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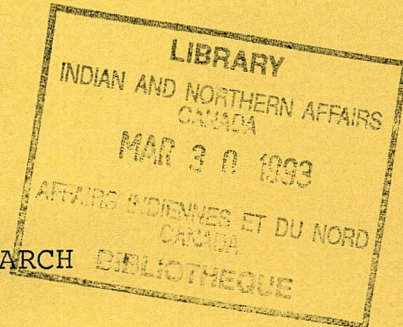
RESOURCES DEVELOPMENT SECTION,  
~~DEVELOPMENT SERVICES DIVISION,~~ **203**  
INDIAN-ESKIMO ECONOMIC DEVELOPMENT BRANCH,  
~~DEPARTMENT OF INDIAN AFFAIRS AND NORTHERN~~  
DEVELOPMENT, CENTENNIAL TOWER.

WHY NOT RETURN IT, YOU WILL THEN  
KNOW WHERE TO BORROW IT AGAIN.

LAND USE STUDY AND DEVELOPMENT  
PLAN FOR THE  
SEMIAHMOO INDIAN RESERVE

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.B9  
L36  
c.1

ACRES WESTERN LIMITED  
#960 - 505 Burrard Street  
Vancouver 1, B.C.



PROPOSAL FOR RESEARCH  
No. W122000

Prepared for:  
Department of Indian Affairs  
and Northern Development

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c. 1

LAND USE STUDY AND DEVELOPMENT  
PLAN FOR THE  
SEMIAHMOO INDIAN RESERVE

August, 1967

August 4, 1967

Mr. J. V. Boys  
Indian Commissioner for B.C.  
Department of Indian Affairs and  
Northern Development  
325 Granville Street  
VANCOUVER 1, B.C.

Dear Mr. Boys:

In response to your invitation of July 12, we are submitting our proposal for a land use study and development plan of the Semiahmoo Indian Reserve.

We have carefully reviewed the terms of reference which accompanied your letter and have discussed them with Messrs. Walchli and Letcher of the Regional Office and also Mr. Bernard Charles at the Reserve of the Semiahmoo Band. We are satisfied that the terms of reference are most appropriate, and therefore we have adopted them in their entirety in developing the approach outlined herein. Also, the fees proposed by us have been based on the work covered by your terms of reference.

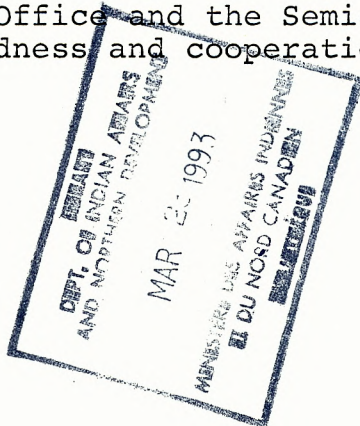
We believe our proposal contains all the information requested in your letter of July 12. Should you have any further questions however, we shall be pleased to meet with you to discuss them.

During the preparation of our proposal, we received considerable assistance from the representatives of the Regional Office and the Semiahmoo Band. We are grateful for their kindness and cooperation.

Yours very truly,



F. W. Patterson  
President



FWP:nf

PROPOSAL FOR RESEARCH  
LAND USE STUDY AND DEVELOPMENT PLAN FOR  
THE SEMIAHMOO INDIAN RESERVE

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## 1 - INTRODUCTION

The recent Hawthorne-Tremblay Report recommended that Indian Bands holding land, well located for industrial and commercial development should be given capital and technical aid for the development of these Reserves. In accordance with this principle, the Indian Affairs Branch of the Department of Indian Affairs and Northern Development invited Acres to submit a proposal for the economic and social development of the Semiahmoo Reserve.

The terms of reference outlined in the invitation are comprehensive. They give the consultant broad scope to frame an economic development study. While comprehensive, the study should focus on the specific areas for assisting the Semiahmoo Indian Band develop its natural and social resources according to its needs and desires.

The location of the Semiahmoo Reserve in the rapidly expanding Lower Mainland area offers great potential to the Band for long-term social and economic development. The optimum program for development of these properties can best be achieved by combining long-range property development plans with competent management.

Research shows that groups who are involved actively in developing their own destiny have generally high morale, and are satisfied with their role in living. Acres believes that the Band has the resources to generate substantial social and economic benefits for its people. However, these resources must be developed with the proper tools of technology and management. Acres' proposal sets forth the means of utilizing these tools for the optimum benefit of the Band.

## 2 - OBJECTIVES OF THE STUDY

The study objective is to design a comprehensive land use plan which will assist the Band Council in formulating a policy for the development of the natural, economic and social resources of the Reserve which will meet the needs of the Band and will result in the best use of the land.

