint endeavor between ALIB, third party investors and government entities. Once the fund is in place, limits and strict guidelines would outline support to ALIB individuals. The fund could operate very differently from traditional lending and venture capital institutions, with criteria based on, for example, ALIB economic development priorities. The fund could begin as a modest one, with annual caps, and based on its success rate, could increase over time.



10. The Footprint: ALIB Economic Development Strategy

10.1 Introduction

Establishing a suitable economic development strategy involves the simultaneous consideration for traditional, economic, social and political environments within the ALIB. Given the traditional aspects to the community, a focus on very long-range goals and strategic approaches is a must. The strategic considerations and economic development ventures identified and ultimately chosen by the community must at once be economically suitable and contribute to social development that includes and respects culture and tradition, all-the-while advancing the goals of self-sufficiency and sustainability. In order to be successful, the community must control its institutions, lands, and traditions, all of which are at the base of the strategy; improving internal member communications and championing by leadership and key community “doers” will also be paramount. Further, the overall strategy must take into account two priorities simultaneously: *The primary economic development initiatives of the community, and the individual economic development aspirations of community members.*

What follows are two sections: The first section discusses the several initiatives that the community has shown interest in, some of which are well underway. Over the course of community and committee meetings, economic development priorities were identified and these are discussed in this first section. While all of the priorities seem worthwhile at first glance, it may be advisable to revisit some of the present economic development actions. The second section discusses a

strategy, or roadmap, for the community to consider as it moves forward. Two key community concerns emerged from community input: The collective desire to be better informed and involved, and member desire to focus on education, training, mentoring and support for those wanting to pursue economic development activities. These are reflected in the strategy's activity sets.

10.2 Community Priorities: Strategic Priorities

Choosing specific economic development activities is not a simple task: The community should definitely not “wait” for opportunities; a proactive approach is highly recommended. The section below highlights the need for a clear assessment of any new (and re-assessment of existing) economic development initiatives and this should be done with the following discussion in mind.

To recap some of the information derived from initial research and community input, the ALIB community possesses several *strengths* that can enhance economic development activities. These include, among others:

- The potential to partner with the municipalities of Chase and Salmon Arm to increase the range of potential high value opportunities. Both municipalities may soon be in need of lands for specific types of development.
- ALIB is at a strategic juncture between Vancouver / Kamloops and Calgary; this factor has yet to be explored fully.
- The community is land rich.
- The direct access to the Trans Canada highway. Traffic volumes along the highway are significant in terms of market potential. Signage, as a simple example, may be viable, particularly along IR #5.
- Railway juncture / servicing potential.

- Tax revenues will probably increase in the short to medium term.
- ALIB leadership has an economic development orientation.

In terms of *weaknesses*, the list is relatively short, yet not insignificant; among others, primary weaknesses include:

- The majority of ALIB members have no experience with business start-ups or business management.
- Management and business related education is relatively low.
- CP holders do not necessarily feel that a land use plan and other by-laws apply to them. This could impact future development potential.
- Existing leases provide for too many land use possibilities (this has been addressed in the recommendations of the Phase I – LUP).
- Site servicing may be challenging as the community expands.

Each strength and weakness should be taken into account when considering individual economic development initiatives and priorities. Obviously, one of the main initial steps in the economic development strategy is to try to mitigate the weaknesses; training, ALIB member involvement, and very clear business assessments (or re-assessments) are therefore central.

10.3 The Strategy

Figure 10.1 outlines the strategy's six main activity sets. They should occur relatively simultaneously, with each being as important as the other. They include the clarification of the community's economic development priorities, the establishment of the community's strategic priorities by revisiting current and potential economic development initiatives, strengthening the ALIB administration's departmental interconnectivity, improving ALIB member.

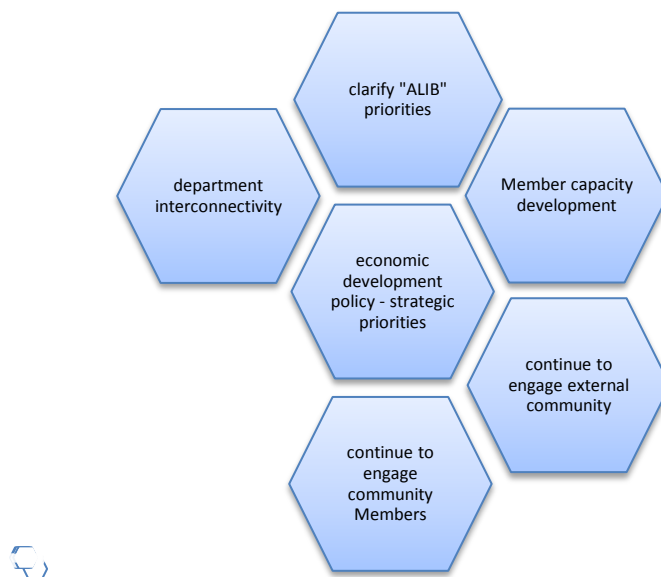


Figure 10.1 - ALIB Economic Development Strategy Components

business capacity development, enhancing engagement of the ALIB membership, and external community outreach.

From Figure 10.2, we begin to visualize a structured approach into more detailed activity sets. Key with the strategy is that true economic development success will be much more difficult without the integration of the six. The ALIB community, for example, has asked for and requires good communications and engagement if it is to participate within the broader community economy. One of the things that community members asked for is the re-examination of the community's present economic development priorities. Part of this begins with the formulation of an economic development policy; another part of it involves a detailed re-assessment of some of the current economic development initiatives. What follows is a discussion of each of the activity sets. It is suggested that oversight of the complete strategy be undertaken by a Steering Committee that would operate much like the present LUP committee. The Steering Committee is therefore shown at the top of Figure 10.2.

