



# **Spuzzum Nation**

## **Community Economic Business Profile**

### **Phase 1**

**May 2015**



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## **EXECUTIVE SUMMARY**

Spuzzum is seeking economic development that aligns with its core community values to assist in the economic growth of its members. The focus of this project is to advance economic development options on a 13 Acre parcel of land on the south side of IR 1. Economic development is required to provide opportunity for Nation members, and to encourage members to return home.

Locally, regional businesses have been in decline for many years. This coincides with a drop in traffic volume on Highway 1. Traffic is down 56% from the peak in 1981 and down 34% from 1995. Traffic also dropped off when tolls were eliminated on the Coquihalla Highway in 2008. In order to encourage people to stop, or to plan to stop in advance, a differentiated development will be required that is visible from the highway and provides a unique experience.

The proposed 13 Acre site can be serviced by extending existing water mains from the community water system. A larger water storage reservoir will be required mainly to provide fire suppression. Once combined, community residential development and commercial development will overload existing supply capacity, and expansion of the water source and treatment plant will be needed. The existing water source and treatment plant can services roughly 150 additional persons.

An area for potential sewage disposal is also an area previously planned for residential expansion. A Master Plan of overall community development will help to determine if an alternate sewage disposal site is needed.

Priority development opportunities identified and approved by the Nation include:

- ✓ A resort development
- ✓ A phased RV park
- ✓ A separate chalet/B&B business
- ✓ An entrepreneur village as a basis for to accommodate hiking, biking, fishing, gold panning, eco-tourism and other outfitting companies.
- ✓ An entrepreneur centre/hall use to train entrepreneurs, conduct conferences, weddings.
- ✓ Medicinal and indigenous plant nursery
- ✓ Any other businesses that the Nation may approve

A Master Plan in addition to establishing overall community direction will provide direction of establishing a Development Board that reviews funding sources, Joint Venture partners, business planning and other funding opportunities.

## 1.0 INTRODUCTION

Spuzzum First Nation (Spuzzum) is an unincorporated settlement nestled on the Trans Canada Hwy #1 in the lower Fraser Canyon, 30 kilometers (50 kilometers of road) north of Hope, BC. The location is shown on Figures 1.1 and 1.2 (**Appendix 1**).

Spuzzum consists of 16 reserves. Spuzzum IR1 is 125ha in area and contains the main community and offices. Spuzzum membership totals approximately 276 persons with approximately 50 living on reserve.

The majority of the reserve is undeveloped and covered with first and second growth forest.

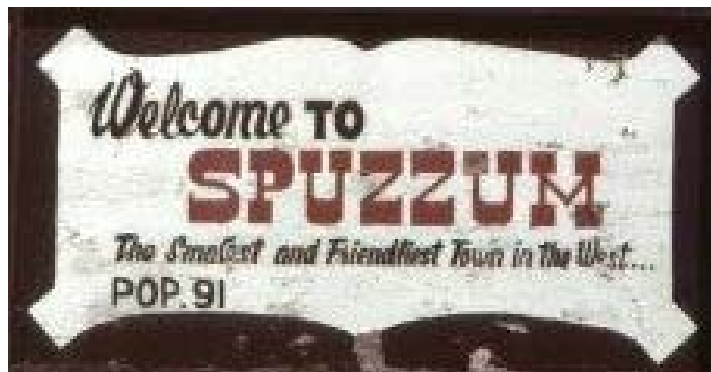
Spuzzum is seeking economic development that aligns with core community values to assist in the economic growth of its members. The focus of this project is to advance economic development options on a 13 Acre parcel land on the south side of IR 1.

## 2.0 COMMUNITY BACKGROUND

### 2.1 Community and Area History

Spuzzum Nation is a Nlaka'pamux First Nations government located in Spuzzum.

The rich social history of this ancient settlement on a low flat place in the Fraser River begins with Simon Fraser's visit in 1808 and its use as a North West Company Depot. During the Fraser Canyon war, an estimated 3000 miners from farther up the Canyon gathered for safety at Spuzzum – whose indigenous people were “friendly” and neutral in the conflict, as refuge from attacks by the Nlaka'pamux who lived farther up the canyon.



Public photos from Spuzzum First Nation's post in Timeline Photos. (2014, March 24). Retrieved from <https://www.facebook.com/166786686731566/photos/pcb.611494415594122/611494025594161/?type=1&theater>



Spuzzum around 1870 was a notable stopover place with a heavy log-built, two-story building that had a fireplace, bar-saloon type of bars, including rooms to sleep in and a dining room. Spuzzum had a blacksmith shop for repair of ox team shoes, horse shoes, wagon repairs and fitting of new wheels.

In the past years (1950 to 1980) the Cache Creek to Hope corridor was the main transportation link between the Lower Mainland, the Interior and the rest of Canada. In the 1980's the construction of the Coquihalla Highway changed traffic movement to and from the Lower Mainland and the Coast. This shift had a significant economic impact on the highway corridor.

A review of traffic data from the Ministry of Transportation and Infrastructure shows that Current Summer Average Daily Traffic (SADT) peaked in the early 1980's. Following the opening of the Coquihalla Highway in early 1986 traffic dropped by approximately 45%. Traffic gradually increased to 1995 then gradually declined to present. Current SADT volumes are roughly 56% lower than the peak in 1981. The elimination of Coquihalla tolls in 2008 has further reduced Highway 1 traffic. Average Annual Daily Traffic (AADT) shows roughly the same pattern.

## **2.2 Design Guidelines and References**

The following is a list of guidelines, standards and references utilized in this report.

- Design Guidelines for Wastewater Systems in B.C. Region, 2<sup>nd</sup> Ed., March, 1991
- Design Guidelines for Road Works in B.C. Region 2<sup>nd</sup> Edition, April 1994
- Design Guidelines for Water Works, British Columbia Region, Fifth Edition, September 2005
- Completion Report and O&M Manual for Spuzzum IR 1 Domestic Water Supply, September, 1993
- Spuzzum Water Treatment Facility Design Brief, February 11, 1998
- Interim Completion Report for Spuzzum First Nation Subdivision IR #1, Predesign, November 4, 1999
- Spuzzum First Nation Economic Development Strategy, 2014-2018, Transformation International
- Spuzzum First Nation Community Development Plan, David Nairne and Associates Ltd., May 2012



## **2.3 Previous Work**

The March 2012 Spuzzum First Nation Community Development Plan (CDP in **Appendix 7**) noted that the Nation is at an important juncture in its community and economic development. With a fast growing population and a strong desire amongst the membership to either return home or reconnect with the community and culture, there is a degree of pressure to develop and build the economic and social foundation of the Nation and the infrastructure necessary to ensure their well-being and sustainability.

The Spuzzum First Nation leadership initiated the CCP process in 2010 with the objective of developing a road map with clear goals and guidelines to achieve the above-mentioned objectives.

In 2013, the Nation's leadership published the Spuzzum 2014-2018 Economic Development Strategy (**Appendix 8**). This plan highlighted various development priorities from which the current 13 acre development study originated.

## **2.4 Community Culture**

### **2.4.1 Clothing**

Based on information collected from Anthropologist James Teit, it is evident that Nlaka'pamux produced and wore elaborate and diverse clothing, reflecting their concern for adornment.

Men, women and children wore ornamented headbands, caps, hats, and headdresses as is evident by their number in museum collections. Headbands were an important component of traditional dance regalia for both men and women, based on the inventory of Nlaka'pamux headgear compiled.

### **2.4.2 Language**

Language connects people – a symbol of identity, language is the way people share social, cultural, and spiritual values, as well as aspirations for the future.

The Thompson language, properly known as Nlaka'pamuctsin, more commonly spelt Nlaka'pamux is an Interior Salishan language spoken in the Fraser Canyon, Thompson Canyon, Nicola Country of Canada province of British Columbia, and stems (historically) into the North Cascades region of Whatcom and Chelan Counties of the state of Washington in the United States.



#### **2.4.3 Settlements**

The Peoples of the Nlaka'pamux Nation were semi-nomadic, meaning they moved around in search of food.

Nlaka'pamux First Nations lived in shelters according to travel, weather and subsistence. The First Nation People lived in Pit House communities that were mostly used during the winter months, although some might have been used all year. A Pit House was a shelter built mostly below ground with an entrance and ladder at the top. Several families lived in a Pit House, as most were 8-10 meters in diameter.

The First Nation People lived in Lean-to's as temporary shelters while travelling. Lean-to's were built to lean against a solid frame, and were intended to be very temporary.

#### **2.4.4 Subsistence**

Nlaka'pamux First Nations of the Fraser River made their living through seasonal hunting and gathering. They hunted animals such as deer, moose, elk, marmot, black bear and grouse and fished the rivers and creeks for Salmon and Trout. They also gathered berries, roots, vegetables, mushrooms, bark, and long roots (some for medical benefits).

#### **2.4.5 Fishing**

Salmon were prized above all other fish and were the economic, cultural and spiritual focus of First Nations in the Fraser River Basin. Nlaka'pamux First Nations used many unique fishing tools such as weirs, basket traps, dip nets, gill nets and spears to catch sturgeon, trout and salmon.

#### **2.4.6 Basket Making**

Nlaka'pamux basket-making is central to Nlaka'pamux cultural identity, embodying women as culture bearers. Their ethno-botanical and technical knowledge has been transferred through female lines for generations, in the making of baskets using traditional motifs.

Basket Making is a tangible expression of Nlaka'pamux culture, and it articulates historical memory.



Public photos from Spuzzum First Nation's post in Timeline Photos. (2014, March 24). Retrieved from <https://www.facebook.com/166786686731566/photos/pcb.611482772261953/61148275595336/?type=1&theater>

## **2.5 Current Community Population**

Spuzzum is a First Nations word meaning “Little Flat,” and that Spuzzum was the boundary between the Sto:lo people and the Nlaka’pamux people. Spuzzum Nation reserves include – Yalakin 4, Yalakin 4A, Long Tunnel 5, Long Tunnel 5A, Chapman’s Bar 10, Teequaloose 3, Teequaloose 3A, Skeut 6, Papsilqua 2, Papsilqua 2A, Papsilqua 2B, Spuzzum 1, Spuzzum 1A, Spuzzum 7, Stout 8 and Saddle Rock 9.

Spuzzum Nation has 276 Registered Members, of which 50 (18%) live on-reserve, while the remaining 226 (82%) live off-reserve based on 2014 data<sup>1</sup>. Spuzzum Nation currently has 14 homes housing and an estimated 50 community members. The off-reserve population has grown considerably over the years, while the on-reserve population has remained relatively static.

## **2.6 Governance**

Spuzzum Nation is formed by a Chief and Two Councilors who are responsible for making decision on behalf of the First Nation and its Members. The election of Chief and Councilors of Spuzzum Nation is through a “Self-Governing First Nations” Election.

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<sup>1</sup> Registered Indian Population By Sex and Type of Residence By Group, Responsibility Centre and Region 2014

Self-Governing First Nations elect their leadership through an individual election process which vary depending on the First Nation and are often unique to the specific community.

Governance is the process and structure by which Chief and Council direct Nation business with obligations to provide good government, consistent with the vision and principles of good government established by the people.

### 3.0 PROJECT BACKGROUND

#### 3.1 Community Economic Business Profile

Spuzzum Nation is seeking the development of skills, providing economic opportunity and the potential for business opportunities. There are many options that may be considered to support long term economic development goals. One identified site (a 13 Acre parcel along Highway 1) may provide opportunity commercial development.

The Spuzzum Nation economic development process for this site will be completed in two stages. The current stage, Phase 1, consisted of a higher level review by stepping back to review considering the following:

- gather relevant background information
- identify other potential sites
- a brief overview of infrastructure capacity that would support development
- partnering/funding opportunities for the development
- economic development opportunities
- review of various stakeholder constraints or other concerns

#### 3.2 Site Description

The site is depicted in Figures 1.2 and 1.3 (**Appendix 1**). The site is bounded to the east by the Trans Canada Highway (Highway 1), Canadian Pacific Railway, and by the Fraser River; to the west by steep rocky terrain; to the south by privately held fee simple land; and to the north by vacant Nation and CP land held by Rose Bobb.

Early in the project the actual site area was confirmed to be 13 Acres and not 20 Acres noted in previous planning work. During the work an additional option for a destination resort was presented. The one option location for the destination resort is just west of the 13 Acre site on a bluff overlooking the valley.



The 13 Acre site is located on a rocky bluff some 10 to 20 metres above Highway 1 and the Spuzzum community centre where the Nation office and other public buildings are located. The site is bedrock controlled with undulating ground with large out crops of rock throughout. The destination resort option is located just west of the 13 Acre site, about 30 to 40 metres above the highway.

Forest cover is mainly larger Douglas Fir and smaller Western Hemlock. Young Red Cedar and Paper Birch is also wide spread. There is a variety of shrubbery on the ground surface. Specific details on species present and volumes are shown in Aspen Park Consulting Preliminary Environmental Review (**Appendix 3**) and Forsite Forest Management Specialists Report (**Appendix 4**).

### **3.3 Alternate Site**

During the review process, Teeqaloose IR 3 and 3A was identified as an alternate location for a resort development. Depiction of the site using Google terrain and orthophoto data is shown as Figure 1.4 (**Appendix 1**). Further study of resort feasibility would be needed on this site.

### **3.4 Public Involvement**

Monthly public meetings are held the last Saturday of each month at Spuzzum Nation to keep membership up to date on Nation projects. A progress presentation was prepared for each monthly meeting over the course of this project. AC Eagle attended two of these meetings to provide progress updates and will present the report to the Nation Annual General Meeting in Chilliwack in 2015.

## **4.0 DESIGN INFORMATION AND TECHNICAL EVALUATION**

### **4.1 Existing Community Infrastructure**

Existing community infrastructure consists of the following:

#### **4.1.1 Roads and Drainage**

Roads are a mix of gravel and paved with roadside ditches. Ditches general drain towards MOTi and CP Rail Right-of-ways en-route to the Fraser River.

The Trans Canada Highway (Highway 1) through the Fraser Canyon provides scenic access to Lytton and Kamloops to the north (45 minutes and 3 hours driving time respectively), and Hope and Vancouver to the south (30 minutes and 2 hours respectively).





The speed limit on Highway 1 through the community is 100 km/hr. Given the setting and position of the community the speed limit is considered high. With additional development, and a new higher capacity intersection a speed limit change should be sought from MOTI.

#### **4.1.2 Water**

Current water infrastructure consists of a water intake on Inkawthia Creek, a water treatment facility a water supply reservoir, and water distribution pipe. The pipe distribution system consists of 150mm watermain. The location of the water system components are shown on Figure 1.2 (**Appendix 1**). Discussion on the water system capacity is shown in Section 4.5.

#### **4.1.3 Sewer**

Sewage disposal consists of individual septic tanks and fields. Soils in the area are highly variable so each site requires specialist evaluation to determine in-ground disposal capacity. Specific details are shown in Section 4.4.

#### **4.1.4 Power**

High voltage 3-phase power is available on Highway 1. As a major corridor power servicing should not be a major concern. Specific capacity availability still needs to be confirmed.

### **4.2 Comprehensive Community Planning and Subdivision Planning**

The Spuzzum Nation Subdivision Predesign from 1999 on IR #1 identified a total of 44 lots needed to meet long term housing demand. The Community Development Plan from May 2012 updated the estimate to 45 lots. The Nation housing wait list identifies 20 persons from 2008 waiting for a house. Of these, only three are currently requesting a house. Two new single family homes are planned this year and one tri-plex next year on in-fill lots. This should address current demand for housing.

Proposed new subdivision lots are planned north and south of the economic development site. Integrated planning may be needed to coordinate servicing for new development in this area. A portion of medium term new housing demand may be accomplished through infill's. Further work would be required to assess infill potential. The subdivision south of the 13 Acre site (the Rockel parcel) is off reserve and would require Additions to Reserve.



A 45 lot residential subdivision would utilize all surplus water capacity of the existing water system. However, it is unlikely that 45 lots would be filled for many years, leaving some surplus water capacity for commercial ventures.

The development of commercial businesses would encourage members to return back to IR 1. It is uncertain how the housing demand would change if local employment opportunities presented themselves.

#### **4.3 Land Encumbrance**

Lot 2, north of the 13 Acre parcel, is held under CP by Rose Bobb. The reminder is understood to be unencumbered Nation land.

#### **4.4 Project Technical Review**

##### ***4.4.1 Archaeological***

Klahanee Heritage Research under the direction of Michael Klassen completed an Archaeological Overview (AOA) of the subject site (**Appendix 5**).

The site has a high archaeological potential. This is due to proximity to the Fraser River as a water and food source, proximity to the ancestral village of Shwimp, ridges, swale benches, and numerous record archaeological sites in the vicinity. The potential types of sites may include, surface and subsurface lithics, burials, cache pits, rock shelters, rock art, housepits, trails and Culturally Modified Trees (CMT's).

An Archeological Impact Assessment will be required in conjunction with site development.

##### ***4.4.2 Forestry***

A timber evaluation was completed by Forsite Consultants Ltd. (**Appendix 4**). The site is covered with mature Douglas Fir, Western Hemlock with some Red Cedar and Paper Birch throughout the site. The Douglas Fir is marketable. The total timber value is approximately \$75,000. Net of harvesting costs the value is approximately \$25,000. Site development may require a timber permit from AANDC.

##### ***4.4.3 Topographical Mapping***

Topographic information and orthophotos for this study was collected based on LiDAR data from Eagle Mapping collected in 2014 (**Appendix 1**).



#### **4.4.4 Environmental**

A Preliminary Environmental Review was completion on the subject site by Aspen Park Consulting (**Appendix 3**).

Risk to most species of concern appears to be low or non-existent. The existence of one rare plant was uncertain and further site review by a qualified botanist would be required to confirm its existence. It is recommend prior to any site work that a survey be conducted to verify the presence or absence of spotted owls during the breeding season.

#### **4.4.5 Geotechnical**

A site overview for this project was completed by AMEC Environment & Infrastructure (**Appendix 6**). Geotechnical work has previously completed for subdivision evaluation by Thurber Engineering (Thurber) and Piteau Associates (Piteau) in 1997.

#### **Geologic Hazards and Safeline**

Thurber reviewed local geologic hazards including landslide, rolling rock and creek water flooding including sand and gravel deposition.

The rock fall hazard appears to affect mainly the Rockel parcel south of IR 1. The absence of talus around the base of bedrock controlled slopes suggests there is no rockfall hazard.

A development safeline was proposed by Thurber along the bedrock slope from IR 1 and southward towards the Rockel Property. This Safeline represents the westerly limits of development where the probably of rockfall is less than 0.1%. The Safeline is noted to be conservatively placed. The basis for location of the approximate Safeline appears to be a rockfall shadow based on an angle of 27.5 degrees below horizontal from the top of talus slope to the terraced surface below.

A review by AMEC suggests that the 13 Acre development site does not appear to subject to a significant hazard from upslope terrain. There may be areas of very localized rockfall hazard within the subject parcel such as areas immediately adjacent to steep bedrock slopes, however the hazard may be mitigated during detailed site planning or avoided through a combination of rock blasting, scaling and/or site regrading.



A review of the Safeline must be conducted any proposed development if the site is west of the noted Safeline. Thurber notes that any areas east of the Safeline would have a rockfall hazard of less than 0.1%.

The Resort Option is within this Safeline area. It appears this is protected by a channel to the west but further review and possible rock fall modeling may be required to determine the rock fall risk for this site. If an unsuitable hazard exists at this site an alternate site closer to the highway may be selected, or alternatively Teequaloose IR 3 / 3A.

A review of the Safeline should be conducted early in the next phase of work.

#### **General Soils Assessment**

Rock blasting and/or chiseling will generally be required for any site development on or around the parcel. With the exception of the gravel and fine grained soils on the Bobb property and westerly towards the old gravel pit, the area is largely bedrock controlled with very little fine grain soils available. Granular construction materials will need to be mostly imported from off-site.

The bedrock in the area appears to be very competent and strong and may be suitable for quarry development. Further sampling would be required to establish the characteristics of the granitic gneiss present.

#### ***4.4.6 Hydrogeological***

A hydrogeological assessment was not completed as part of this study. Previous work was conducted by Piteau as part of the subdivision planning process in 1997.

The proposed subdivision north of the 13 Acre site consisted of approximately 17 lots north of the 13 Acres development site, and south of Johnson Road. Percolation on the west side of proposed subdivision were rapid (less than 5 minutes per 25mm) and moderate (11 to 20 minutes per 25mm) on the east side.

Other areas may be available for disposal of effluent but further review and evaluation would be required if the Nation still wishes to use this area for residential development or does not want to use the area for effluent disposal. The purchase of Lot 2 held under Certificate of Possession by Rose Bobb may be required.

An Environmental Impact Assessment and an assessment of the natural discharge capacity should be conducted to assess discharge capacity for the area.

The subdivision area may be suitable for effluent disposal for the 13 Acre site but would warrant an Environmental Impact Assessment to evaluate the potential for resort sewage disposal. Given potential conflicting uses (subdivision housing or sewage disposal of the 13 Acre site), an alternate sewage disposal site may be required. Most likely this would be east of the CP Rail line. Further investigation would be required.

## 4.5 Water Design Criteria

### 4.5.1 Population and Water System Demands

An evaluation of community water demands was completed during the subdivision expansion evaluation in 1997. The development projections in Table 1 are based on the flow meter data collected by David Nairne and Associates.

**Table 4-1: Water Demand Criteria**

Demand Condition	Residential Demand L/s		
	Per Person (L/day)	Existing Development 50 persons	System Capacity 200 persons
Average Day Demand (ADD)	476	0.3	1.1
Maximum Day Demand (MDD)	1509	0.9	3.5
Peak Hour Demand (PHD)	2264	1.3	5.2

The current water supply and treatment plant has ample system capacity to service up to 200 persons. This surplus capacity will be needed for additional residential housing in the community, but may be used for economic development purposes if approved by the Nation and AANDC.

Little residential expansion has occurred in the last 20 years likely because of a lack of funding for a new subdivision but also possibly due to a lack of economic opportunity. If an economic opportunity exists in region, there may be additional demand for on reserve housing.



A balance of economic development and residential housing development is desired in the community. Ultimately additional institutional, commercial, and residential development will require additional water system capacity. The time horizon on which upgrading will be required will largely be dependent on the scale of commercial ventures.

## **4.6 Development Servicing**

### **4.6.1 Water Distribution Requirements**

The site is provided with adequate water pressure for domestic servicing. Pressure zones depicting minimum and maximum service pressures are shown on Figures 1.2 and 1.3 (**Appendix 1**).

Depending on the size of the business projects on the development site, larger water distribution water mains will be required.

An assessment of required fireflows and area fire risks has not been conducted. An evaluation of fire flow requirements should be completed once more information on the land use details and site facilities are available. Generally commercial development require higher fire flow volumes than for residential develop for a longer period of time. This would require larger distribution water mains and a larger water storage reservoir.

Typically single family residential developments require fire flows between 30 and 60 L/s. AANDC design guidelines require 30 L/s for single family residential developments while most cities require roughly 60 L/s.

This flow level may be suitable depending on the specific site uses, construction techniques, and development density. Higher hazard industries, highly combustible buildings, combustible storage materials, or higher development densities may require significantly higher fire flows. Commercial and Industrial development fire flows in urban areas typical require 120 to 200 L/s.

Specific fire flows required will be dependent on the size of the development, construction materials used, development density and whether or not fire sprinklers are used. For this development fire flow requirements may be in the range of 60 to 150 L/s.



#### **4.6.2 Water Storage**

The existing water storage reservoir is undersized for existing community needs. While it has a reasonable level of water storage, it does not meet current standards based on residential fire flow volumes of 30 L/s. It is however beneficial to have a smaller water storage reservoir in communities with fewer people to reduce the risk of bacteriological problems which may occur when having a large storage volume. Bacteriological problems are most prone to happen during low water use periods, particularly during winter periods when water 'turnover' is low.

#### **4.6.3 Fire Suppression**

The Nation does not currently have a fire hall or fire truck. There are some volunteer members available in the community for a fire brigade.

The Nation is reported proactive in community measures to improve fire safety. This includes installation of hose stations complete with firefighting equipment, smoke detectors and fire extinguishers in houses.

Having a local fire hall may be necessary with commercial development.

#### **4.6.4 Site Drainage**

Drainage is managed in this area with road side ditched. The culvert crossing Highway 1 near the site may be undersized but it appears there is ample water storage in the west ditch of Highway 1.

On-site drainage will collect in road side ditches and discharge across Highway 1 and the CP Railway via culverts. Specific capacity requirements should be address by a hydraulic assessment of the area water shed. Once this analysis is complete, approval for discharge to the highway ditch and discharge approvals from the Ministry of Environment may be acquired. From visual observation of the site characteristics drainage requirements should be straight-forward.

#### **4.6.5 Site Access**

A potential access to the site from the Trans-Canada Highway is shown on Figures 1.2 and 1.3 (**Appendix 1**). This access will require land acquisition from the CP Holder, Rose Bobb.

A traffic assessment is required to confirm highway access requirements. Negotiations with MoTi regarding TCH widening and MoTi engineering requirements may impact the intersection location.

#### **4.6.6 Roadway Requirements**

It is estimated that a Rural Local Undivided or a Low Volume Road standard with a 50 kilometre/hour design speed (RLU 50 or LVR 50) would be satisfactory. Depending on traffic characteristics, routing and community concerns, paving may be beneficial.

Ultimate roadway width requirements would require confirmation of vehicle access requirements. The ultimate geometry will be based on the large vehicle requiring access to the site. A truck similar to a Double Trailer CB-A should be suitable.

#### **4.6.7 Utilities**

Power and telephone service could be extended from the existing development. Specific requirements will need to be confirmed with BC Hydro and Telus.

Specific service costs should be obtained during the feasibility/design stage.

### **4.7 Nation Organization Structure**

The existing Nation organization structure is shown in **Appendix 2**. For commercial venture, it is recommended that an independent Board be established to oversee business operations.

## **5.0 MARKET OPPORTUNITIES**

### **5.1 Existing 2014-2018 ECDEV Strategy and Business Objective**

Various business opportunities that may be sited on the 13 Acre parcel have been identified during the course of the study. The following discussion is aimed at identifying a priority list as well as possible ways forward.

In 2013, Spuzzum completed a Community Economic Development Strategy (**Appendix 8**).

Traditionally, business opportunities and employment have been focused around the resource sector (e.g. forestry) and working off reserve in the bigger urban centers. In its strategic planning, the Nation has indicated that they would like to see more viable locally based business take root.





This 2013 strategy provides a clear vision of the way the Nation wishes to develop in future. It also provides a frank evaluation of the Nation's strengths and weaknesses, as well as the opportunities and threats that face the community's economic development path.

The business objective in this section of the report has been to add to the original SWOT analysis by expanding it to focus down on to the 13 Acres of land being evaluated in this study.

The venture/project selection criteria presented in the 2013 Spuzzum Nation Economic Development Strategy has been used as part of the evaluation process below.

## **5.2 Land Use and Business Opportunities considered for this Property**

The following land use and business types have been evaluated in more detail in this study:

### **a) Tourism**

#### **i. Recreation Vehicle (RV) Park**

There are a number of small RV parks that are located in the Fraser Canyon. An RV park at Spuzzum would need to be sized to a viable size based on the findings of a business plan that would have to be conducted prior to implementation.

In conjunction with the destination resort mentioned below, this RV Park could be upsized based on an increase demand due to resort traffic.

#### **ii. Shop; Crafts; Interpretative Center**

There are many shops along the Fraser Canyon highway corridor. The idea at Spuzzum would be to open some form of shopping complex that is similar to that of Emory Park store just to the south of Spuzzum. An ancillary idea has been to establish a craft shop and/or cultural interpretative centre.

#### **iii. Destination activities: The 13 Acre parcel could provide a base for hiking, biking, fishing, guiding, gold-panning, ecotourism; etc; special events; heli-tour stop.**

#### **iv. Accommodation: Chalets; B&B**

It has been indicated that the Trans-Canada Highway is sometimes closed in winter due to poor road conditions. People travelling up from the coast become stranded. Accommodation (chalets or B&B) could cater for this trade, as well as the normal summer tourism market.



v. Unique Destination Resort with Anchor Tenant

This refers to a reasonably large resort that has a specific attraction that will attract clientele from all over the world. It could include a conference centre, restaurants, wedding facilities, casino and hotel accommodation. The resort would have to have a special appeal that makes the public want to come to this destination.

b) Agriculture

i. Plant Nursery: Indigenous Plants; Medicinal Herbs;

Given the inherent First Nation knowledge of local plants and herbs within the Nation, the idea put forward refers to the establishment of a unique plant nursery focused on key products. Medicinal herbs and plants could be used in the medical healing field; and indigenous plants could be used to rehabilitation of stream and rivers as well as old mines.

ii. Greenhouse Food/Flower Production

This refers to the normal greenhouse operations that are prevalent in the Lower Mainland.

c) General Business

i. Mini Storage Units

ii. Unique Gas Bar and/or Truck Stop

Since it is unlikely that a normal gas station could compete with others in the Fraser Canyon, it was envisaged that some form of self-help refueling system could be worked out where the cost of fuel would be significantly cheaper than the nearby competition. Travelers would make a point of stopping and refueling at Spuzzum to gain this advantage.

iii. Entrepreneur Centre (Training and Business Support)

The construction of a training campus and workshop facility for Nation members and others.

iv. Spinoff Businesses Related to Destination Resort

The intention is that the destination resort be established in partnership with a large corporate brand. This development would support a number of small businesses to keep the larger resort operational. This would create a symbiotic relationship in which both could benefit.



These preliminary opportunities are presented in no particular order. Further discussions on the potential of each opportunity is shown later in this report. In addition, Nation feedback on these opportunities is also shown later in this report.

### **5.3 Preliminary Discussion on Opportunities for the 13 Acre Parcel**

The above-mentioned business projects all have their own implementation timelines. However, a combined overall implementation strategy or master plan would have to be adopted to ensure that the development of the 13 Acre parcel is managed in a coordinated way.

For example, the Nation would ideally like to have a major project such as the destination resort constructed. This in turn could attract and help support the other businesses listed.

On its own, a gas bar and shop would probably not do well given its location in the road transportation corridor. Northbound travelers may have already stopped in Hope, BC to refuel and obtain refreshments. This is evidenced by a large number of shops and gas stations between Hope and Cache Creek that are no longer operating.

From early on in this assignment, the study team has felt that a specific destination attraction to encourage stops would be the best chance of attaining viability and long-term sustainability for any businesses on the 13 Acre parcel.

### **5.4 Alternate Site**

An alternate site for a resort could be at Teequaloose 3A, west of the old Alexandra Highway Bridge crossing of the Fraser River. The potential bridge access to this site is shown on Figure 1.4 (**Appendix 1**).

### **5.5 An Initial Look at the Route 1 Highway Corridor and the Competition**

**Appendix 9** provides a photo record of the route between Hope and Cache Creek.

There seems to be a limited market for gas stations, restaurants and shops. Historically these businesses were successful prior to the construction of the Coquihalla Highway. Declining traffic over the years has taken a toll on these businesses. **Appendix 14** shows a summary of historic traffic patterns.

### **5.6 Highway Access**

Most of the successful businesses along Highway 1 are fairly visible from the road. Coupled with slower highway speed restrictions in their vicinity, it usually allows

tourists/travelers the opportunity to decide whether to stop and visit the businesses and activities.

Tourist traffic may be destination<sup>2</sup> or non-destination oriented. In the case of a non-destination business, they would need to be forewarned of, or need to clearly see, the businesses on the 13 Acre parcel before they will consider stopping.