### 2.1 - Study Approach

The study will be in three parts:

- (1) - An appraisal of the social, economic, and physical resources of the Reserve to determine it's greatest development potential.
- (2) - The formulation of alternative planning concepts which are in accordance with the potential of the Reserve. These will be presented in an interim report to the Band Council for discussion.
- (3) - The structuring of the development plan based on the concept which the Band considers best fulfils its needs.

### 3 - CONTENTS OF THE STUDY

#### 3.1 - The Appraisal

##### 3.1.1 - Site Analysis of the Reserve

This analysis will include an examination of the following features of the Reserve: location, physiography, climate, present land use, ownership patterns, leases, rights of way, municipal zoning, and taxation, and existing services. Also a preliminary engineering examination of the soils properties will be conducted giving consideration to water, sewer, and sanitary drainage problems.

##### 3.1.2 - Social Characteristics and Requirements of the Band

This sector will evaluate population trends, education, manpower training, age groupings, family structure, labour force, welfare assistance, medical services, recreation and housing of the Band. Band population projections will be prepared for a ten year period as will Band requirements in the above areas.

##### 3.1.3 - Economic Characteristics and Requirements of the Band

Present sources of employment, income and financial resources of the Band will be examined and will be projected over a ten year period. A general costing for the fulfilment of the social requirements outlined in Section 3.1.2 and municipal services will be prepared.

##### 3.1.4 - Development Potential of the Reserve

This will include an examination of the growth of the Lower Mainland in terms of population, income, and employment. Trends will be examined in leisure time, tourist travels and accessibility to the site.

#### 3.1.4 - Continued.

The demand for land and rates of expansion (absorption) in the municipality for residential, industrial, commercial, recreational and tourist uses will be determined. The projected use of surrounding lands including harbour development will be evaluated, as will the potential benefits and problems for the Band in terms of land and living conditions. Potential of Reserve lands for residential, industrial, commercial and recreational uses will be defined by acreage. Present market value of the Reserve will be estimated by both the comparative value and development income techniques.

The above information will be limited to the extent of data available from standard sources.

### 3.2 - Alternative Planning Concepts

#### 3.2.1 - Development Alternatives

Alternative development concepts will be designed for the Reserve. An economic analysis will be done for each concept selected in the course of the study. In addition, its relationship to Band requirements and to policy considerations will be noted. At this point, it will be necessary for the Band to make decisions regarding the future form of the Band community, including possibilities of a Band subdivision, and which development concept they feel best suits their social and economic needs. A one month period has been allotted for the Band to reach their decision in this matter.

### 3.3 - The Development Plan

#### 3.3.1 - The Design of the Plan

A land use plan will be designed based on the Band's selection of a development concept. This will be related to the demand for Reserve land, supported by a ten year projection of land absorption by pertinent uses. Unit costs, financial performance of selected operations, financial requirements, and policy and zoning considerations necessary to implement the plan will be set



3.3.1 - Continued.

forth. The plan will include recommendations on a Band subdivision (if feasible), roads, municipal services and a cemetery. Management roles will be outlined for the Band and other investors in the various operations. Also a policy for leasing Reserve lands will be formulated. Social and financial benefits of this plan to the Band will be determined and explained including employment, rents, profit sharing, etc.

3.3.2 - Guidelines for Implementation

Staging of the plan, legal implications and administration of the plan will be outlined. Methods of land assembly, acquisition of foreshore rights and financing of the plan will be set forth.

3.4 - Evaluation of Special Projects

Recommendations will be made in respect to Centura Limited development proposal and in respect to Mr. J. Meyers proposal on behalf of the Border Warehouse Limited.

#### 4 - ORGANIZATION OF THE WORK

To ensure long-range benefits from property development a systematic approach is required. As shown in the attached Flow Chart, Acres' approach is designed to provide the basic research required to formulate economically sound plans leading to sound development and operations programs. The proposed investigations are designed to produce a development plan that is marketable, feasible, fundable and can be implemented within the resources of the Band or in cooperation with outside enterprise. It should provide the facts upon which the Band can make rational decisions on both short and long-range development alternatives. Finally, it should determine the best use of the land and the most appropriate course of action for the Band to develop its resources. By using this approach, the Band will establish decisions along the course of the study thereby enhancing the probability of practical implementation of the plan in terms of financing, management and Band participation.

Acres' approach combines the scope of large public projects with the detail and immediate action-oriented recommendations required by private clients. It is our experience that this interdisciplinary combination of knowledge working with both government and private enterprise is essential to ensure practical development programs in projects of this nature.

At all times during the study contact will be maintained with the Band Council and officials of the Department of Indian Affairs and Northern Development. Specifically, preliminary discussions will be held during the appraisal with Band Council members, officials of the Department of Indian Affairs, officials of the Lower Mainland Regional Planning Board and federal, provincial, and municipal authorities regarding any, and/or all aspects of the appraisal. A comparative land value appraisal will be done by a registered land appraiser in the Province of British Columbia.