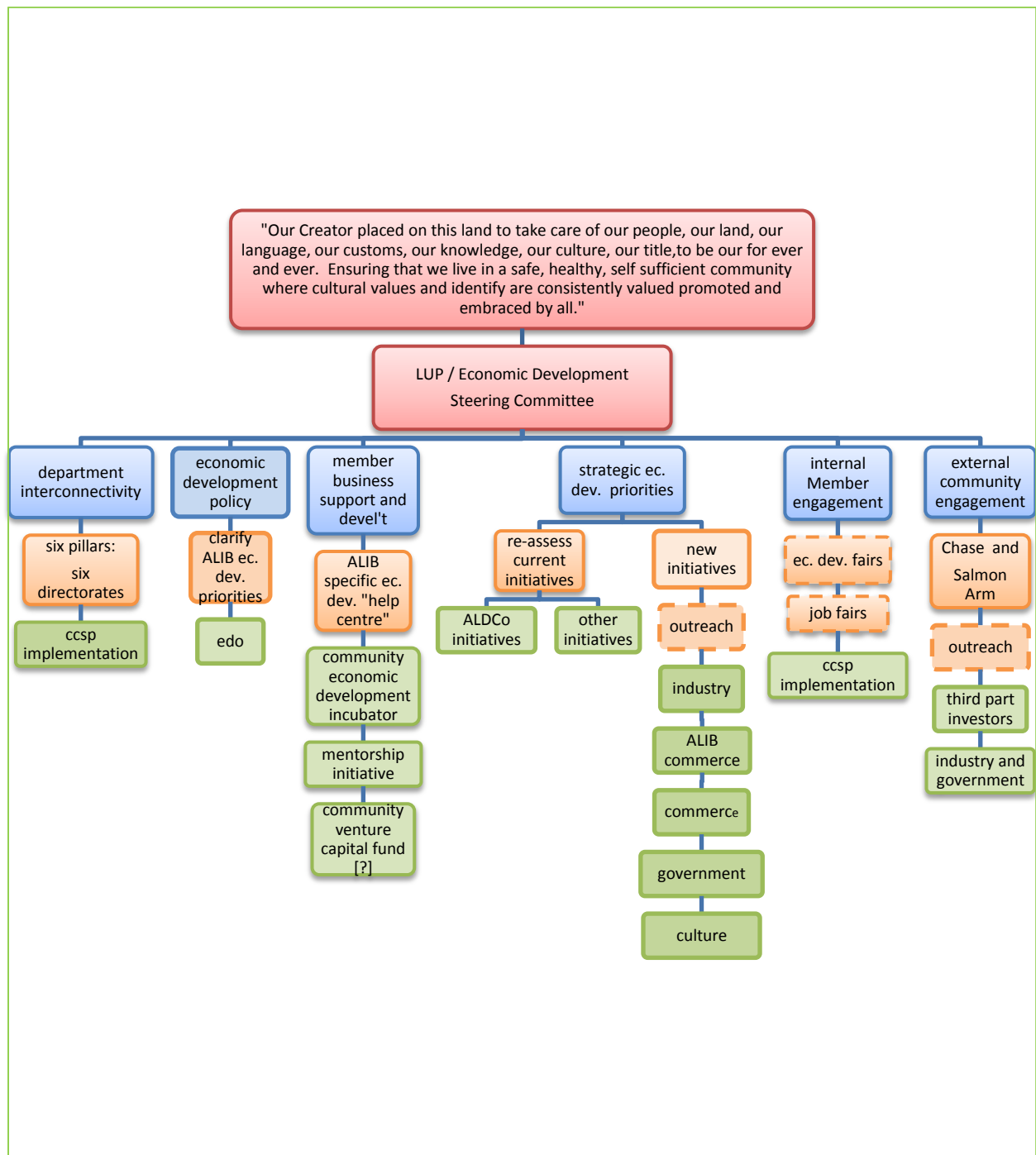


Figure 10.2 - ALIB Economic Development Strategy - Roadmap

Roadmap Activity Sets

1. Department Interconnectivity

The present organizational structure has not evolved in a way that is conducive to effective internal and external communications, or efficiency in terms of functioning at the speed of business. Both of the latter are key in successful economic development. Streamlining the present fifteen (15) departments into a set of broader “pillars” has been part of the administrative organizational plan for some time, with the departments falling under the six directorates under the Community’s Comprehensive Strategic Plan (CCSP). Figure 10.3 outlines the pillars as evolving from the community’s Vision.²³ The action will be a first step in enhancing internal and external communications, and operating more efficiently. A second action should be planned, following the establishment of the administrative pillars. This involves eliminating duplicate functions and shifting departmental focus areas slightly. Some of the present departments, for example, have too many focus areas, while other present departments should simply become focus areas (or sections) of departments. Economic Development as a separate entity should form part of the “Sustainable Development” pillar, organized to work very closely with the Lands Department and ALDCo.

2. Economic Development Policy

Typically, the community has been in a reactionary mode in terms of economic development initiatives. Proposals from members and especially third party entities are received, examined, and then accepted or rejected on a case-by-case basis by Chief and Council. This has been adequate in the past. However, the community is at a point where a clear set of economic development priorities and focus areas should be articulated within a policy that also includes an assessment process. The policy should, for example, shift the present emphasis on the

²³ See ALIB Comprehensive Community Strategic Plan, March 2014.

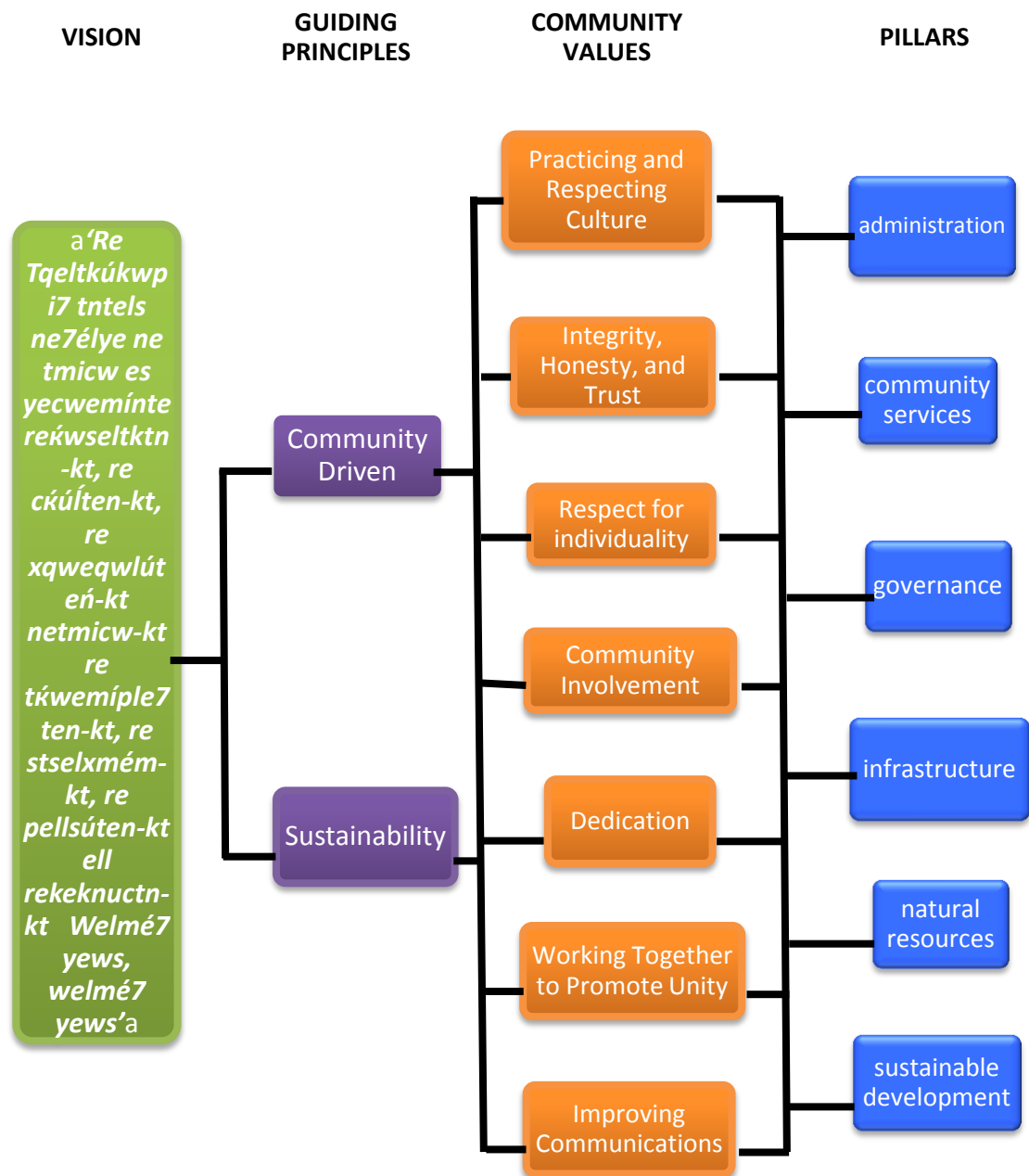


Figure 10.3 - Guiding Principles, Values and Administrative Pillars

(source: ALIB Comprehensive Community Strategic Plan, 2014)

proponent providing feasibility studies to the community, to an emphasis on proponent-funded feasibility studies done directly for the ALIB; ideally, a proponent should provide a “benefits to the community” document while the ALIB commissions a feasibility study. The development of an economic development policy does not form part of the present study, but an outline of such a policy is provided in a section below. The drafting of an economic development policy should be undertaken with full community input.

As with the economic development policy, the community has thus far functioned without an economic development officer or manager (EDO). More will be said below on the role of an EDO, but as one is taken on by the ALIB, it may be advisable to consider a person who is readily qualified as an economic development specialist with experience and knowledge of the immediate region, and very willing to provide member assistance and guidance related to economic development activities they may be pondering.

3. Member Business Support and Development

Community members have been clear regarding their want of support in terms of capacity building, mentoring, business research, and so on. This type of support can evolve under a number of fronts, each previously discussed in this report, including the establishment of a First Nation specific Economic Development Resource Centre (not a recommendation in this report), an ALIB-specific “help centre”, small-scale business advising, a community economic development incubator facility, a mentorship initiative, and perhaps the establishment of a community venture fund.