From site visits it has been found that the 13 Acre parcel does not provide easy visual clues. This is mainly due to the land being at a higher elevation than the road, and that it has a lot tree cover. Vegetation and the raised rock outcrops would have to be selectively flattened in order to provide this visibility for normal roadside businesses. Prominent development on a cleared bluff may provide visual clues.

## **5.7 Evaluation Based on Economic Development (ECDEV) Strategy**

### **“Venture/Project Selection Criteria”**

The Spuzzum 2014-2018 ECDEV strategy identified venture / project selection criteria. This criteria was intended to help the Nation make decisions regarding projects that they indentify in future.

The current 2015 evaluation utilized these 2014 selection criteria to prioritize the following business opportunities (**Appendix 10**):

- i. In the longer term, the destination resort will be the most rewarding endeavour to place on the 13 Acre parcel. A Joint Venture (JV) partner will be required to provide the expertise and the capital funding.
- ii. The spin off businesses associated with the destination resort could be significant (e.g. employment in resort; catering services; activity coordinators, etc).
- iii. The rest of the businesses score similarly. Based on this, the ease and cost of implementation and knowledge should weigh more heavily.
  - a. The medicinal plants and greenhouse operations can be implemented in the short term, after business plans have been prepared.
  - b. Hiking, biking, guiding businesses can also be set up by Nation membership.

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<sup>2</sup> Destination business – refers to a special attraction that tourists and travelers will choose the business or area as an interim or final destination. For example, Hell’s Gate is a destination where people plan to stop.



- iv. The rest of the business opportunities can proceed based on Nation Member/entrepreneur interest, JV partner availability and AANDC requirements.

The above-mentioned preliminary prioritization is based on Spuzzum's 2014-2018 ECDEV Strategy Venture/Project Selection Criteria. Other evaluations will be referred later in this chapter.

## **5.8 Joint Venture Partners**

Some of the JV Partners are listed below:

### ***5.8.1 Forestry Harvesting and Training***

The forestry assessment by Foresite indicates the total harvest value for marketable timber on the site to be approximately \$78,000. Net of harvesting cost the residual value would be about \$26,000.

Alkam 2010, a Kamloops based logging company that partners with education institutions to deliver in field forest harvesting courses was contacted regarding a forestry training program. Due to the small site size, it is not economically viable to run a training program. A grant or subsidy would be needed.

### ***5.8.2 Rock / Aggregate Production***

Discussions were held with a Lafarge (Chilliwack) representative on the potential to level the 13 Acre site and use the rock for aggregate productions. There is potential, but there is only a limited opportunity for the Nation to collect significant royalty from this. This is partially due to the cost of the production, but mainly due to the distance for transportation to market. Local uses by highways or railways already have aggregate sources and transportation already in place.

### ***5.8.3 Resort Partner***

A JV partner for the resort option has not been identified. This is due to the need for confidentiality on this option to eliminate the risk of other owners or developers stealing the idea or vendor.

## **5.9 Feedback from Public Meeting**

This priority analysis was tested by presenting the business options in a random order to the Nation at a public meeting at the end of February 2015. A "dot-mocracy" poll was conducted at the meeting, which provided an indication of the Nation members' priorities.

The survey sheets used in this poll are presented in **Appendix 11**.

The following community priorities were identified from highest to lowest as follows:

- i. RV Park.
- ii. Chalets/Bed & Breakfast.
- iii. Using the 13 Acres as a base for guiding, fishing, hiking, biking, eco-tourism, heli-tours, etc.
- iv. An entrepreneur education and support centre.
- v. A destination resort and supporting businesses. This was a popular option. Its ranking is at number 5 only due to a concern about the inclusion of a casino by one member (who pointed out the evils of gambling addiction).
- vi. Medicinal herb and plant nursery.
- vii. Shop, crafts sales and interpretative centre. Fairly neutral response, which was mainly tied to the view that there is strong competition in the Fraser Canyon. The participants were not adverse to these businesses being included as a spinoff business to the destination resort.
- viii. Unique gas bar. Similarly, it can form part of the destination resort.
- ix. Mini-storage proved to be the least favourite option.

At the meeting, Nation Members added the following uses for the 13 Acre parcel: the starting point for hiking trails; a zipline; other extreme sports and activities; a waterpark; apartments for resort staff; the need for security; special marketing initiatives to attract Nation members back to Spuzzum; a venue for weddings and conferences/meetings.

The final results of this economic evaluation will also be presented at the Nation's AGM in May 2015.

#### **5.10 Basic SWOT Analysis**

An initial Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis was conducted in 2013 as part of the Spuzzum 2014-2018 ECDEV Strategy (**Appendix 8**).

The “moving away from/moving towards” vision of the Nation is presented on page 5 of the Strategy in **Appendix 8**. This provided a foundation for the 2013 SWOT analysis that was conducted at that stage. The results of this original SWOT can be seen on Table 5-1. on the following page.



**Table 5-1: 2013 SWOT Analysis (from Spuzzum 2014-2018 ECDEV Strategy)**

<b>STRENGTHS</b>	<b>WEAKNESS</b>
Evaluate commitments of economic development- roles responsibilities Motivated members Educated members Resourceful Being a small place Lots of ideas Good group of people Willing to work Fewer permits Less harassment from municipal governments Ownership Resilience Talent- capacity Resource development Farming Broad base for economic development	Loss of resources Environmental footprint Just individuals profiting from resources Lack of confidence in business Dependence on government funding, SA Lack of transportation Lack of connection to larger region Need for business mentoring Land discrepancy- CP engagement Cant agree on priorities Lack of start up money Youth engagement is needed
<b>THREATS</b>	<b>OPPORTUNITIES</b>
Lack of business/ entrepreneur ambition Lack of funding Disengaged community members Lateral violence Mistrust No timeline Ourselves- get out of our own way No goal- what is target for own source revenue No expectations of ourselves around profit generation Isolation Small reserve lands Self doubt Environmental exploitation Follow through and determination to be successful	Work together- identify Eco- tourism and education Tree farm Campground Fishing guiding Bed and breakfast Small cabins Trails Convenience Store Truck stop Farming Towing company Botanical herbs To build mechanisms to access transportation corridor business Tourism- hiking, fishing, center Small business along road Local market Utilize membership skill sets in business development

This SWOT paired with community engagement feedback led to the selection of the 13 Acre development site that has been investigated in this report. This initial SWOT has been updated to help evaluate the various development options being considered in the current study.

Additional SWOT inputs have been assigned to each of the main development options in the analysis in **Appendix 12**.

The revised analysis suggests:

- i. Business opportunities will require either AANDC funding or subsidy or alternatively a JV partner due to the development costs.
- ii. That a phased project implementation approach be adopted. This is due to the scale of the projects, implementation timescales, relative capital cost requirements, local entrepreneurial skills/training available, etc. For example, the resort would require extra time, extra capital, a JV partner, more skilled labour, etc. to implement.
- iii. That a masterplan be developed to plan and coordinate development on and off site. Failure to do this up front work would turn into a major weakness that could result in less than optimal use of the 13 Acre parcel.
- iv. Individual business plans also need to be prepared based on the Nation Management or Nation Members desire to actively pursue a specific business opportunity.
- v. The planning should also incorporate surrounding land use planning (e.g. future Nation housing as well as water, sanitary, hydro and other infrastructure requirements). A good handle on the technical viability and costs of these components is important as it will affect the viability of development on the 13 Acre development site.
- vi. The authors opinion is that the Nation Management and Nation Members should consider the following opportunities on the 13 Acre parcel within the framework of the larger masterplan:
  - a. The Nation would have to create the space and infrastructure to facilitate the establishment of the businesses on the property (i.e. road access, selective logging and site leveling, providing utilities, etc). This could be a business opportunity for Nation Members and would be financed by some form of capital or subsidy funding.
  - b. A phased RV park (i.e. start with 10-12 pads and expand in time). The park should be carefully laid out, preserving as many trees as possible. A modern, spacious layout will differentiate this park from the other available in the Fraser Canyon. The park can expand when other businesses start, reaching





its optimum size once a resort is operational. A business plan needs to be prepared by the future operator to guide establishment, operation and expansion of the park.

- c. A separate chalet/B&B business could compliment the RV Park. Again, it will be important to differentiate the quality of this accommodation. Examples of the level of architecture are shown on the photographs in **Appendix 13**.
- d. An area could be set out where a small entrepreneur village can be built. For example, individual buildings can be built to accommodate hiking, biking, fishing, gold panning, eco-tourism and other outfitting companies. A helipad could be established, where heli-tour operators could pick up clients and take them up for mountain picnic excursions and sightseeing tours.
- e. AANDC funding could be sourced to establish an entrepreneur centre/hall in this “village”. This would be used to train entrepreneurs, conduct conferences, weddings, etc. until these functions could be taken over by a resort.
- f. Destination Resort. The analysis indicates that a conventional hotel or resort on its own would have difficulty surviving in the Fraser Canyon as witnessed by the poor condition of other tourism establishments along this corridor. It would have to be a special destination that would attract visitors (e.g. a casino, a unique hotel, wedding and conference venue, etc).

Nation Management should appoint a development committee or other formal institutional body that can oversee the implementation of the resort. A business plan and approaching a JV partner are the first two steps en route to this business opportunity.

- g. The resort may create opportunities for a large number of supporting businesses (e.g. security, resort staff, laundry businesses, tourism, etc).
- h. There is an opportunity for a traditional plant nursery if there is a Nation Member that wishes to take on this business. As an example, the trees, plants and grasses propagated would be sold to help rehabilitate river banks, mines and highways. Medicinal herbs could also form a viable spinoff business in the healing field.
- i. The analysis also showed that the opportunities such as a gas bar, shop and mini-storage will struggle to survive in the Fraser Canyon. They could be entertained in future as supporting businesses to the resort.

### 5.11 Five-Factor Industry Analysis

The Spuzzum options were briefly evaluating using Porter's Five Factor Analysis<sup>3</sup>. It is a slightly different method than the SWOT method to business opportunity evaluation.

The Five-Factor Industry Analysis<sup>3</sup> was developed by Michael Porter of the Harvard Business School to analyze the level of competition within an industry during business strategy development.

Porter's five forces include - three forces from 'horizontal' competition:

- the threat of substitute products or services, the threat of established rivals, and the threat of new entrants;

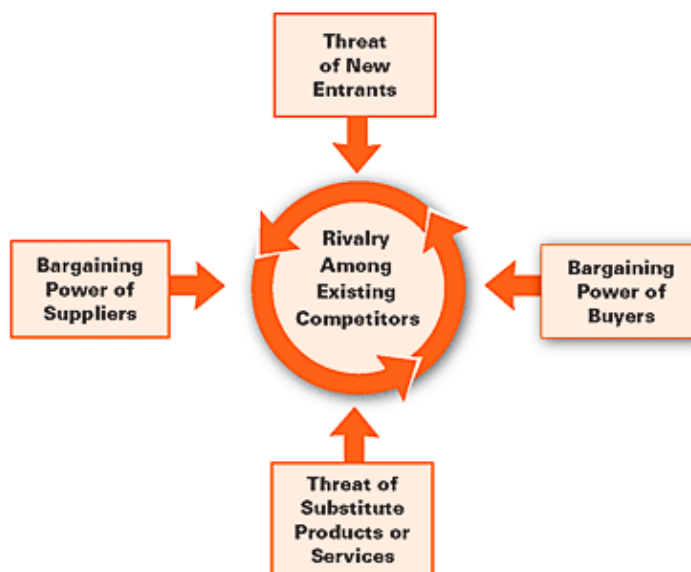
and two forces from 'vertical' competition:

- the bargaining power of suppliers and the bargaining power of customers.

The Five-Factor Industry analysis is a good tool for evaluation business opportunities, and its potential for success.

A graphical representation of Porter's five forces is shown on Figure 5-1.

**Figure 5-1: The five forces that shape business strategy**



<sup>3</sup> Michael E. Porter. "The Five Competitive Forces that Shape Strategy", Harvard Business School Review, January 2008, p86-104. PDF (<http://hbr.org/2008/01/the-five-competitive-forces-that-shape-strategy/ar1>)



The Five-Factor analysis<sup>3</sup> suggests differentiation from competitors in the Fraser Canyon and surrounding region is critical to business success at Spuzzum. The types and levels of services will have to be clearly planned as part of the master and individual business planning processes. A general overview of development using Porters Five Forces is shown below. Specific business opportunities may be assessed in more detail.

#### **5.11.1 Threat of New Entrants**

For this development, the threat of new entrants is low to moderate.

Knowledge of the specific business and capital availability are two threats to entrance of new businesses here.

There must be barriers to entry to minimize competition. The threat of new market entrants is largely controlled by the cost to enter the market. The cost of development will be significant.

Given the declining traffic volumes over the last 30 years, the development must differentiate itself and provide something unique and different.

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<sup>3</sup> Michael E. Porter. "The Five Competitive Forces that Shape Strategy", Harvard Business School Review, January 2008, p86-104. PDF (<http://hbr.org/2008/01/the-five-competitive-forces-that-shape-strategy/ar1>)

A key concern is negotiating to soon with potential JV partners and potentially losing the partner if they look elsewhere or another community steals the idea.

#### **5.11.2 Bargaining Power of Suppliers**

For this development, the threat of bargaining powers of suppliers is high.

Travelers that utilize this highway route do not have many modern tourism facilities to choose from. This provides a real opportunity the Spuzzum Community in the short to medium term. Creating a destination resort would be an important asset in the longer term.

This is largely controlled by the number of suppliers available that provide a unique attraction. For example, there are limited Joint Venture (JV) partners for a resort. The JV partner therefore has significant power. The JV partner may consider other



development areas or options without significant consequences. When the process is started it may be wise for legal council to draft confidentiality agreements with prospective JV partners.

#### **5.11.3 Threat of Substitutes**

For this development, the threat of substitutes is high.

A substitute product is considered to be the same or a similar product that meets a buyer or consumers needs. It is controlled by availability of similar products which may be substituted that provide an equivalent level of service or utility.

Unless there is a reason to travel on Highway 1 and stop, travellers may easily take an alternate route.

#### **5.11.4 Bargaining Power of Buyers**

For this development, the threat of bargaining powers of buyers is low.

There are many buyers (consumers) but all have relatively little bargaining power in the case of this development. Any traveler stopping to stay over or use site services (e.g. store or RV Park) must have switching costs if they decide not to stop and go elsewhere.

Product differentiation is required by vendors to encourage travelers to stop (i.e., they must provide something unique and different).

## **6.0 CAPITAL**

### **6.1 Source of Funds**

Initial seed funding to kick start the next phase of this project (i.e. master-plan, marketing plan and actively seeking out JV partners) could be accessed from the Business Equity Fund or similar source. AC Eagle has sourced similar funding and can assist the Community with these next steps.

Short and medium term business planning and startup funding is also available. Longer-term funding (e.g. larger financial requirements for a resort) will need to be sourced with the help of a JV partner.

Infrastructure funding to support business and infrastructure development will need to come in part from First Nation capital funding, business levies, and JV partners.

## 6.2 Cost Estimates

Ultimate costs will vary, largely depending of development phasing. The costs in Table 6.1 show the approximate order of magnitude costs to bring services into the site area. These off-site servicing costs are approximate and include engineering and contingency.

**Table 6-1: Class 'D' Development Costs for Resort Concept Site Development**

<b>Service Extention to the 13 Acre Site</b>			
.1	Roadway Access	\$	250,000
.2	Water Distribution Upgrading	\$	250,000
.3	Additional Water Storage	\$	700,000
.4	Sewage Disposal	\$	500,000
.5	Power Distribution	\$	50,000
		\$	1,750,000
Subtotal		\$	1,750,000
Engineering & Contingency		\$	710,000
<b>TOTAL</b>		<b>\$</b>	<b>2,460,000</b>

In-ground sewage disposal could be in the order of \$500,000. If surface water disposal is required it would be significantly more. Further study would be required to refine and confirm costs.

Once the off-site services are in place, associated development options could be constructed. The extension of services (road, water, sewer and power) are difficult to estimate until specific development options have been proposed by a Joint Venture partner or by individual business plan. In general service extension into each site may cost in the range of \$400 per metre of roadway (for roadway only) to \$1,000 per metre of roadway (including water, sewer and power lines). Specific site development costs will depend on the size and footprint of the overall development, and amount of earth works to develop the site. Basic building development may be in the order of \$1,100 to \$1,600 per m<sup>2</sup> depending on many factors.



## **7.0 SUMMARY, CONCLUSIONS, RECOMMENDATIONS AND NEXT STEPS**

A Master-plan and marketing initiatives are recommended to integrate the commercial development with the residential development and optimize the use of existing services. The commercial site development (i.e. extension of road and watermain) may reduce the cost of residential subdivision and some of the development options. The road and watermain up to the 13 Acre site will allow for serviced residential lots on either side of the site access road, with little cost expenditure.

While water infrastructure expansion will be required at some time in the future due to development expansions, it is recommended that further survey and evaluation be conducted to gauge when they will be required.

Although provincial traffic has increased significantly, historic traffic patterns on Highway 1 indicate that current day traffic is 56% below the peak summer traffic flow in 1981, and 34% below 1995 traffic levels. Traffic also dropped following the removal of the Coquihalla Highway tolls in 2008. Traffic may have bottomed out but further data will tell if this is the case.

A major draw will be required to encourage travelers to stop. Any development must differentiate from what is currently available in the area, and secondly be visible to encourage stops.

Based on the Five-Factor Industry analysis, a Joint Venture partner for a larger anchor development would be needed to develop a destination stop due to the cost of development and any development must differentiate itself to provide unique offering from other developments in the region.

Associated development (RV Park, Chalet) are costly to develop (without subsidy) and on their own may not encourage traffic stops. A larger development such as a resort will encourage stops; reduce infrastructure costs; provide spin-off business opportunities; provide employment opportunity; and provide a royalty to the Nation.

A Master-plan would cover establishment of a Nation Development Board, overall development integration with the main community development, sourcing joint venture partners, business planning, and associated work on financing opportunities.

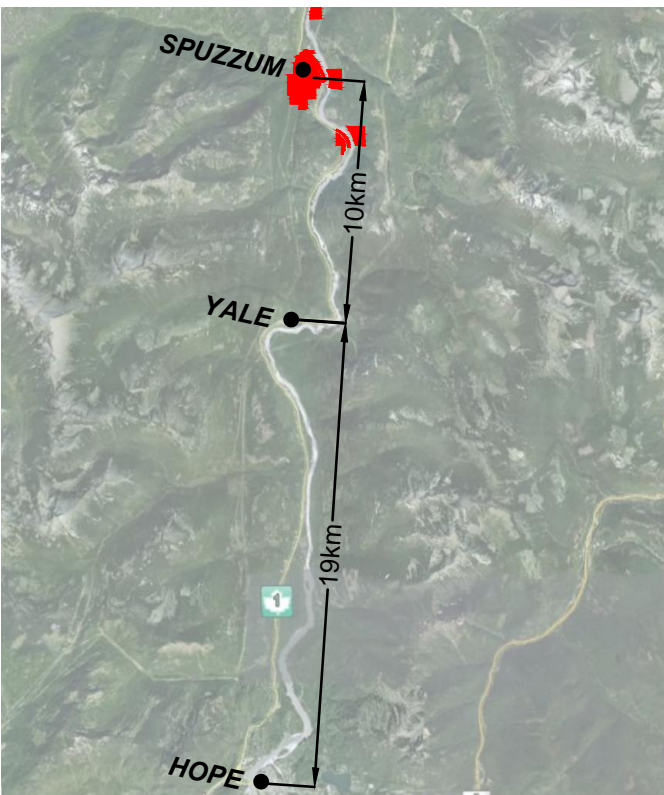
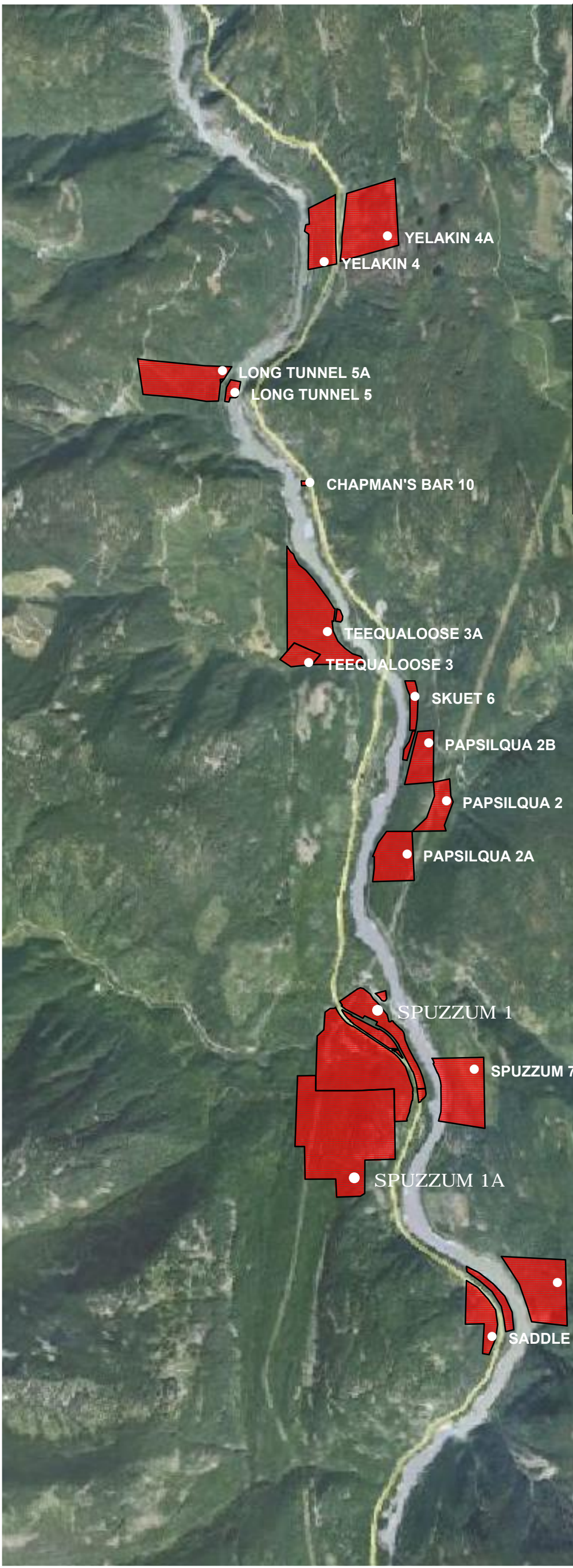


# APPENDIX 1

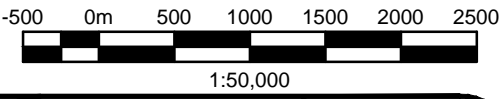
## SPUZZUM FIRST NATION IR1 FIGURES



Z:\Projects\1069 Spuzzum\1069-001-01 Spuzzum Creek Road Review\Design\CAD\FIG-106900101-SPUZZUM RESERVE LOCATION 1.dwg 7/7/2014 5:11 PM,Irene



RESERVE LOCATION KEY  
SCALE: nts



SPUZZUM FIRST NATION
SPUZZUM COMMUNITY ECONO. BUSI. PROFILE
LOCATION MAP

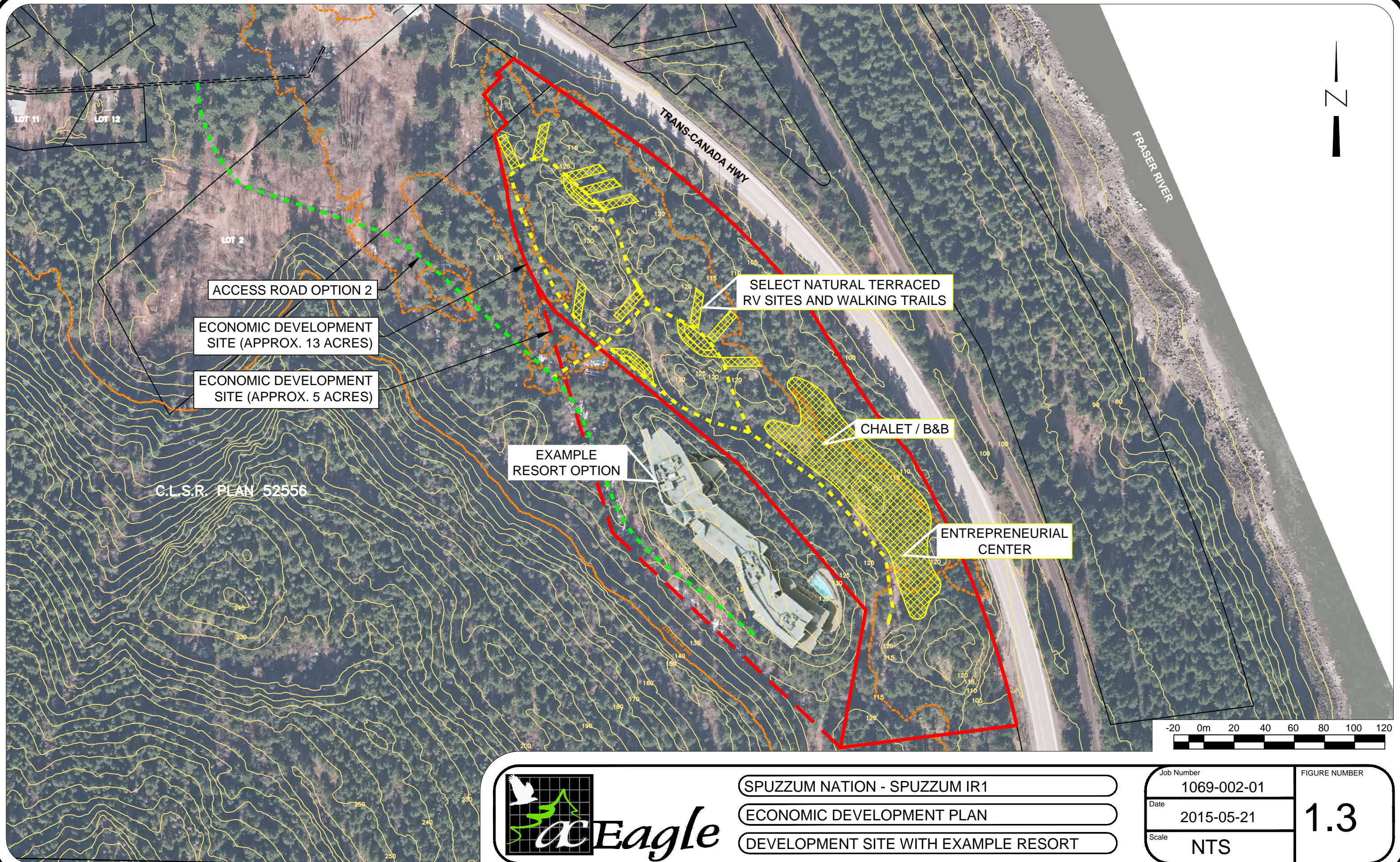
Job Number	1069-002-01
Date	2013-04-10
Scale	1:50,000

FIGURE NUMBER
1.1









SPUZZUM NATION - SPUZZUM IR1

ECONOMIC DEVELOPMENT PLAN

DEVELOPMENT SITE WITH EXAMPLE RESORT

Job Number  
1069-002-01

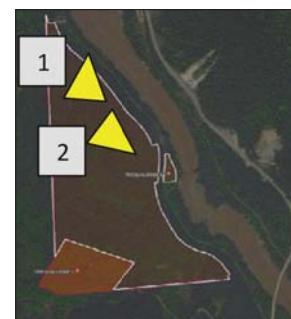
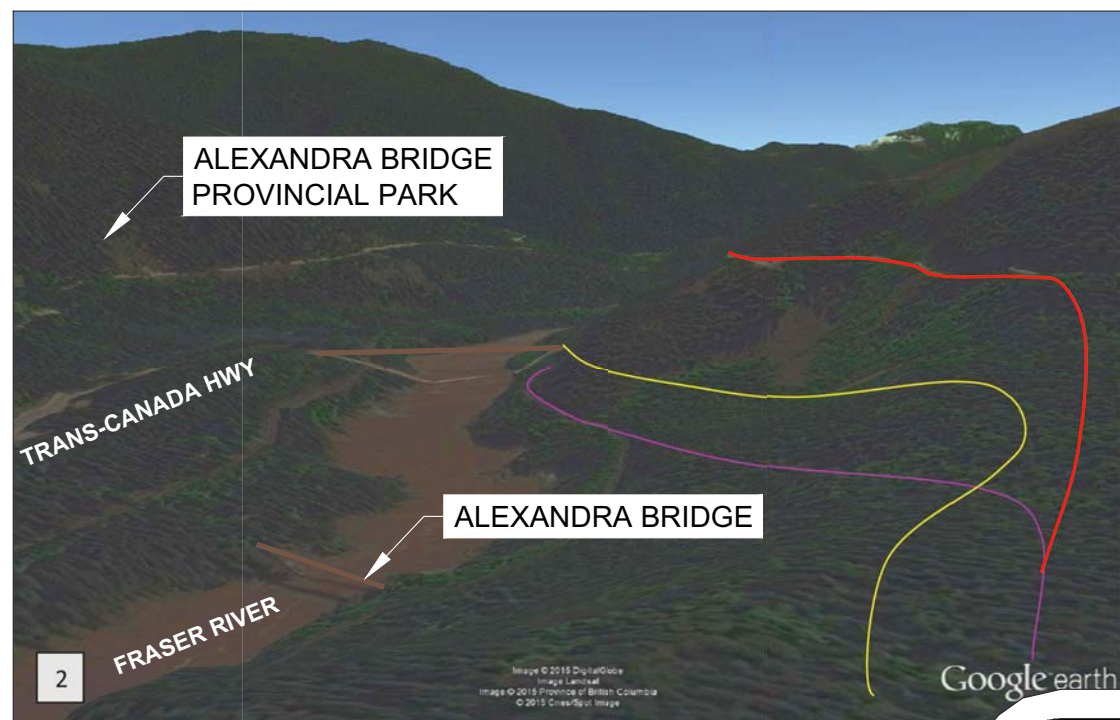
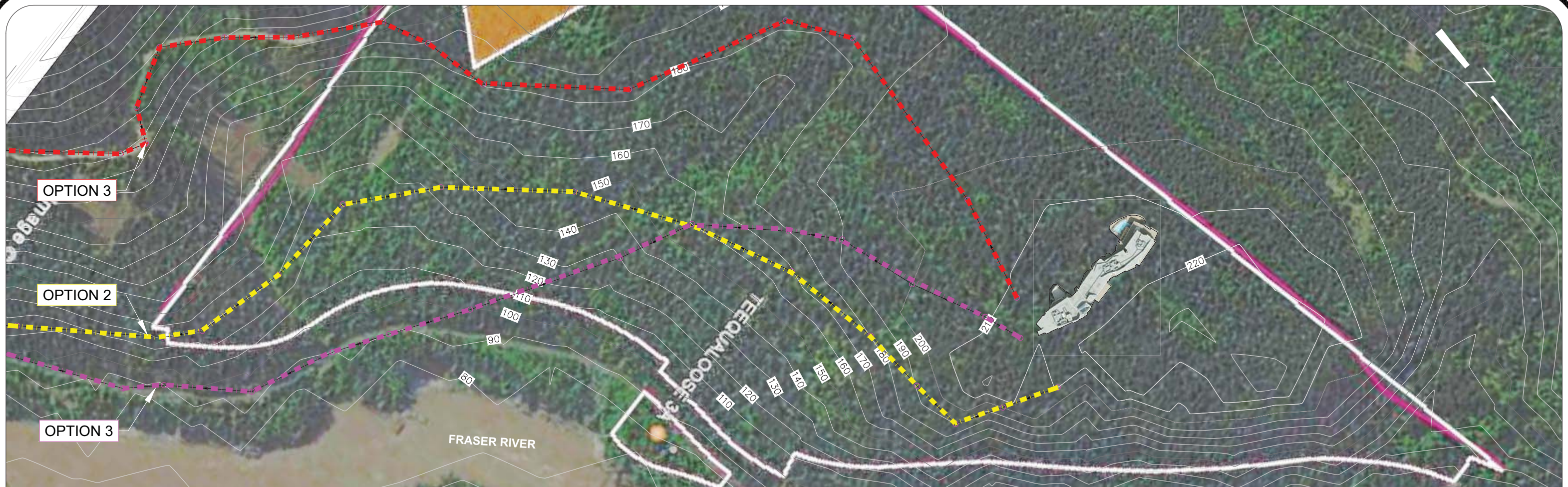
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2015-05-21

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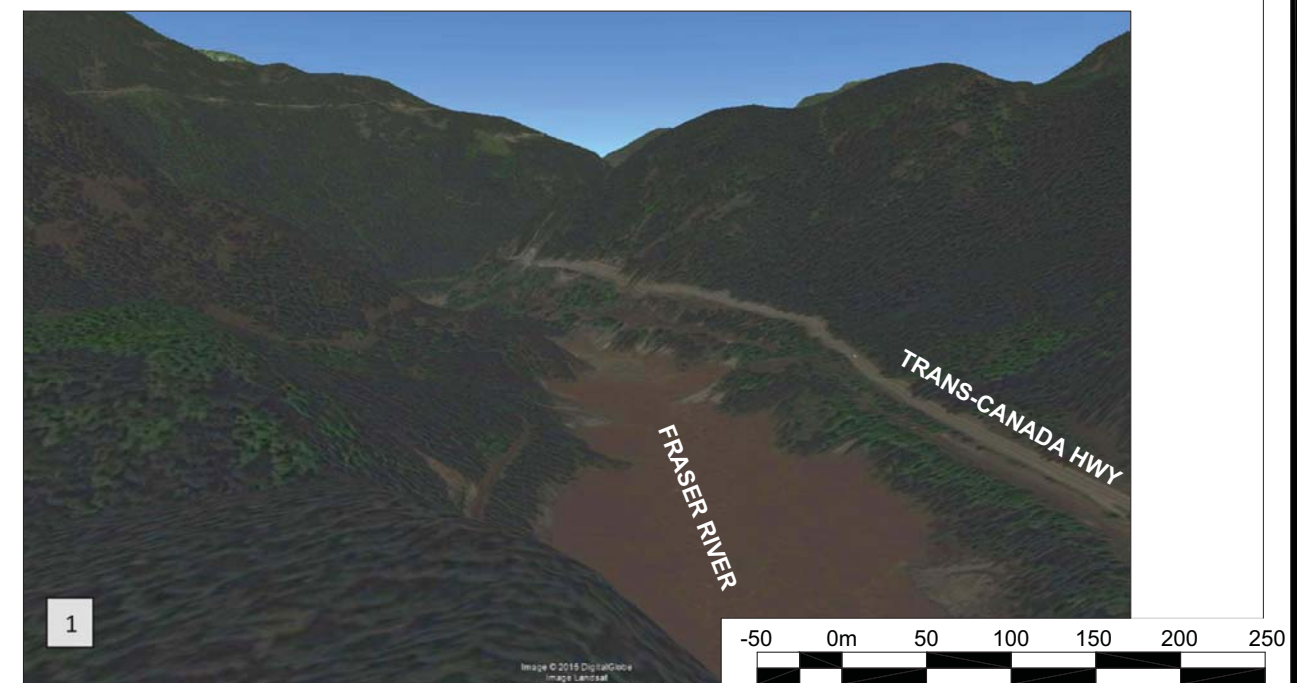
FIGURE NUMBER

1.3





VIEWS DOWN THE VALLEY



Contour, Ortho mapping, and 3D imagery downloaded from Google Earth.  
 Google Earth 7.1 2013. Spuzzum 49°42'22.58"N, 121°24'50.93"W, elevation 102M.  
 3D Roads data layer. <<http://www.google.com/earth/index.html>> [Viewed 08 May 2015].