Upon completion of the appraisal and design of preliminary concepts, an interim report containing our findings and recommendations will be presented to the Band Council and to the Agency Superintendent and Regional Land Use Officer of the Indian Affairs Branch of the Department of Indian Affairs and Northern Development. After acceptance of the interim report, a final report will be prepared, containing recapitulation

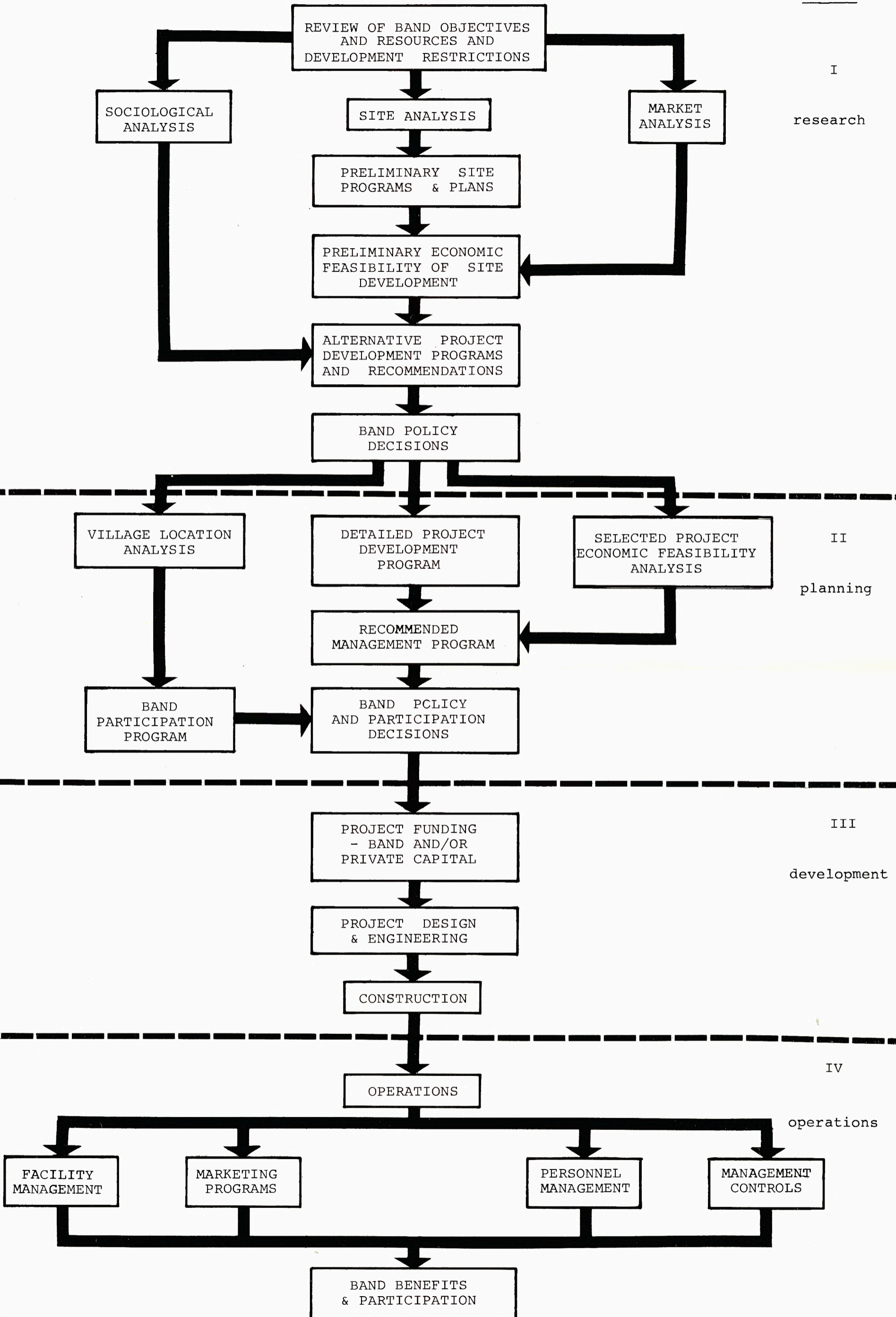
of the appraisal and a site plan based on the concept which the Band Council feels best fits their requirements.

Material for this study will be presented in tables, charts, and maps. The work will not include detailed engineering or architectural design specifications, plans or drawings, or professional land surveys.

Acceptance of this proposal assumes that all information from the Department of Indian Affairs and Northern Development will be supplied at no cost, including information on Band membership, housing, municipal services, land status, lease-holds, et al.

