



BEAVER HILLS INITIATIVE BUSINESS PLAN 2007 – 2010

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Background

The Beaver Hills, a geomorphological feature created by glacial retreat lies east of Edmonton in the Beaver Hills /Cooking Lake moraine and crosses the boundaries of five rural municipalities; Strathcona, Leduc County, Beaver, Lamont and Camrose County. Elk Island National Park along with several provincial parks and protected areas including the Ministik Bird Sanctuary, Cooking Lake – Blackfoot Grazing, Wildlife and Provincial Recreational Area and Miquelon Provincial Park are found within this area. This ecologically-significant land encompasses 1,572 square-km or 607 square-miles and forms a raised landscape feature approximately 750 m above sea level distinctly visible from the surrounding agriculture lands. The area is a critical source of both surface and ground water, and a large proportion of lands, both public and private, remain in their natural extensively treed state.

The knob and kettle terrain has largely prevented extensive clearing of the land in the past, allowing it to retain its natural features. Beaver Hills is a complex hummocky terrain that forms a patchwork of depressional areas many of which support wetlands and small lakes. The upland and wetland ecosystems support aspen-dominated Boreal mixed wood forest habitat and a high diversity of plant and animal life Having the moraine in the community adds a unique sense of place and quality of life for all living things.

The Beaver Hills is experiencing increased land use demand for recreation, urban and country residential development, industry and agriculture placing increasing pressure on the area. In order for the ecosystem to remain sustainable, decision makers when reviewing growth and development, must consider the natural resources and their sensitivity to development.

With the goal of assisting with this task, organizations consisting of the municipalities, the provincial government and federal government, industry, environmental non-government organizations and academia came together in 2000 and began working together towards a sustainable region, through shared initiatives and coordinated action, by providing sound science and developing land management framework recommendations to the decision makers that recognize the unique qualities of this area.

Regular meetings are held with all of the partners in this cooperative effort to address land use and management issues. Data from many different sources is being compiled and evaluated to help create policy recommendations based on social, economic and environmental balance. The approach is based on sustainability, recognizing protecting biodiversity can work in cooperation with protecting quality of life through distinctive means of land management.

Summary of Activities

2004

For the Initiative to move from discussion to action, grant funding from Municipal Affairs was secured in 2004 and IMI Strategics and Spencer Environmental Management Services Ltd (Spencer Environmental) were contracted to provide business planning, land management framework development, and research and technical support.

Business planning in 2004 included the development and adoption by the BHI Board (BHIB) of the following:

- 2004- 2007 Business Plan
- an organizational plan and



- consultation and communications strategy and materials.

Research, technical and land management framework development activities included:

- compilation of existing data on the Moraine
- development of a GIS database and data strategy
- identification of critical data gaps, and design of research projects.
- a set of foundation landscape management area statement and principles
- development of a landscape management areas model

2005

By the end of 2004, the BHI had achieved the majority of its planned goals for the year, and acquired credibility, capability and respect among its member organizations.

To continue this growth, the BHI needed to build greater internal capacity to meet the expectations of its members. Early in 2005 the BHI identified the need to seek sustained funding, full-time staff, and a legal presence. As a result, Strathcona County agreed to second a full time staff position and the BHI fiscal agent role.

To clarify the longer term role of the BHI, a strategic planning workshop facilitated by IMI Strategics was conducted in July 2005. At the conclusion of the workshop the analysis of results were drafted by the consultant into a proposed Draft Strategic Plan (Draft Strategic Plan and detailed analysis available upon request). With this foundation in place, the organization reduced its dependence upon external consultants and began building the internal capacity that would be needed for the long-term success of the Initiative.

2006

One of the tasks falling from the Draft 2005 Strategic Plan was to review the operational and decision making structure of the BHI. As a result, a governance model, along with Board Policy and Terms of Reference were developed and accepted by the BHI. Within the Governance structure a number of Working Groups were established and the 2004 -2007 Business Plan goals and tasks were reorganized and assigned to a specific Working Group and developed into Work Plans.

Throughout the year the Working Groups have successfully completed a number of these goals and related tasks. As the Initiative engaged in capacity building, strengthening and expanding partnerships, activities increased and new projects and tasks were formed.

In late fall of 2006, the review process of the Draft Strategic Plan and 2004 – 2007 Business Plan was undertaken by the Board in preparation to develop the new 2007 -2010 Business Plan.