As the community embarks on economic development ventures, it may be possible to include, within specific projects, facilities and business assistance that could be made available to ALIB members undertaking relatively small-scale businesses. Such an incubator facility might have various combinations of

assistance that could be provided to member entrepreneurs; space and reception services, for example, might be offered at discounted rates based on the economic activity and revenues of a start-up company. Incubator start-up and support could form part of “benefits to the community” derived from some of the larger initiatives pondered by the community.

A meaningful mentoring initiative can be a successful way of generating positive results in terms of business start-up and more successful long-term economic development initiatives and employment experiences. Mentoring requires time and also long term commitment; a formal strategy should be implemented.

Community Venture Capital Funds can be a quick way of providing start-up capital to small businesses that have a clear vision and plan, yet lack the funds to begin the journey to success. This could mean a fund set up by the ALIB administration and leadership on its own, or a joint endeavor between ALIB, third party investors and government entities. The fund could operate very differently from traditional lending and venture capital institutions, with criteria based on, for example, ALIB economic development priorities.

4. Strategic Economic Development Priorities

Clearly the ALIB community, through Chief and Council and through ALDCo has had a set of economic development focus areas. These include “agriculture”, “Real Estate (West Harbor Village)”, and “alternate energy”. Other priorities include, among others, with a third party, a gaming centre. While this study has not included an assessment of ALDCo in terms of structure and efficacy, it may be advisable to re-examine its internal processes and success rates.

Current Economic Initiatives Re-assessments

While the community has initiated several economic development initiatives, it may be time to re-assess some of the projects that ALDCo and / or the community have been involved with. Are the revenues at an acceptable level? Are there clear benefits to the community? Is there potential for growth within the initiative? And is the initiative sustainable? While remaining within the community's priority sectors, it may be that the community will want to shift emphasis from one initiative to another. If the initiatives are deemed as having potential, then renewed emphasis may be required; conversely, if any of the four questions are answered with a "no", it may be time to discontinue the initiative.

New Initiatives

Related to the last point on re-assessing current initiatives, it is possible that other initiatives within the same areas of emphasis exist. Within the areas of forestry and agriculture, for example, there may be very new specialty activities that could be explored as potential areas of emphasis. Within both forestry and agriculture there is a need to more closely follow trends within and beyond the region. As an example, the development of a carbon economy (see below) may be feasible. Outreach activities are linked to the implementation of the ALIB Land Use Plan and the development of an economic development policy and the hiring of an EDO. Once the Land Use Plan and a clear policy are in place, Chief and Council and the EDO will be in a better position to seek out partners and investors who target specific investment opportunities. Outreach activities should focus on industry, commerce and government simultaneously, with possible synergies and multi-partner efforts emerging. While cultural emphasis should form part of any new initiative, emphasis on specific culture-related economic development initiatives has been strongly suggested by community members.

5. Internal Member Engagement

Much has been written about community member engagement. It is a vital part of any successful economic development plan and in this case, has been signaled repeatedly by community Members as a priority. There are several ways through which the community can remain engaged. Including an economic development “update” within CCSP meetings, Band meetings, and other regular meetings would be one way of improving engagement and keeping the membership involved in decision making processes. The CCSP process is closely linked to membership engagement and should form part of any economic development communications plan. Another way to maintain community engagement would be to connect economic development activities to community celebrations. Job fairs and economic development fairs may prove effective in further engaging community members. This activity is closely related to the role of an EDO and should form part of the latter’s responsibilities. With an EDO in place, at least part-time, community members interested in specific economic endeavors will have a resource person to provide updates, research assistance and economic development coordination within ALIB lands, all according to the Land Use Plan and the community’s economic development policy.

6. External Community Engagement

There are significant benefits in developing relationships and engaging external parties in economic development activities. This applies to any outreach plan aimed at industry, commerce and government entities. Making sure that third parties know about the community, its solid leadership and development capabilities, and communicating to them the community’s priorities, capacity and willingness to participate in the broader regional economy. It is often the case that third parties can be reluctant to participate within First Nation contexts; highlighting that the ALIB community has a land use plan, an economic

development policy, development application procedures, and concise community amenity design guidelines (the latter three being the primary “next step” recommendations to this report) is an important part of external community engagement. Making clear that the administrative arm of the community has by-laws and other governance tools in place also will serve to reassure third parties that economic development endeavors with the community are likely to succeed. Seeking joint-ventures, third party alliances and innovative financial arrangements should form part of any outreach plan. Further discussion on this topic is found below.

Finally, any community’s economic development strategy needs several champions: Chief and Council, the community’s Manager, Department heads, staff and community members all have to be familiar with the initiative and its components. More will be said in the Economic Development Officer and Implementation sections below on the way the strategy could be successfully implemented.

10.4 - Economic Development Initiatives

1 - Land, Land Acquisition and Land-Based Economic Development

Land values vary and are affected by factors such as commodity prices, new immigrants to the region, retirees, nutrient management rules, and so on. Land value ‘creators’ include time and timing, soil types, topography, water courses, vacant land, field shapes, heavily improved farms (decreases value), and location. Several ALIB community members have signaled a will for the community to acquire more lands, beyond the reserve boundaries. This can make sense, given the “Additions to Reserve” policy from the federal department of Aboriginal Affairs and Northern Development. Key, however, is that land must be available,

and the community has to correspondingly be in a financial position to acquire the land. The land must also be suitable, with clear potential value attached to it. For any contemplated purchase, a detailed feasibility study should be undertaken by a qualified land appraiser. The latter should be apprised of the community's very long term plans in terms of its land acquisition policy. The region has seen negative impacts on the lands, including non-farm uses on agricultural lands, fragmented land parcels, conflicting uses with agricultural activity, environmental impacts, and impacts related to poor servicing; this has had an impact on land quality. It is possible, however, that the community plans on using the land in a distant future and its acquisition "today" makes sense in spite of apparent shortfalls.

At the same time, economic development should in ALIB's case be based on "land development" at least as much as "business development", at least for the medium term. Within this strategy, ALIB (or a CP holder) would make land available to develop, or to attract business investment and then collect revenues from the same land. This could provide a stable revenue stream for the community (and CP holder).

2 - Land and the Highway Expansion

With the widening of the Trans Canada highway, it may be possible to negotiate land exchanges, particularly regarding the lands at IR 5 and those within and adjacent to the municipality of Salmon Arm. One of the most profitable land strategies, in terms of building wealth, is to acquire land while it is not zoned, and then zoning it for development once acquired. While the short-term profits related to archaeology and other short-term employment opportunities is a positive move, looking strategically at acquiring new lands and increasing land base values should form part of any negotiations related to the Trans Canada highway expansion.

3 - Housing and Infrastructure

A Market Housing strategy has been commissioned by the community; it is treated outside of the present study. Member housing initiatives should obviously continue, although within a strategy that should be developed in tandem with an exploration of the full range of ownership incentive programs to assist ALIB members to achieve home ownership on reserve; any plan for market housing conditions on reserve that can increase ALIB member home ownership would lead to increased community wealth. Residential subdivisions, including manufacture home parks initiated by CP holders should be encouraged, although infrastructure, including the upgrading of sewage treatment facilities and continued servicing agreements with neighboring municipalities should continue and form part of any housing strategy.

4 - Internal and External Investment

Community investment is key in any successful economic development strategy. Hard and soft infrastructure is central to developing, attracting and maintaining business and a corresponding workforce. While there are several potential investment opportunities on ALIB lands, any potential investor will require a great deal of information, legal commitments, good faith and trust. A strategic communications plan directed at potential investors is necessary and should form part of a broader outreach strategy.

5 - Business Acquisition

This topic is closely related to the “New Partnerships” section below. Many community members suggested that acquiring businesses should form part of any

economic development strategy. As mentioned above, land-based economic development may be the best strategy in the short to medium term. At present, the capital required to acquire businesses is high and not necessarily readily available to the community (without significant costs). Borrowing for any new venture is not recommended without very detailed feasibility studies. Attracting third party investment will therefore be key in acquiring any business, probably with land as leverage.