PROPERTY DEVELOPMENT STRATEGY  
FOR INDIAN LANDS

Development  
Phases



5 - PROJECT STAFF

The successful development of land and facilities on the Semiahmoo Indian Reserve requires substantial professional skills in real estate development, economics, sociology, land and real property facility planning, development management and operations administration, civil engineering and financial planning. It is this total combination of skills that will be required to develop a successful project. Acres' staff represents a combination of these skills with the specific experience to prepare the economic development plan required.

The study will be under the general supervision of Dr. C. B. Haver, Head of Acres' Resources and Economic Development Department. Formerly Professor of Economics at McGill University, Dr. Haver has had extensive experience in coordinating socio-economic development studies.

Mr. C. E. Spearin, B.A., M.Sc., will direct the study. His experience in comprehensive resource development studies includes: the Sarnia Reserve Industrial Study for the Sarnia Indian Band; a tourist sector study for the Atlantic Provinces Transportation Study; and An Appraisal of the Development Plan for the St. Clair Region Development Council.

Other key personnel who will be involved during the course of the study include:

Mr. Glen Drover, B.A., M.S.W., sociologist, formerly with the Social Planning Councils in Metropolitan New York City. His work included investigations and studies of the sociological factors in community renewal, community development and citizen participation activities, as well as extensive work with minority groups.

Mr. Frank Marlyn, B.Arch. T.P. Dip., M.T.P.I.C., Head of Acres' Urban Planning Department. Formerly Executive Director of the Edmonton Regional Planning Commission, Mr. Marlyn's extensive planning experience includes general planning advice to the Enoch Indian Band at Stoney Plain Indian Reserve. This work includes advice on land use problems, a village plan, a community centre development, and a vegetable growing project to supply Edmonton supermarkets.

Mr. Nigel H. Richardson, B.A., M.A., M.T.P.I.C., formerly Deputy Director of the Lower Mainland Regional Planning Board of British Columbia. Mr. Richardson has extensive experience in the formulation of plans in the Lower Mainland region including the municipalities in which the Reserve is situated.

Mr. Richard H. Street, M.S., Ph.D.(c), Special Projects Executive. Formerly with Management and Economics Research Incorporated, Palo Alto, California, Mr. Street has directed numerous research studies and administrative programs for major real estate development projects both in Canada and the United States. These include the Lions Gate Harbour Village and Marina (Vancouver), San Juan County Club Estates (Victoria), Grouse Mountain Redevelopment Plan, the Mount Wilson Theme Park and Alpine Meadows Resort in California, the Pacific International Exhibition in Oregon, and the Waterville Valley resort land development in New Hampshire. Earlier, Mr. Street was project manager of the \$8-million Treasure Mountains resort land development in Utah. Prior to becoming a consultant, he managed several major aquatic and boating operations in British Columbia. He is thoroughly familiar with real estate, tourist and recreational development trends in the Lower Mainland.

Mr. Christopher E. Webb, B.A.Sc. C.E., P. Eng. Acres' Engineering Consultant. Formerly District Engineer, Federal Water Resources Branch and for many years in charge of all engineering for the Indian Affairs Branch in British Columbia and Yukon Territory.

## 6 - COMPLETION SCHEDULE, FEES AND PAYMENT PROVISIONS

### 6.1 - Completion Schedule

The proposed appraisal and alternative development concepts of the study can be completed in four months after the award of the contract. The completion of the final development plan chosen by the Band would entail another two months. The total length of time for the overall study, including one month for Band discussion and decision making, would be an estimated seven months. For each day over thirty days after the submission of an interim report outlining the development concepts to the Band, Acres will be allowed one day added to the schedule.

### 6.2 - Fees

Acres will undertake the above study for the Semiahmoo Indian Reserve for the firm price of \$27,880. The land appraisal to be done by a registered land appraiser in the Province will be undertaken at cost over and above the firm price. This item is estimated to cost \$1,700. This price is firm up to 90 (ninety) days from the date of proposal after which it is subject to escalation in cost rates.

Extra work or changes in terms of reference involving additional services by Acres will be invoiced at regular per diem rates.

The above mentioned firm price includes 20 copies of an interim report to be supplied at the presentation of alternatives stage and 20 copies of a final report. Extra copies requested by the Client will be provided at cost to the Client's account.

### 6.3 - Payment Provisions

Compensation for the work will be by the following method:

6.3 - Continued.

- (a) One month after award of project, 20 (twenty) percent of total firm price.
- (b) Three months after award of contract, 40 (forty) percent of total firm price.
- (c) Four months after award of contract, 65 (sixty-five) percent of total firm price.
- (d) Six months after award of contract, 85 (eighty-five) percent of total firm price.
- (e) One month after submission of final report, 100 (one hundred) percent of total firm price.

6.4 - Project Authorization

The research outlined here can be established at Acres upon receipt of a letter accepting the proposal, together with any modifications that are agreed on by both parties.