New projects developed over the last year, goals, short term and long tasks, deliverables performance indicators proposed in the Draft Strategic Plan form the foundation of the 2007 – 2010 Business Plan. Goals from the 2004 -2007 Business Plan that are still active have also been rolled into the new 2007 -2010 Business Plan.



Business Plan at a Glance

Key:

Planners Working Group - PWG

Research and Monitoring Working Group - R&MWG

GIS Working Group - GISWG

Councillor Working Group - CWG

Communication and Education Working Group - C&EWG

Protected Areas Working Group - PAWG

Executive Team - ET

BHI Board - BHIB

Executive Director - ED

End 1 Data Sharing: *Land use decision makers have consistent data on resources and policies to support decisions*

<i>Key Goal</i>	<i>KeyTasks</i>	<i>Working Group</i>	<i>Key Deliverables</i>	<i>Key Performance Indictors</i>
<p>Goal 1: <i>Establish innovative research and monitoring along with modeling that contribute to current and future land management</i></p>	<p>Short Term 2007 -2008</p> <p>Task 1: <i>Identify and fill immediate data gaps:</i> <i>wetlands and upland vegetation inventory</i> <i>significant/sustainable natural areas</i> <i>socio-economic</i> <i>GW 2007</i> <i>Protected lands</i> <i>PFRA land cover</i> <i>F&W natural habitat (upland and wetland)</i> <i>Complete 2007 orthophoto coverage</i></p> <p>Task 2: <i>Consolidate compilation and ownership of GIS Database</i></p>	<p>Consultant GISWG PWG R&MWG</p>	<p>1.Land use decision makers have access to consistent data resources and policies to support decisions</p> <p>2.Decisions are based upon the best sources of information available</p>	<p>1. Land use planners seek the advice of BHI in making land management decisions</p>



	Task 3: Finalize GIS Data Management Plan		3.Implementation of GIS Data Management Plan	
	<p>Long Term 2008-2010</p> <p>Task 1: Develop a long-term research program</p> <p><i>1.a Develop Wetland Assessment Protocol for Boreal Forest Ecosystems</i></p> <p><i>1.b Aid Fort Air Partnership and Elk Island Air Monitoring Data</i></p> <p>Task 2: Build out the GIS Database as an on-going service provider.</p>	<p><i>Brian Eaton Alberta Research Council R&MWG</i></p> <p><i>R&MWG Elk Island National Park</i></p>	<p><i>Establish protocol for Science based information as well as Community involvement</i></p> <p><i>Baseline data</i></p> <p><i>Ongoing data</i></p>	<p>2.Established monitoring program</p> <p>3. Ongoing maintenance of data base</p>

End 2 Strategic Coordination of Planning: Support Municipal Councils and member agencies in their decision making through strategic coordination of land management planning and BHI Business Planning

Key Goal	KeyTasks	Working Group	Key Deliverables	Key Performance Indicators
<p>Goal 1 Implement 2007-2010 Business Plan</p>	<p>Short Term 2007-2008</p> <p>Task 1: Build capacity for operation of the BHI</p>	<p>Consultant BHIB PWG R&MWG GISWG</p>		<p>1.2007-2010 Business Plan is completed and accepted by the BHI Board</p>



<p>Goal 2 Common land management framework agreed upon by the partners and implemented within their operational documents</p>	<p>Task 2: Complete Land Management Framework 2.a. Evaluate and coordinate current rural recreational access and practices</p> <p>Task 3 : Develop a business case for sustainability and funding</p> <p>Long Term 2008-2010 Task 1: Focus on long-term results for clients</p> <p>Task 2: Operationalize the Landscape Management Framework</p>		<p>1. Municipal Councils adopt BHI Land Management Framework</p>	<p>2. BHI Land Management Framework provides greater guidance for land use decisions to planners and decision makers</p> <p>3. Proposed MDP and LUB concepts are discussed through the BHI and BHI Land Management Framework is incorporated into statutory documents</p> <p>3.a Partners have common Land Management Policies</p>
<p>Goal 3 Long Term Governance and Funding Structure is established</p>	<p>Task 3: Return to the sustainability plan</p>		<p>2. Long term role and sustainable funding of the Beaver Hills Initiative is established</p>	<p>4. Sustained funding</p> <p>5. Dedicated staff</p>