6 - New Partnerships

Third-party partnerships, relationships and investments are important and have the potential of leading to business acquisition. Attracting third party investment requires specific administrative, leadership and governance pillars to be in place; the ALIB community is in the process of implementing several strategies that should bring assurances to third parties who may be contemplating investing within the community.

7 - Business Partnerships through Leasing

The ALIB community may be in a position to develop business partnerships with existing leaseholders, especially adjacent and within the municipality of Salmon Arm. There is value tied to leasing, lease renewals, and new or renewed leases that extend into the long term. While there are new plans being developed by leaseholders, the latter will require assurances from the community in terms of longer lease terms to attract new tenants. This has value and should be considered within any negotiation processes regarding leases and lease renewals. While leaseholders may not be in a position to deliver “up-front” benefits, they may be willing to enter into partnership agreements in exchange for longer lease terms.

8 - Tourism

Several community members and LUP committee members have suggested that cultural tourism may be a desirable and viable economic development activity for the community to take on. This might be a joint undertaking by the community with a member, or perhaps by a single or a group of members. In recent years there has been a growing recognition and acknowledgment of the important role which Traditional Knowledge plays not only in development planning, but in understanding landforms through cultural perspectives. Further, one of the tenets that the community’s CCSP is the inclusion of sustainability within economic development activities; cultural tourism would certainly be a sustainable economic development activity. Culture-based tourism is potentially environmentally benign, compatible with a traditional approach, and can be financially rewarding. Key will be to develop approaches that remain through to *Secwepemc* culture, including the protection of cultural values. This means that small-scale venues and experiences would probably be most suitable. Cultural tourism experiences should include subtleties that reinforce *Secwepemc* culture. It has been asserted that if properly structured, cultural tourism can be a source of reinforcement of traditional culture.

Tourism activities might include cultural tourism activities such as excursions with reserve lands and the traditional territory, excursions on Adams Lake for fishing, touring cultural landforms, petroglyphs, and so on. This could be complemented by camping, canoeing, hiking, and so on.

9 - Light Industrial Park and Warehousing

Several ALIB land parcels could be used for a light industrial park or warehouse facilities. Lands strategically located near the Trans Canada highway and close to or adjacent to the municipalities of Chase or Salmon Arm may have potential in terms of light industrial activity and warehousing, particularly where the municipalities have no parcels zoned as “light industrial”. It is advisable to be pro-active and develop lease rates, potential zoning types, development cost charges and tax rates that would apply to lessees. The ALIB Economic Development Officer (or Manager) would then be equipped to pursue opportunities.

10 - Renewable Energy

There are several energy-related possibilities within the ALIB reserve lands and Traditional Territory. These include the hydro-electric run-of-the-river possibilities being pursued by the community as well as partnerships within larger power generation projects. The community may consider attracting further renewable energy third parties to the region, and partnering with the same firms all-the-while ensuring competitive relationships remain within the traditional territory. However, a detailed feasibility study is highly recommended before continuing present engagements or embarking on new endeavors in this sector. Other renewable energy initiatives include wind and solar projects. Separate studies outline the benefits and risks of the latter.

11 - Natural Resources

Forestry - Complementing existing forestry activities, considering the development of innovative and creative ways of managing and developing the forest resources around the community is becoming increasingly important. Selective forestry on some reserve areas will become important in the medium term. The challenge will be to develop ways of using the forest resources that which will help sustain the community's economy. A key consideration will be to find ways of harvesting and then adding value to the forest products. However, a detailed review of present activities and investments is required before any new activities are undertaken in this sector.

Mining - In terms of mining, ALIB should continue building partnership arrangements with third parties that are active within the Traditional Territory.

12 - Agriculture

The Ciyéle Agriculture corporation was formed by ALDCo, with the express purpose of providing irrigation to selected parcels of land on (IR #4). Funding was obtained in 2004 and 2007 to study and design a sophisticated four (4) kilometer piped system, with further funding provided in 2011 – 12 to construct the two (2) million dollar system. A Memorandum of Understanding is in place between ALIB and the neighboring Neskonlith Indian Band is being negotiated for a related, joint Operations and Maintenance plan.²⁴ In terms of economic development opportunities, it may be advisable to re-evaluate the focus areas of the ALIB's agricultural activities policy. Organic crop production, specialty crops and mixed farm techniques should be assessed and encouraged. The ALIB community has expressed interest in specialized agricultural activity and should this activity still be a priority, it may be worth considering the establishment of an agricultural technology incubator to serve the broader region.

²⁴ See "Adams Lake Indian Band Phase 2 Irrigation Pipeline Design Report" AC Eagle, February, 2008.

13 - Gaming and Comprehensive Developments

ALIB holds important land parcels adjacent to (and within) the community of Salmon Arm. The close proximity to the TransCanada Highway, waterfront views and the special siting at approximately half way between Calgary and Vancouver render a set of circumstances that are amenable to a hotel and gaming facility. Ongoing talks with a third party developer have been productive; the potential for tax and gaming revenues, as well as ALIB Member employment are positive. Talks with the investor and the British Columbia Lottery Corporation (BCLC) are underway.

14 - Branding, Iconography and Marketing

Several First Nation communities across Canada have successfully developed region-specific, culture-specific or service-specific brands. The Osoyoos Indian Band in British Columbia and the Oujé-Bougoumou Cree Community in Quebec are clear examples of the strategy. For ALIB, the objective might be to develop a Shuswap-related brand to create niche market opportunities for goods and services available in the community. The brand could in turn be used throughout ALIB business endeavors and also be utilized within the community's business and investment attraction aims. Of key role for branding would be its use in developing a tourism base. The community is at a key juncture: Its new administration building, its economic development partnerships, whether these involve gaming facilities or other business enterprises, and its desire to attract business all would be enhanced by a Branding strategy.



11. ECONOMIC DEVELOPMENT POLICY and OFFICER (or MANAGER)

11.1 Economic Development Policy

The ALIB community and its administration require a clear policy on economic development. Such an economic development policy should flow from the present study and be developed with the community's input, probably by a committee similar to the LUP committee. Challenges with economic development policy include the same challenges that land use plans and more globally, community plans have: community engagement and ownership. What follows are two sections: Economic Development Policy Tenets which might guide the economic development policy drafting, and an Economic Development Policy Framework, outlining the principle components of a policy.

Economic Development Policy Tenets:

1. Support existing ALIB businesses and include ALIB members in existing and forthcoming economic development endeavors;

2. Foster internal ‘ideas’ competitiveness and ALIB member ‘originality’;
3. Develop an environment for innovation and entrepreneurs within the community and the wider region;
4. Aim at being among the leaders in indigenous community economic development;
5. Acquire a reputation as a top regional location for testing new First Nation (or other) business ideas;
6. Develop community branding and iconography through planning, architecture and business reputation; and,
7. Optimize how indigenous communities, policies, and investments can work to successfully reach economic goals.

Economic Development Policy Framework:

1. Introduction
2. The Economic Development Officer
 - Reporting relationships, to the Band Manager (functionally), and to the Steering Committee (operationally)
3. Framework Development
 - Connect back to the Economic Development Roadmap
4. Roles and the ALIB Perspectives
 - Roles of the Economic Development Steering Committee
 - Roles of the Economic Development Officer
 - Roles of Chief and Council in economic development
 - Roles of ALDCo
 - Roles of ALIB members in economic development
 - Roles of CP Holders
 - Roles of third party investors / developers
 - Businesses priorities for ALIB
5. Proposal Instructions
6. Analysis of proposals

Strength, Weaknesses, Opportunities and Threats / Constraints analysis

Screening process development

Benefits to the community analysis

Employment for ALIB Members?

Training and education for ALIB Members?

Specific Business Ventures

Feasibility Study commissioning

Partner profile analysis

Business plan analysis

Financing plan analysis

7. Internal Analysis

Feasibility Study analysis

8. Action Planning

Objectives, Actions, Key Responsibilities, Outcomes and Timeframe.