SPUZZUM NATION - TEEQUALOOSE 3A

ECONOMIC DEVELOPMENT PLAN

DEVELOPMENT SITE WITH EXAMPLE RESORT

Job Number  
1069-002-01

Date  
2015-05-08

Scale  
NTS

FIGURE NUMBER

1.4





# APPENDIX 2

## EXISTING NATION ORGANIZATION STRUCTURE

# Spuzzum First Nation

## Organizational Structure

# Spuzzum First Nation Members

SFN Chief  
and  
Council

Chief James Hobart  
Councilor Patricia Eidem  
Councilor Diana Stromquist

CEO

Secretary

Band Administrator

Finance & Human  
Resources

Program  
Manager

Community &  
Infrastructure

Capital  
Manager

Economic  
Development

Accounting

Education

Safety &  
Maintenance

Housing

Land & Natural  
Resources

Payroll

Health

Water System  
& Waste

Repairs &  
Renovation

Community  
Planning

AR & AP

Social &  
Recreation

Road & Bridges

Capital Assets

Research &  
Development

Property  
Taxes

Elders & Youth

Transportation

Capital funding  
& initiatives

Business  
development

Reporting



# APPENDIX 3

## ASPEN PARK CONSULTING PRELIMINARY ENVIRONMENTAL REVIEW



***Aspen Park Consulting***

*4898 Spurraway Road  
Kamloops BC V2H 1M6*

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# **Spuzzum Economic Development Project**

## **Preliminary Environmental Review**



**November  
2014**

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*Tel. (250) 578-7542*

*Cell (250) 371-2551*

*Fax (250) 578-7543*

*E-mail: [r.howie@shaw.ca](mailto:r.howie@shaw.ca)*

*environmental services for sustainable development*



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## **Executive Summary**

The Spuzzum Indian Band intends to develop an 8 ha forested site as part of their economic expansion plans. A preliminary risk assessment was undertaken to ascertain the potential for development to cause impacts to various species of flora and fauna considered to be of conservation concern. If so, further detailed surveys would be recommended to precisely document the risk and to recommend avoidance or mitigation opportunities. All of the species listed by the BC Conservation Data Centre and the federal Species at Risk Act were considered and it was assumed that most or all of the site could be cleared for development.

Risks appear to be low or non-existent for most species of conservation concern. The presence of one rare plant community was uncertain and it is recommended that a qualified botanist be retained to determine its status. It is also recommended that a survey be undertaken to determine the presence or absence of spotted owls during the breeding season, given their possible occurrence in the nearby Spuzzum Creek drainage.

## **1.0 Foreword**

The Spuzzum Indian Band is planning to develop an 8 ha (20 ac) property as part of their economic growth strategy. The site has seen some logging in the past but remains largely free of recent disturbances except along a narrow dirt road that traverses the west margin of the area. Limited home site development has occurred adjacent to the property. This report is a preliminary assessment of natural resource values that will be affected by development of the site. Recommendations regarding further inventories are made where appropriate.

## **2.0 Methodology**

R. Howie visited the property on 15 October, 2014 from 1100 - 1600 hours PDT. Brief discussions were held with Aleki Tuivai immediately before the field work and very briefly with Chief James Hobart immediately after the field review.

The site was circumnavigated via the dirt road traversing the area and via Trans Canada Highway #1 which runs along the eastern boundary of the area (Figure 2.) Stops were made at a variety of sites of interest and parts of the property were walked in order to obtain on the ground details of natural resources. Common flora and fauna and other natural features were noted along with photographs of the area. The general habitats on site were noted in order to compare relationships to potential wildlife, plant and plant communities at risk that could occur on the site as determined during the desk top review.

The desk top review included a determination of the biogeoclimatic zone from the BC Ministry of Forests, Lands and Natural Resource Operations (FLNRO) website, potential rare species occurrences from the BC Conservation Data Centre (BCCDC) website and review of species summaries from the BCCDC website. Reviews of management plans and recovery strategies for rare species were undertaken where such documents were available. Discussions were held with botanists Trevor Goward and Curtis Björk who are recognized experts in rare plant species in the province, Greg George (Senior Ecosystems Biologist - FLNRO) and Greg Reid (P. Eng, P. Geo - Amec Environment & Infrastructure). A map of the site was provided by AC Eagle Enterprises Ltd.

## **3.0 Location**

The approximate centre of the property is located within Spuzzum IR 1 (Figure 1) above the west bank of the Fraser River north of Yale, B.C. at UTM coordinates 615000E 5501600N NAD 83. The site lies southwest of the main community of Spuzzum with the northernmost boundary being about 100 metres from the band offices. The proposed development area is entirely west of Hwy. #1 and lies at the base of **Mount Broadback?** (Figures 4, 5)

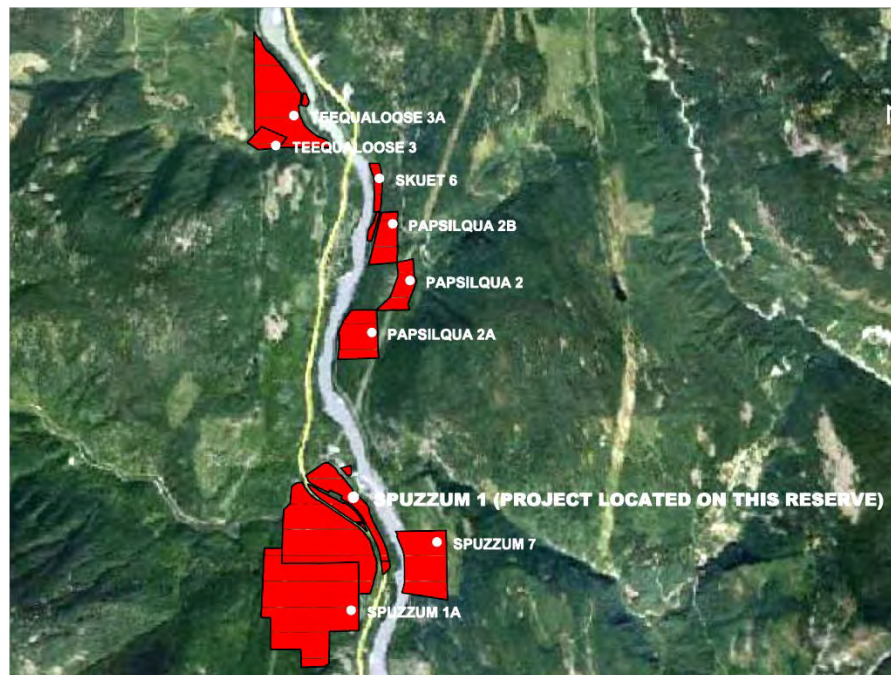


Figure 1. General location of Spuzzum IR 1 along the Fraser River, B.C.



Figure 2. Access route to development area within Spuzzum IR 1.



## 4.0 Background Context

### 4.1 Geological Setting

The Spuzzum Indian Reserve lies within the Spuzzum pluton complex which is an assemblage of granodiorite and quartz diorite rocks with local gneissic phases (Figure 3, Monger 1989). The proposed development area consists of hummocky bedrock topography with the occasional exposed face in road cuts (Photograph 1) or where the rock is too steep for mosses and other vegetation to have colonized (Photograph 2). The exposed faces suggest that the bedrock is a granitic gneiss that fits best with the KTc Custer pegmatitic granitic gneiss complex (Greg Reid pers com). Scattered small pockets of alluvial or colluvial deposits consist of a sandy type soil which appears deeper than the generally shallow soils overlying the bedrock but soil profiles were not excavated.



Figure 3. Geologic setting of Spuzzum Indian Reserve.





Photograph 1. Rock cuts along Highway #1.



Photograph 2. Exposed bedrock outcrops.

## 4.2 Hydrology

Spuzzum IR 1 is located in the Fraser River drainage just downstream (south) of the mouth of Spuzzum Creek where it empties into the Fraser River. There were no active streams or recent channels evident throughout the site. Lakes, wetlands or swampy basins of any kind were not present. Some very small depressions (<10m diameter) accumulate rain or melt water on a seasonal basis to form shallow, ephemeral ponds but they have no outlet channels and no aquatic vegetation communities have developed. The entire site was not surveyed in detail so there may be other locations of a similar nature in addition to those few observed during the field visit but our local resident guide did not indicate any others when specifically asked about wetland presence.





Figure 4. Location of economic development site with Spuzzum IR 1.







#### 4.3 Biogeoclimatic Setting

The project is located within the coastal western hemlock, dry sub-maritime (CWHds1) BEC zone (Figure 6.)

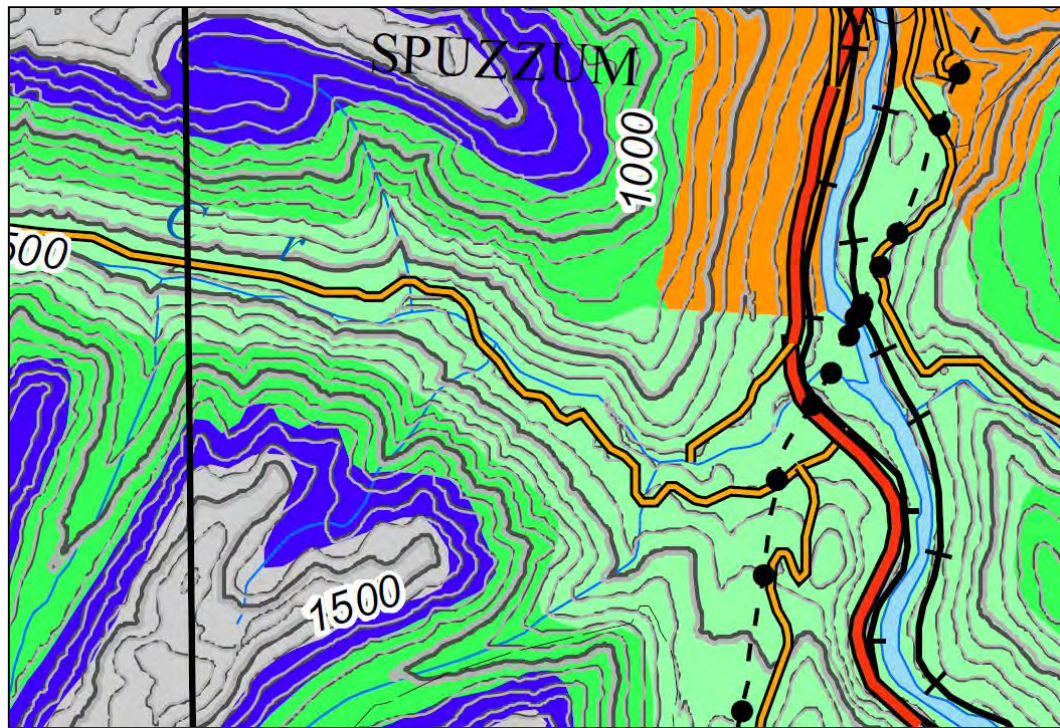


Figure 6. Biogeoclimatic setting for Spuzzum economic development site.

This unit occurs from valley bottoms up to a maximum of 650 m asl. In this part of the province, the BEC unit occurs at lower elevations in drainages of the Fraser River east and north of Chilliwack. The Spuzzum site lies at approximately 120 m asl. Forests on typical (zonal) sites in this BEC unit are dominated by Douglas fir (*Pseudotsuga menziesii*), western hemlock (*Tsuga heterophylla*) and lesser amounts of red cedar (*Thuja plicata*). Typically, the herb and shrub understory is poorly-developed and is characterized by false box (*Paxistima myrsinites*), prince's pine (*Chimaphila umbellata*), vine maple (*Acer circinatum*), ocean spray (*Holodiscus discolor*), dull Oregon grape (*Mahonia nervosa*) and queen's cup (*Clintonia uniflora*). The moss layer is characterized by stairstep moss (*Hylocomium splendens*), big red stem (*Pleurozium schreberi*), and goose-necked moss (*Rhytidiadelphus triquetrus*).

#### 4.4 Species of Conservation Concern

A search of the BCCDC resulted in the following lists of species of conservation concern that have been recorded within the Coastal Western Hemlock BEC zone in the Chilliwack Forest District but not necessarily in the Spuzzum area.

## Vertebrates

Scientific Name	English Name	Provincial	Status				CF Priority
			BC List	COSEWIC	SARA	Global	
<i>Accipiter gentilis laingi</i>	Northern Goshawk, <i>laingi</i> subspecies	S2B (2010)	Red	T (2013)	1-T (2003)	G5T2 (2008)	1
<i>Acipenser medirostris</i>	Green Sturgeon	S1N (2004)	Red	SC (2013)	1-SC (2006)	G3 (2004)	2
<i>Acipenser transmontanus</i> pop. 4	White Sturgeon (Lower Fraser River population)	S2 (2010)	Red	T (2012)		G4T2 (2002)	1
<i>Anaxyrus boreas</i>	Western Toad	S3S4 (2010)	Blue	SC (2012)	1-SC (2005)	G4 (2008)	2
<i>Ardea herodias fannini</i>	Great Blue Heron, <i>fannini</i> subspecies	S2S3B,S4N (2009)	Blue	SC (2008)	1-SC (2010)	G5T4 (1997)	1
<i>Ascaphus truei</i>	Coastal Tailed Frog	S3S4 (2010)	Blue	SC (2011)	1-SC (2003)	G4 (2004)	1
<i>Asio flammeus</i>	Short-eared Owl	S3B,S2N (2009)	Blue	SC (2008)	1-SC (2012)	G5 (2008)	2
<i>Brachyramphus marmoratus</i>	Marbled Murrelet	S3B,S3N (2010)	Blue	T (2012)	1-T (2003)	G3 (2013)	1
<i>Catostomus platyrhynchus</i>	Mountain Sucker	S2S3 (2010)	Blue	SC (2010)		G5 (2011)	2
<i>Catostomus</i> sp. 4	Salish Sucker	S1 (2010)	Red	T (2012)	1-E (2005)	G1 (2011)	1
<i>Chrysemys picta</i> pop. 1	Painted Turtle - Pacific Coast Population	S2 (2012)	Red	E (2006)	1-E (2007)	G5T2 (2007)	2
<i>Contopus cooperi</i>	Olive-sided Flycatcher	S3S4B (2009)	Blue	T (2007)	1-T (2010)	G4 (2008)	2
<i>Cottus</i> sp. 2	Cultus Pygmy Sculpin	S1S2 (2010)	Red	T (2010)	1-T (2003)	G1G2 (2010)	1
<i>Dicamptodon tenebrosus</i>	Coastal Giant Salamander	S2 (2010)	Red	T (2014)	1-T (2003)	G5 (2003)	1
<i>Falco peregrinus anatum</i>	Peregrine Falcon, <i>anatum</i> subspecies	S2?B (2010)	Red	SC (2007)	1-SC	G4T4	2

						(2012)	(2006)	
<i>Gulo gulo luscus</i>	Wolverine, <i>luscus</i> subspecies	S3 (2010)	Blue	SC (2014)			G4T4 (1996)	2
<i>Hirundo rustica</i>	Barn Swallow	S3S4B (2009)	Blue	T (2011)			G5 (1996)	2
<i>Megascops kennicottii kennicottii</i>	Western Screech-Owl, <i>kennicottii</i> subspecies	S3 (2009)	Blue	T (2012)	1-SC (2005)		G5T4 (2003)	1
<i>Patagioenas fasciata</i>	Band-tailed Pigeon	S3S4B (2009)	Blue	SC (2008)	1-SC (2011)		G4 (2000)	2
<i>Rana aurora</i>	Northern Red-legged Frog	S3S4 (2010)	Blue	SC (2004)	1-SC (2005)		G4 (2008)	1
<i>Rana pretiosa</i>	Oregon Spotted Frog	S1 (2010)	Red	E (2011)	1-E (2003)		G2 (2013)	1
<i>Rhinichthys cataractae</i> - <i>Chehalis</i> lineage	Nooksack Dace	S1 (2010)	Red	E (2007)	1-E (2003)		G3 (1996)	1
<i>Salvelinus confluentus</i>	Bull Trout	S3S4 (2011)	Blue	SC (2012)			G4 (2011)	2
<i>Scapanus townsendii</i>	Townsend's Mole	S1 (2010)	Red	E (2003)	1-E (2005)		G5 (1996)	1
<i>Sorex bendirii</i>	Pacific Water Shrew	S1S2 (2010)	Red	E (2006)	1-E (2003)		G4 (2011)	1
<i>Strix occidentalis</i>	Spotted Owl	S1 (2009)	Red	E (2008)	1-E (2003)		G3G4 (2013)	2
<i>Tyto alba</i>	Barn Owl	S3 (2009)	Blue	T (2010)	1-SC (2003)		G5 (1996)	2
<i>Ursus arctos</i>	Grizzly Bear	S3 (2010)	Blue	SC (2002)			G4 (2000)	2

## Invertebrates

Scientific Name	English Name	Provincial	BC List	Status				CF Priority
				COSEWIC	SARA	Global		
<i>Allogona townsendiana</i>	Oregon Forestsnail	S1S2 (2008)	Red	E (2013)	1-E (2005)	G3G4 (2010)	1	
<i>Danaus plexippus</i>	Monarch	S3B (2013)	Blue	SC (2010)	1-SC (2003)	G5 (2011)	2	
<i>Euphyes vestris</i>	Dun Skipper	S2 (2013)	Red	T (2013)	1-T (2003)	G5 (2006)	2	
<i>Haliotis kamtschatkana</i>	Northern Abalone	S2 (2002)	Red	T (2000)	1-T (2003)	G3G4 (2010)	2	
<i>Omus audouini</i>	Audouin's Night-stalking Tiger Beetle	S1 (2008)	Red	T (2013)		G5 (2008)	1	

## Vascular Plants

Scientific Name	English Name	Provincial	BC List	Status			Global	CF Priority
				COSEWIC	SARA			
<i>Actaea elata</i> var. <i>elata</i>	tall bugbane	S1 (2005)	Red	E (2001)			G3TNR	
<i>Bidens amplissima</i>	Vancouver beggarticks	Island S3 (2008)	Blue	SC (2001)	1-SC (2003)		G3 (1988)	1
<i>Cephalanthera austini</i>	phantom orchid	S2 (2000)	Red	T (2000)	1-T (2003)		G4 (1990)	2
<i>Epipactis gigantea</i>	giant helleborine	S3 (2012)	Blue	SC (1998)	3		G4 (2009)	2
<i>Lupinus rivularis</i>	streambank lupine	S1 (2009)	Red	E (2002)	1-E (2005)		G2G4 (2009)	1
<i>Pinus albicaulis</i>	whitebark pine	S2S3 (2013)	Blue	E (2010)	1-E (2012)		G3G4 (2011)	3

## Non-vascular Plants

Scientific Name	English Name	Provincial	BC List	Status			Global	CF Priority
				COSEWIC	SARA			
<i>Brotherella roellii</i>	Roell's brotherella	S1S2 (2011)	Red	E (2010)			G3 (2004)	2
<i>Fabronia pusilla</i>	silver hair moss	SH (2011)	Red	E (2012)	1-E (2005)		G4G5 (2005)	3
<i>Fissidens pauperculus</i>	poor pocket moss	S1 (2011)	Red	E (2011)	1-E (2003)		G3? (2012)	2

## Lichens

Scientific Name	English Name	Provincial	BC List	Status			Global	CF Priority
				COSEWIC	SARA			
<i>Nephroma occultum</i>	cryptic paw	S2S3 (2007)	Blue	SC (2006)	1-SC (2007)		G4 (2007)	2
<i>Pseudocyphellaria rainierensis</i>	oldgrowth specklebelly	S2S3 (2010)	Blue	SC (2010)	1-SC (2012)		G3G4 (2006)	2

## Plant Communities

BEC units that are not equivalent to the Spuzzum site were removed from the search results.

Scientific Name	English Name	Biogeoclimatic Units	Status			Identified Wildlife	Land Use Objectives	CF Priority
			Provincial	BC List	Global			
<i>Picea sitchensis</i> / <i>Rubus spectabilis</i> Dry	Sitka spruce / salmonberry Dry	CWHds1/08	S1S2 (2010)	Red	G1G2		Central and North Coast LUO South Central Coast LUO	1
<i>Populus trichocarpa</i> - <i>Alnus rubra</i> / <i>Rubus spectabilis</i>	black cottonwood - red alder / salmonberry	CWHds1/09	S3 (2010)	Blue	GNR		Central and North Coast LUO South Central Coast LUO	2
<i>Populus trichocarpa</i> / <i>Salix</i> spp. Dry Submaritime	black cottonwood / willows Dry Submaritime	CWHds1/10	S2S3 (2004)	Blue	GNR		Central and North Coast LUO South Central Coast LUO	2
<i>Pseudotsuga menziesii</i> / <i>Acer glabrum</i> / <i>Prosartes hookeri</i>	Douglas-fir / Douglas maple / Hooker's fairybells	CWHds1/04	S2 (2004)	Red	GNR		Central and North Coast LUO South Central Coast LUO	2
<i>Pseudotsuga menziesii</i> - <i>Pinus contorta</i> / <i>Arctostaphylos uva-ursi</i> Dry Submaritime	Douglas-fir - lodgepole pine / kinnikinnick Dry Submaritime	CWHds1/02	S2 (2004)	Red	G2G4 (2005)		Central and North Coast LUO South Central Coast LUO	1
<i>Pseudotsuga menziesii</i> - <i>Tsuga heterophylla</i> / <i>Paxistima myrsinites</i>	Douglas-fir - western hemlock / falsebox	CWHds1/03	S3 (2004)	Blue	GNR		Central and North Coast LUO	2



<i>Quercus garryana</i> - <i>Acer macrophyllum</i> - <i>Prunus</i> spp.	Garry oak - bigleaf maple - cherries	CWHds1/00	S1 (2004)	Red	G1				Not Assessed
<i>Thuja plicata</i> / <i>Oplopanax horridus</i>	western redcedar / devil's club	CWHds1/07	S1S2 (2004)	Red	G2G4	Y	Central and North Coast LUO South Central Coast LUO		1
<i>Thuja plicata</i> - <i>Pseudotsuga menziesii</i> / <i>Acer circinatum</i>	western redcedar - Douglas-fir / vine maple	CWHds1/05	S2S3 (2009)	Blue	G2G3	Y			1
<i>Tsuga heterophylla</i> / <i>Clintonia uniflora</i>	western hemlock / queen's cup	CWHds1/06	S2 (2009)	Red	G3G4		Central and North Coast LUO South Central Coast LUO		2
<i>Tsuga heterophylla</i> - <i>Pseudotsuga menziesii</i> / <i>Rhytidiadelphus triquetrus</i> Dry Submaritime 1	western hemlock - Douglas-fir / electrified cat's-tail moss Dry Submaritime 1	CWHds1/01	S2 (2004)	Red	G2G3	Y			1

## 5.0 Field Survey Results

Mid-October was not a suitable time to determine presence or absence for many species of that may occur on the site, but a list of observed species is provided below. Comments on the potential for species of conservation concern to occur are provided in the appropriate section following the field observations.

### 5.1 Flora

A detailed vegetation inventory was not undertaken, but rather, some general impressions of the plants and communities were obtained. A coniferous canopy dominated the area with Douglas fir up to 50 cm dbh well-represented with a few larger stems (Photograph 3). Western hemlock was also present but generally trees were of smaller diameter than fir. Young red cedar and paper birch were also widespread.



Photograph 3. Coniferous canopy.

Depending upon site-specific conditions, the shrub understory was characterized by vine maple, thimbleberry, falsebox, ocean spray, alder (*Alnus sp.*), kinnickinnick (*Arctostaphylos uva-ursi*), salal (*Gaultheria shallon*) and huckleberry (*Vaccinium sp.*) (Photograph 4).





Photograph 4. Shrubby understory in opening along access road.

The moss and forb layer was dominated by stairstep moss and other mosses, licorice fern (*Polypodium glycyrrhiza*) and bracken (*Pteridium aquilinum*) along with patches of rattlesnake-plantain (*Goodyera oblongifolia*) (Photograph 5).



Photograph 5. Understory of *Hylocomium splendens*, *Pteridium aquilinum* & *Polypodium glycyrrhiza*.



Rock outcrops were often covered entirely with moss and ferns (Photograph 6) or were partially exposed (Photograph 7).



Photograph 6. Moss & fern covered bedrock.



Photograph 7. Partially-exposed bedrock & *Gaultheria shallon* in foreground.



## 5.2 Traditional Plant Uses

(to be written pending response from community members)

## 5.3 Aquatic Ecosystems

No streams or wetlands of any kind were found. Some depressions between rock outcrops that have held water on an ephemeral basis were examined and none showed any development of typical aquatic plant communities (Photograph 8). Permanent ponds and lakes were absent from the site.



Photograph 8. Ephemeral basin between bedrock outcrops.

## 5.4 Fauna

There was very little activity by larger animals and none were detected. No birds were found. The local resident guide reported that mule deer (*Odocoileus hemionus*) winter in the area but none were observed. No other mammals were detected. An empty shell of the Pacific sideband snail (*Monadenia fidelis*) was observed. This is an introduced species that may occur on the site or the shell may have been dropped by a predator such as common raven (*Corvus corax*). A black morph of the chocolate arion slug (*Arion rufus*) (Photograph 9) was observed as well as an unidentified smaller brown slug.



Photograph 9. *Arion rufus* on forest floor in Spuzzum IR 1.

## 6.0 Risk Assessment

The following brief discussion provides opinions about the potential for development to impact the site and more specifically, species of conservation concern. These opinions are based upon available information about species distribution and the author's personal knowledge about some of them. It is a risk analysis without any detailed field work, such that the need for further studies is noted where applicable. lengthy rationale is not provided for each species at this time, but could be made available if more in-depth commentary is required.

### 6.1 Overall Ecosystem

Although no detailed development design was available, the abundance of bedrock outcrops in the area suggests that a significant amount of blasting and ripping will be required to achieve level development sites and road access. The ability to maintain portions of the current vegetation community may well be limited. Timber values in the conifer stands will likely result in pressure to harvest the bulk of the larger trees that are not removed during clearing for other developments. The implications below are based upon the assumption that most or all of the existing vegetation communities will be removed except for any possible visual buffer zones along the highway. Any narrow bands of trees to be left within the development should be analysed for wind firmness as

part of the overall planning. It is assumed that common species occupying the site will be eliminated once development is complete.

## 6.2 Plants

Table 1 lists those plants considered to be at risk within the CWH BEC zone in the Chilliwack forest district, whether there is a known occurrence close to the Spuzzum reserve and whether there is suitable habitat present on the development site.

Table 1. Occurrence potential for plants of conservation concern.

Species	Mapped Occurrence	Typical Habitat	Comments
Tall Bugbane	N	N	prefers damper riparian & mixed forest sites
Vancouver Island Beggarticks	N	N	requires wetlands
Phantom Orchid	N	N	needs limestone bedrock + no groundcover
Giant Helleborine	N	N	requires wetter sites
Streambank Lupine	N	N	requires wetter sites
Whitebark Pine	N	N	high elevation, sub-alpine species
Roell's Brotherella	N	N	requires wetter sites
Silver Hair Moss	N	N	prefers more riparian areas with bigleaf maple, firs and other species
Poor Pocket Moss	N	N	requires damp, seepy silt cliffs
Cryptic paw	N	N	prefers more humid old growth forests
Old growth Specklebelly	N	N	climate too dry, forests too young

L - low, N - no, P - possible

## 6.3 Rare Plant Communities

Ecosystem ranking by the BCCDC generally applies to the undisturbed edaphic climax successional stage and the old growth structural stage of forests. Eleven rare plant communities have been identified for the Coastal Western Hemlock dry maritime BEC zone. SARA legislation does not rank or deal with rare plant communities. A more detailed botanical inventory was not undertaken.