End 3 Partnership Building: Build partnerships through joint fundraising, collaborative projects, work sharing and ongoing monitoring

Key Goal	Key Tasks	Working Group	Key Deliverables	Key Performance Indicators
<p>Goal 1: <i>Establish community connection, increasing awareness of the Moraine and the BHI</i></p> <p>Goal 2: <i>Local, regional and world wide recognition</i></p>	<p>Short Term 2007 - 2008</p> <p>Task 1: <i>Update Communication and Education Plan, coordinate with Alberta Parks and Protected Areas Heritage Appreciation Plan</i> <i>Task 1a: Maintain the BHI webpage as the common point of reference for all information on the</i></p> <p>Task 2: <i>Finalize Protected Areas Cooperation Plan</i></p> <p>Task 3: <i>Expand partnership, initiate joint projects</i> <i>3a.Environmental Non-governmental organizations establish an advisory structure to support the BHI</i> <i>3b.Wetland Inventory</i> <i>3.cIntegrated Land Management Stewardship and Incentive Working Groups</i></p>	<p>C&EWG</p> <p>PAWG</p> <p>PAWG</p> <p>R&MWG GISWG ED</p> <p>Ducks Unlimited</p> <p>Sustainable Resource Development</p>	<p>1. The BHI continues to exist to serve the needs of clients</p> <p>2. Implementation of Communication and Education Plan <i>2.a Upgraded website</i></p> <p>3. Protected Areas Cooperation Plan is implemented</p> <p>3.Implementation of joint projects</p>	<p>1.Implementation of Communication and Education Management Plan establishes the community connection and raises awareness</p> <p>2.Protected Areas Cooperation Plan implementation increases biodiversity and habitat health</p> <p>3.Cooperative strategy for non-regulatory conservation initiatives <i>3.aPartners implement non-regulatory conservation initiatives</i></p>



	<p>3.d Alberta Land Trust Alliance</p> <p>3.e Partners establish joint initiatives with industry</p> <p>3.f Identify non-vascular plant species to link to air quality</p> <p>3.g. Implement Fire Management Plan including Woodlot Management</p> <p>3.h. Establish connection with Agriculture Community</p> <p>3.i Develop exploration project for Invasive Species Management</p> <p>3.j Develop model for Implement Ecological Goods and Services Incentives /Transfer of Development Credits Model</p> <p>3.k. Partners implement initiatives for active management of BHI, monitoring, and continuous planning for Beaver Hills</p> <p>3.l Integrate Dark Sky lighting strategies</p> <p>Long Term 2008 – 2010</p> <p>Task 1: Reconsider communications and consultation planning</p> <p>Task 1b: Develop</p>	<p>Alberta Environment</p> <p>Strathcona Heartland Board</p> <p>Fort Air Partnership and Elk Island National Park</p> <p>Elk Island National Park</p> <p>Alberta Agriculture</p> <p>Alberta Research Council</p> <p>Royal Astronomical Society of Canada</p>	<p>Host Spring Conference showcase</p> <p>Identify current practices regarding oil & gas</p> <p>Establish baseline data</p> <p>Implementation of Model for Ecological Goods and Services Incentives /Transfer of Development Credits Model</p> <p>Establish community response to BHI</p> <p>Increased exposure and recognition of the BHI</p>	<p>BHI is recognized as active participate in land conservation awareness building</p> <p>Establish ILM strategies</p> <p>Add to Fort Air Partnership Air Monitoring Program</p> <p>Transfer of Development Credits process in use in municipalities in the BH</p> <p>Sustainable Agriculture Program Agriculture Policy</p> <p>Community and stakeholders are informed and consulted on BHI and Land Management Framework</p>
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	<p><i>consultation strategy, report back on public input</i> Task 1c: Develop strategies for public information sessions, Stakeholder consultation, conference participation Task 2: Review social and economic information relating to the BHI</p>			<p>4.Addition of social and economic data set for the BHI</p>
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2007 -2010 Business Plan Development

Strategic Planning

On July 8, 2005, the members of the Beaver Hills Initiative Board met to discuss the future of the Initiative in a full-day workshop. Approximately 30 members providing a full representation of all the various partners in the Initiative were in attendance.

