



## 2011 STRATEGIC ECONOMIC ACTION PLAN

PREPARED FOR

P'EGP'ÍG'LHA COUNCIL

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APPROVED MARCH 29, 2012

# P'EGP'IG'LHA COUNCIL

## 2011 ECONOMIC ACTION PLAN

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# P'EGP'IG'LHA COUNCIL

## 2011 ECONOMIC ACTION PLAN

### 1.0 INTRODUCTION AND PURPOSE

The P'egp'ig'lha Council (PC) is the traditional Council of the T'it'q'et community (formerly known as the Lillooet Indian Band) who is mandated to govern the community's title and rights within St'at'imc territory. The T'it'q'et Council governs seven reserves on 1,497.8 hectares<sup>1</sup>, on behalf of 391<sup>2</sup> T'it'q'etmec (T'it'q'et community members)<sup>3</sup>, who form one of eleven St'at'imc communities. The majority (66%) of members live on six reserves: T'it'q'et; Qwíxwen; Sk'wel'suit; Q'aq'peqw; Txwinek; and Sk'emqin, covering almost 1,500 hectares.

The PC area of responsibility (traditional territory) includes the District of Lillooet and surrounding area. Traditionally, the T'it'q'et had developed a rich and diverse economy that was based upon stewardship and a complex trading system within this area of responsibility. It is within the T'it'q'et area of responsibility that this economic development plan applies to.

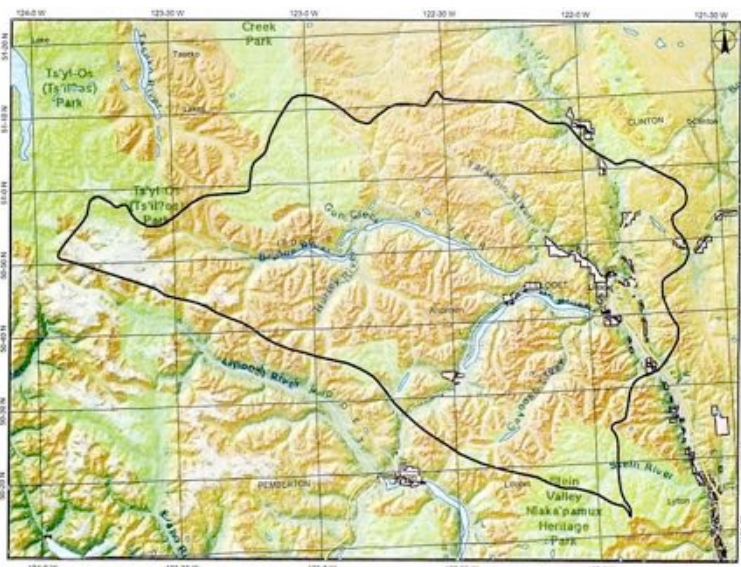
The purpose of this report is to identify the strategic activities that will support the T'it'q'etmec to undertake community economic development within their area of responsibility. To support informed decision making this work was undertaken incorporating all former research and planning undertaken by the community for economic development purposes.

Additional work undertaken to develop this document included:

- External scan and identification of key considerations;
- Internal scan and identification of key issues;
- Reviewing organizational structure, governance and planning processes; and
- Identification of priority areas for development through community planning processes in December 2011, and March 2012.

The PC will use this report to support on-going economic activities for the current and coming fiscal year, and to support the establishment of an enhanced economic development function for the community.

Figure 1: T'it'q'et Community Area of Responsibility



<sup>1</sup>Source: First Nations Profiles, Indian and Northern Affairs Canada and British Columbia First Nations websites

<sup>2</sup>Population Total (2011) is: 187 on-reserve registered band members, 204 and off-reserve registered band members. These totals do not include non-registered band members. Source T'it'q'et Administration (Membership).