Such an inventory would be prudent, especially to confirm that the western hemlock - Douglas fir - electrified cat's-tail moss community does not occur although it seems unlikely to be present. A proper inventory and analysis of site series characteristics should be undertaken to confirm the presence or absence of this community. The remaining 10 communities listed in Sec. 4.4 of this report do not appear to be present on the site.

#### 6.4 Fish

Development poses no risk to fish as there are no aquatic ecosystems on site or draining off site into the Fraser River.

#### 6.5 Birds

There are 11 bird species listed as being of conservation concern that could use the CWH BEC zone. Table 2 indicates the likelihood of occurrence and potential value of the site to those species. The order in the tables is not taxonomic but follows the BCCDC reporting structure which lists species alphabetically by Latin name as displayed in Sec. 4.4 of this report.

Removal of most of the timber and understory and conversion to a commercial site will eliminate all of the habitat for the more common species which nest or forage there but there is no data available to create a list of those species.

Table 2. Occurrence potential for birds of conservation concern.

Species	Nesting	Foraging	Random Occurrence	Comments
Northern Goshawk	L	L	P	
Great Blue Heron	N	N	N	atypical habitat
Short-eared Owl	N	N	N	atypical habitat
Marbled Murrelet	L	N	N	beyond critical habitat distribution
Olive-sided Flycatcher	L	P	P	most likely as a migrant
Peregrine Falcon	N	N	L	atypical habitat
Barn Swallow	N	N	N	atypical habitat
Western Screech Owl	N	L	L	no nesting habitat
Band-tailed Pigeon	P	P	P	within known range
Spotted Owl	?	P	P	WHA nearby
Barn Owl	N	N	N	atypical habitat

L - low, N - no, P - possible

A Wildlife Habitat Area (WHA) has been established for spotted owl in the Spuzzum Creek drainage but it does not include Spuzzum IR 1 or areas nearby that are not within the federal Indian reserve (Figure 7). The fact that the subject area was not included within the WHA should not necessarily lead to the conclusion that the habitat is unsuitable for spotted owls in some stage of their life. However, the WHA was not extended to include none reserve land nearby which indicates that the entire habitat area near Hwy 1 was not considered sufficiently important to merit WHA status. Although the subject site was not typical of nesting habitat, perhaps wandering or dispersing birds could use the area in passage. WHA connectivity to the east side of the Fraser was maintained just north of Spuzzum IR 1 and included Papsilqua Reserve lands.

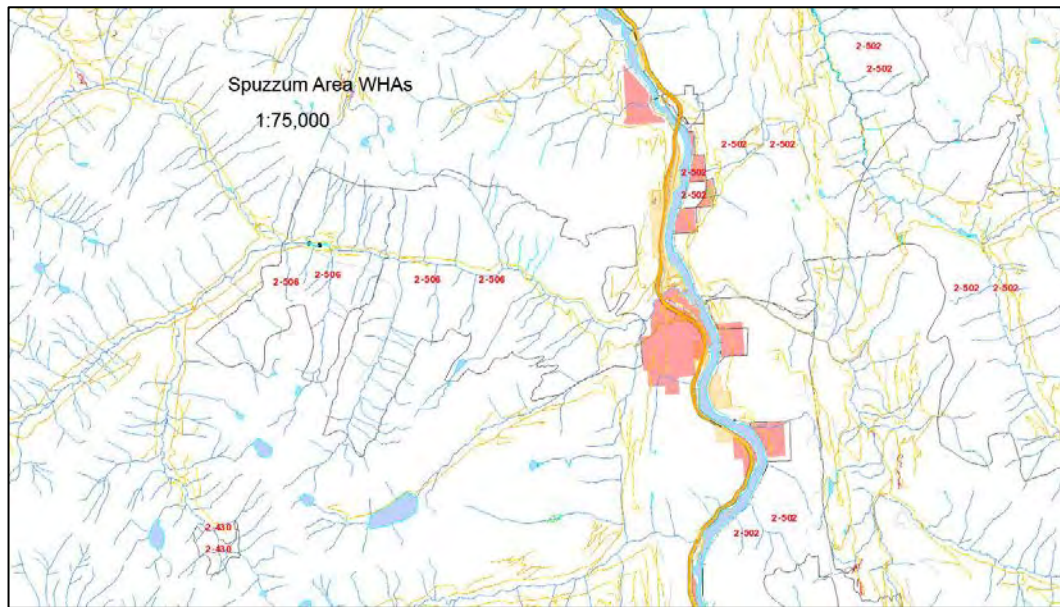


Figure 7. Spotted Owl WHA in Spuzzum Creek drainage (BC Transmission Corporation)

For the drier, subarctic ecosystems, Blackburn et al (1997) provided the following descriptions for preferred habitat types but cautioned that they may change as knowledge accumulates. Habitat on the site did not fit the models well. Snags, broken top trees, deformed trees and other structural elements of use to nesting owls were not immediately apparent during the brief overview. The understory shrubs at the Spuzzum site appeared much sparser than in other spotted owl habitat familiar to R. Howie.

Risks to spotted owl populations in the area from clearing of the subject site are likely to be low as the site is small and of lesser importance. Its location along Hwy. 1 could also render it somewhat hazardous to owls if they were to use the area.

---

**Dryer Submaritime Ecosystems:**  
(Approximates the interior Douglas-fir and dryer maritime coastal western hemlock biogeoclimatic zones)

---

***Type A Suitable Habitat:***

***Generally, these stands consist of amabilis fir, grand fir, Douglas-fir, and ponderosa pine forests that have not been logged. Stands are typically old-growth and mature forest habitat that has the following characteristics:***

- Multi-layered, multi-species canopy dominated by large (>51 cm dbh) overstorey trees (typically 173–247 stems/ha, although tree densities as low as 86 stems/ha are possible where large diameter trees are present)
- Moderate to high (60–85%) canopy closure;
- Some large trees with various deformities (e.g., large cavities, broken tops, dwarf mistletoe infections);
- Large (>51 cm dbh) snags present (typically >7 stems/ha); and
- Accumulations of large (>51 cm dbh) fallen trees and other woody debris on the ground.

***Type B Suitable Habitat:***

***Generally these stands consist of amabilis fir, Douglas-fir and ponderosa pine forest stands that are typically mature forest habitat that has naturally regenerated following fire or windthrow and has the following characteristics:***

- Multi-layered, multi-species canopy dominated by overstorey trees approximately >30 dbh. Stands must contain >20% fir (Douglas-fir, grand fir) and/or hemlock in the overstorey to be considered Type B suitable habitat;
- Approximately >50% canopy closure;
- Dominant live trees with various deformities (e.g., large cavities, broken tops, dwarf mistletoe infections); and
- Snags and down logs, at least some of which are of similar dbh to dominant live trees.

from "Spotted Owl Management Plan Strategic Component" (Blackburn et al 1997).

## 6.6 Mammals

Site development will severely reduce the mule deer winter range on the site. The number of animals currently using the area is not known. The number of all other mammals which use the site will also be reduced. The only mammals of conservation concern listed for this BEC unit are Townsend's mole, wolverine, Pacific water shrew and grizzly. There are no habitats that would support these species so there should be no impacts from development on their populations. The area is at the extreme western margin of the North Cascades Grizzly Bear Population Unit. The occasional Grizzly has been observed east of the Fraser River in the Yale-Spuzzum area but none were reported west of the Fraser River near Spuzzum during the period 1960-2002. The focus of the recovery planning will be along the mountainous spine of the unit. The presence of two major railways and the Trans Canada Highway present major mortality risks to bears. The recovery

strategy in areas outside of the spine units is to minimize bear-human conflicts and human - caused mortality. No core areas were identified west of the Fraser River and population enhancement was not identified as an objective in the Yale sub-unit of the recovery area. Threats to Grizzly by development of the Spuzzum site seem low.

## 6.7 Amphibians and Reptiles

There are no aquatic ecosystems within the proposed development area so there is little or no breeding habitat for species of amphibians associated with water. Possibly some species of salamanders that are not at conservation risk could attempt to breed in the tiny ephemeral ponds, but there is no available data on occurrences. Water may remain in the depressions long enough for juveniles to metamorphose and depart for terrestrial habitats. Amphibians of conservation concern require water for longer periods than appears to be present in some or most years in the few pond areas.

Table 3. Occurrence potential for amphibians and reptiles of conservation concern.

Species	Breeding	Foraging	Random Occurrence	Comments
Western Toad	N	P	L	no breeding habitat
Coastal Tailed Frog	N	N	N	no breeding habitat
Northern Red-legged Frog	N	N	N	no breeding habitat
Oregon Spotted Frog	N	N	N	no breeding habitat
Coastal Giant salamander	N	N	N	no breeding habitat
Painted Turtle	N	N	N	no breeding habitat

L - low, N - no, P - possible

## 6.8 Invertebrates

There are only 4 terrestrial invertebrates considered to be at risk in the CWH BEC zone in the Chilliwack forest district. The monarch butterfly is highly dependent upon milkweed (*Asclepias sp.*) as a host plant for breeding and none was evident on the site. In the Fraser Canyon area, the dun skipper prefers moist habitats around springs which support sedges in the *Carex* genus (Shepard 2000.) No such habitats were noted at the Spuzzum site. The Oregon forestsnail appears to be restricted to the Fraser Valley west of Hope however inventories of forest snails are not necessarily complete in all areas. This species tends to prefer moist, riparian zones with an abundant shrub cover and an overstory of bigleaf maple (*Acer macrophyllum*) black cottonwood (*Populus trichocarpa*) and scattered red cedar. Such habitats were not present within the subject site but a

stand of bigleaf maple was present adjacent to the northwest corner of the development area. It is an area that could be inventoried if development is proposed nearby and there is a threat to the habitat type. The Audouin's night-stalking tiger beetle may occur in the BEC zone but appears to be restricted to dry habitats in the extreme western portion of the Fraser Valley.

## **7.0 Conclusions**

The proposed development site within Spuzzum IR 1 does not appear to support rare plant communities or provide much if any habitat for flora and fauna considered to be of conservation concern, federally or provincially. Detailed botanical investigations were not undertaken, but prudence suggests that a botanical survey during the prime growing season to determine the presence/absence of one rare plant community noted in "recommendations" should be undertaken. The proximity of a wildlife habitat area for spotted owls suggests that surveys during the breeding season to confirm the possibility of nesting would be the cautious approach. Removal of all or most of the vegetation on the development site would eliminate the majority of more common floral and faunal elements that currently occupy the property, but the lack of site-specific inventories prevents being more detailed at this time.

## **8.0 Recommendations**

1. Engage a qualified botanist to confirm the presence/absence of any rare plant communities on the site and in particular, whether the western hemlock - Douglas fir - electrified cat's tail moss community is present.
2. Conduct surveys during the spotted owl breeding season to determine whether the species is nesting in the area.
3. Conduct an inventory for Oregon forestsnail if the development plans include the bigleaf maple stand near the northwest corner of the site.

## 9.0 References and Citations

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## Personal Communications

Curtis Björk Botanist, Clearwater

Greg George Senior Ecosystems Biologist, Min. of FLNRO, Surrey

Trevor Goward Botanist, Lichenologist, Clearwater

Greg Reid Professional Engineer and Geologist, Amec Environment & Infrastructure,  
Kamloops



# APPENDIX 4

## FORSITE FOREST MANAGEMENT SPECIALISTS REPORT

November 6, 2014

Mr. Darrell K. Axani, P.Eng., MBA  
203 - 1425 Pearson Place  
Kamloops BC Canada  
V1S 1J9

**RE: Timber Value for Spuzzum First Nation, Spuzzum IR#1**

Dear Mr. Axani:

As per our discussion on October 31, 2014, the following is a rough estimate of the timber value located on Spuzzum IR#1, Spuzzum First Nation.

Species composition and volumes were derived by assessing:

- Ministry of Forests, Lands and Natural Resource Operations (MFLNRO) inventory label;
- Site photography and video provided by AC Eagle; and
- Orthophoto-based mapping provided by AC Eagle.
- Forsite staff did not go in the field.

The estimated net volume per hectare of the leading species is determined by percent basal area of the tree layer at the 17.5 cm utilization level. Net volume per hectare is determined as gross volume less decay, waste, and breakage. Depending on the magnitude of the species' decay, waste and breakage, the net volume for the leading species may be lower than volume for other species in the stand. Net volumes are calculated for Rank 1 layers only.

Using the above methodology, the following estimates are provided:

Species Composition	Fd (Ep Dr)
Area (ha)*	5.06
Est. Volume/ ha	237
Total Net Volume (m <sup>3</sup> )	1,199

\* polygon of approximately 13 acres

Where:

Fd = Douglas-fir

Dr = alder (no market value applied)

Ep = birch (no market value applied)

**Market Value:**

- Market value of Douglas-fir derived from a conversation with Mr. Greg Armstrong, Manager, Woodco Management Ltd.. Woodco purchases between 40,000 to 50,000 cubic meters of logs per year on the open market\*\*.

- o Douglas-fir Sawlog @ \$60/m<sup>3</sup>
- o Douglas-fir Oversize @ \$85/m<sup>3</sup>

\*\* the price paid for the log is totally dependent on log specs and quality and in no way is this an offer to purchase

Market Value Sawlog (80%)	\$57,543
Market Value Large Fd (20%)	\$20,380
<b>Total Market Value</b>	<b>\$77,923</b>

**LESS**


Admin/ Layout/ Development @ \$2.00/ m <sup>3</sup>	\$ 2,398
Logging @ \$21.00/ m <sup>3</sup>	\$25,175
Hauling @ \$20.00/ m <sup>3</sup>	\$23,976
Reforestation	-
<b>Total Costs</b>	<b>\$51,549</b>

<b>Net Estimated Value</b>	<b>\$26,374</b>
----------------------------	-----------------

NOTE: The Haul rates can vary widely based on where the wood is being hauled to. All truck rates are based on tonnage and distance, and this can eat away at the margin rapidly.

I trust this meets your needs. Please feel free to contact me directly at (250) 372-0444 ext. 302 if you have further questions.

Sincerely,



Garnet Mierau, RPF #2952  
Senior Planning Forester





# APPENDIX 5

## ARCHAEOLOGICAL OVERVIEW

<b>Cultural Heritage Overview (CHO) Report</b>	
<b>Spuzzum First Nation</b> <b>36500 Main Road</b> <b>Spuzzum BC V0K 2S1</b> <b>Phone: (604) 863-2395 Fax: (604) 863-2218</b>	<b>Development ID:</b> SFN Economic Development Site
	<b>Development Type:</b> commercial
<i>Proposed Development:</i> Economic Development Plan-West Site	<i>Schedule:</i> unknown
<i>Location:</i> Spuzzum IR 1, W side of highway, S from Bobb Road to S boundary of IR 1	
<i>Regional District:</i> Fraser Valley	
<i>Proponent:</i> Spuzzum First Nation / AC Eagle Enterprises	<i>Contact:</i> Darrell Axanii, 250.372.2149
<i>Nlaka'pamux Communities:</i> Spuzzum FN	
<i>SFN Contact:</i> Chief James Hobart	<i>Project Update?</i> No
<i>Report Author(s):</i> Angie Mitchell, Michael Klassen	<i>Report Date:</i> February 16, 2015
<i>Distribution:</i> SFN, AC Eagle Enterprises, NNTC	
<i>Attachments:</i> Map 1 (project area); Map 2 (Spuzzum archaeology sites); FIG-106900101.pdf (Development map)	

<b>Recommendation Summary</b>	
<i>Archaeological Impact Assessment:</i> required	<i>Unit(s)/Area:</i> entire project area
<i>Remarks:</i> An AIA of the entire property is recommended, including: complete survey for CMTs, trails, and surface features; surface inspection of dirt road and other exposures; inspection of vertical rock faces and overhangs for rock art; judgemental shovel testing of ridge tops and level areas between ridges.	

<b>Development Information</b>			
<i>NTS Map:</i> 092H11	<i>BCGS Map:</i> 92H.063	<i>Development Map:</i> AC Eagle 1069-002-01 1:1000	
<i>No. of Units:</i> 1	<i>Area (ha):</i> 5.26 - 7.28	<i>Assoc. Road(s):</i> n/a	<i>Length (km):</i> n/a
<i>Unit IDs:</i> Spuzzum Economic Development Plan-West Site (see FIG-106900101.pdf)			
<i>Access:</i> From Highway 1, take Bobb Road W for approx. 135 m, take first left (S) onto old road leading into project area, continue on road until you reach a borrow pit on E side of track.			
<i>Potential Development Impacts:</i> The project area will be cleared, levelled, and graded, with access roads constructed, building lots levelled, and utilities installed.			
<i>Comments:</i> The proposed area will be between 5.26 and 7.28 ha in size (final design is not complete). This assessment is based on the larger project area, as shown in attached Map 1.			
<i>Sources Reviewed:</i> RAAD; Google Earth; iMap BC; NLUO data; Laforet and York (1998); Spuzzum IR 1 survey maps (1861 and 1886); NNTC archival map files; community meeting			

<b>Community Information</b>	
<i>Community Review:</i> The project was reviewed at the January 31, 2015 Spuzzum community meeting. No concerns or additional information was received.	
<i>Nlaka'pamux Place Names:</i> Zolpix ("right around" – drying rack location)	<i>Source(s):</i> NNTC PNSPUZTOBB25; (Laforet and York 1998)
<i>Trails:</i> No trails known, but a historic route linking Spuzzum IR 1 with the homesteads located S of the reserve passes through the site.	<i>Source(s):</i> community members
<i>Resource Use:</i> gathering, berries (blackcaps, blackberries); deer hunting	<i>Source(s):</i> NNTC GLSJJSPUZ2, 5; MJ2014

Spiritual Use: A possible spiritual site is plotted on York map, but no details are known and the specific location is indeterminate.	Source(s): NNTC; (Laforet and York 1998)
<i>Known/Reported Places:</i> none within project area	<i>Source(s):</i>
<i>Potential Heritage Concerns:</i> trails, burials, CMTs, archaeological sites	
<i>Other Concerns:</i> Recreational use (OALDANHSPUZ4, 13); reported that vehicles and other items have been dumped and buried within the property (JJ2015)	

Archaeological/Historical Information		
Previous Archaeological Studies: none		Reference(s): n/a
Results: n/a		RAAD Archaeological Potential: high
Historic/Ethnographic Studies: place names		Reference(s): Laforet and York (1998)
Archival/Map Sources:		Reference(s):
Archaeological Potential: high		
Potential Assessment Criteria: Proximity to Fraser River and ancestral village of Shwimp; ridges, swales and benches; numerous recorded archareology sites in vicinity		
Potential Site Types: surface/subsurface lithics; burials; cache pits; rock shelters; rock art; housepits; trails; CMTs		
Registered Site (RAAD)	Site Type	Location
DjRi-55	Surface lithics	275 m NW from N end of project area
Remarks: The location of site DjRi-55 as shown in RAAD is incorrect; the distance indicated in the field above is to the actual location. DjRi-55 is the nearest known archaeological site, but numerous other significant archaeological sites have been identified in the vicinity of Spuzzum and Spuzzum Creek (see Map 2).		

Heritage Field Reconnaissance Results		
<i>Ecosection:</i> Eastern Pacific Ranges	<i>Watershed:</i> Spuzzum Ck/Fraser R	<i>BGC Zone:</i> CWH ds
<i>Slope %:</i> highly variable	<i>Aspect:</i> NE	<i>Elevation:</i> 100-135 m
<i>Water Features:</i> 195 m W of Fraser River; 850 m SE of Spuzzum Creek; small stream observed immediately N and W of the project area; low, wet areas between ridges		
<i>Terrain:</i> undulating, rocky, ridges and gullies, swales, steep slopes		
<i>Landforms:</i> four or more ridge tops; swales and level areas between the ridges; large boulders and outcrops with vertical faces and overhangs		
<i>Forest Cover:</i> (second growth) Douglas fir, Western redcedar, Birch, Maple, Lodgepole pine	<i>Vegetation:</i> Scotch broom, Wild Rose, Boxwood, Oregon Grape, Rattlesnake Plantain, Huckleberry, Sword Fern, Saskatoon berry	
<i>Significant Resources:</i> deer habitat, cedar, berry crops		
<i>Cultural Heritage:</i> none observed during reconnaissance; a dirt road passes through the property, which may follow the route of an older trail or wagon road		
<i>Disturbance Factors:</i> previous logging, skidding; several small sand borrow pits; dirt road		
<i>Assessment:</i> The area has high potential for archaeological sites and other heritage concerns, due to its proximity to the Fraser River and the ancestral village of Shwimp, the forest cover and terrain, and Nlaka'pamux land use information. Numerous archaeological sites have been recorded in the vicinity, including sites in similar settings. A variety of landforms suitable for subsurface testing were observed, including ridges and benches, swales, and small level areas, and there is potential for burials, cache pits, and habitation features. Although previously logged, there is still potential for CMTs, including CMT stumps, particularly on the steeper slopes on the west. A number of boulders and rock outcrops with vertical faces and overhangs were observed, with potential for rock art (particularly pictographs) and rock shelters.		

Assessment and Recommendations	
<i>Additional Research:</i> none required	
<i>Recommendations:</i> An AIA of the entire property is recommended, including: complete survey for CMTs, trails, and surface features; surface inspection of dirt road and other exposures; inspection of vertical rock faces and overhangs for rock art; judgemental shovel testing of ridge tops and level areas between ridges.	

Review and Approval			
	Name	Signature	Date
<b>SFN:</b>			
<b>Client:</b>			



4/2014



DataBC

178 m

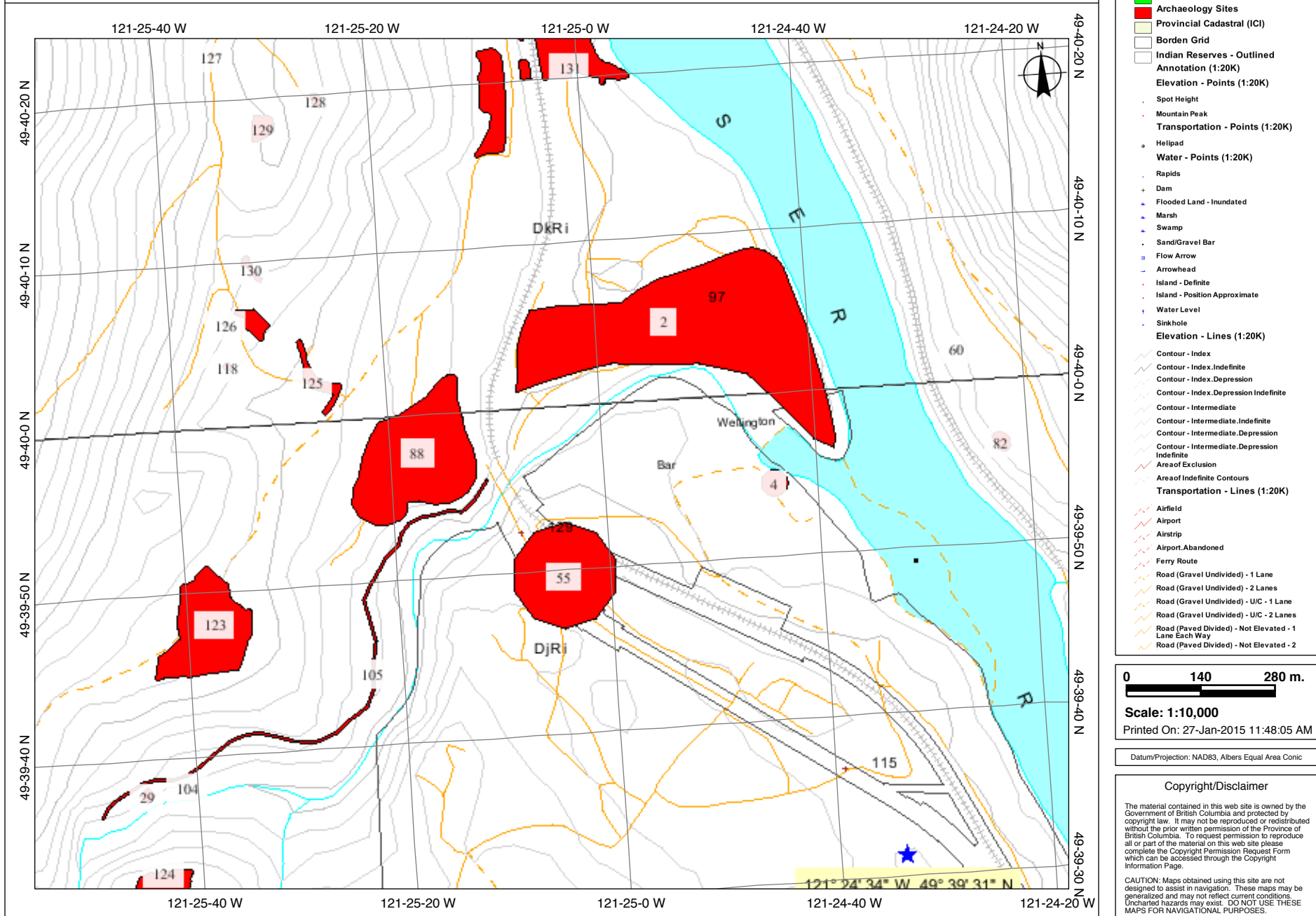
Image © 2015 DigitalGlobe  
© 2015 Google

Google earth

Map 1. Spuzzum Economic Development Site - large polygon



# Spuzzum arch sites



Map 2. registered archaeological sites in the vicinity of Spuzzum



# APPENDIX 6

## AMEC ENVIRONMENT & INFRASTRUCTURE GEOTECHNICAL OVERVIEW

# Technical Memorandum

FROM: Greg Reid, P.Eng., P.Geo. (AMEC) Our ref. KX13725  
TO: Spuzzum First Nation  
co Darrell Axani, P.Eng.(AC Eagle Enterprises Ltd.) email: darrell@aceagle.ca  
DATE: November 21, 2014  
SUBJECT: **Preliminary Geotechnical Assessment for Development Parcel, Spuzzum, B.C.**

AMEC Environment & Infrastructure, a Division of AMEC Americas Ltd. (AMEC) was retained by Spuzzum First Nation to conduct a preliminary geotechnical assessment of a proposed 13 acre future development site within the Spuzzum IR 1 Reserve. The scope of work anticipated was described in our memorandum PK14-066, "*Authorization to Proceed, Geotechnical Consultation Regarding Proposed Development Parcel, Spuzzum, B.C.*" dated October 1, 2014. Authorization to proceed was provided by Mr. D. Axani of AC Eagle Enterprises Ltd. (AC Eagle) on behalf of Spuzzum First Nation on October 15, 2014. This memorandum provides a summary of the assessment results, and comments regarding potential future development.

**Background Information:** AC Eagle is conducting a preliminary study of a 13 acre parcel of land located within Spuzzum IR 1, to consider the potential for economic development within the parcel. AMEC's contribution to the study is completion of a preliminary geotechnical assessment to characterize the terrain characteristics within the parcel, and to identify potential development constraints and opportunities related to the topographic, soil and bedrock conditions present. The assessment objectives also included review of potential upslope terrain hazards which could potentially impact the site. The methodology followed for the assignment included review of a detailed site plan produced by AC Eagle (Fig-106900101-Spuzzum 1.1-1.2-2014-10-10 13 acres smaller.pdf) with a digital orthophoto base and 5 m contours, review of available regional scale bedrock and surficial geology mapping and stereo airphotos borrowed from the UBC library, and completion of a brief site walkover.

**Site Description:** The parcel is located on the south side of the reserve, south of the existing community and consists of an approximately 100-120 m wide by 600 m long area west of and parallel to the Trans Canada Highway 1 corridor (see AC Eagle Annotated Site Plan attached). The site is situated on a part of a narrow irregular bench above the west bank of the Fraser River, south of Spuzzum Creek. Stereo airphoto coverage of the Spuzzum area was available from multiple flightlines, with those taken in 1961, 1973, 1991, 1996, and 2002 providing the clearest resolution images of the site. Of these, photos BC7474 No. 264-5 taken in 1973 provided the largest scale/best contrast images of the site. Review of the photos and the detailed site plan indicates that the site is located on the surface of a lower elevation terrace, developed on the west bank of the Fraser River. To the west of the site, the terrain rises up steeply to the north end of an irregular bedrock spur ridge formed along the west side of the Fraser valley, south of Spuzzum Creek. On the airphotos, the local relief of the site is obscured by the presence of mature forest cover. Review of the detailed topographic mapping indicates that there is on the order of 30 m of vertical relief at the site, with the ground surface ranging in elevation from 100 to 130 m ASL. The bedrock at the site has been eroded into a series of rounded elongated ridges and knobs, many oriented roughly NW-SE, i.e. roughly parallel to the orientation of the Fraser River channel to the east.

Review of the available regional scale bedrock geology mapping indicates that the site is underlain by mid-Cretaceous age granodiorite (<http://webmap.em.gov.bc.ca/mapplace/minpot/bcgs.cfm>, a website maintained by the BC Geological Survey), with zones of the Cretaceous age Custer granitic gneiss to the west and south of the site.

As described above, the toe of the bedrock ridge west of the site is located approximately 100 m west of the west side of the parcel. The hillslope on the east side of the ridge rises up to the southwest from the toe to the ridgeline crest at average gradients ranging from 26 to 35°, although some areas within the hillslope have steep slopes of up to 45° gradient. A previous planning study conducted in 1997 for the Band by David Nairne & Associates included identification of a "hazard safeline" (see Figure 3.6 Spuzzum

Band Proposal to Expand IR1, 25 Year Development Plan, a copy of which is attached for reference). At the time of writing, the rest of the report was not available for reference, so the rationale for the identification and location of this safe line is unclear. AMEC infers that this line was included to safeguard proposed future development parcels in the south part of IR1 from potential rockfall/rolling rock hazard from the hillslope on the north and east flanks of the bedrock ridge. AMEC considers that because the average slope of the portion of the ridge southwest of the site is typically at or below the angle of repose the proposed development parcel site is likely not exposed to a significant rolling rock hazard. Other parts of the reserve including portions of other future residential subdivision parcels may be subject to rolling rock hazards from parts of the ridgeline hillslope, for which a "safe building" setback criteria similar to that shown in the attached planning study excerpt would be appropriate.

**Field Observations:** The writer conducted a field visit to the site accompanied by Mr. Darrell Axani of AC Eagle, on October 28, 2014. Key comments about the soils, bedrock and terrain conditions observed at the site include the following:

The terrain at the site consists of a series of rugged rounded bedrock controlled ridges and knobs with up to 20 m of local relief. The soil cover over the bedrock is typically thin and patchy, consisting of sand and gravel with roots and moss with occasional boulders to several metres diameter, overlying bedrock. Some of the ridges and knobs have flat tops, others are sculpted and rounded, with side slopes of varying gradient, ranging from moderate to very steep. Thicker soil deposits may be present in some of the lowlying hollows and troughs between the bedrock knobs. A small borrow pit on the order of 2-2.5 m deep and about 8 m by 10 m in plan area has been developed in a local deposit of fine to medium grained sand, located just outside the western boundary of the site (see Photo 1 on Plate 1 attached). The borrow pit is accessible via an existing trail that extends southeasterly along the toe of the elevated bedrock ridge west of the site, roughly parallel to the western boundary of the site. The deposit appears to extend easterly into the site, but is likely of limited areal extent and thickness, and may represent a remnant fluvial deposit in an ancient side channel of the Fraser River, when it was at a higher elevation.