11.2 Economic Development Officer (or Manager)

1. The EDO should be a trained professional in the area of economic development. The EDO should promote the above tenets and be guided by the economic development policy. The same person should serve as the representative and gateway into the ALIB community and its economic development strategy, acting as the contact representing the community who receives, assesses and recommends potential economic development initiatives to Chief and Council and to the ALIB membership in general. At the same time, the EDO should identify and pursue plausible and realistic opportunities, act as the main contact for industry, commerce and other interested third parties as related to economic development initiatives and develop profiles of desired economic development possibilities. The EDO should be active in identifying and assisting in securing funding for economic development initiatives and related hard and soft infrastructural investments.

2. The EDO should also be mandated to provide basic member assistance and guidance related to economic development activities they may be pondering. This is key: The search for the EDO should include this precise characteristic. Members should be able to approach the EDO for advice, for example, on drafting business proposals and assessing business opportunities.

Ideally, the EDO will manage several components of the implementation of the economic development strategy, including component projects (see below), and parts 1 and 2 outlined above. Administratively, the EDO should report to the Band manager; operationally, the EDO should report to the Economic Development Steering Committee (EDSC). Precise reporting and duties will be outlined in the EDO's position description.



12. IMPLEMENTATION and MONITORING

12.1 Implementation

Implementation is about how community intentions 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 present economic development strategy to be successful, it is of primary importance that the ALIB organize itself to undertake the steps to carry out the tenets of the footprint outlined in section 10.2. The adoption of new related policies and bylaws, the implementation of the community's Land Use Plan, the refining and changing of administrative processes, the selection of key (priority) economic development initiatives, and the locating and allocating of funds are all determinants of a positive outcome. 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 economic development footprint. Tasked with overall implementation (and especially its progress monitoring) should be an Economic Development Steering Committee.

Implementing the ALIB economic development footprint will be a multifaceted exercise. The above section (10.2) renders a portrait of the strategy, and each step

has been discussed. Each outlined step, or a portion of each step, may potentially correspond to a project, leading to a project-based approach.²⁵ The latter approach may be the most feasible way for the ALIB 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. Like a jig-saw puzzle, each project would in effect fill the economic development footprint. With this strategy in mind, oversight and visioning will be key: What projects can be implemented, for example, with little capital? What projects can be implemented with specific types of funding? What can be done by the community? How can the projects build upon each other? 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 economic development strategy must have at least five primary considerations, including:

- *Community-focused:* Any project forming part of the economic development strategy must be community-based, whereby community input should be enabled throughout each project, including design, development and implementation.
- *Innovative:* The ALIB community should strive to be original and each project leading to the completion of the economic development strategy should reflect innovation and as much as possible not be template-driven.
- *Local in approach:* Turning to community ideas, labor and resources should be at the forefront of each project.
- *Cross boundaries:* The projects leading to the successful implementation of the economic development footprint should look beyond conventional boundaries and should “test” the limits of community potential.

²⁵ 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.

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

12.1a Economic Development Steering Committee

The Economic Development Steering Committee (EDSC) should act as an advisory board and should be tasked with making recommendations to Chief and Council, monitoring implementation progress, and providing direction to the EDO, ensuring that the EDO develops timelines and provides key deliverables. The EDSC is answerable to Chief and Council, and to the overall ALIB community through regular, perhaps by-annual, community meetings.

12.2 Implementation Tools

Specific tools to carry out the task of implementing the ALIB economic development strategy will vary in time, and according to the exact approach that the community will choose. The EDO will have management tools within her / his toolkit. Specifically, however, ALIB leadership and the EDSC may choose to mandate the development and maintenance of a Gant chart tool whereby the implications of decisions (or decision delays) and project progress can be tracked and analyzed in real time; the EDO may be the ideal person to manage this tool. Similarly, 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 economic development strategy.

12.3 Monitoring

Three primary components form our monitoring strategy: Monitoring change, assessing impacts, and enforcing our commitments.

Monitoring Change is the first tier of monitoring the progress and success of our Economic Development footprint. 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 others, 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.

Assessing Impacts - Indicators of progress

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 economic development footprint guides the actual activities on the land and in the community. Each of the steps to carry out the tenets of the footprint outlined in section 10.2 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 implementation of the community's Land Use Plan, the refining and changing of administrative processes, the selection of key (priority) economic development initiatives, and the locating and allocating of funds should all be formally followed and assessed.

Enforcing commitments

Enforcement includes complete and targeted monitoring. The ability to guide, restrict and stop undesired economic activities on specific land parcels, economic development zones, or designated development areas is paramount. For the ALIB community, its Land Use Plan, associated by-laws and policies, and a clear policy on CP land uses will be key.



13. NEXT STEPS

Immediate recommendations:

1. Develop, with community input, an Economic Development Policy.
2. Develop, with community input, procedures for developers (pro-active).
3. Develop a process for assessing Business Plans and Proposals.
4. Develop a strategy to integrate and implement the LUP (Phases I and III) within the broader CCSP.

Other recommendations:

1. Develop, with community input, Design Guidelines for enhancing the community's appearance.
2. Develop a Branding Strategy.
3. Develop a detailed community communications strategy.
4. Resource Allocation; consider setting aside funds for community member capital venture fund.



14. CONCLUSION

This is the Final Report that includes a Five Year Economic Development Roadmap for the ALIB community. The ALIB reserve lands are diverse and include rich resources, natural beauty, access to key transportation, and access to services. And as highlighted earlier, each reserve is different in terms of land uses and combinations of the latter four elements, as well as economic development preferences and recommendations. They are, however, a part of a rich cultural landscape, complete with a multitude of Traditional Use Sites. Comprehensive community feedback has brought about a variety of suggestions for land uses, community improvements, and economic development initiatives. A detailed community survey has formed part of this study. Primary land use preferences and suggested economic development activities include tourism, housing (Member and market housing), mixed commercial, specialty agricultural, selective logging and small-scale commercial. The whole has led to the present economic development footprint.

Two of the challenges for the community include community “ownership and involvement”, as well as the need to connect the various studies undertaken during the past two to four years into one specific and targeted strategy. This is where the present study lies: On the one hand, this study aims at providing the community with information on potential opportunities so that the community can make informed decisions on economic development options, while on the other hand, the study aims at proposing a strategy that prioritizes and sequences the activities related to the community’s economic development choices.

Economic development should in ALIB's case be based on "land development" at least as much as "business development", at least for the medium term. Within this strategy, ALIB (or a CP holder) would make land available to develop, or to attract business investment and then collect revenues from the same land. This would provide a stable revenue stream for the community (or a CP holder) all-the-while reducing risk.

The ALIB's community economic development footprint has the potential of building the community's economic development capacity, providing employment, utilizing the community's resources and lands to better achieve the community's sustainability goals, developing and improving the community's economic development infrastructure, and attracting investment into the community. The challenges that have been underscored in the reserve preferences and recommendations section are augmented by economic factors. The community can only undertake economic development activities that it is ready to begin. Other strategies could be adopted, including the targeting of very selective development activities (potentially at very small scales) and gradually expanding as economic climate and community needs increase. It may be advisable to provide neighbors, including neighboring governments, with the opportunity to review economic development options, as well as non-ALIB Members living on any of the reserves. The hiring of a specialized Economic Development Officer or Manager is crucial; qualified, sustained and specialized and economic development attention is required throughout the community and its administrative organization to move existing initiatives forward and to ignite a further set of activities.

The Economic Development Steering Committee (EDSC) should act as an advisory board and should be tasked with making recommendations to Chief and Council, monitoring implementation progress, and providing direction to the EDO, ensuring that the EDO develops timelines and provides key deliverables.

The overall strategy must take into account two priorities simultaneously: The primary economic development initiatives of the community, and the individual economic development aspirations of community members. The strategy thus takes both into consideration. The economic development strategy, or footprint, involves several concrete sets of activities to be undertaken by ALIB leadership and administration. This includes:

- *Department Interconnectivity*, whereby the present organizational structure should be streamlined and modified to function at the speed of business of business;
- *Economic Development Policy*, developed within the context of present-day regional realities and ALIB Membership aspirations and preferences;
- *Member Business Support and Development*, fully integrated within the ALIB organization and community;
- *Strategic Economic Development Priorities*, assessed (and re-assessed for existing initiatives);
- *Internal Member Engagement*, ensuring that the membership is fully engaged and informed in any new economic development initiative being pondered; and,
- *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.