At the conclusion of the workshop, a Draft Strategic Plan for the BHI was developed. The Draft Strategic Plan outlined the:

Vision:

The Beaver Hills Initiative values the region for its natural beauty, quality of life, and supports cooperative efforts to sustain the quality and quantity of water, land, air, natural resources and community development.

Mission Statement

Working together for a sustainable, through shared initiatives and coordinated action.

Guiding Principles

The BHI adopted a list of Guiding Principles at the formation of the Initiative which were reconsidered at this workshop. (Detailed workshop analysis available upon request)

In order of importance and reworded based on results of the Workshop, the new Guiding Principles are:

- Foster long-term land use planning with clear consistent goals and objectives



- Promote regional, coordination by reflecting the regional vision in all municipal land use policies, plans and actions
- Success requires community participation, input and support
- Integrate economic forces with, environmental concerns (people's needs, economy, and environment). We are stronger together than acting separately
- Conserve, enhance, and monitor improvements or impacts to the environment.
- Success requires commitment and leadership from all levels of government.
- Strive for a common level of data (identify critical data needed, improve access and share where appropriate.
- Determine habitat required and strive to ensure that the optimum amount is maintained.
- Respect social and cultural history.
- Focus credit and contribution, rather than concern and criticism.
- Each partner area has a responsibility to the environmental, social, economic well being of the region.

Primary Client

The primary clients are land use decision makers in municipalities and member agencies.

Organizational End /Key Business or Role :

1. **Data Sharing** - *Gather, coordinate, interpret, and distribute accurate, current data*

Key Goals

1. Establishment of innovative research and monitoring along with modeling that contribute to current and future land management

Key Tasks

Short Term (2007-2008))

1. Task 1: Identify and fill immediate data gaps
2. Task 2: Consolidate compilation and ownership of GIS Database
3. Task 3: Finalize GIS Data Management Plan

Long-term (2008-2010)

1. Task 1: Develop a long-term research program
2. Task 2: Build out the GIS Database as an on-going service provider.

Key Deliverable:

1. Land use decision makers have access to consistent data resources and policies to support decisions
2. Decisions are based upon the best sources of information available
3. Implementation of GIS Data Management Plan



Key Performance Indicator

1. Land use planners seek the advice of BHI in making land management decisions
2. Established monitoring program
3. Ongoing maintenance of data base
4. **Strategic Coordination of Business and Land Management Planning - Support Municipal Councils and member agencies in their decision making through strategic coordination of land management planning and BHI Business Plan**

Key Goals

1. Reaffirm and renew the 2004 – 2007 Business Plan to the 2007-2010 Business Plan
2. Common land management framework agreed upon by the partners and implemented within their operational documents
3. Long Term Governance and Funding Structure is established

Key Tasks

Short Term (2007 -2008)

1. Task 1: Build capacity for operation of the BHI
2. Task 2: Complete Land Management Framework
3. Task 3: Develop a business case for sustainability and funding

Long Term (2008-2010)

1. Task 1: Focus on long-term results for clients
2. Task 2: Operationalize the Landscape Management Framework
3. Task 3: Return to the sustainability plan

Key Deliverable:

1. Municipal Councils adopt BHI Land Management Framework
2. Long term role and sustainable funding of the Beaver Hills Initiative is established

Key Performance Indicator:

1. 2007-2010 Business Plan is completed and accepted by the BHI Board
2. Proposed MDP and LUB concepts are discussed through the BHI and BHI Land Management Framework is incorporated into statutory planning documents
3. BHI Land Management Framework provides greater guidance for land use decisions to planners and decision makers
4. Sustained funding
5. Dedicated staff

3. **Partnership Building - Build partnerships through joint fundraising, collaborative projects, work sharing and ongoing monitoring**



Key Goals

1. Community connection, increasing awareness of the Moraine and the BHI
2. Local, provincial, regional and world wide recognition

Key Tasks

Short Term (2007-2008)

1. Task 1: Update Communication and Education Plan, coordinate with Alberta Parks and Protected Areas Heritage Appreciation Plan
2. Task 2: Finalize Protected Areas Cooperation Plan
3. Task 3: Expand partnership, initiate joint projects

Long Term (2008-2010)

1. Task 1: Reconsider communications and consultation planning
2. Task 2: Review social and economic information relating to the BHI

Key Deliverables:

1. The BHI continues to exist to serve the needs of clients
2. Implementation of Communication and Education Plan
3. Implementation of Protected Areas Cooperation Plan
4. Implementation of joint projects

Key Performance Indicator:

1. Implementation of Communication and Education Management Plan establishes the community connection and raises awareness
2. Implementation of Protected Areas Cooperation Plan increases biodiversity
3. Cooperative strategy for non-regulatory conservation initiatives
4. Addition of social and economic data set for the BHI

Business Planning

The 2004 – 2007 Business Plan was formally adopted on December 10, 2004 and presented to stakeholders on January 10, 2005. In considering the workplan to implement the 2004 - 2007 Business Plan, over 60 projects were identified, with heavy reliance on in kind time by the members while also continuing day-to-day demands of regular job duties. Several partner municipalities began review of their LUB and MDP policies and requested assistance from the BHI soon after the January 2005 presentations. This occurred much earlier than anticipated in the business plan, mainly because Council support for incorporating the BHI principles in the respective review processes was extended almost immediately after the presentation. The capacity of the BHI was over-taxed and subsequently progress in any one area had been slow. There was a risk of the BHI falling short of its role and proposed goals.

It became apparent that the BHI needed to build greater internal capacity to meet the expectations of its members. To achieve this objective, early in 2005 the BHI identified the need to seek sustained funding, full-time staff, and a legal presence.

The BHI secured:



- i) A full time Executive Director seconded from Strathcona County to coordinate activities for the BHI. Activities increased and it was recognized early in 2006 that long term management of projects would be required to ensure success of the Initiative. Strathcona County agreed to extend the secondment to 2011
- ii) Strathcona County as the legal presence and fiscal agent.
- iii) An operational budget of \$150,000.00 contributed by the Municipalities for the period of March 2006 – March 2007. Strathcona County has agreed to sustain their funding until 2011. Other municipalities are currently reviewing their budgets.
- iv) \$150,000.00 in grant funding from Alberta Municipal Affairs supporting the BHI's efforts to continue development of the Governance structure of the Initiative. Funding will be completed in 2007. Another application will be submitted to Alberta Municipal Affairs upon completion of the 2007 grant funding.
- v) \$290,000.00 through Elk Island National Park's Ecological Integrity Funding for a four year period beginning 2004 until 2008 supporting data gathering and monitoring projects for the BHI.
- vi) In kind time and other resource contribution by the Board members and their agencies to date is approximately \$750,000.00.
- vii) Alberta Parks and Protected Areas will be contributing \$5,000.00 in 2007 towards development of a Cooperation Plan for Protected Areas

The 2007 -2010 Business Plan changes will be as follows:

- i) Phase I of the 2004 – 2007 Business Plan is complete. Phase II and Phase III active goals are sorted under the organizational ends statements listed below. Phasing will be omitted from the 2007 -2010 Business Plan:
 - **Data Sharing** - Gather, coordinate, interpret, and distribute accurate regional data
 - **Strategic Coordination of Planning** - Support Municipal Councils and member agencies in their decision making through strategic coordination of land use planning; and
 - **Partnership Building** - Build partnerships through joint fundraising, collaborative projects, and work sharing
- ii) key goals, key short and long term tasks, deliverables and performance indicators as established at the July 2005 Strategic Planning Workshop will be added to the 2007 -2010 Business Plan
- iii) reviewed and amended annually by the end of October of each year as required. Amendments will to be accepted by the Board.
- iv) correspond to the annual operational budget of \$150,000.00 per year unless recommended otherwise by the Executive Director and supported by the Board
- v) work Plans of all Working Groups and Executive Director are coordinated and updated as required with 2007 -2010 Business Plan

The Executive Director will seek acceptance of the 2007 -2010 Business Plan prior to the end of 2006. 2007 – 2010 Business Plan will be implemented January 2007.



Organizational Planning

The Beaver Hills Initiative (BHI) was established in 2000 .In six years of existence, the BHI has grown to be an effective partnership demonstrating real value for its clients and a respected voice in the region for sustainable land use planning. This growth has brought the BHI to the point where as an organization, it was challenged by governance obligations. Further to the July Workshop IMI Strategics assisted the BHI by proposing a governance model that outlined the following:

- Principles of policy governance;
- Decision making process;
- Organizational structure;
- Terms of reference for organizational components; and
- Draft policy manual.