The bedrock at the site consists of competent, strong (R5 on hardness/intact strength field estimate scale) banded coarse grained gneiss. This rock type does not match the regional mapping available for this area, but does correlate strongly with another rock type present in the region, the Custer granitic gneiss. It is speculated that the site may be underlain by a small inlier of the granitic gneiss which was overlooked or misidentified during previous regional scale mapping work. Several exposures of the rock are present within the site, as well as in rock cuts along the highway corridor to the east.

No watercourses or areas of standing water were observed at the site. There was a dry channel present within Lot 2, west of the north end of the parcel of interest. This channel feature was 1 to 1.5 m wide, 0.3 m deep and had relatively fresh deposits of sand and gravel in its base. The channel appears to have been excavated and constructed (i.e. it is not a natural channel) to direct runoff easterly to the north of the development parcel. Within the parcel there are several low-lying areas representing closed depressions in which runoff may potentially pool from time to time. One such area is situated between the highway and the central part of the east side of the site: it is about 75 m long and up to 5 m below the highway elevation (see Photo 2 on Plate 1). The inlet for an existing cross drain culvert under the highway is located about 25 m south of the south end of this feature.

Selected photos of the site which illustrate aspects of the site conditions described above are provided on Plate 1, attached.

**Discussion And Comments:** Based on our current understanding of the topography, soil, and bedrock conditions present, AMEC can provide the following comments regarding the development opportunities and constraints associated with the parcel of interest.

- *Geotechnical Hazards from Upslope:* it does not appear that the site is subject to significant hazards from upslope terrain. Other parts of IR1 to the west of the site may be subject to localized hazard from rockfall/rolling rock, from source areas located within more steeply sloping parts of the bedrock ridge feature west of the site.

- There may be areas of *very localized rockfall hazard* within the subject parcel, i.e. in areas immediately adjacent to steep bedrock slopes, however it is anticipated that any such hazard areas could be identified during detailed planning and either avoided by development or mitigated by a combination of rock blasting, scaling and/or site regrading. Consequently this is not considered to be a significant concern.
- The topography of the site is irregular, with up to 20 m of local relief which is bedrock controlled. Drilling and blasting will likely be needed to establish access road corridors, buried utility services and to construct or expand flat areas for site grading and development, depending on the type of development and specific needs/uses which may occur. The volume of granular soils available for general borrow within the site (i.e. for road development or site grading) is likely very limited, so grade fills will either need to be imported from off site or produced from processing of blasted materials.
- The prospects for development of a sand and gravel borrow area within the parcel appear to be very limited. There is likely a small deposit of relatively uniform sand near the existing sand pit along part of the western boundary of the site. The deposit might extend a further 20-25 m into the site and may be on the order of 3 m deep, so is considered of limited economic interest due to its uniform gradation and limited size. Supplementary sampling and testing of the deposit would be required to determine its full areal extent and gradation, in order to comment further on its economic potential.
- Similarly, the prospects for in-ground effluent disposal within the site would be very limited, due to the thin and patchy soil cover, and presence of bedrock at or near the ground surface. If water supply via wells may be needed, such wells would be drilled in bedrock, and may or may not be productive, depending on the nature of the bedrock at the well location(s).
- The bedrock present appears to be very competent and strong, so from the perspective of rock quality it may potentially be suitable for quarry development. Representative sampling and supplementary testing would be required to characterize the durability and geochemistry characteristics of the granitic gneiss present, and comment on the range of aggregate products and general suitability of the bedrock for quarry development. A market study may also be appropriate, to consider competitive factors such as market demand, locations of other sources of aggregate etc.
- It may be possible to lay out a central access road corridor to provide access to the site, however some grading and drilling and blasting would be needed to accommodate road development and service extension. Grading of lot parcels could either be done initially on a whole site basis or on a parcel by parcel basis, however it is likely that extensive earthworks involving drilling, blasting, excavation and fill placement would be required to develop a site with leveled pads or areas for commercial development.
- Depending on layout and access requirements, parts of the site may be suitable for a less intensive form of development such as a campground or RV park, which could take advantage of some of the terrain and forest features present. Such development would still need access to the highway, or access roads connecting to the highway, and depending on the development type may also need extension of services such as electricity, water and sewer. Shallow trenching for buried utilities to service such a development would likely still require drilling and blasting.

**Summary:** AMEC has conducted a preliminary geotechnical assessment of a proposed development site, to characterize existing terrain soil and bedrock conditions, consider potential upslope hazards which may impact the site, and identify potential development constraints and opportunities associated with the site. As a result the site is not considered to be subject to significant terrain hazards. The ground surface topography at the site is irregular and is controlled by competent bedrock. This may represent a potential constraint for economic development, in that sources of local soil borrow within the site are very limited, and site grading involving drilling and blasting would likely be required to construct road access, utility services and development sites within the parcel.

This report has been prepared for the exclusive use of Spuzzum First Nation and their agents and funding agency, and is based on information obtained from visual observations, and information provided to AMEC by others for reference as described herein. Any use that other parties may make of this report, or



any reliance on or decisions to be made based on it are the responsibility of such third parties. AMEC accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on information provided in this report. This report has been prepared in accordance with generally accepted geological engineering practices. No other warranty, expressed or implied, is made.

We trust this memorandum provides the information required at this time. If you have any questions or comments, please contact us at your convenience.

Yours truly,

**AMEC Environment & Infrastructure,  
A division of AMEC Americas Limited**

Greg Reid, P. Eng., P. Geo. FEC  
Associate Geological Engineer  
Kamloops Branch Manager



Nick Polysou, P. Eng.  
Senior Associate, Geotechnical Engineer  
Regional Manager, Central B.C.

Attachments: AC Eagle Annotated Site Plan  
Plate 1 Selected Site Photos  
Copy of David Nairne & Associates Site Plan Figure 3.6

GR/NP/gr  
KX13725 preliminary geotech asst mem.doc

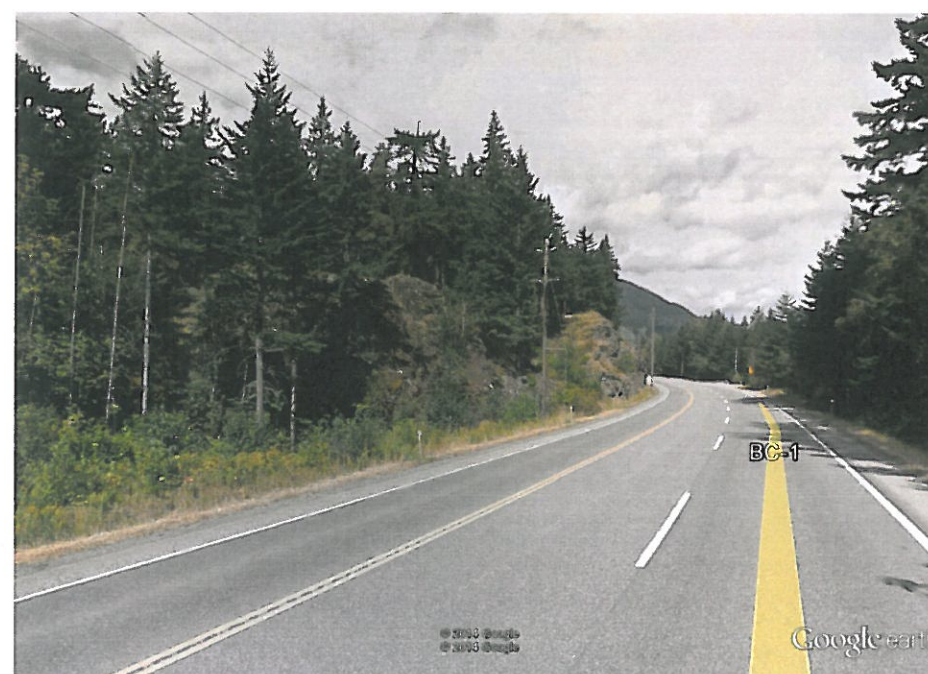




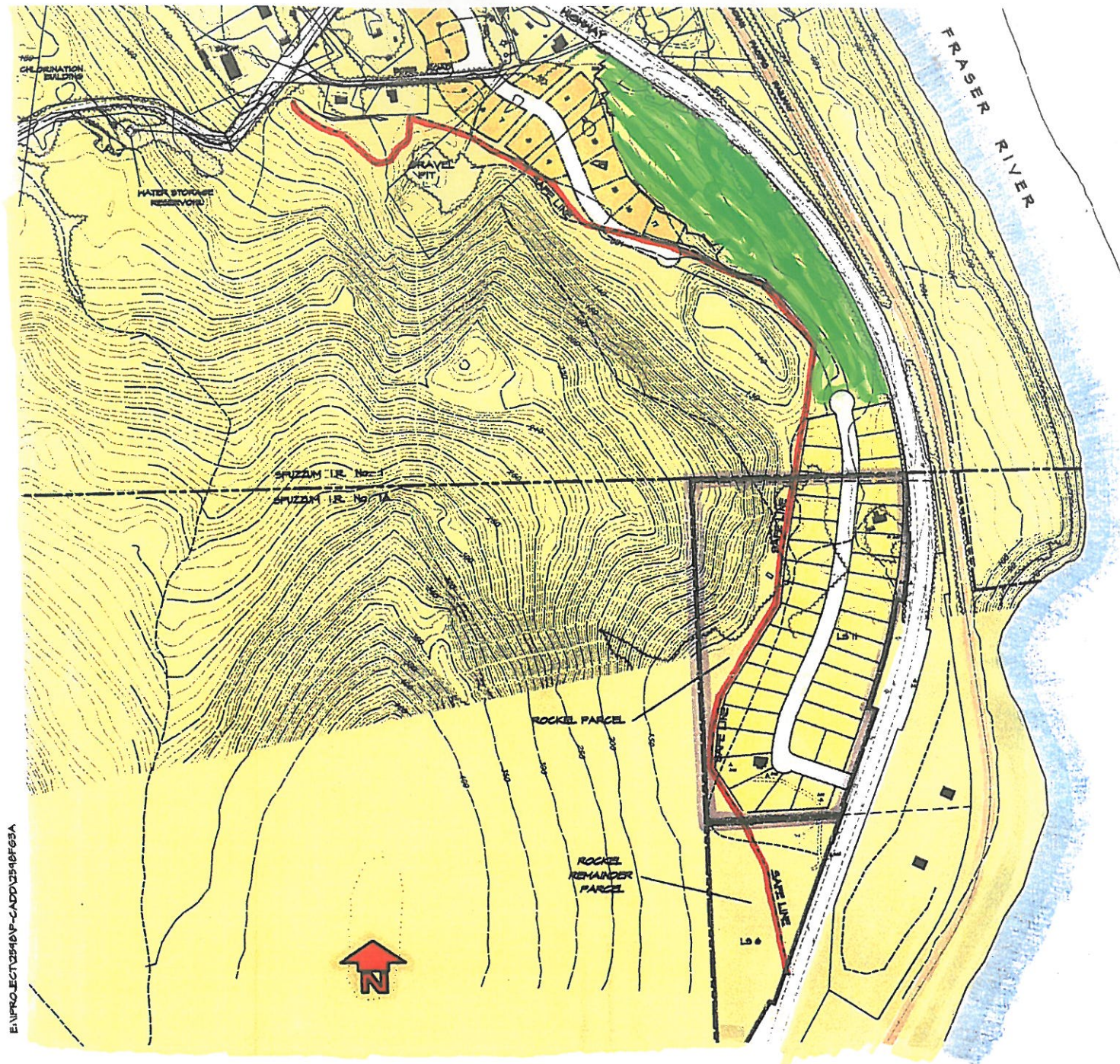




**Photo 1 above:** Closeup view looking easterly at the face of a shallow borrow pit in a small sand deposit just outside the western boundary of the site. **Photo 2 upper middle:** View looking northeasterly down a bedrock controlled slope in the central part of the site near the eastern property boundary. Note the lowlying closed depression in the central part of the photo bounded by the highway fill embankment. A cross drain culvert is located south of this feature, with its inlet several m higher in elevation than the base of the depression. **Photo 3 upper right:** Closeup view of the sculpted and rounded bedrock along the side slope of one of the rock knobs at the site. **Photo 4 lower left:** View looking easterly downslope from the top of one of the rock knobs at the site. Some of the rock knobs have an irregular profile, others (see Inset view) have been eroded to have a relatively flatlying surface. **Photo 5 lower middle:** Google Streetview image taken near the southeast corner of the site, looking southwesterly. Note the uneven and irregular rock surface, and 6-8 m high rock cut along the highway in this part of the site. **Photo 6 lower right:** View looking southwesterly into the site from the highway corridor. Note the mature forest cover present, and irregular bedrock-controlled ground surface, which is typical of terrain conditions within the parcel of interest.











## SPUZZUM BAND PROPOSAL TO EXPAND I. R. 1

### FIGURE 3.6: 25 YEAR DEVELOPMENT PLAN

	SPUZZUM I.R. 1 SUBDIVISION	LOT YIELD	17 LOTS
	ROCKEL SUBDIVISION	LOT YIELD	36 LOTS
	HAZARD SAFELINE	LOT SIZE	1,500 SQ.M.
	ACQUISITION PARCEL BOUNDARY	SCALE	1:5,000

PREPARED BY: DAVID NAIRNE & ASSOCIATES LTD.

DATE

DEC. 1997





# APPENDIX 7

## SPUZZUM FIRST NATION CCCP 2012 REPORT





# SPUZZUM FIRST NATION Community Development Plan



**DNA**

David Nairne + Associates Ltd

May 2012



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## PART 1 INTRODUCTION

### 1.1 Introduction

The Spuzzum First Nation is at an important juncture in our community and economic development. With a fast growing population and a strong desire among the membership to either return home or reconnect with our community and culture, there is a substantial degree of pressure to develop and build the economic and social foundation of the Nation and the infrastructure necessary to ensure their well-being and sustainability.

The Spuzzum First Nation leadership initiated the Comprehensive Community Planning process in 2010 with the objective of developing a road map with clear goals and guidelines that will lead to a healthy and sustainable future for the entire Nation.

The Spuzzum First Nation wanted to engage in a community development process that would allow the Nation to develop and articulate its visions, goals and objectives for building a healthy and prosperous future. The process included the community developing clear vision statements, goals and objectives for future development and straightforward and practical implementation plans to make those visions a reality.

*The deliverables and benefits of this project include the following:*

- A community vision and strategies to guide the efforts of Chief, Council and administrative staff
- An opportunity for community members and Chief, Council and staff to interact and engage through workshops and other activities
- A heightened understanding and awareness of community members' needs, goals, and desires for development a
- An enhanced awareness and capacity among Chief, Council and staff to undertake community consultation and planning activities
- Clear, simple and effective action plans for the Spuzzum First Nation to begin pursuing our development visions and goals

### 1.2 Project Highlights

This section of the report provides a summary of the Spuzzum First Nation Comprehensive Community Plan. The Spuzzum First Nation is ready to take the next steps towards realizing their visions for future development and prosperity.

## **Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION**

Below are some of the key points and issues that were raised during the planning process.

### **Population & Community Growth**

- Over a 20 year period, starting in 2011, the total registered population of the Spuzzum First Nation is projected to grow to 242 by the year 2031, an increase of 14%;
- The on-Reserve population will grow by 40% over the next twenty years from 45 to 63 individuals;
- The off-reserve population will grow more slowly from 167 to 179 by the year 2031, an increase of 8%;
- The Nation has plans to renovate all homes in the community from 2011 through to 2015;
- The Nation does not currently have an accurate or updated housing waiting list, and there is no process in place for keeping records of applications; and,
- The Nation has plans to build a new 45 lot subdivision by 2015.

### **Retaining & Attracting Members Home**

- According to the Community Survey, 59% of members who currently live off-Reserve would return home if the opportunity presented itself.
- The barriers or challenges for people to return to live in Spuzzum included lack of economic and employment opportunities and housing.
- Other barriers included strong negative feelings around the perceived lack of civility and respectful relations in the

### **Communications**

Communication between Chief, Council, administrative staff and community members was identified as a key issue during project meetings, the community event, as well as through the survey.

26% of respondents indicated their preferred method for being informed about community activities was by telephone.

*Some of the strategies identified for improving communications included:*

- Create & utilize phone & email lists
- Develop protocols and rules for behavior and participation in events
- Provide opportunities for members to express frustrations and concerns (healing/talking circles, suggestion boxes, etc)

## **Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION**

- Reward and recognize members who contribute to a positive environment

### **Development**

The Spuzzum First Nation is a dynamic community undergoing significant changes and developments with a rapidly growing population.

*Some of the top strategic priorities for development in Spuzzum included:*

- Economic Development
- Utilizing natural resources
- Addressing high energy bills and energy poverty
- Employment
- Social Development & Recreation

### **Governance**

Good governance is critical to the development and future prosperity of the Spuzzum First Nation.

*Some of the top strategic priorities for governance include:*

- Creating an open, accountable, and transparent government
- Developing and implementing sound community plans and strategies

### **Culture**

Reviving the traditional language, celebrating culture, and traditional practices are all a high priority for the Spuzzum First Nation.

*Some of the top strategic priorities for culture include:*

- Increasing language proficiency in the community
- Educating children about culture and heritage
- Creating awareness of traditional practices
- Increasing knowledge of traditional foods

### **Future Capital Assets**

Ensuring the provision of services and providing for the health and well-being of Spuzzum First Nation members is dependent upon the development of critical community infrastructure.



## **Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION**

Some of these include the following:

- Upgrade Roads & Drainage
- Fire hall, truck and firefighting equipment
- Emergency shelter
- New subdivision (45 lots & homes)
- Flood protection
- Gymnasium
- Gas Station
- Soccer field/baseball diamond
- Outdoor Skating Rink

## PART 2 PROJECT OVERVIEW

### 2.1 Project Introduction

In recent years, the Spuzzum First Nation has been working diligently to develop their lands, resources and assets to improve the quality of life for their membership. This includes an addition to the reserve land base which provides the Nation with the opportunity to develop new housing. This, along with roads and drainage upgrades and a planned redevelopment of the community fire hall and equipment, has provided the Nation with significant opportunities to vastly improving living conditions on its reserve lands. This project has allowed the membership to develop a shared vision, as well as a clear and effective process for implementation that is based on their shared experiences and past successes. This plan will provide a clear set of guidelines for how to move forward building upon these successes.

#### Report Structure

This report is comprised of four parts including:

**PART 1 – Introduction & Highlights:** introduces and summarizes the report and conclusions stemming from the planning process.

**PART 2 – Project Overview:** provides a description and discussion of the project and this report, as well as a description of the process that was employed to develop the plan.

**PART 3 – Community Vision & Implementation Planning:** provides a description of the implementation planning process that was developed by Spuzzum. The process is intended to best reflect the community's needs and is modeled after their own past successes and accomplishments.

**PART 4 – Implementation Plans:** discusses how the plan it will be employed as the community moves forward on this plan. It also includes implementation plans for each priority area identified by the community.

#### Counting:

1. *bAya.*
2. *shAya*
3. *ka.lhAsh*
4. *moosh*
5. *cheeyksht*
6. *TLAK.maksht*
7. *chOOlhka*
8. *Bee.OO.bsht*
9. *demlhbAya*
10. *OObenaksht*
11. *OObenaksht alh bAya*
12. *OObenaksht alh shAya*
13. *OObenaksht alh ka.lhAsh*
14. *OObenaksht alh moosh*
15. *OObenaksht alh cheeyksht*
16. *OObenaksht alh  
TLAK.maksht*
17. *OObenaksht alh chOOlhka*
18. *OObenaksht alh  
bee.OO.bsht*
19. *OObenaksht alh  
demlhbAya.*
20. *shlh-OObenaksht*

## 2.3 Acknowledgements

The Spuzzum First Nation Comprehensive Community Plan would not have been possible without the dedication and efforts of the following individuals:

Chief James Hobart	Councilor Nita Bobb
Councilor Arline Heese	Freida Bobb
Sheri Binette	Terrie-lynn (last name?)
Former Chief Melvin Bobb	Jackie (last name?)

## 2.4 Planning Process

This section provides a detailed description of the community driven planning process undertaken to produce a 'made in' Spuzzum Comprehensive Community Plan.

The process description reflects those activities that defined the Community Vision and Strategic Priorities Plan (2010 and 2011) and the Implementation Plan (2011 and 2012).

## 2.5 Planning Process for the Vision & Strategic Priorities Plan

### Project Initiation Meeting

Held on September 17, 2010, this meeting included the following individuals:

- Melvin Bobb, Chief
- Sandra Andrew, Former Band Manager
- Nita Bobb, Councilor
- Sheri Binette, Community Planning Liaison
- Patrick Lucas, Community Planning Consultant, David Nairne + Associates Ltd.

The meeting objectives included the following:

- Introduce the project goals, objectives, next steps and project activities
- Present and discuss community planning principles and processes

## **Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION**

- Refine the project work plan and community engagement strategy
- Discuss the framework for a community vision for future development and prosperity

The meeting report is attached as Appendix A.

### **Community Planning Liaison**

Sheri Binette was hired as the Community Planning Liaison for this project. Hiring a local community member was critical for the successful implementation of the project for a number of reasons. Firstly, it allowed the project to ensure capacity building and skill development with respect to community planning. The intention is that, as the Spuzzum First Nation moves forward with future planning projects, there would be an individual with some training and experience in carrying out community consultation and planning activities. Secondly, Sheri provided a crucial link between the community membership and Chief and Council, and the community planning consultant. In this way, the Community Planning Liaison was able to coordinate community consultation activities in the most effective manner possible.

### **Youth Photography Contest**

The leadership for Spuzzum First Nation identified youth engagement as a central goal of the Vision and Community Strategic Priority Planning Project. The planning team identified a Youth Photography Contest as an effective means for educating youth in the community about the planning process and providing them with an opportunity to make a contribution. Held throughout the month of October, the Photography Contest included 7 youth. The youth were each given a disposable camera and were asked to go out into the community and photograph those elements that responded to the following questions:

- What is your favorite part of Spuzzum First Nation?
- Where do you live?
- Where do you play?
- What areas do you think need change or improvement in Spuzzum?

The photos from this contest, which adorn the title page of this report, provided a greater understanding of how the youth in the community view and understand their home.

### **Community Meeting**

A community event/workshop was held in Spuzzum on Saturday, October 31, 2010. 19 people from both on and off-reserve attended the event. The objectives of the meeting included the following:

- Introduce the comprehensive community planning process, objectives, and proposed project activities
- Develop a vision for future development for the Spuzzum First Nation
- Identify and discuss the strategic priorities and activities to make the community vision a priority

The community event led to the development of a series of strong and clearly articulated visions for future development. The Community Meeting Report is attached as Appendix B to this report.

### **Community Survey**

Following the community event, the project team undertook a community survey using the internet based software “survey monkey”. The community survey was undertaken in Spuzzum during November to January of 2010/11 with the objective of providing a fuller understanding of the needs and wishes of the community and the social, economic, and cultural development priorities of the Nation. The survey also provided a greater understanding of the barriers and challenges confronting the community as it moves forward towards developing greater economic and social prosperity and sustainability. 34 individuals responded to the survey, representing 16% of the total registered membership. The Community Survey Analysis Report is attached as Appendix C to this report.

## **2.7 Planning Process for the Implementation Planning Project**

### **Project Initiation Meeting**

A project initiation meeting was held in Spuzzum to initiate the project activities.

Attendance:

- Sandra Andrew, Former Band Manager
- Arline Heese, Councillor
- Sheri Benet, Community Planning Liaison
- Terry-Lynn
- Patrick Lucas, Community Planning Consultant, David Nairne + Associates Ltd.



## **Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION**

The objectives of the workshop included the following:

- Identified need to present results from Visioning & Strategic Plan to community
- Identified youth workshop as a priority activity

### **Youth Workshop**

A workshop for youth living in the community of Spuzzum and in the surrounding area was organized for August 22, 2011.

The objectives of the workshop included the following:

- Raise awareness and educate community youth about the ongoing planning process
- Gather input from youth on their experiences living and visiting the reserve
- Gain a greater understanding of their needs and how the Comprehensive Community Plan can be developed to support them in the future
- Develop a youth vision for future development for the Spuzzum First Nation
- Approximately 15 youth ranging in age from 7 to 16 years attended and participated in the workshop
- A description of the activities and results are included in the attached Youth Workshop Results Report

### **Community Skills Assessment Survey**

A community skills assessment survey was identified as an important tool for reaching out and engaging the community in the planning process.

The objective was to gain a greater understanding of the level of education and training among the membership, their current and future interests in economic development and employment and how these could be supported by and reflected in the Comprehensive Community Plan.

The survey was prepared by David Nairne + Associates Ltd. and was reviewed and approved by the planning team in Spuzzum. The Survey was administered by Sheri and Terry-Lynn to the membership through email, a mass mail-out, and by going house to house in the community between September and November of 2011.

The survey was completed by 58 Spuzzum Nation members – approximately 26% of the total membership. The results have been compiled and can be prepared as summary report to share with the community.

**Project Progress Meeting – February 3, 2012**

In late 2011, the Spuzzum First Nation underwent an election which resulted in the election of a new Chief Councillor, James Hobart. This led to a project review meeting to familiarize the new council with the project, completed and ongoing activities. The new Chief and Council highlighted the need to undertake more community engagement activities including elders, as well as additional implementation planning. The outcome of this meeting was the development of a refined work plan to guide the final stages of the project. Should we talk about Freida Bobb being hired? And her cultural research?

**Community Planning Workshop 1 – March 2, 2012**

The project team held a community planning workshop in the community at the health centre to provide the Chief, Council, and administrative staff the opportunity to review the economic development priorities of the community and to initiate the implementation planning process. (The workshop report is included as Appendix X to this report.)

**Community Planning Workshop 2 – March 27, 2012**

The project team held a community planning workshop at the health centre in Spuzzum attended by Chief, Council, administrative staff as well as community representatives. The objective of the meeting was to identify and discuss the elements of successful projects and initiatives that have taken place in the community in the past and integrate them into the community's overall implementation planning processes. (The workshop report is included as Appendix X to this report.)

**Elder's Workshop – April 7, 2012**

The project team held a workshop specifically for elders in the community to solicit their feedback and input into the project and their needs and priorities. (The workshop report is included as Appendix X to this report.)

**Community Planning Workshop 3 – May 7, 2012**

The project team held a final community planning workshop. The workshop focused on implementation planning for the final comprehensive community development plan.

## The Five Seasons

Nlha.kapmhh people lived by the different moon. The moons were grouped in five seasons. Our people were aware of this. Different areas were visited with right timing

### **sh.EEshdk (winter)**

Starts with the first snow that stays on the ground and lasting until it disappears from the valleys. Our people hunted in large groups and they went trapping. Fish were speared through the ice. Buckskin clothing was made, also Cedar root basket. Tools were repaired.

### **nwuhoo-yt (spring)**

Starts with the Chinook winds, and disappearance of snow. If very little food was put away during summer and autumn months, the people went hungry. When the weather improves the spring's plants begin to sprout.

### **demlheek (summer)**

Starts with people going on short hunts. Usually the foods that were stored for winter are used up. Our people picked berries and gathered vegetable plants. They also plant materials that they used for household items. They start to fish for salmon brook and river trout.

### **Early autumn:**

Starts with people drying fish and preparing fish oil for the winter month. Gathering cedar roots for making baskets and preparing sinew for hunting, trapping, and making snaring materials.

### **Late autumn:**

Starts with men hunting large game and woman digging roots. Men go trapping. Buckskins are prepared for clothing, also fur from fur-bearing animals were prepared. Meat was cut in strips to be smoked and dried. Pemmican was made from dried Saskatoon's, mixed with meat and fat. Our people could judge the different times of the year by the shadows cast by the sun on certain trees or other marks on the mountains



## PART 3 COMMUNITY VISION & IMPLEMENTATION PLANNING

This section identifies and discusses the community's vision and strategic priorities for planning and development.

### 3.1 Community Vision

The following vision statements were developed by the Chief and Council, administrative staff, and community members through the community engagement activities. The vision statements provide a broad and inspirational image of the future that the Spuzzum First Nation is aiming to achieve.

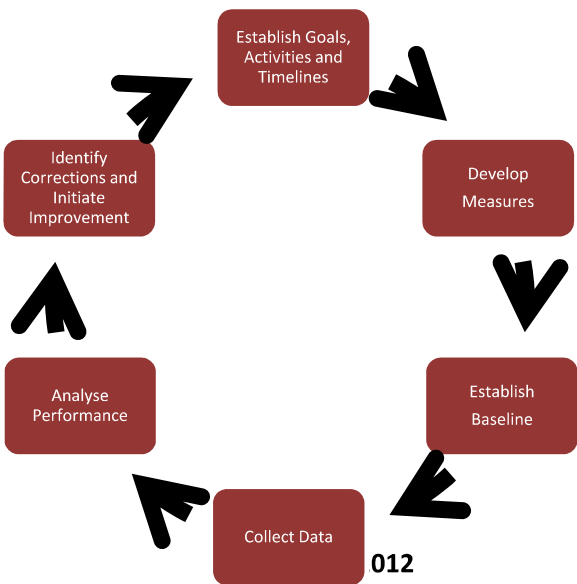
shQUAQUash	sun
mAahhhadn	moon
nquaquOosh-n	stars
nwuhoo-yt	spring
demlheek	summer
lhewA-ysht	fall
sh.EEshdk	winter

The goal was to create a vision statement for each theme area that has been identified through the Comprehensive Community Planning process. The theme areas include the following:

- Attracting & Retaining Community Members Home
- Communications
- Development Priorities
- Governance
- Culture
- Capital Assets & Infrastructure

Each theme area includes a Vision statement which provides inspirational guidance along with a list of strategic priorities that have been identified by the Spuzzum First Nation as critical towards making their visions a reality.

### 3.1 Implementation Planning



The Comprehensive Community Plan is supported by a number of broad goals and specific program goals. Meeting the goals will require coordinated effort from the Chief and Council, committees, departmental managers, staff, and the community. Each section of the CCP includes an implementation plan with priority levels identified by the community.

Implementation plans build on the work completed for the CCP. They are created to strike a balance between what is desired (the vision, strategies and intended results) and what is realistic to achieve with the available resources.

### 3.3 Elements of an Implementation Plan

Each implementation plan includes Vision Statements in addition to a list of initiatives and programs that have been identified by Spuzzum.

*Each Spuzzum Implementation Plan includes the following elements:*

1. **Vision Statement:** the vision statements provide a broad and inspirational image of the future that the Spuzzum First Nation is aiming to achieve. As part of the Vision, Spuzzum identified the following sub-elements:
  - **Goals:** the intended purpose of the implementation plan
  - **Objectives:** the intended outcomes of the implementation plan
2. **Foundation:** the necessary components required to initiate or implement the plan. These can include, but may not be limited to, the following:
  - **Existing plans & studies:** information that the community has or requires to inform the planning process
  - **Human resources:** the presence of people in the community with the skills and abilities to carry out the project
  - **Education & Training:** the needs and opportunities of community members in order to successfully pursue and realize their employment and career potential
  - **Capacity:** the ability of the leadership, staff, and membership to initiate and implement the plan
  - **Financing & Funding:** the existence and access to proper funding and financing to support the plan
3. **Driving Force:** throughout the planning process, the planning team and participants explored and discussed what made projects or initiatives in Spuzzum successful or unsuccessful. The process unveiled the following elements:
  - **Champions:** individuals or groups of individuals in the community who were committed to the project and ensured the project continued to move forward
  - **Community Ownership:** successful projects are typically ones that are recognized and supported by the entire community. Projects that are viewed as being proposed or initiated by individuals without community support would most likely not gain any traction and will often fall apart. Building community ownership required soliciting feedback

wEEkna a shQUAQUash  
I see the sun.

wEEktwuh-n lh shQUAQUash  
Do you see the sun?

## Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

and input into the project and consistent communication and engagement in order to maintain it.

- **Clearly Identified Need:** the successful projects that Spuzzum has undertaken all had met a clearly defined need which aided in implementation.. These ties directly to the need to have a clear vision.

**4. Action Steps:** the immediate tasks or actions that can be taken to make the Nation's vision a reality. Each action step is assigned a priority ranking that reflects the timeframe in which they should be pursued or implemented by Council and administration. These priority rankings, developed through extensive consultation with Spuzzum members, include:

- **Urgent-** an issue, initiative, or program that should be addressed or pursued within the next 12 to 24 months
- **High-**an issue, initiative, or program that should be addressed or pursued within the next 2 to 5 years
- **Moderate-** an issue, initiative, or program that should be addressed or pursued within the next 5 to 10 years

**5. Evaluation & Monitoring:** evaluation and monitoring is a critical part of plan implementation. Evaluation and monitoring annually will allow Spuzzum to:

- Prioritize goals each year
- Set specific performance measures and performance targets
- Analyze progress towards meeting targets
- Reconsider goals and timing in light of progress
- Involve the community in evaluating success
- Communicate success and challenges to the community as well as plans for the upcoming year

For each implementation plan, clear targets and direction for measuring and evaluating success should be established with clear timelines for assessment.

This approach provides a continual loop of planning, implementation and evaluation which includes all stakeholders and involves the community in proactively planning community services as well as evaluating how community services are meeting our needs from the community perspective. This approach further enhances accountability both to the community and to funding agencies and is more response to community needs.

yee.A a-n nQUantnsh a mAahhahdn  
The moon looks really good

ch. Ash tA.a a lhewA-ysht  
Fall is coming



## PART 4 IMPLEMENTATION PLANS

### 4.1 Attracting and Retaining Community Members at Home in Spuzzum

A consistent theme throughout was a strong desire for Spuzzum to be a place where members could return home; that Spuzzum communities can function as centres and focal points for the people's culture and identity, as well as a safe and reliable place to call home with housing, jobs, and services for all.

#### **Our Vision:**

*A community where our members can feel welcome, safe, access quality services, and reconnect with their culture and heritage*

#### **Goals & Objectives:**

- Create an open and welcoming community
- Enhance community safety
- Create awareness about Spuzzum
- Provide housing opportunities for returning members
- Create economic and employment opportunities in or near the community
- Provide services in the community with a focus on elders and youth

#### **Foundation: A clearly identified desire to return home**

Through the Community Vision and Strategic Planning Project, Spuzzum firmly established that there is a strong desire by both on-reserve and off-reserve members to attract and retain members to live and work in the community. Understanding the needs of both those currently living on-reserve and those living off-reserve is required if the Nation is to adequately serve our membership, retain talent and capacity in the community, serve the needs of our vulnerable members such as elders, as well as create a future prosperity and development for our youth.

According to the survey that was conducted during the Strategic Planning Project, 60% of members living off-reserve indicated they would return to the community if given the opportunity. This clearly identifies that there is a need among the membership to return home.

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The most significant barriers for returning home included the lack of employment and economic development opportunities, services and programming, as well as negative perceptions of community politics.

### **Driving Force: a strong desire to be with friends and family and connect with Spuzzum culture & heritage.**

82% of off-reserve members indicated they often visit the community to see family and friends, followed by business and recreation. 70% of off-reserve members indicated they would move back to the community to be with friends and families as well as reconnect with their cultural heritage.

This desire among the membership will continue to provide the driving force for leadership, staff and community members to move forward to implement project and initiatives to make this vision a reality.

Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"><li>Community clean ups</li></ul>	Immediate	<ul style="list-style-type: none"><li>Reduced garbage &amp; litter in the community</li><li>Photograph community to establish baseline &amp; present before &amp; after pictures</li></ul>
<ul style="list-style-type: none"><li>Host more community events with a cultural focus</li></ul>	Medium-term	<ul style="list-style-type: none"><li>More community events</li><li>Document attendance volume &amp; solicit feedback on events via questionnaires &amp; comments boxes</li></ul>
<ul style="list-style-type: none"><li>Provide opportunities for children to learn about culture &amp; heritage</li></ul>	Long-term	<ul style="list-style-type: none"><li>Provide at least two youth oriented cultural events each year – one in summer, one in winter</li><li>Document number of children &amp; collect feedback</li></ul>
<ul style="list-style-type: none"><li>Community policing &amp; emergency plans</li></ul>	Short-term	<ul style="list-style-type: none"><li>Prepare community policing and emergency plans</li><li>Provide at least one annual training workshop</li><li>Document attendance &amp; understanding</li><li>Initiate documentation and evaluation of incidences in community &amp; reports on evaluation &amp; recommendations for future response</li></ul>
<ul style="list-style-type: none"><li>Hold community open houses to share information on community activities</li></ul>	Immediate	<ul style="list-style-type: none"><li>Hold at least one to two open houses annually</li><li>Document attendance and solicit feedback</li></ul>
<ul style="list-style-type: none"><li>Post information to all members about economic and job opportunities</li></ul>	Medium-term	<ul style="list-style-type: none"><li>Establish at least one billboard for posting information, possibly second in appropriate locations</li></ul>

## Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

		<ul style="list-style-type: none"> <li>○ Provide prizes and awards to members who read the board to encourage regular visits and attention</li> </ul>
<ul style="list-style-type: none"> <li>• Ensure housing opportunities are distributed fairly and in a transparent manner</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>○ Develop housing waiting list and ensure application of guidelines and policies</li> <li>○ Document changes in housing among membership and solicit and encourage feedback through anonymous questionnaires and suggestion box</li> <li>○ Educate members about housing processes and guidelines</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and implement community code of conduct</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>○ Continue to implement meeting protocols and means of conduct among membership for meetings and events</li> </ul>

<i>Wild Foods</i>	
<i>TSaITSAIa</i>	huckleberry
<i>shchaqum</i>	Saskatoon berry
<i>shQUaQUee-yAp</i>	strawberry
<i>shwuhOOshem</i>	soapberry
<i>sh.A-yachqu</i>	raspberry



## 4.2 Communications

Communications between Chief, Council, administrative staff and community members was identified as a key issue during project meetings, the community event, as well as through the survey.

### **Our Vision:**

*To create an open and transparent community where all voices are respected and heard*

### **Goals & Objectives:**

- Enhance civil discourse in the community
- Develop trust & respect between leadership, staff and membership
- Heighten awareness about community events & activities
- Develop & implement communication strategy
- Heighten visibility of Chief & Council in the community

### **Foundation: a clear need for better, more effective communications**

Throughout the planning process, the leadership, staff and members of Spuzzum articulated a need for more civility and better communication. With a clearly identified need, Spuzzum has begun to develop protocols and guidelines for better communication. As a first step, the community developed the following protocol which is to be read out at the start of all community meetings.

#### ***Spuzzum First Nation Code of Conduct Protocol***

This meeting is here for you to have the chance to hear what is happening in your community and have Chief and Council be accountable to you as your leaders. It is also here for you to ask questions and have your concerns addressed at the appropriate time. Some find it helpful to keep a pen and paper close by to write questions down to avoid interruption of the speaker.

*To help the meeting go smoothly, we ask that you do not interrupt, challenge or question the speaker until they are finished.*

*We will not tolerate loud outbursts, disrespect and especially no bullying or negative physical contact. In the event of an altercation, all parties involved will be*

*hAchoo nash QU-yA-wim tek TSaITSAla*  
Let's go (just two) pick some huckleberries

*hAchooza na-yeet QUee-yA-wim tek TSaITSAla*  
Let's go (a bunch) pick some huckleberries

## Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

*na.A awsh choowOO a TSaTSAa*  
Huckleberries grow there

*hAchooza nash wuhee.im tek TSaTSAa*  
Let's go looking for some huckleberries

*asked to cool off outside until they can resume the meeting in an orderly respectful manner.*

*Parents need to be mindful of children and help minimize disruption. Members please realize there may be children attending and small disruptions may happen.*

*Please keep in mind, what you hear at these meetings may be confidential and to conduct your behavior accordingly.*

### **Driving Force: a strong desire for more effective communications and civility among the membership**

Throughout the community planning process, the leaders, staff, as well as the membership all expressed a strong need and desire for better communications and more civility and solidarity. Spuzzum recognizes that the community cannot function and make decisions or undertake actions to create a healthy and prosperous community if the community cannot communicate in a respectful manner. The driving force for better communications is leadership who will take responsibility for providing good role models, staff who will provide professional services to the community and the membership who will be responsible for creating a consistent environment of mutual respect and civility.

Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> <li>Develop protocols and rules for behavior and participation in events</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>Heightened awareness and familiarity with protocols and rules among membership</li> <li>Increased civility among membership at community meetings &amp; events</li> <li>Enhanced willingness of membership to participate in meeting and articulate opinions and provide input</li> </ul>
<ul style="list-style-type: none"> <li>Reward and recognize members who contribute to a positive environment</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Increase in positive role models among the membership</li> </ul>
<ul style="list-style-type: none"> <li>Develop community newsletter</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>Newsletter template developed &amp; distributed throughout the community on a consistent basis</li> <li>Increased interest in the newsletter among membership</li> <li>Create contests and give-aways to encourage membership to visit and read materials</li> </ul>
<ul style="list-style-type: none"> <li>Develop community website/blog</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>Completed community blog with regular contributions from leadership, staff and membership</li> <li>Consistent recording of usage and traffic on the</li> </ul>

## Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

		<p>site</p> <ul style="list-style-type: none"> <li>○ Create contests and give-aways to encourage membership to visit and read materials</li> </ul>
<ul style="list-style-type: none"> <li>• Develop community bulletin board(s)</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Completed bulletin board with regular posts</li> <li>○ Increased awareness and interest in posts and community information</li> <li>○ Create contests and give-aways to encourage membership to visit and read materials</li> </ul>
<ul style="list-style-type: none"> <li>• Provide incentives and rewards to members who become involved in the community</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>○ Increased interest and participation among the community membership in community events and activities</li> <li>○ Create contests and give-aways to encourage membership to visit and read materials</li> <li>○ Participation by “both sides” of the TransCanada Highway</li> </ul>
<ul style="list-style-type: none"> <li>• Create opportunities for elders to provide knowledge and wisdom regarding traditional practices</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Increased interest and pride among the membership in participating in and utilizing traditional practices</li> <li>○ Document members learning experiences and growing knowledge</li> <li>○ Celebrate elders and members who enhance their knowledge and skills</li> </ul>
<ul style="list-style-type: none"> <li>• Provide opportunities for members to express frustrations and concerns (healing/talking circles, suggestion boxes, etc)</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>○ Increased activities and opportunities for members to express frustrations &amp; concerns</li> <li>○ Increased confidence among community in ability to express feelings and opinions</li> </ul>
<ul style="list-style-type: none"> <li>• Create &amp; utilize phone &amp; email lists</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>○ Enhanced communications among membership using various methods of communication</li> <li>○ Increased attendance at community events and meetings</li> <li>○ Increased response to communications</li> <li>○ Document nature and rate of responses to various forms of communication</li> <li>○ Provide incentives for responses and participation</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage Chief &amp; Council to make house visits and spend time with membership</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>○ Increased visibility of Chief and Council in the community</li> <li>○ Enhanced confidence among membership in leadership</li> </ul>



### 4.3 Development Priorities

The Spuzzum First Nation is a dynamic community undergoing significant change and developments with a rapidly growing population. Understanding the current needs and wishes of its members is critical for developing a community plan that is effective and practical.

The Vision & Strategic Planning Project revealed a broad diversity of development needs for the Spuzzum First Nation.

**Our Vision:**

*To develop a sustainable economy that provides revenues for our Nation and jobs for all members;*

*To create a community with high quality infrastructure and services that ensures the highest quality of life for our members possible;*

*To provide high quality and sustainable housing for all members;*

*To create a community where Spuzzum members can return home and feel a sense of pride and belong; and,*

*To provide opportunities for recreation and active healthy living for our membership with a focus on youth and elders*

**Goals & Objectives:**

**Economic  
Development**

- Enhance capacity for business & entrepreneurship
- Develop a Community Tourism Development Plan
- Develop facilities and services to serve the tourism industry
- Develop opportunities for traditional arts & crafts

**Energy**

- Explore options for developing clean energy
- Encourage energy conservation and reduce consumption in the community lower energy bills

*nchEE.a a wEEkim kn ta TSaITSAIa*  
I saw some huckleberries there

*wuhee.kt pA-yim tek TSaITSAIa*  
We're going to dry some  
huckleberries

**Natural Resources**

- Explore opportunities for utilizing existing forestry licenses
- Pursue partnerships & new markets for forestry and non-timber forest products
- Explore options for developing agricultural resources & community gardens

**Employment**

- Members have the training & education to pursue & attain meaningful and sustainable employment
- Employment opportunities near or in the community
- Year around employment opportunities

**Social Development & Health**

- Encourage healthy, active lifestyles
- Provide services for all members with a focus on youth and elders

**Housing**

- Provide housing for all
- Create a transparent and equitable housing program

**Foundation: a growing and vibrant community and clearly identified infrastructure and development requirements**

The Spuzzum Comprehensive Community Plan has clearly identified the growing population of Spuzzum and the infrastructure and programming needs of the community. There is a need to continue researching and understanding some of these needs in greater detail including the following:

**Recreation Assessment** to understand the recreation desires and needs of the community and the infrastructure and programming requirements to support them

**Clean Energy Assessment** to understand the potential for the community to develop new sources of alternative and environmentally friendly energy

*shTSwan* dried salmon  
*Kahh tek shchagum* dried Saskatoon  
*Kahh tek shmeeych* dried meat  
*Ke-mAshayQU* cotton-wood mushrooms  
*Ke-mAsh pine mushrooms*

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**Market Assessment** to better understand economic opportunities available, particularly with regards to commercial developments and tourism

### Driving Force: a strong desire to create a better future for Spuzzum

*wuhee. Kn kahh lh TSee.*

I'm going to dry meat

*hAchoo nayeet Ke-mAshm*

Let's go gather pine mushrooms

The Spuzzum First Nation, the leaders, staff, as well as community members, have a clear vision of the future they desire for their children. This vision will be the driving force to keep the community moving forward. The Chief and Council will be responsible for ensuring the focus remains on this vision and that the staff and members have the opportunities and resources necessary to make the vision a reality. Staff are responsible for providing the services and programming the membership requires to realize their potential, and the membership are responsible for making positive contributions to the community.

Economic Development		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> <li>Provide capacity building &amp; training opportunities</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Members have capacity &amp; training to pursue economic development opportunities</li> <li>Document members who pursue education and training and their successes in attaining employment</li> </ul>
<ul style="list-style-type: none"> <li>Provide small business planning &amp; support</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Increased number of members have capacity and skills to plan and operate small businesses</li> <li>Document # of small businesses in community and success rates</li> </ul>
<ul style="list-style-type: none"> <li>Assist members in accessing capital &amp; financing support</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Members have the financing and capital necessary to initiate or expand businesses</li> <li>Document capital and financing support, launch and growth rate and success stories</li> </ul>
<ul style="list-style-type: none"> <li>Research funding &amp; grant opportunities</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>Increased information available regarding funding and grant opportunities</li> </ul>
<ul style="list-style-type: none"> <li>Undertake market assessment of local economic opportunities, including tourism &amp; traditional arts and crafts</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Enhanced knowledge of local market and economic opportunities</li> </ul>
<ul style="list-style-type: none"> <li>Approach Aboriginal Business Development for support</li> </ul>	Medium-	<ul style="list-style-type: none"> <li>Increased support from Aboriginal business and financial agencies for small businesses</li> </ul>



## Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

	term	<ul style="list-style-type: none"> <li>Document support and success stories</li> </ul>
<ul style="list-style-type: none"> <li>Support new business initiatives by Band members, including the following opportunities:               <ul style="list-style-type: none"> <li>Gas station</li> <li>Kiosk or store for traditional crafts and arts</li> <li>Greenhouse for local food production</li> <li>Bed &amp; Breakfast</li> <li>Campground/RV campground</li> <li>Tourism operation for aboriginal culture experiences</li> </ul> </li> </ul>		<ul style="list-style-type: none"> <li>Undertake feasibility studies for each business</li> <li>Prepare business plans for each venture that is feasible</li> <li>Approach financial agencies for funding and support</li> </ul>

Energy		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> <li>Undertake baseline energy profile of community</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Develop a profile of energy consumption and use within the community</li> <li>Enhanced awareness and understanding of energy consumption among households in the community</li> <li>Undertake survey in the community to determine understanding before and after the project</li> </ul>
<ul style="list-style-type: none"> <li>Develop Community Energy Plan</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>Develop a community energy plan that will guide energy use, conservation and development for Spuzzum</li> </ul>
<ul style="list-style-type: none"> <li>Improve energy efficiency of homes &amp; buildings</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Install smart kits and energy efficiency measures in homes and buildings throughout the community</li> <li>Reduce energy costs and bills</li> <li>Document energy costs before and during the project</li> </ul>
<ul style="list-style-type: none"> <li>Pursue funding for solar hot water heaters in homes &amp; community buildings</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>Install Solar hot water panels on homes and buildings</li> <li>Further reductions in energy costs in the community</li> </ul>
<ul style="list-style-type: none"> <li>Pursue funding for geothermal and district energy systems</li> </ul>	Long term	<ul style="list-style-type: none"> <li>Install geothermal and district energy systems in any new developments within the community (new subdivision)</li> </ul>

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<ul style="list-style-type: none"> <li>• Conduct resource assessment of potential clean energy resources</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Community has a clear profile of clean energy sources and viable opportunities for development</li> </ul>
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Natural Resources		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> <li>• Assess opportunities for natural resource development</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Firmly establish opportunities for forestry or minerals within the traditional territories</li> <li>○ Develop partnerships with local forestry or extraction firms</li> <li>○ Develop a Nation owned forestry operation</li> <li>○ Develop a saw mill on reserve land</li> </ul>

Employment		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> <li>• Develop education, training &amp; employment strategies</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>○ Community has a clear strategy and plans for fostering education, training and employment in the community</li> <li>○ Increased number of members receive education and training</li> <li>○ Document number of members who receive education and training and their successes and accomplishments in their employment and career development</li> </ul>
<ul style="list-style-type: none"> <li>• Develop a training &amp; education resource centre with counselor</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>○ Community has a resource centre and personnel available to provide assistance</li> </ul>

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<b>Social Development &amp; Health</b>		
<b>Action Steps</b>	<b>Priority Ranking</b>	<b>Targets</b>
<ul style="list-style-type: none"> <li>Recreational needs assessment &amp; feasibility study</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>Develop a profile of the recreational needs and current activities undertaken by the membership</li> <li>Document changes or increases in participation over time</li> </ul>
<ul style="list-style-type: none"> <li>Pursue funding for recreational facilities</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Secure funding for recreational facilities</li> <li>Document development of facilities over existing baseline</li> </ul>
<ul style="list-style-type: none"> <li>Host cultural and sporting events with a focus on outdoor activities</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>Host 1 to 2 activities each year in both winter and summer</li> <li>Increase number of members participating in recreational activities</li> <li>Document attendance and participation</li> </ul>
<ul style="list-style-type: none"> <li>Continue to provide drugs and alcohol counseling</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Continue to heighten awareness in community regarding drug and alcohol use</li> <li>Decrease drug and alcohol issues on the community</li> <li>Document issues and incidences where appropriate with a focus on maintaining privacy</li> </ul>
<ul style="list-style-type: none"> <li>Hold daily or weekly recreational or exercise activities</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>Daily walks for elders in the community</li> </ul>

<b>Housing</b>		
<b>Action Steps</b>	<b>Priority Ranking</b>	<b>Targets</b>
<ul style="list-style-type: none"> <li>Develop housing strategy</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Develop clear housing strategy for reducing overcrowding and providing housing for all members</li> </ul>
<ul style="list-style-type: none"> <li>Develop &amp; implement housing waiting list policies &amp; guidelines</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Clarify and disseminate rules and policies regarding housing waiting lists throughout the community</li> <li>Enhance awareness among membership</li> </ul>
<ul style="list-style-type: none"> <li>Pursue funding for new housing</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Secure new funding for housing</li> </ul>

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<ul style="list-style-type: none"> <li>Pursue development of new subdivision</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Develop new subdivision</li> </ul>
<ul style="list-style-type: none"> <li>Pursue funding for housing renovations &amp; repairs</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Secure funding for renovations and repairs</li> </ul>
<ul style="list-style-type: none"> <li>Provide education to home owners on proper care and maintenance</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>Heightened awareness regarding proper care and maintenance</li> <li>Reduced incidences and demand for major repairs and maintenance</li> <li>Document all repairs and maintenance for annual comparative analysis</li> </ul>

### 4.4 Governance

Good governance is critical to the development and future prosperity of the Spuzzum First Nation. The community identified a clear vision for how their Nation should function.

#### Our Vision:

*An open, transparent, and competent band administration with Chief and Council that is accessible and visible in the community;*

*Open opportunities for the entire community;*

*Unity and solidarity among the membership for future generations;*

*A government that is founded on and based upon the traditional values and teachings of the Spuzzum people; and*

*A Nation that has strong and healthy relationship with our neighbours and fellow Nlaka'pamux Nation Tribal Council communities*

#### Goals & Objectives:

*nA.a. awsh choowoo a Ke-mAshayQU*  
Cottonwood mushrooms grow there

*hAchoo nash wuhee.m tek ke-mAshayQU*  
Let's go looking for some cottonwood mushrooms

#### Open & transparent government

- Create an open and welcome atmosphere in the band office
- Develop & enforce behavior protocols for both members & staff
- Develop & implement communications strategy
- Ensure membership are aware of Band activities
- Ensure transparency & accountability in



decision making processes

- Ensure membership is consulted and engaged in decision making processes
- Ensure elections are understood & viewed as legitimate
- Opportunities open to all members

***Sound  
community  
planning***

- Ensure community plans reflect membership needs and aspiration
- Planning projects are implemented in a timely and effective manner
- Initiatives have clear goals and objectives & criteria for measuring success
- Ensure open and transparent planning processes

**Foundation: clearly identified need for improved and strengthened governance structures**

Recent experiences have highlighted the need for Spuzzum to improve their governance structures and policies, particularly regarding financial accountability and elections. Spuzzum has initiated this process reviewing and drafting a new election code as well as financial accountability protocols and guidelines.

**Driving Force: a strong desire for effective and accountable governance**

The Spuzzum First Nation has a strong desire and recognizes the need for good governance that is fully accountable and open to the membership. The driving force for this vision will be leadership taking responsibility to create good policies and governmental structures and ensure they are implemented and followed. Staff will play an integral role by ensuring policies are implemented in a consistent, transparent and equitable manner, and members will need to follow policies and provide constructive feedback.

**Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION**

<b>Open &amp; Transparent Government</b>		
<b>Action Steps</b>	<b>Priority Ranking</b>	<b>Targets</b>
<ul style="list-style-type: none"> <li>• Provide training &amp; capacity building in personal relations &amp; communications among staff</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Enhanced capacity among leadership and staff for personal relations and communications</li> <li>○ Increased civility between leadership, staff and membership</li> </ul>
<ul style="list-style-type: none"> <li>• Develop and enforce behavior protocols for both members and staff</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>○ Protocols implemented and used on a consistent bases at community events and meetings</li> </ul>
<ul style="list-style-type: none"> <li>• Develop &amp; implement communications strategy</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>○ Enhanced communication between leadership, staff and membership</li> </ul>
<ul style="list-style-type: none"> <li>• Develop &amp; implement community consultation policies &amp; strategies</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>○ Leadership, staff, and membership have understanding of how consultations will be undertaken and when</li> <li>○ Documentation of practices undertaken on a regular basis</li> </ul>
<ul style="list-style-type: none"> <li>• Host Band Office Open House and community events</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>○ Host one open house each year</li> <li>○ Increased attendance and participation by membership</li> <li>○ Document and compare attendance and participation</li> </ul>
<ul style="list-style-type: none"> <li>• Post specific times and places for Chief &amp; Council to be accessible to membership</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>○ Increased accessibility of leadership to membership</li> <li>○ Increased interactions and civility between leadership and membership</li> <li>○ Document open office hours, attendance and outcomes</li> </ul>
<ul style="list-style-type: none"> <li>• Explore opportunities for developing a custom election code</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Election code is completed and ratified by membership</li> <li>○ Elections proceed in orderly and straightforward fashion</li> <li>○ Increased voter turnout and participation in elections by membership</li> <li>○ Document voter turnout in each election</li> </ul>

## Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

<ul style="list-style-type: none"> <li>Develop &amp; implement policies &amp; protocols for ensuring transparency &amp; openness for employment opportunities in the community</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Policies and protocols for financial accountability and human resources management are developed and implemented</li> </ul>
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Sound Community Planning		
Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> <li>Ensure community plans include processes and criteria for evaluating &amp; monitoring progress</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Report to community on progress of implementation of the comprehensive community plan</li> </ul>
<ul style="list-style-type: none"> <li>Ensure plans have strategies &amp; timelines for reporting back to the community on progress and results</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Set timelines for reporting to community, preferably at AGM or community open house</li> </ul>
<ul style="list-style-type: none"> <li>Develop &amp; implement community consultation policies &amp; processes</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>Community consultations occur on an ongoing basis</li> <li>Increased participation by membership</li> </ul>

## 4.5 Culture

Reviving the traditional language, celebrating culture, and traditional practices were all seen as a high priority in the community, especially in regards to documenting knowledge of the elders and passing wisdom on to younger generations. Other traditional practices that were identified for revitalization included dancing, singing and drum-making.

Our Vision
<p><i>The Spuzzum First Nation will have a strong sense of pride and identity based on a deep knowledge and understanding of our culture &amp; Heritage</i></p> <p><i>Our children and community members will know and live their language and culture everyday</i></p>

### Goals & Objectives:

- Increase level of language proficiency in the community
- Incorporate use of language in community meetings and operations

## Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

*wEEkim kn ta Ke-mAshm*

I saw some pine mushrooms

*wuhee.kt pA-yim tek shchaqum*

We're going to dry some Saskatoon's

- Spuzzum members, particularly children know their language, history and culture
- Spuzzum members, particularly children have the skills and capacity to practice traditional crafts and activities
- Elders have the opportunity to pass on their knowledge and skills to younger generations
- Create awareness of traditional practices
- Create pride & identify among the Spuzzum membership of our traditional culture and heritage

### **Foundation: a vibrant and strong culture in the community with a significant number of practicing members**

One of Spuzzum's greatest strengths is that the membership has retained a strong sense of identity and culture. There are a significant number of members who possess well refined and highly capable skills and knowledge of cultural practices, arts, and crafts. This will provide a strong foundation upon which the Nation can continue to develop a new generation of members practicing their arts and culture.

### **Driving Force: a strong desire among the membership to protect, preserve and enhance Spuzzum culture**

The desire to reconnect with and utilize traditional arts, crafts and practices is prevalent among the entire membership of the Spuzzum First Nation. This will provide the driving force to move forward and initiate the cultural implementation plans. It will be the responsibility of all members to foster an environment in the community that recognizes and celebrates individual and group achievements in traditional arts and crafts, and to utilize and respect traditional practices within their daily lives.

Action Steps	Priority Ranking	Targets
<ul style="list-style-type: none"> <li>• Continue to hold and encourage participation in language classes and training</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>○ Increase number of members with higher levels of proficiency in traditional language</li> <li>○ Document number of members and their levels of proficiency</li> </ul>
<ul style="list-style-type: none"> <li>• Document language and create dictionary and educational materials</li> </ul>	Long-term	<ul style="list-style-type: none"> <li>○ Community has documentation of traditional language available for all members</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage use of language at the start of meetings through introductions &amp; prayers</li> </ul>	Immediate	<ul style="list-style-type: none"> <li>○ Provide opportunities and encourage members to utilize their language at community events</li> <li>○ Document &amp; celebrate accomplishments of members in learning their traditional language</li> </ul>



## Spuzzum Comprehensive Community Plan – DRAFT FOR DISCUSSION

<ul style="list-style-type: none"> <li>• Incorporate written language in band documents &amp; publications</li> </ul>	Short-term	<ul style="list-style-type: none"> <li>○ Traditional language becomes more visible with higher levels of use</li> </ul>
<ul style="list-style-type: none"> <li>• Encourage families to celebrate and foster use of traditional language at home</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Provide families with materials for use at home</li> <li>○ Families utilize traditional language on a common day to day basis</li> </ul>
<ul style="list-style-type: none"> <li>• Provide opportunities for children to interact and learn language from elders</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Hold events and community meetings where children interact with and learn language from elders</li> </ul>
<ul style="list-style-type: none"> <li>• Document traditional practices and knowledge in the community</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Community has documentation of traditional practices</li> </ul>
<ul style="list-style-type: none"> <li>• Promote and celebrate individuals in the community with skills in traditional practices and arts</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Community can readily identify members with skills in traditional practices and arts</li> </ul>
<ul style="list-style-type: none"> <li>• Hold community arts fairs and forums</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Community has the opportunity to come together and share art and traditional crafts</li> </ul>
<ul style="list-style-type: none"> <li>• Organize classes and learning opportunities, particularly for youth</li> </ul>	Medium-term	<ul style="list-style-type: none"> <li>○ Community has opportunities to learn traditional arts and crafts</li> </ul>

## 4.6 Capital Assets & Infrastructure

Ensuring the provision of services and providing for the health and well-being of Spuzzum First Nation members is dependent upon the development of critical community infrastructure. Through the planning process, the Spuzzum First Nation has identified the following infrastructure projects along with their level of priority.

*meshtAhhchima tan shTSwan*  
Try my dried salmon

*wuhee. nAshna an shkeeyAydn wa nTSwantn*  
I'm going to carry my fish to the cellar

*QUOOyemna nooqu a shTSwan*  
I'm hungry for some dried salmon

### Our Vision

*The Spuzzum First Nation has the infrastructure and facilities necessary to provide for the needs of our membership and ensure their health, well-being and high quality of life*

*Our infrastructure is designed for the future and in an economically, financially, socially, and environmentally sustainable manner*

### Goals & Objectives:

- Upgrade our roads & drainage to protect our lands and infrastructure assets from flooding and land slides
- Secure adequate fire and emergency facilities and equipment in the community for disaster response and to protect lives and assets
- Develop recreational facilities to meet our community's needs

Capital Assets & Infrastructure	
Infrastructure	Priority Ranking
Upgrade Roads & Drainage	Immediate
Bridge repairs	Short-term
Fire hall, truck and firefighting equipment	Immediate
Emergency shelter	Short-term
New Subdivision (45 lots & homes)	Medium -term
Flood protection	Immediate
Gymnasium	Medium-term
Gas Station	Medium-term
Soccer field/baseball diamond	Long-term
Outdoor Skating Rink	Low Priority



# APPENDIX 8

## SPUZZUM FIRST NATION 2014-2018 ECDEV STRATEGY



# **SPUZZUM FIRST NATION**

## **ECONOMIC DEVELOPMENT STRATEGY**

# **2014 - 2018**



**By Transformation: Social And Economic Development**

*'Uniting business and culture'*

[www.transformationinternational.ca](http://www.transformationinternational.ca)



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## 1.0 INTRODUCTION

In February 2014, Spuzzum initiated a Community Economic Development Strategic Planning project and contracted Transformation to design and deliver an economic development strategic engagement process to develop the long-term vision and objectives for business development.

The main task of this project is to begin formulating an initial outline that prioritizes outcomes and organizational needs from the community perspective. The purpose of this project is to draft a strategic Economic Development Plan for the Spuzzum economy by engaging the community in dialogue and to highlight the core cultural values of the Nation.