Four immediate next steps are recommended, including the development, with community input, of an Economic Development Policy, the development, with community input, of procedures for developers, the development of a clear process for assessing Business Plans and Proposals, and the development of a strategy to integrate and implement the LUP (Phases I and III) within the broader CCSP. Finally, any economic development strategy should be reviewed, in detail, at every three to five year intervals.

Appendix “A”



ADAMS LAKE INDIAN BAND

LAND and ECONOMIC DEVELOPMENT PLAN

Community Survey

The Land Use Plan Committee is seeking ways to improve the ALIB communities. Within our Comprehensive Community Strategic Plan (CCSP), we developed a Land Use Plan (LUP) and we are now continuing the process by collecting information from you on your preferences for economic development activities. We will use this information to develop an Economic Development strategy. It's important to start the process *today*, for our children, and for the economic well-being of our communities. This work will result in the development of a “Five Year Economic Development Footprint”, which will plan how to kick-start community economic development activities. This survey is the start of the process, with community meetings and get-togethers being organized to get your input.

Please fill out the survey only once; otherwise it will give the wrong results.

Due Date; October 2, 2013, at the ALIB Administration Office

1. Are you an ALIB Band member? Yes _____ No _____

2. Do you currently reside on any of the ALIB reserves? Yes _____ No _____

2a. If 'No', why not? Work _____
 School _____
 Housing _____
 Other reason _____

2b. If "Work" is the reason that you do not live on one of the reserves, what type of work were you trying to find closer to home?

3. Age category 7 – 12 13 – 18 19 – 35 36 – 55 56 and over

4. Do you think the reserves as they are, meet your needs? Yes _____ No _____

5. What is the first word or phrase that you think of when you think of life on ALIB reserve lands?

6. What three things make the ALIB community a great place to live in?

7. What three things would make the ALIB community better?

8. To you, what are the most important traditions, values and principles that we should preserve and continue to practice?

9. If you had the work opportunity, would you remain (or return to) the community to live and practice traditions and culture?

Yes _____ No _____

10. How would you rate the quality of life in the ALIB community?

Very good ____ Good ____ Poor ____ Very poor ____ Don't know ____

10a. Reasons or comments for your rating:

11. If there was a gas station in Salmon Arm or Chase that supported "First Nation tax exemption" on gas or cigarettes, would you use it?

Yes _____ No _____

12. How would you rate the following “on-reserve” economic development activities?

	important	somewhat important	not very important	not important
Creating jobs for Members (ALIB owned companies)				
Creating jobs for Members (third party companies)				
High tech				
Rail or trucking				
Big box stores (like Canadian Tire)				
Individual Stores (like a convenience store)				
Home businesses (like a hair salon)				
Market Housing for sale or rent (single family)				
Market Housing for sale or rent (Mobile homes)				

Market Housing for sale or rent (multiple family)				
	important	somewhat important	not very important	not important
Agriculture				
Light Industry				
Alternative energy projects				
Licensed Establishments				
Tourism				

13. Do you have economic development projects underway? Yes _____ No _____

13a. If “Yes”, what type of business?

14. Are there economic development activities that you would like ALIB to take on?

Yes _____ No _____

14a. If “Yes”, what type of business?

15. How would you rate the following:

	important	somewhat important	not very important	not important
On-reserve economic development initiatives				
Off-reserve economic development initiatives				
Combined on / off reserve economic development initiatives				

16. How would you rate the following:

	important	somewhat important	not very important	not important
Community safety				
Having an ALIB “village center”				
ALIB identification using our culture as a focus				
Enforcement (ex.: animal by-law)				
Safe parks and playgrounds				
Sports facilities				
Sidewalks, landscaping, streetlights				
Trails / bike paths				

17. Please indicate the importance of the following “on-reserve” services to you:

Health	important	somewhat important	not very important	not important
Dentist’s office				
Doctor’s office				
Walk-in clinic				
Pharmacy				

Education	important	somewhat important	not very important	not important
Daycare / “Headstart”				
Kindergarden				
Elementary 1 – 7				
High School				
Training Center				

Sports	important	somewhat important	not very important	not important
Playing fields				
Swimming				

Track field				
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17a. For any of the above, is there a specific reserve area that you would like to see it in?

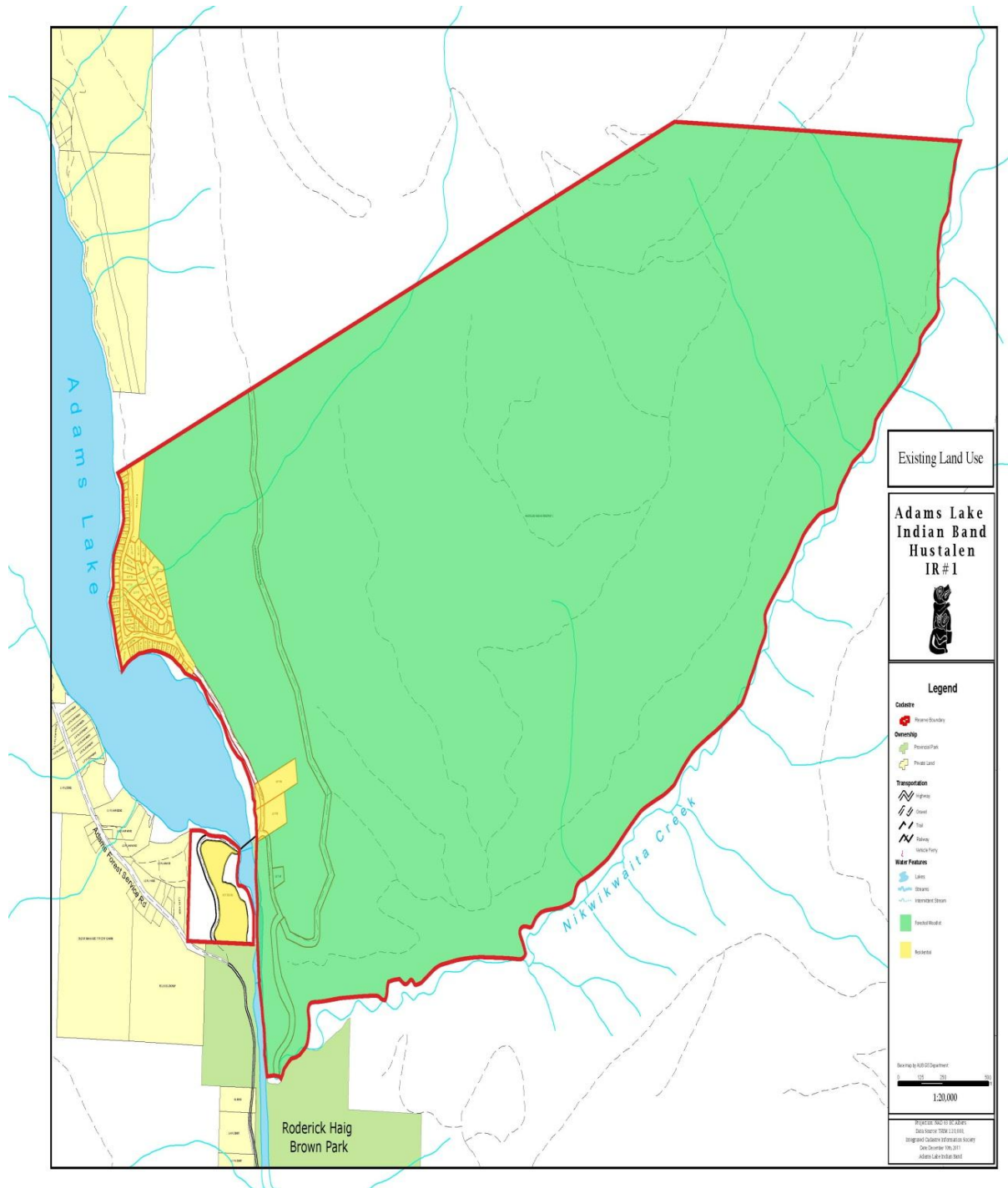
18. What priorities do you think we should have for our community as we undertake economic development activities?