The governance model outlined a decision-making system lead by a Board of Directors supported by working groups, working within the direction of the Executive Director and operating within the administrative structure of a fiscal agent. All these organizational units are guided by terms of reference embodied in governance policies that outline the following:

- Primary area of responsibility;
- Key duties; and
- Composition.

IMI Strategics developed an organizational structure that outlined the relationship and decision-making authorities of the following units within the overall structure of a board-governed organization:

- Board of Directors;
- Board Chair;
- Executive Director;
- Fiscal Agent;
- Working Groups; and
- Executive Team.

The BHI Board:

- i) Adopted the proposed governance model on October 12, 2005 and
- ii) Adopted the Board Policy and Organizational Ends statements February 2006.

Land Management Planning

The Landscape Management Statements, Principles and Model were adopted by the BHI Board on December 10, 2004. These were presented to the entire member Councils on January 10, 2005, and received support for further development.

While these principles have been accepted within the BHI, and appear to be consistent with community values, further work is required in 2007 - 2010 in the following areas:

BHI will be concluding in the 2007 – 2010 Business Plan period;



- i) Phase I of the Land Management Framework
- ii) Phase II of the Land Management Framework
- iii) Updated Models
- iv) Retaining consulting services as required for an implementation strategy of the Land Management Framework that will include may require a phased approach
- v) Seek acceptance by the BHI Board and partnering municipalities of the Land Management Framework and facilitate incorporation into their Municipal Development Plans and Land Use Bylaws

Research and Technical

Spencer Environmental's key role in the last half of 2005 was to transfer management of the GIS database and the research program to various Working Groups within the Initiative. A GIS Working Group composed of various GIS specialists from Strathcona County, Parks Canada, PFRA, Alberta Parks and Protected Areas and Ducks Unlimited was formed within the BHI. The GIS database was transferred to Strathcona County, who has assumed responsibility for housing the data. The group has completed a GIS Data Management plan that was accepted by the Board in September 2006. The Working Group is now working on a strategy to manage data requests from partner municipalities and agencies, including designating staff time.

Through early 2005, the BHI had assisted Beaver County in their review of Land Use Policy for its west end, which lies within the Beaverhills Moraine by providing data and interpretation of that information. That need for mapping and interpretation of the GIS data arose again in the summer and fall of 2005. As the GIS Working Group had only just been established and were still reviewing the GIS data, Spencer Environmental provided interim advice and mapping regarding environmental resource management in the context of Beaver's Land Use Review. Similar services were provided to Strathcona County staff for their MDP review late in 2005 and Leduc County for their Land Use Bylaw review. Most recently information was provided by the GIS Working Group as an information session on the BHI to the Camrose County community. There may be a further role to play within Lamont County as they engage their MDP review.

A Research Working Group was established in the summer of 2005, which assumed management of the various studies identified to fill data gaps. In some cases, proposals had been solicited on behalf of the BHI; others such as the fire history study, were underway. Spencer Environmental provided clarification and advice regarding the status of potential projects and proposals. In some cases, this included providing data to researchers to assist in their work. This role is almost complete, as the transfer is now complete, except for occasional follow-up inquiries.

The 2007 – 2010 Business Plan identifies various joint initiatives such as:

- i) Invasive Species Management Plan/Sustainable Agriculture Policy
- ii) Ag Capture Program
- iii) Wetland Inventory
- iv) 2007 Airphoto Purchase
- v) Transfer of Development Credits Pilot
- vi) Natural Capital Valuation Pilot
- vii) Fort Air Partnership and Elk Island National Park, Bio Monitoring for Air Quality
- viii) Wetland Protocol Development Boreal Forest Ecosystems



- ix) Community Connection: Beaver Hill Lake and South Cooking Lake Community Group
- x) Alberta Land Trust Alliance
- xi) Integrated Land Management Working Groups
- xii) Ministik Bird Sanctuary Board
- xiii) Developing Strategies for Monitoring in Alberta Working Group

Conclusion

As the BHI continues to complete goals within the scope of the 2007 -2010 Business Plan, focus will be placed on the long term role of the BHI.

Grant funding will be pursued to assist with resource allocation to ensure deliverables as proposed will be achieved.

With the ongoing success, recognition and community involvement of the BHI it is the hope that the collective efforts will result in a sustainable community.