This document is intended to be a usable document, to be filled in, adjusted and updated to track actions and progress. The usability of this document is intended for management and council usage as a working document. A one-page summary of the strategy will also accompany the plan.

## 2.0 PROJECT PROCESS

Spuzzum Staff, Management and Council all had an opportunity to do an interview or survey to answer the core questions:

- a) **Describe the vision and mission of Spuzzum Economic Development?** – To create revenue, jobs and economic stability. Build business environment and increase business skills and training.
- b) **Where do you see Spuzzum going in the next 5 years?** – Use economic development to improve infrastructure and assets. We will generate revenue through developing new business ventures with supportive partnerships.
- c) **What do you need the Economic Development Plan to do?** Develop a clear path to follow for administration and governance. Build business partnerships. Outline



Rockell property usage and business development plan. Undertake land surveying for business readiness.

- d) **How can Spuzzum build strategic partnerships? What kind of partnerships?**  
Sector analysis of our opportunities. Host a partnership forum. Communicate our strategy plan for opportunities
- e) **What are critical areas for Spuzzum to be involved in?** Campground, tree farm, gas station, transportation sector.
- f) **What are some key priorities for Spuzzum?** To access the Transportation corridor and build supportive businesses to generate revenue and best utilize our lands and resources for our benefit. Diversify our businesses beyond fishing and forestry industries.
- g) **What business outcomes do you see Spuzzum creating in the next 5 years?**  
Profit driven business model with engaged community, skilled members and successful ventures with partners.
- h) **What does Spuzzum need to learn about business?** We need to learn how to create our business structure, our model, our procedures and decision- making processes for business development.
- i) **What is important from a CP holder perspective?** - Traffic management, resource utilization, water usage. No hazardous materials or environmental degradation. CP holder education on business development.

At the community engagement sessions, a survey was distributed outlining the following key areas of input. These questions framed the core of the Spuzzum economic development strategy framework.

### **3.0 MOVING AWAY/ MOVING TOWARDS**

Participants were asked ‘What are we collectively moving away from as we start building economic development?’ and next, ‘What we are moving towards as we begin economic



development initiatives?’ Membership perspectives helps to identify the community perception is of economic development and also helps to identify initial steps to build readiness for administrative and operational processes.

<b>MOVING AWAY FROM</b>	<b>MOVING TOWARDS</b>
Exploitation of Spuzzum resources	Guiding within territory
Dependence on Government funding	Agricultural businesses
Dependency on programs/services	Self sufficiency
Individualism	Recognize our own assets
Status quo	Collective ownership
Single use	Value added business approach
Negativity	Sustainable business models
Stereotypes	Long term growth
Internal doubt- lack of confidence in our business ability	Modern industry/sectors- not just forestry and fisheries
Thinking of ourselves as ‘just a small community’	Multiple use businesses
Getting in our own way	Developing internal business confidence
Destroying the environment	Re -investing in ourselves
Psychology of dependency	Building cultural awareness
Crab syndrome	Self reliance
Lateral violence	Light foot print
	Supportive of each others business success
	Communicate with other communities
	Engaged in regional plans
	Build community benefits
	Successful Spuzzum entrepreneurs

**Planning implications:** Membership perception of Spuzzum economic development further supports the need for strong internal processes for finance, policy, governance, and overall operations. These responses indicates that a strong Spuzzum economic development administration can support and enhance the perception of business readiness through specific strategic actions.

## 4.0 SWOT ANALYSIS



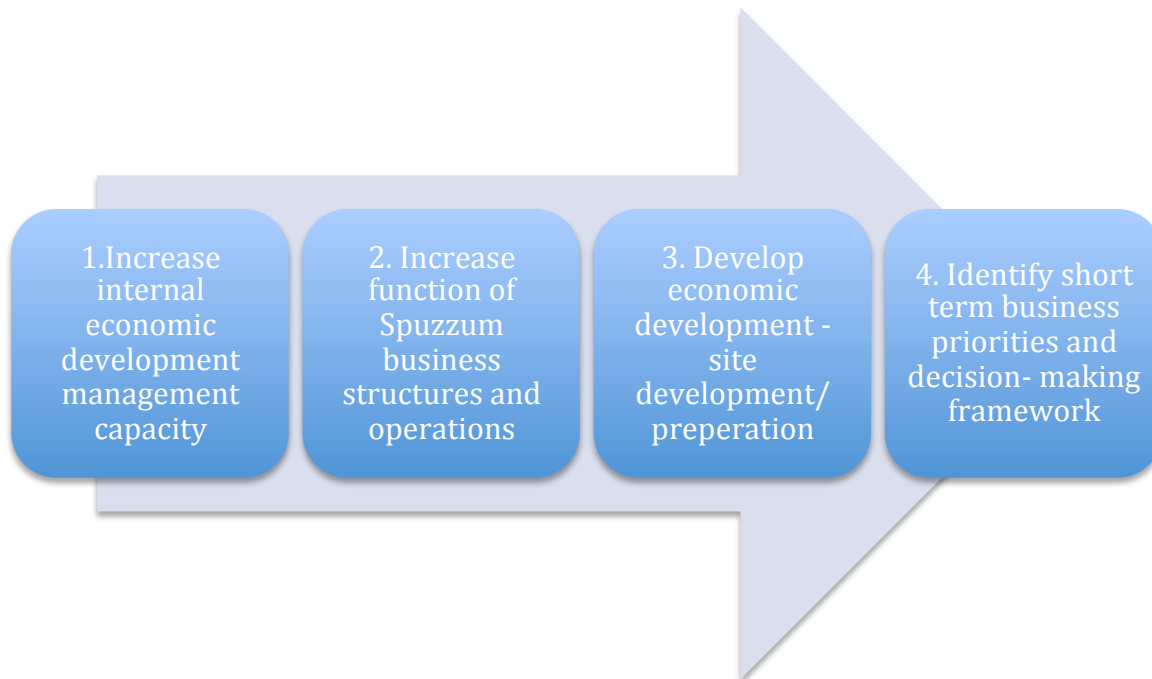


STRENGTHS	WEAKNESS
<p>Evaluate commitments of economic development- roles responsibilities</p> <p>Motivated members</p> <p>Educated members</p> <p>Resourceful</p> <p>Being a small place</p> <p>Lots of ideas</p> <p>Good group of people</p> <p>Willing to work</p> <p>Fewer permits</p> <p>Less harassment from municipal governments</p> <p>Ownership</p> <p>Resilience</p> <p>Talent- capacity</p> <p>Resource development</p> <p>Farming</p> <p>Broad base for economic development</p>	<p>Loss of resources</p> <p>Environmental footprint</p> <p>Just individuals profiting from resources</p> <p>Lack of confidence in business</p> <p>Dependence on government funding, SA</p> <p>Lack of transportation</p> <p>Lack of connection to larger region</p> <p>Need for business mentoring</p> <p>Land discrepancy-</p> <p>CP engagement</p> <p>Cant agree on priorities</p> <p>Lack of start up money</p> <p>Youth engagement is needed</p>
THREATS	OPPORTUNITIES
<p>Lack of business/ entrepreneur ambition</p> <p>Lack of funding</p> <p>Disengaged community members</p> <p>Lateral violence</p> <p>Mistrust</p> <p>No timeline</p> <p>Ourselves- get out of our own way</p> <p>No goal- what is target for own source revenue</p> <p>No expectations of ourselves around profit generation</p> <p>Isolation</p> <p>Small reserve lands</p> <p>Self doubt</p> <p>Environmental exploitation</p> <p>Follow through and determination to be successful</p>	<p>Work together- identify</p> <p>Eco- tourism and education</p> <p>Tree farm</p> <p>Campground</p> <p>Fishing guiding</p> <p>Bed and breakfast</p> <p>Small cabins</p> <p>Trails</p> <p>Convenience Store</p> <p>Truck stop</p> <p>Farming</p> <p>Towing company</p> <p>Botanical herbs</p> <p>To build mechanisms to access transportation corridor business</p> <p>Tourism- hiking, fishing, center</p> <p>Small business along road</p> <p>Local market</p> <p>Utilize membership skill sets in business development</p>



## 5.0 OVERARCHING GOALS

From the initial input the following high-level goals were identified as key strategies moving forward in the next 5 years for Spuzzum:



## 6.0 COMMUNITY ENGAGEMENT FEEDBACK

The following areas are summary of community members input into the strategic plan:

### a) What should be the top three priorities for economic development?

Participant Input	Note	Planning Process Requirements		
Start small- be realistic		Prioritize identified opportunities into short, medium, long term timelines		
		Short term		
Progress Status:				
Date:				



Build capacity		Develop membership survey- identify interest in business start up, training needs and develop partnership strategy		
		Short term		
Progress Status:				
Date:				
Map potential business sites- land clearing, preparation, marking etc.		Develop mapping processes- with list of potential business opportunities- link to sites by business type		
		Short term		
Progress Status:				
Date:				
Community involvement in vision		Develop communications with Spuzzum economic development vision visible		
		Short term		
Progress Status:				
Date:				
Support our environment/ resources		Develop Land Use Plan and Comprehensive Community Plan to identify key resources, usability and development options. Community exercises to further identify based on business opportunities		
		Short term		
Progress Status:				
Date:				
Increase business skills		Identify entrepreneur interest and identify business trainings and costs		
		Short term		
Progress Status:				



Date:		
Become self sustaining		Develop financial strategy- financial forecasts or business performance expectations for short, medium long term for each enterprise
		Medium term
Progress Status:		
Date:		
Follow through process		Utilize implementation strategy with Council, management and community agenda's
		Medium term
Progress Status:		
Date:		
Early Funding		Identify priority business and equity requirements
		Short term
Progress Status:		
Date:		
Financial management plan- how will we start and grow businesses		Develop financial projections from early feasibility – identify management needs and potential for growth within business plans
		Medium Term
Progress Status:		
Date:		
Investigate timber dry sort		Initiate feasibility and start up costs
		Short term
Progress Status:		





Date:		
Develop crush rock- gravel business		Initiate feasibility and start up costs
	Short term	
Progress Status:		
Date:		
Accountability in business development framework		Develop ec dev board/council operations and procedures
	Short term	
Progress Status:		
Date:		
Taxation system set up		Identify tax revenue structure in business development opportunities
	Short term	
Progress Status:		
Date:		
Free prior informed consent		Develop land use policy and requirements
		Medium term
Progress Status:		
Date:		
Environmental protection		Confirm Land Use plan with economic objectives
	Short term	
Progress Status:		
Date:		

**b) What is Spuzzum's greatest assets in economic growth?**

Participant Input	Note	Planning Process
Tourism/hospitality		Build into Land Use Planning
Landscape/environment		requirements



Business potential		
The team/ leadership		
Our location in corridor		
Our ideas		
Our land		
Potential entrepreneurs		
Timber- storage area		
Traffic going by		
River- natural resources		

**c) What will Spuzzum's biggest challenge be going forward with economic development?**

Participant Input	Notes	Planning Process		
Lack of consensus		Build decision- making processes into community engagement using Economic Development Council role		
		Short term		
Progress Status:				
Date:				
Business development funding		Build initial feasibility and early business development opportunities		
		Short term		
Progress Status:				
Date:				
Management structure for economic development		Set up Economic Development council and policies and confirm mandate		
		Short		
Progress Status:				
Date:				
Perceived lack of consistency		Develop Economic Development Council roles/ responsibilities and processes as well as structure for business development		
		Short term		



Progress Status:		
Date:		
Develop commitment to moving forward in economic development		Communicate vision and confirm mandate, set up structure and communicate process regularly
	Short term	
Progress Status:		
Date:		
Follow through on projects		Project management processes set up to manage business development and needs
		Medium term
Progress Status:		
Date:		
Being accountable to the economic development process		Build decision making processes and business structure and communication requirements
	Short term	
Progress Status:		
Date:		
Not working together- stop lateral violence and stopping business development		Engage community in updates and meetings on progress- solution focused meetings
	Short term	
Progress Status:		
Date:		
Using our strengths as a Nation		Develop business environment- partnership development opportunities- develop Spuzzum business profile
		Medium



			term	
Progress Status:				
Date:				
Equity access to business start up		Financial analysis on business start up and opportunities		
		Short term		
Progress Status:				
Date:				
Business Development Timing		Categorize early business start ups and prioritize opportunities		
		Short term		
Progress Status:				
Date:				
Community education		Business/entrepreneurship education		
		Short term		
Progress Status:				
Date:				
Short range thinking		Build business cycles of planning, implementation and monitoring or business growth and new opportunities		
			Medium term	
Progress Status:				
Date:				
Fixing housing financial issue- being accountable to our success		Develop housing arrears plan- we take responsibility for our financial situation collectively- outline scenarios and solutions		
		Short term		
Progress Status:				





Date:

**d) What is important to you as a member around economic development?**

Participant Input	Notes	Planning Process
Sustainability		Develop Spuzzum business structure to reflect these values and principles of development-base mandate
A Spuzzum market place		
To build future for our families		
To work together		
Build business confidence		
Environmental impact		
To work together for community self sustainability		
Community members are supported to start businesses- we support our businesses		
We know our business profit targets to be self sustaining		
Mandate for business development		
That all members can profit		

**e) What area needs the most focus?**

Participant Input	Notes	Planning Process
Water resources		Build into Spuzzum Economic Development Council mandate and incorporate into the Land Use Plan and key documents guiding economic development
Utilities/infrastructure		
Community 'buy in'		
Business skill development		
Personal development		
Community input/relationship-building trust		
Multi generational participation		



Working together		
Training		
Business sustainability plan		
Long term planning for business opportunities		
Business training- capacity building		
Partnership development		
Visual strategic plan		

**f) What type of businesses makes sense for Spuzzum to develop?**

Participant Input	Notes	Planning Process
Tourist related industry		Develop prioritization process based on feasibility, jobs, capacity, partnerships etc.
Gas bar		
Food store- multi- purpose usage		
Accommodation for local workers		
Store- destination store		
Develop a rest area with supportive mobile businesses		
Leave no foot print annual or seasonal Spuzzum hosted events		
Campground		
Trails		
Cultural Interpretive Center		
Bed and breakfasts		
Gift shop		
Truck Stop		
Tree farm		
Dry storage area- forestry		
To draw traffic in- why people stop in Spuzzum		
Multi purpose businesses- seasonal etc		

**g) What need to happen next in economic development?**

Participant Input	Notes	Planning Process
Mapping business ideas into areas- engage CP holders		This area needs to be developed and incorporated



Develop management for economic development team		into the business structure of Spuzzum.
Success markers		
Community driven 5 year economic development plan		
Keep plan on agenda at community meetings- updates		
Report on the completion of the plan- progress reports to community		
Business plans outlines developed		
Decide what to focus on- plan around feasibility		
Prioritize business projects		
Solid decision making framework- we know how and why we are making decisions		
Strong decision making framework for business development		
Communicate the strategic plan		

**h) What direction would you give Chief and Council when they are developing a plan for economic development?**

Participant Input	Notes	Planning Process Requirements
Be forward moving/ slow and steady process		Develop committee to support the strategic direction
Secure economic development mandate- give Chief and Council an ec dev focused mandate		Develop economic development policy
Process- membership approves strategic plan and gives ec dev team and Council mandate to move forward		
Break plan into doable tasks over time		



Involve community members in updates and continued input		
Have a CP holders committee to support the work		
Stop big business/government controls		
Renewable living focus- energy, technology		
Hear the people		
Involve interested community members		
Education and training in business		
Learn to take some risks- good risk/bad risk analysis		
Consult with members		

## 7.0 IMMEDIATE NEXT STEPS:

1. Hold a CP holder meeting- establish a CP committee with terms of reference to support Spuzzum business development
2. Present strategic plan priorities to community
3. Map potential sites for businesses that have been outlined as opportunities with the community
4. Design Chief and Council agenda with economic development at forefront to keep strategy plan on the table
5. Identify businesses into short, medium long term opportunities and equity requirements
6. Develop a Spuzzum business advisory board for business development expertise within various industries- real estate, transportation, forestry etc
7. Host a Spuzzum partnership forum- introduce strategic industries/ sectors
8. Develop business structure for Spuzzum business development- internal processes, operations and management needs





9. Develop 20 acre site for economic development purposes- site preparation and gravel readiness
10. Develop Spuzzum small business profile
11. Partnership development readiness- develop indications of what we are looking in partners, financial frameworks and develop our readiness for joint ventures
12. Map our industry/ sector opportunities- develop models

## 8.0 CONCLUSION

This report outlines through the process of staff, council and community member engagement- the key priorities for moving forward in economic development. These actions are intended both for management to establish economic development processes and to work with the Chief and Council to assist in the development of a business structure for economic development that includes roles and responsibilities. The long-term 4-5 year actions include monitoring and implementation of these short and medium term actions. The long term also includes further project selection. (See Appendices A)



## APPENDICES A

### VENTURE/PROJECT SELECTION CRITERIA

Area	Opportunity	Short- 1 year Medium 2-3 years Long term 4-5 years
Knowledge of business/industry		
Expected profits/returns		
Economic diversity		
Revenue generation		
Joint Venture model developed		
Community members utilized		
Job creation- seasonal/annual		
Reserve/ traditional territory		
Environmental impacts		
Supports other local businesses		
Other		



# APPENDIX 9

## PHOTO RECORD OF THE ROUTE BETWEEN HOPE AND CACHE CREEK

## Appendix .. – A Quick Look at the Trans-Canada Highway Corridor From Hope to Cache Creek, BC and Potential Business Competitors

### Marker 1 to 2: The Fraser Canyon

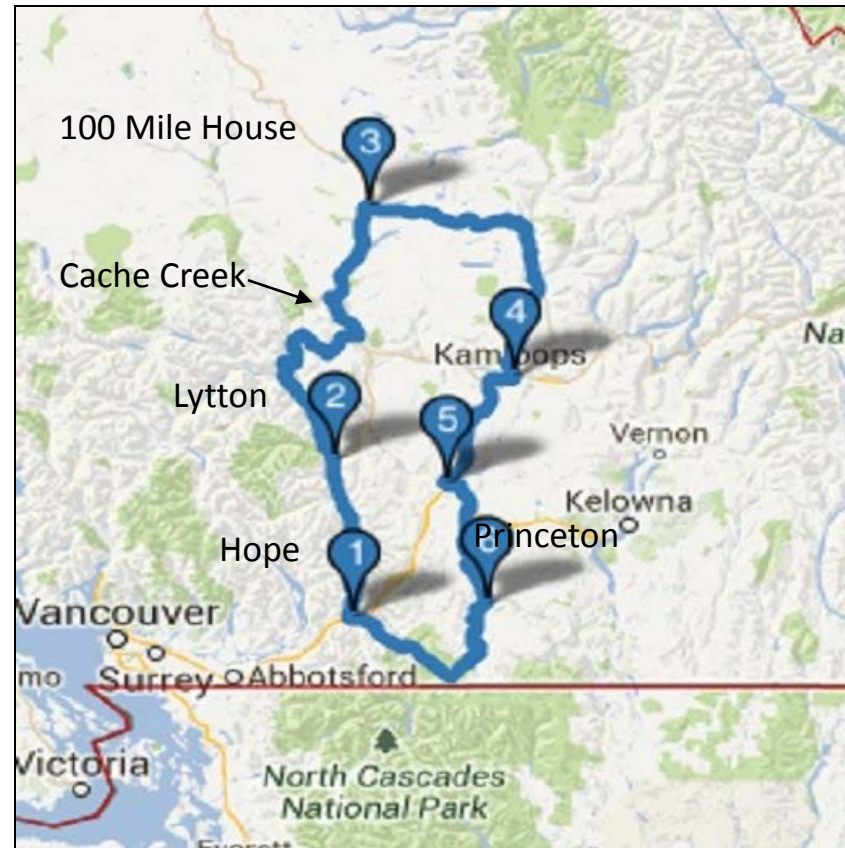
#### Part of British Columbia's Ranchlands and Rivers Tourism Circle Route (Source - HelloBC)

108.15 km - about 1 hours 31 min

Start your journey in Hope, nestled against the Cascade Mountains on the banks of the Fraser River, then head north on Highway 1. You'll follow the mighty Fraser River, named after explorer Simon Fraser, the first European to navigate its raging waters.

Once a transportation link for wagons and stage coaches travelling the old Cariboo Wagon Road, the Fraser Canyon roadway now transports you through awe-inspiring scenery.

Cutting a heart-stopping swath through the Cascade Mountains and the Coast Mountains, the river creates a colossal valley of lush forests, dramatic gorges and mountainside farmlands. Stop at Hell's Gate to see nature at its most magnificent. More than 760 million litres of water/200 million gallons surge through this narrow, 35-metre/110-ft gorge every minute – twice the volume of Niagara Falls. Take an airtram on a smooth 152-m/500-ft descent above the gorge to feel the rush of raging waters, view the International Fishways that flank the gorge and maybe even spot rafters shooting the rapids.



Hell's Gate



Hiking



Rafting



Fishing



RV'ing



Shopping/ Refuelling



Cultural Tourism

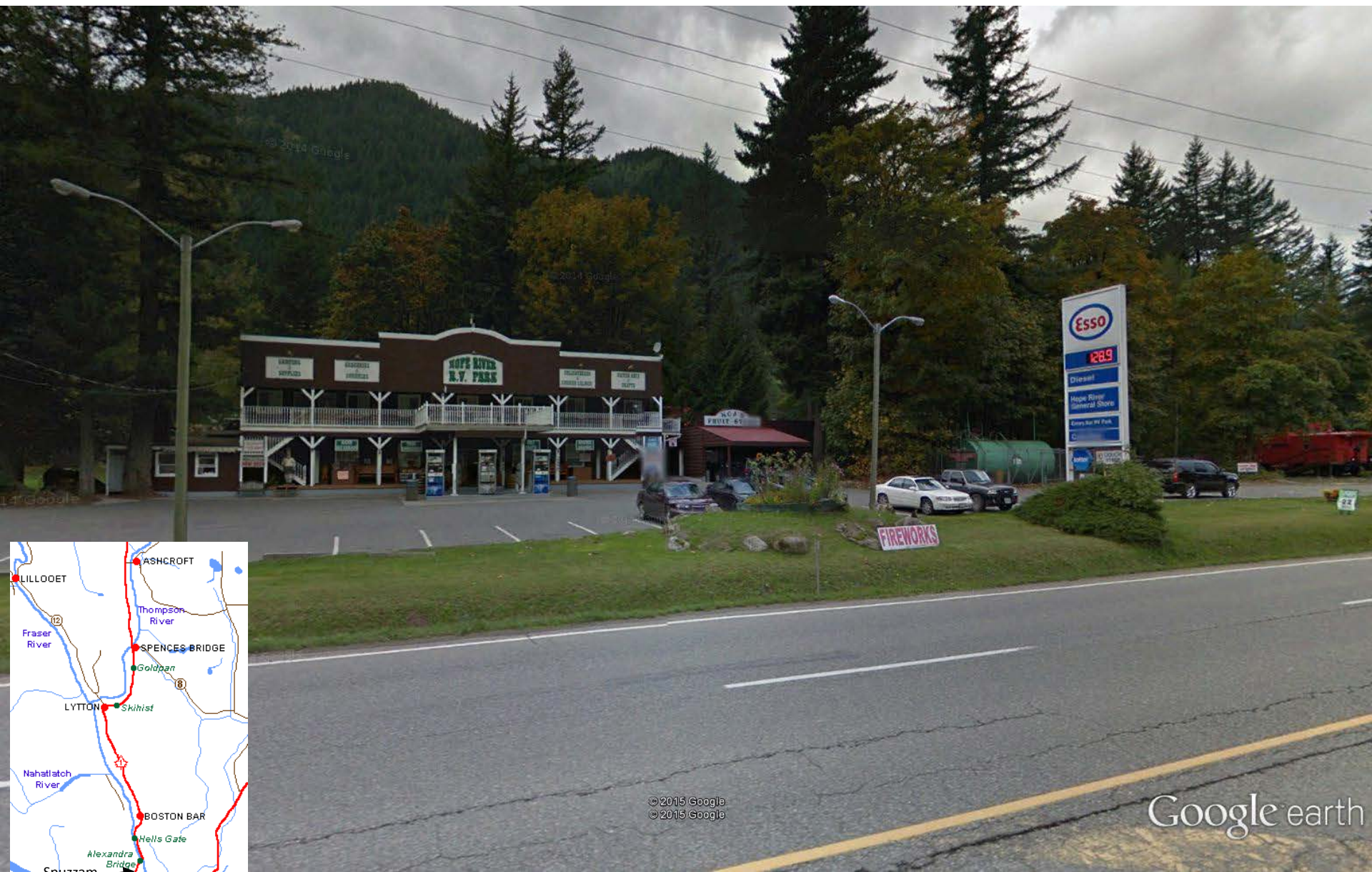
(Photos courtesy of HelloBC)





Dogwood Valley just north of Hope





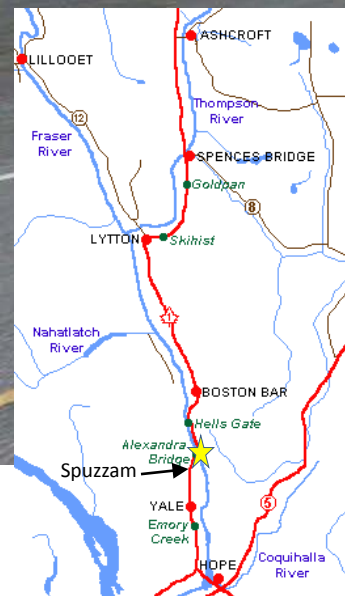
Emory Bar RV park just south of Spuzzam





Aerial view of Emory Bar RV park just south of Spuzzam





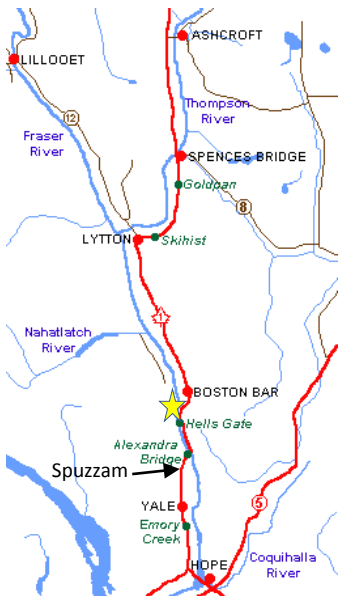
Shop, accommodation no longer operational





The authors know of three major rafting outfits operation in the Fraser Canyon



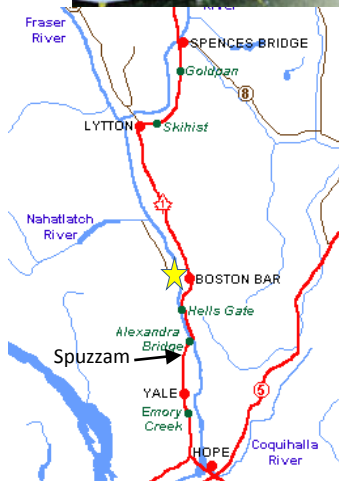


Hell's Gate

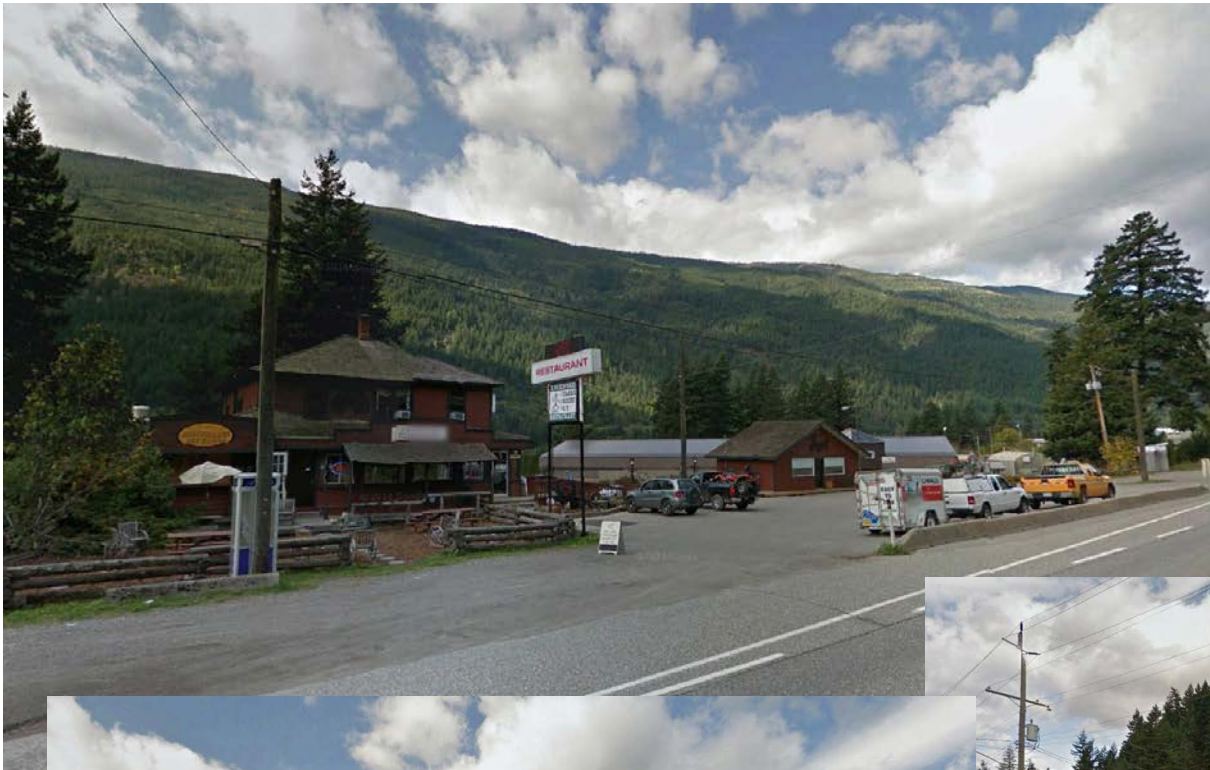




*"A truly historic experience..."*



Cultural Tourism business north of Spuzzam



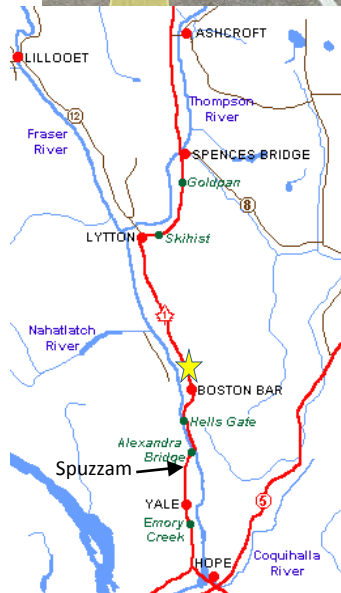
Boston Bar area





Boston Bar area





## Canyon Alpine Resort & RV

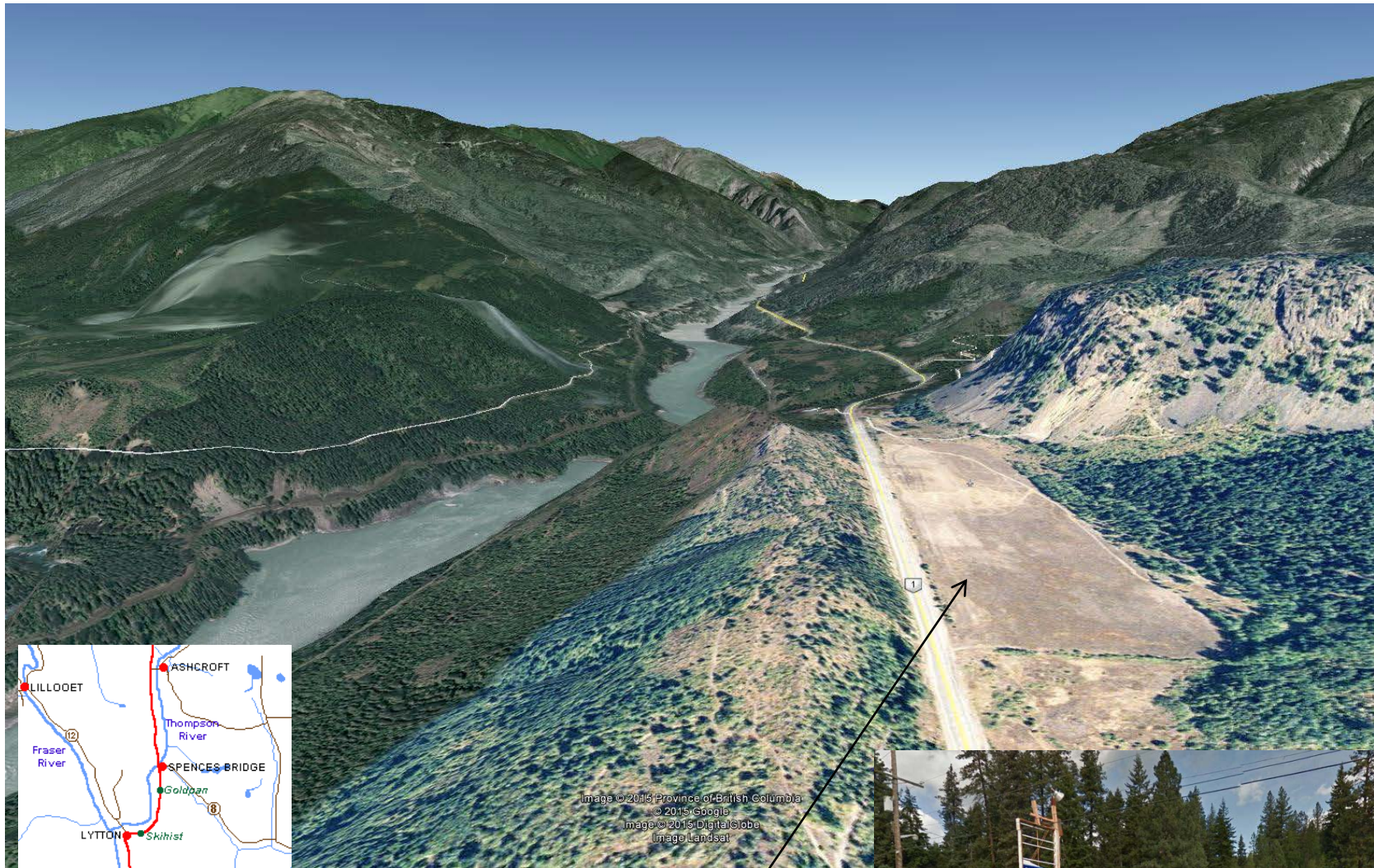






Restaurant, Pub and the Mighty Fraser Motel just north of Canyon Alpine



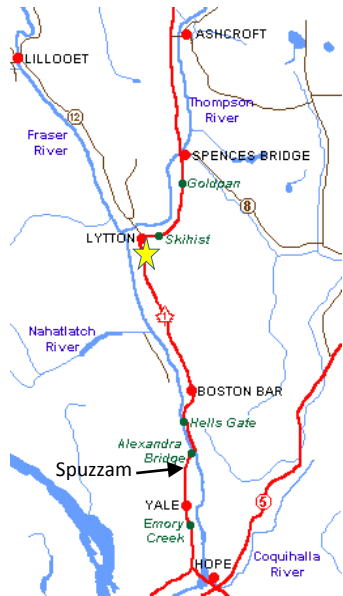


Aircraft runway just  
 north of Boothroyd  
 Abandoned business at  
 Boothroyd, BC