19. Would a First Nation “business incubation facility” or a First Nation “business training facility” be something that you feel would be used by our Members?

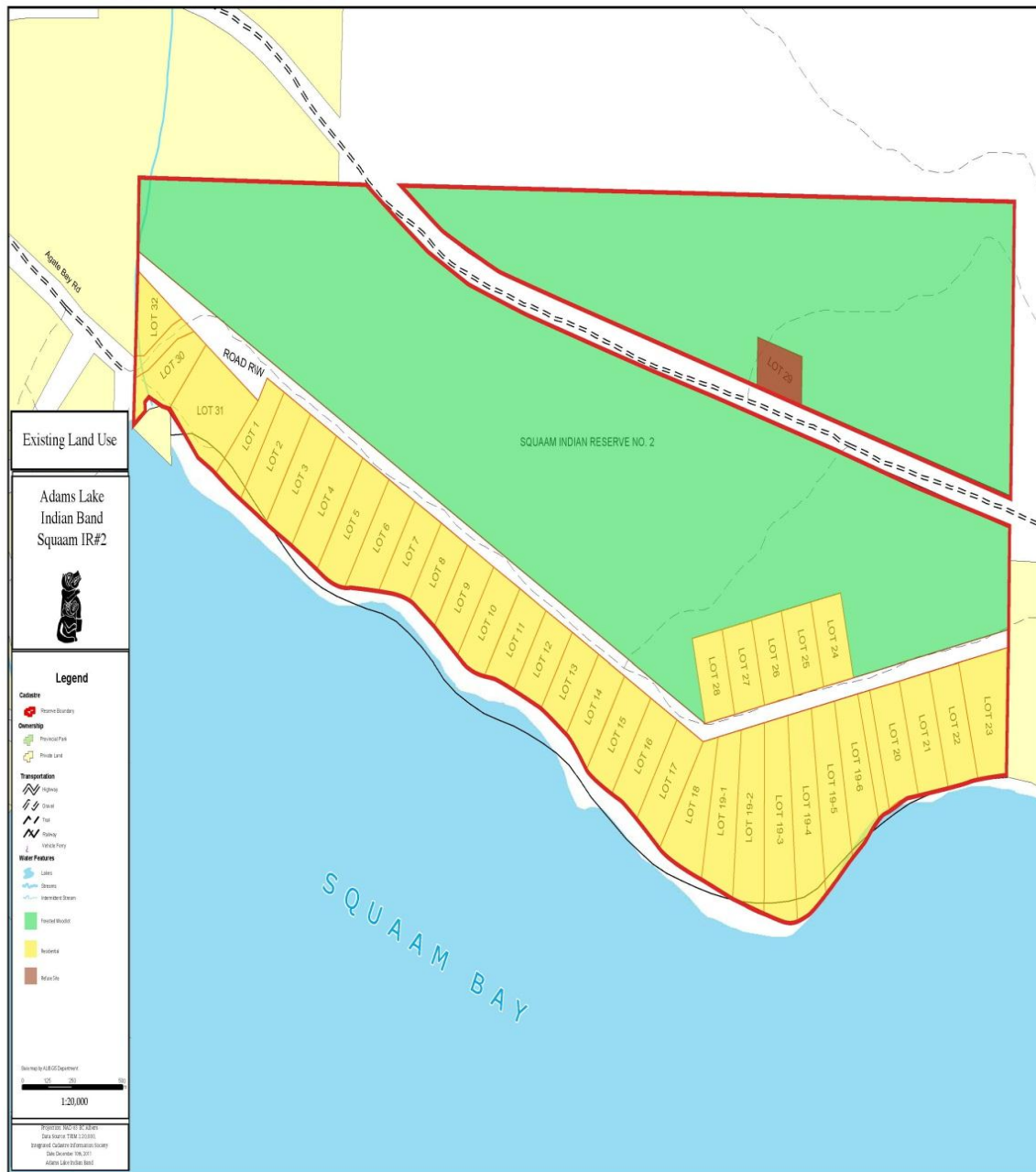
Yes _____ No _____

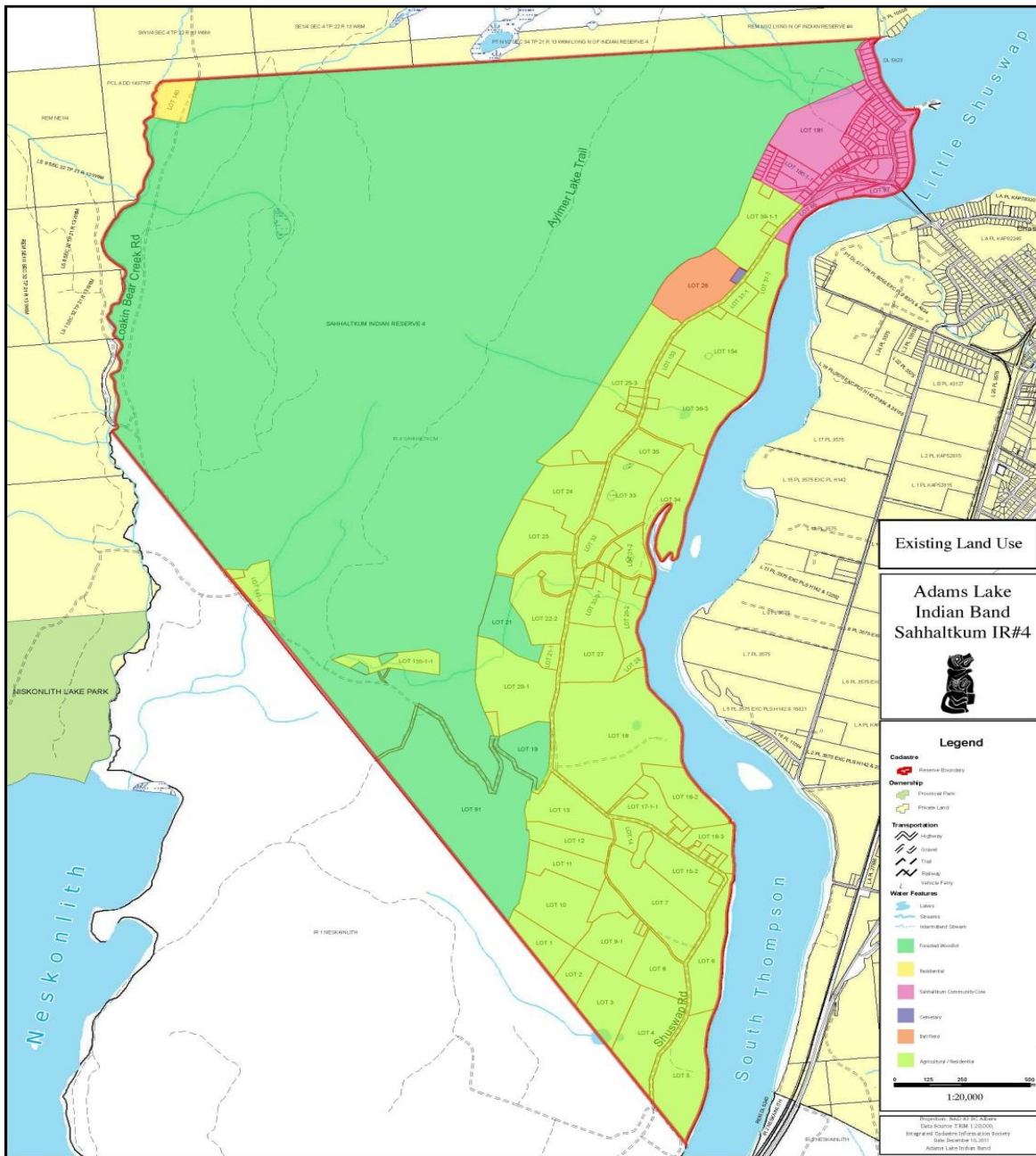
20. Other comments or ideas that you might have on ALIB Economic Development:

21. On the attached ‘draft’ maps, can you show the approximate location of any Economic Development ideas that you may have?

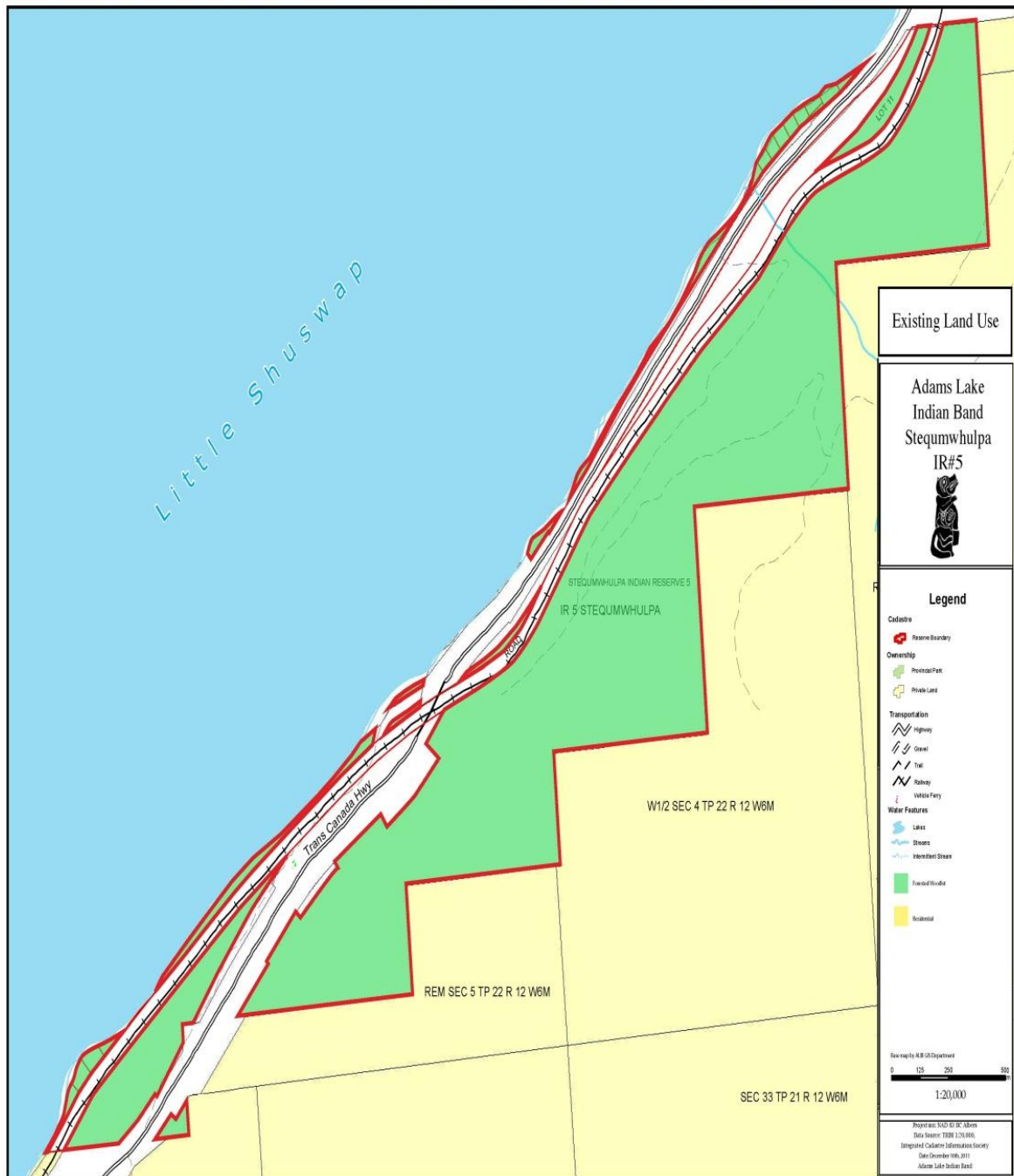


Map 1 - Hustalen (Cstélen) IR 1

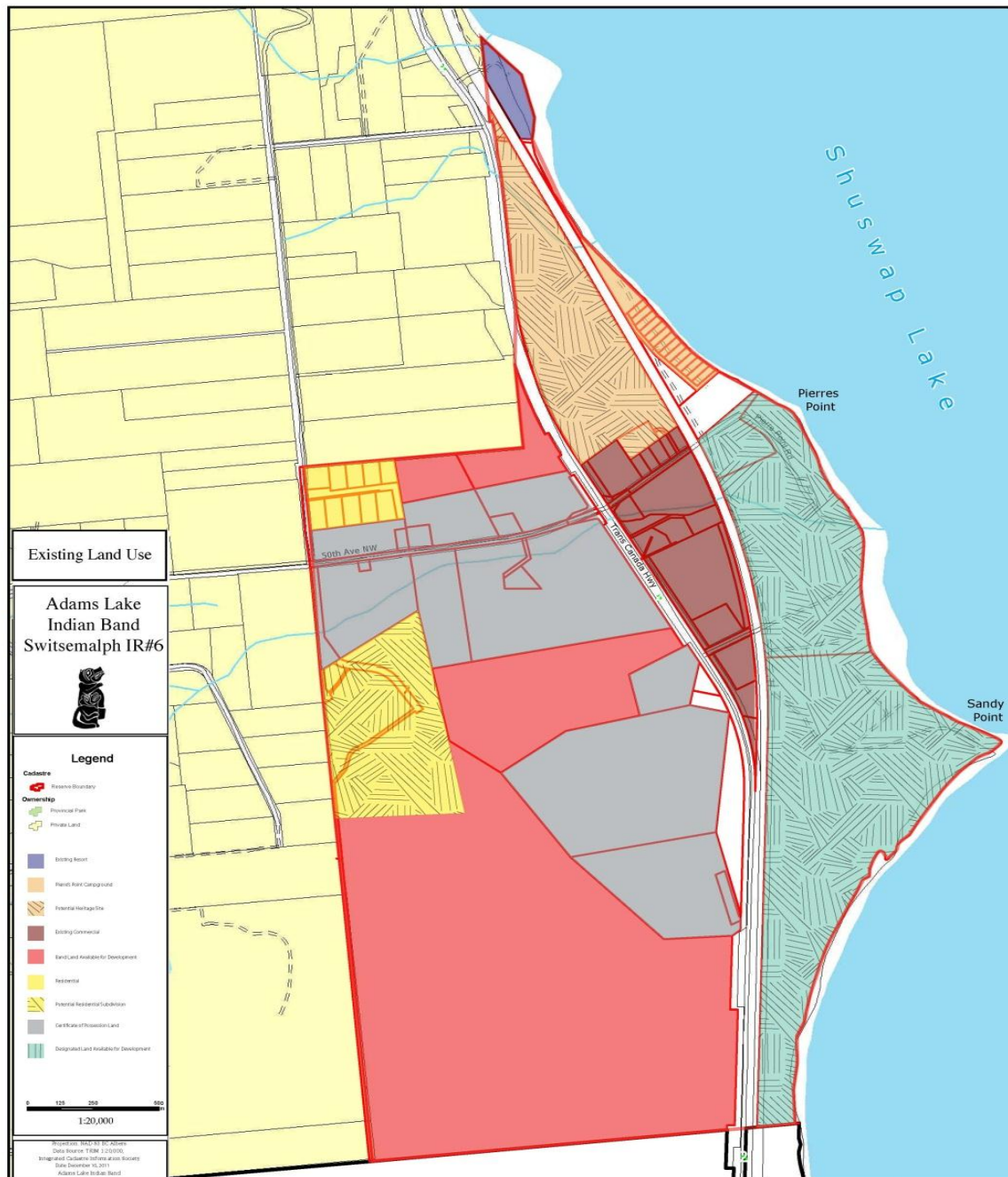




Map 4 - Sahhaltkum (Sexqeltqín) IR 4



Map 5 - Stequmwhulpa IR 5



Map 6 - Switsemaliph (Sxwetsméllp) IR 6