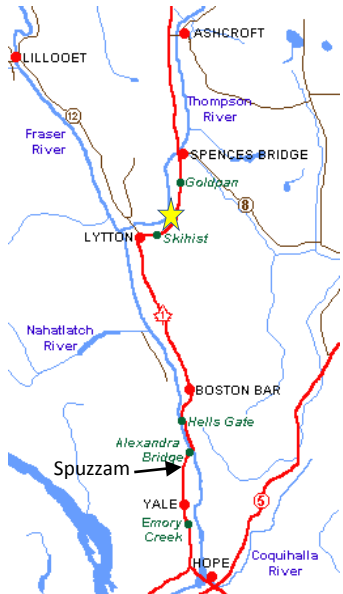




## Lytton, BC

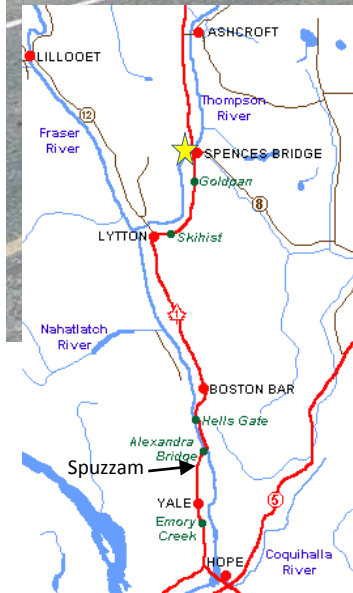
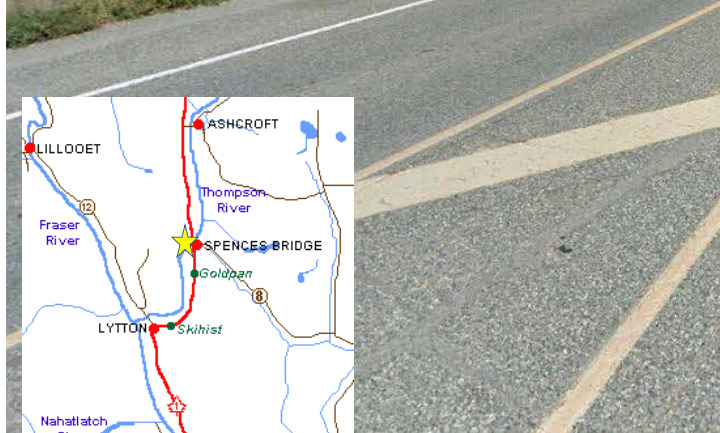




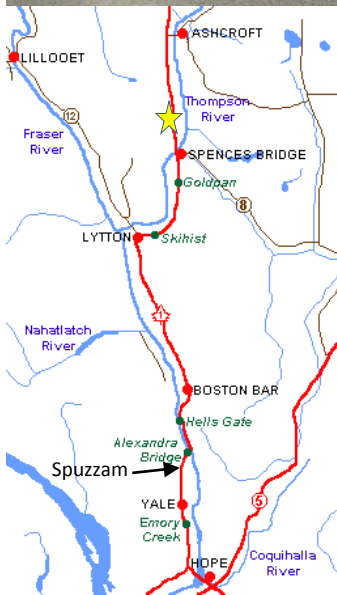


Farm Stall









Fruit stalls north of Spences Bridge





Old accommodations now burned down

Ashcroft Manor Restaurant, BC



New Highway Gas Station at turnoff to Ashcroft



Abandoned businesses in  
Spences Bridge, BC







Popular Gas Station and Truck Stop in Spences Bridge





# APPENDIX 10

## ECDEV PROJECT SELECTION CRITERIA

## Appendix ... Evaluation of Opportunities Based on ECDEV Strategy's “Venture/Project Selection Criteria”

This constitutes the initial evaluation of the proposed business opportunities identified for the 13 acres at Spuzzam.

The format is based on the Venture/Project Selection Criteria set out in the Spuzzam 2014-2018 Economic Development Strategy.

### a) Tourism

<b>Tourism</b>	<b>RV Park</b>	<b>Shop, crafts interpretive centre</b>	<b>Hiking, biking, fishing guiding, eco-tourism, etc</b>	<b>Accommodation, (chalets, B&amp;B)</b>	<b>Unique destination resort</b>
Knowledge of business	Good (2)	Good (2)	Good (2)	Good (2)	Limited (1)
Expected profits/returns	Medium (5)	Medium (5)	Low (2)	Medium (5)	Very High (10)
Economic diversity	Low (1)	Low (1)	Medium (2)	Low (1)	High (3)
Band revenue generation	Low (2)	Low (2)	Low (1)	Low (2)	High (10)
Joint venture opportunities	Low (2)	Low (2)	Medium (5)	Low (2)	High (10)
Community members utilized	4	6	15	3	100
Job creation seasonal/annual	Seasonal (1)	Annual (2)	Seasonal (1)	Annual (2)	Annual (2)
Environmental impacts	Low (3)	Low (3)	Low (3)	Low (3)	Low (3)
Supports other local businesses	No (1)	Yes (2)	Yes (2)	Yes (2)	Yes (2)
<b>Score</b>	<b>21</b>	<b>25</b>	<b>34</b>	<b>22</b>	<b>140</b>
Implementation timeline (years)	1	1	1	1	5 to 10

b) Agriculture

<b>Agriculture</b>	<b>Indigenous plant species</b>	<b>Medicinal plants</b>	<b>Greenhouse food/flower production</b>
Knowledge of business	High (3)	High (3)	Good (2)
Expected profits/returns	Medium (5)	High (7)	Medium (5)
Economic diversity	Low (1)	Low (1)	Low (1)
Band revenue generation	Low (2)	Low (2)	Low (2)
Joint venture opportunities	Medium (5)	Medium (5)	Medium (5)
Community members utilized	8	8	8
Job creation seasonal/annual	Seasonal (1)	Seasonal (1)	Annual (2)
Environmental impacts	Low (3)	Low (3)	Low (3)
Supports other local businesses	No (1)	No (1)	No (1)
Score	28	31	28
Implementation timeline	1	1	1



c) General Business

<b>Tourism</b>	<b>Mini storage</b>	<b>Unique gas bar or truck stop</b>	<b>Entrepreneur centre</b>	<b>Spin off businesses from resort</b>
Knowledge of business	Good (2)	Limited (1)	Good (2)	Limited (1)
Expected profits/returns	Medium (5)	Medium (5)	Medium (5)	High (7)
Economic diversity	Low (1)	Low (1)	High (3)	High (3)
Band revenue generation	Low (2)	Low (2)	Low (2)	High (7)
Joint venture opportunities	Low (2)	Medium (5)	Medium (5)	High (10)
Community members utilized	2	4	8	80
Job creation seasonal/annual	Annual (2)	Annual (2)	Annual (2)	Annual (2)
Environmental impacts	Low (3)	Medium (2)	Low (3)	Low (3)
Supports other local businesses	Yes (2)	Yes (2)	Yes (2)	Yes (2)
<b>Score</b>	<b>21</b>	<b>24</b>	<b>32</b>	<b>115</b>
Implementation timeline	1	3	3	5 to 10

Based on the preliminary analysis above it seems that the following suggested priorities can be identified. These need to be discussed at a Band work session and decisions made about each option or development scenario.

1. In the longer term, the destination resort will be the most rewarding endeavour to place on the 13 acre parcel. A JV partner will be required to provide the expertise and the capital funding.

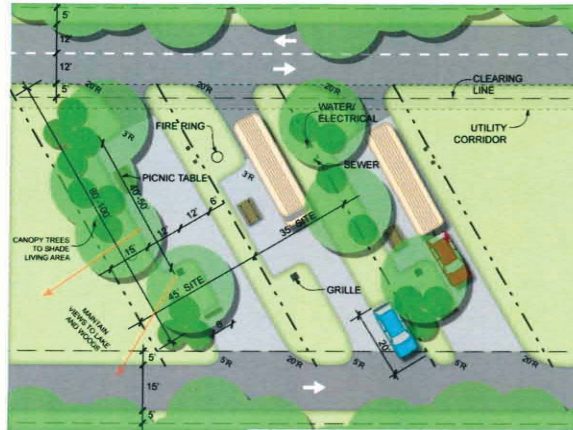
2. The spin off businesses associated with the destination resort will be significant (e.g. employment in resort; catering services; activity coordinators, etc).
3. The rest of the businesses score similarly. Based on this, the ease and cost of implementation and knowledge should weigh more heavily.
  - a. The medicinal plants and greenhouse operations can be implemented swiftly and cost effectively, after business plans have been prepared.
  - b. Hiking, biking, guiding businesses can also be set up by Band members.
4. The rest of the business opportunities can proceed based on Band Member/entrepreneur interest, JV partner availability and AANDC statutory requirements.
5. As a next step, it is highly recommended that a master plan for the 13 acre parcel be completed initially to ensure proper long term utilization of the parcel.
6. This prioritization is based on Spuzzam's 2014-2018 ECDEV Strategy Venture/Project Selection Criteria. Other evaluations will be conducted in other appendices.
7. This analysis was tested by presenting the business options in a random order to the Band at a public meeting at the end of February 2015. A "dot-mocracy" poll was conducted at the meeting, which provided an indication of the Band members priorities. The results are presented later in the main report.



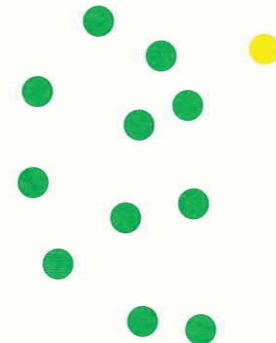
# APPENDIX 11

## SPUZZUM NATION MEETING – ‘DOT-MOCRACY’ SHEETS

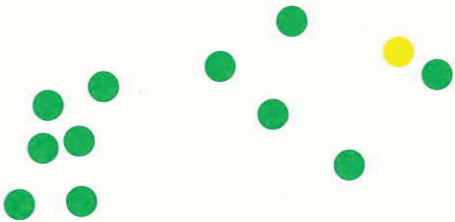




RV Park

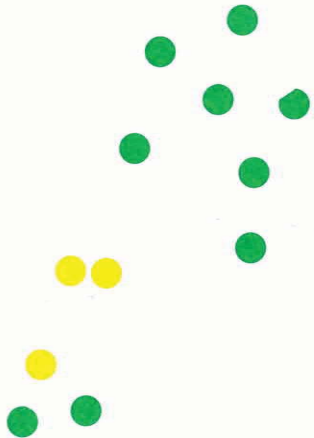


## Bed & Breakfast/Chalets





Hiking, biking, fishing, guiding, eco-tourism,  
heli-tour stop.....





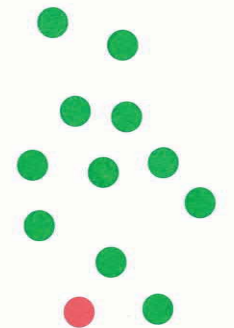


Entrepreneur Training Centre





Resort





Medicinal Herbs/ Native Plants





## Shop, Crafts, Interpretive centre





Unique Gas Bar





Mini Storage







# APPENDIX 12

## SWOT UPDATE

## Appendix 12: SWOT Update: Tables to support the 2015 SWOT analysis

The original 2013 SWOT analysis yielded the following table.

STRENGTHS	WEAKNESS
Evaluate commitments of economic development- roles responsibilities Motivated members Educated members Resourceful Being a small place Lots of ideas Good group of people Willing to work Fewer permits Less harassment from municipal governments Ownership Resilience Talent- capacity Resource development Farming Broad base for economic development	Loss of resources Environmental footprint Just individuals profiting from resources Lack of confidence in business Dependence on government funding, SA Lack of transportation Lack of connection to larger region Need for business mentoring Land discrepancy- CP engagement Cant agree on priorities Lack of start up money Youth engagement is needed
THREATS	OPPORTUNITIES
Lack of business/ entrepreneur ambition Lack of funding Disengaged community members Lateral violence Mistrust No timeline Ourselves- get out of our own way No goal- what is target for own source revenue No expectations of ourselves around profit generation Isolation Small reserve lands Self doubt Environmental exploitation Follow through and determination to be successful	Work together- identify Eco- tourism and education Tree farm Campground Fishing guiding Bed and breakfast Small cabins Trails Convenience Store Truck stop Farming Towing company Botanical herbs To build mechanisms to access transportation corridor business Tourism- hiking, fishing, center Small business along road Local market Utilize membership skill sets in business development

This 2013 table provided the foundation on which the new business opportunities for the 13 acre parcel were evaluated.

<b>1. RV Park</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• The Nation, or an individual Nation Member, can run with this fairly quickly after approvals have been obtained</li> <li>• By maintaining as much as the existing forest as possible and building large RV sites (privacy and shade trees), it is possible to achieve an up market RV Park</li> </ul>	<ul style="list-style-type: none"> <li>• Will need to wait for a masterplan to show the most appropriate site on the 13 acre parcel</li> <li>• Would need to be a long-term lease (land ownership remains with the First Nation)</li> </ul>
<b>THREATS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• A sound business plan and funding are a must to achieve success.</li> <li>• Careful site layout planning is imperative</li> <li>• The cost of establishment could be high</li> <li>• Water, electricity not on site – Spuzzum First Nation may need to provide this (from Capital or ECDEV grants)</li> </ul>	<ul style="list-style-type: none"> <li>• An up market RV Park should do well in the Fraser Canyon. The competitors parks are old</li> <li>• The First Nations Equity fund is able to help fund business planning and some capital work</li> <li>• A phased implementation is recommended (e.g. start with 10 sites and build ten more each year)</li> <li>• A destination resort will allow the RV Park to expand into a very viable business opportunity</li> <li>• Will support other businesses (e.g. park homes or chalet or camping accommodation for guiding and other outfitting businesses in the vicinity)</li> </ul>

<b>2. Chalets/B&amp;B</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• B&amp;B – fairly easy set up by local Spuzzum First Nation members</li> <li>• Summer tourism traffic in Fraser Canyon reasonably busy. In winter – can accommodate stranded travellers when the Fraser Canyon road system is closed due to snow or rock slides</li> <li>• Up market chalets as recommended in Appendix 13 – a unique advantage over local competitors</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of B&amp;B and accommodation business knowledge – easily overcome with training and business plan</li> </ul>
<b>THREATS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• Similar business with modern facilities opened elsewhere in Fraser Canyon</li> </ul>	<ul style="list-style-type: none"> <li>• First Nation Business and other funding available</li> </ul>



<b>3. Entrepreneur Village (i.e. accommodating hiking, biking, fishing, gold panning, eco-tourism and other companies)</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Numerous Spuzzum First Nation Members are familiar with these businesses.</li> <li>• 13 acre parcel will act as a base for these business activities</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Business planning and funding need to be conducted to ensure business success</li> <li>• Need a formal ECDEV coordinator/committee to facilitate the village facilities</li> </ul>
<b>THREATS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• Numerous competitors in Fraser Canyon</li> </ul>	<ul style="list-style-type: none"> <li>• If the resort goes ahead, these businesses should be extremely active</li> <li>• Look at working with joint partners (e.g. Valley Helicopter – as a pickup station for heli-picnics, biker/hiker shuttle, etc</li> </ul>

<b>4. Entrepreneur Training Centre</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• No nearby entrepreneur support centre or modern conference facilities</li> <li>• AANDC and other business funding available</li> <li>• Will form the springboard for members (knowledge and funding) to start their own businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Need an ECDEV coordinator/committee to facilitate the success of this endeavour</li> <li>• Will also need a clear business plan</li> </ul>
<b>THREATS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• The centre's location on the 13 acre parcel will have to be carefully chosen in the overall masterplan</li> </ul>

<b>5. Destination Resort</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Either the Nation or an individual Nation Member</li> <li>• Major revenue earner for the Spuzzum First Nation depending on the joint venture business model chosen</li> <li>• Eager First Nation Members who could capitalize on business support and labour</li> </ul>	<ul style="list-style-type: none"> <li>• Will take time (5 years) to find a joint venture partner, conduct detailed business planning funding, obtain approvals and implement the project</li> <li>• Need for a masterplan for the 13 acre parcel and wider</li> <li>• Require a dedicated ECDEV team that ensures that the success of implementation from attracting business partners through to implementation and operating and maintaining</li> </ul>
<b>THREATS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• A conventional hotel without a special</li> </ul>	<ul style="list-style-type: none"> <li>• A joint venture partner experienced in a</li> </ul>

<p>attraction may struggle to survive given the reasonably remote location. Harrison Hot Springs and other Fraser Valley facilities currently fulfill this role.</p> <ul style="list-style-type: none"> <li>• Will need careful master and business planning to ensure success</li> </ul>	<p>destination resort (e.g. casino) could be a major contributor to the success of the resort (business knowledge and financing)</p> <ul style="list-style-type: none"> <li>• Immense spin off employment, business opportunities</li> <li>• Will attract First Nation Members back to Spuzzum and increase opportunities for new housing expansion and infrastructure upgrades</li> </ul>
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<b>6. Native Plant Nursery</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Spuzzum First Nation Members knowledgeable in the propagation of native plant</li> </ul>	<ul style="list-style-type: none"> <li>• Need to identify interested business participants from First Nation Membership</li> <li>• Need ECDEV coordinator/committee support</li> </ul>
<b>THREATS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• Adequate business planning and siting of nursery on 13 acre parcel important</li> </ul>	<ul style="list-style-type: none"> <li>• Growing native plants for rehabilitating river banks, old mines, planting along new highways</li> <li>• Medicinal herbs could be added to the nursery/greenhouse operation</li> </ul>

<b>7. Gas Bar and Mini-storage</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
<ul style="list-style-type: none"> <li>• Either the Nation or an individual Nation Member would have to step forward</li> </ul>	<ul style="list-style-type: none"> <li>• Interested party and cost considerations</li> </ul>
<b>THREATS</b>	<b>OPPORTUNITIES</b>
<ul style="list-style-type: none"> <li>• Local Nation Membership not keen on this business. May possibly reconsider this opportunity as part of a larger resort and business complex</li> </ul>	

The revised analysis suggests:

- i. That a phased project implementation approach be adopted. This is due to the scale of the projects, implementation timescales, relative capital cost requirements, local entrepreneurial skills/training available, etc. For example, the resort would require extra time, extra capital, a joint venture partner, more skilled labour, etc. to implement when compared to setting up tourist chalets.
- ii. That a masterplan be developed to plan and coordinate development on and off site. Failure to do this up front work would turn into a major weakness that could result in less than optimal use of the 13 acre parcel.

- iii. Individual business plans also need to be prepared based on the Band Management or Band Members desire to actively pursue a specific business opportunity.
- iv. The planning should also incorporate surrounding land use planning (e.g. future Band housing as well as water, sanitary, hydro and other infrastructure requirements). A good handle on the technical viability and costs of these components is important as it will affect the viability of development on the 13 acre development site.
- v. The authors opinion is that the Band Management and Band Members should consider the following opportunities on the 13 acre parcel within the framework of the larger masterplan:
  - a. The Band would have to create the space and infrastructure to facilitate the establishment of the businesses on the property (i.e. road access, selective logging and site leveling, providing utilities, etc). This is a business opportunity for Band Members and would be financed by some form of capital funding.
  - b. A phased RV park (i.e. start with 10 pads and expand in time). The park should be carefully laid out, preserving as many trees as possible. A modern, spacious layout will differentiate this park from the other available in the Fraser Canyon. The park can expand as it supports other businesses, reaching its optimum size once a resort is operational. A business plan needs to be prepared by the future operator to guide establishment, operation and expansion of the park.
  - c. A separate chalet/B&B business could compliment the RV Park. Again, it will be important to differentiate the quality of this accommodation. Examples of the level of architecture are shown on the photographs in **Appendix 13**.
  - d. An area needs to be set out where a small entrepreneur village can be built. For example, individual buildings can be built to accommodate hiking, biking, fishing, gold panning, eco-tourism and other outfitting companies. A helipad could be established, where heli-tour operators could pick up clients and take them up for mountain picnic excursions and sightseeing tours.
  - e. AANDC funding could be sourced to establish an entrepreneur centre/hall in this “village”. This would be used to train entrepreneurs, conduct conferences, weddings, etc. until these functions could be taken over by a resort.
  - f. Destination Resort. The analyses have indicated that a conventional hotel or resort on its own would have difficulty surviving in the Fraser Canyon as witnessed by the poor condition of other tourism establishments along this corridor. It would have to be a special destination that would attract visitors (e.g. a casino, a unique hotel, wedding and conference venue, etc).

- Band Management should appoint a development committee or other formal institutional body that can oversee the implementation of the resort. A business plan and approaching a joint venture partner are the first two steps en route to this business opportunity.
- g. The resort is expected to create opportunities for a large number of supporting businesses (e.g. security, resort staff, laundry businesses, tourism, etc).
  - h. There is an opportunity for a native plant nursery if there is a Band Member that wishes to take on this business. As an example, the trees, plants and grasses propagated would be sold to help rehabilitate river banks, mines and highways. Medicinal herbs could also form a viable spinoff business in the healing field.
- vi. The analysis also showed that the opportunities such as a gas bar, shop and mini-storage will struggle to survive in the Fraser Canyon. They could be entertained in future as supporting businesses to the resort.





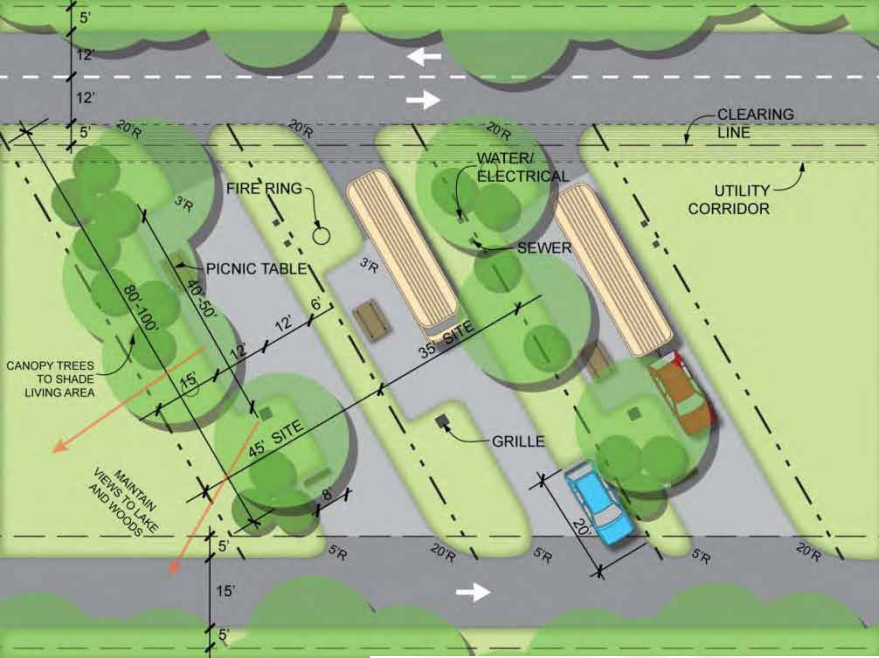
# APPENDIX 13

## ARCHITECTURE LEVEL EXAMPLES FOR CHALET/B&B BUSINESS

## Appendix 13 (Examples of businesses)

### Bed & Breakfast/Chalets





## RV Park





# Shop, Crafts, Interpretive centre







Hiking, biking, fishing, guiding, eco-tourism, heli-tour stop.....





Resort







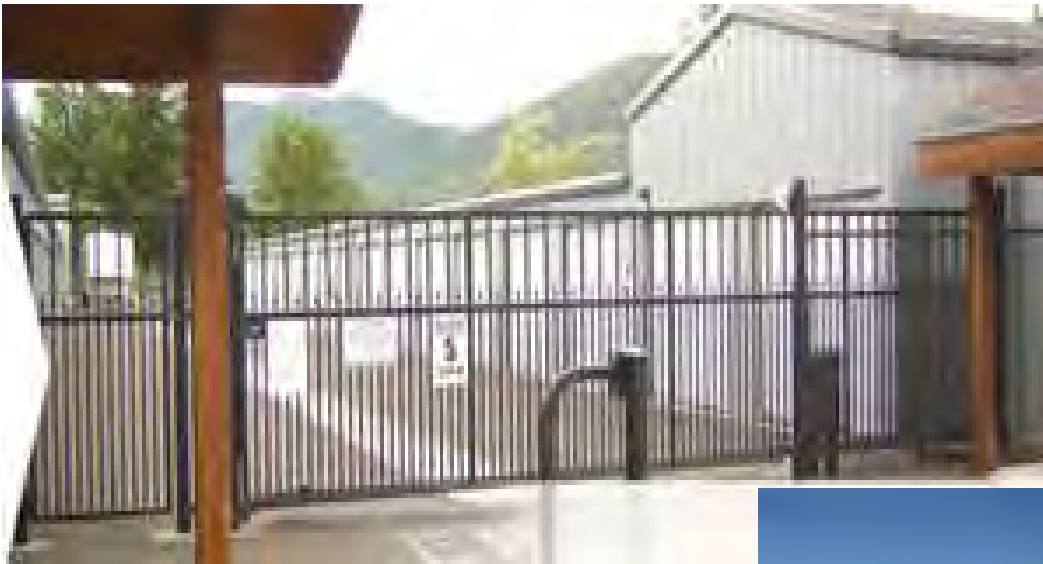
## Medicinal Herbs/ Native Plants





Greenhouse  
vegetables and flowers





Mini Storage





Unique Gas Bar





## Entrepreneur Training Centre



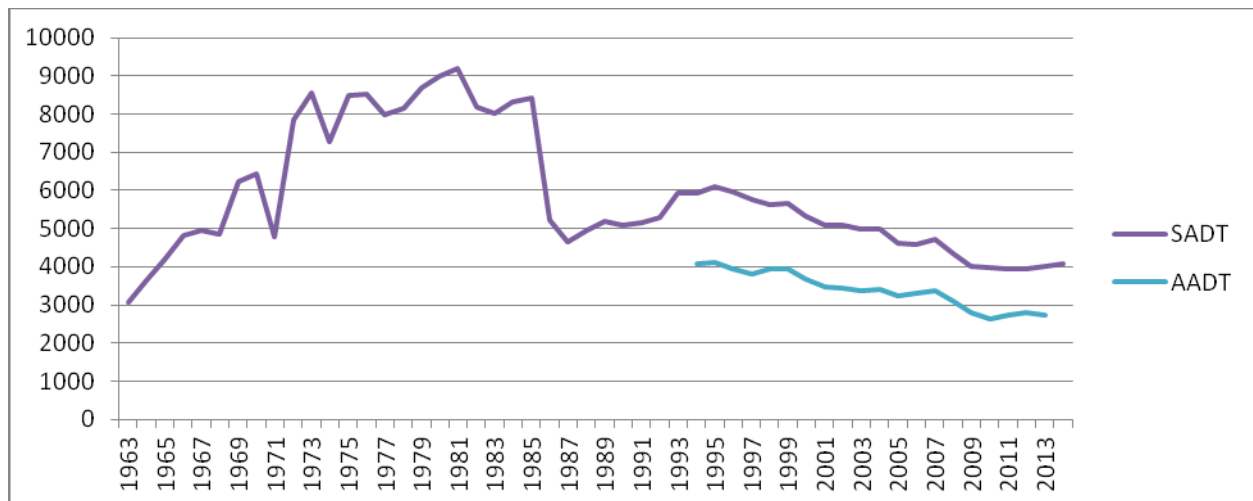


# APPENDIX 14

## TRAFFIC SPREADSHEET GRAPH



## Ministry of Transportation and Infrastructure Traffic Data Highway 1 <sup>4</sup>



Summer Average Daily Traffic (SADT)  
Average Annual Daily Traffic (AADT)

<sup>4</sup> Traffic Data from gauge near China Bar tunnel. Gauge 27-1