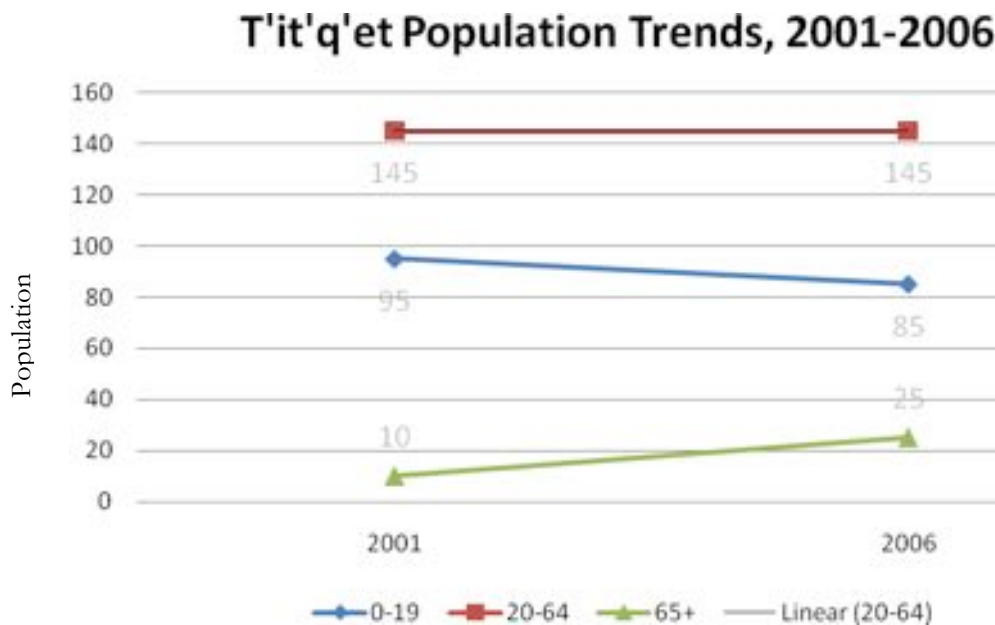
<sup>3</sup>Source: Registered Indian Population by Sex and Residence December 2006, Indian and Northern Affairs Canada

## 2.0 CONTEXT

### 2.1 DEMOGRAPHICS

The T't'q'et population is increasing slightly (2%)<sup>4</sup>, while the Lillooet District saw their population shrink by 5% from 2001 to 2006<sup>5</sup>. Although the T't'q'et population is slightly younger it does demonstrate an aging population consistent with the demographic trend of the Lillooet District. The PCarea of responsibility includes the Squamish-Lillooet Regional District (SLRD) and surrounding area, making the district an important partner in future economic development.

Figure 2: T't'q'et Population Trends 2001-2006.

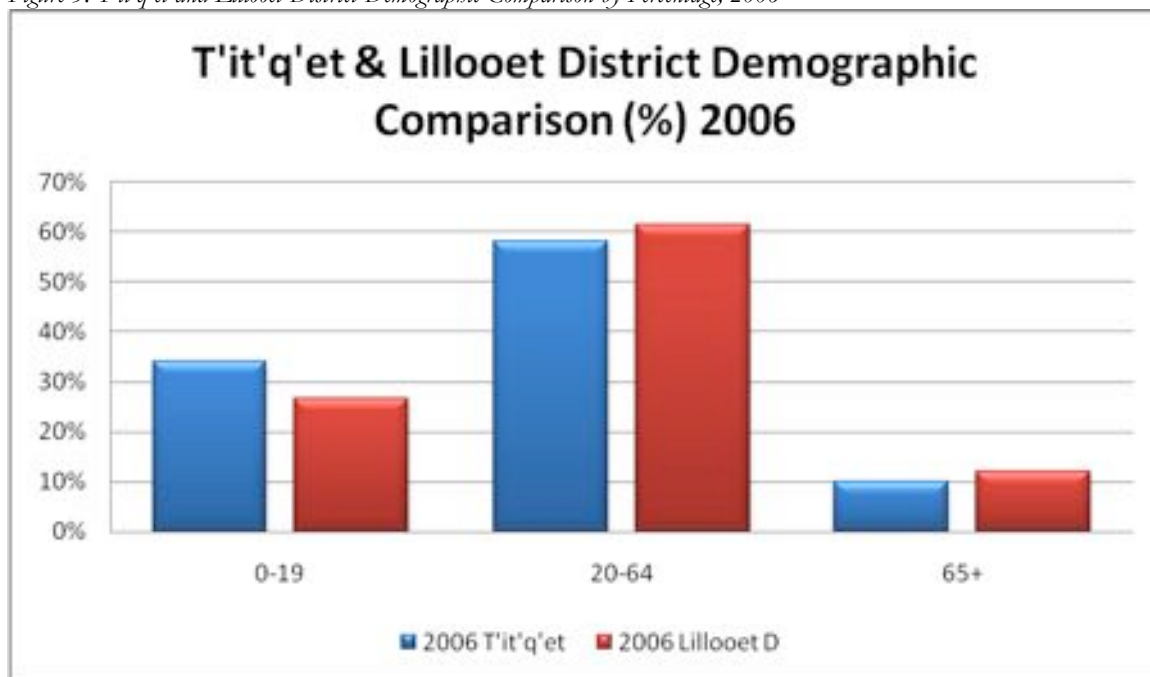


Source: [INAC Community Profiles](#)

<sup>4</sup>Data prior to 2001 is not available therefore trend lines indicate the progress only from 2001 to 2006.

<sup>5</sup>Source: Statistics Canada

Figure 3: T'it'q'et and Lillooet District Demographic Comparison by Percentage, 2006

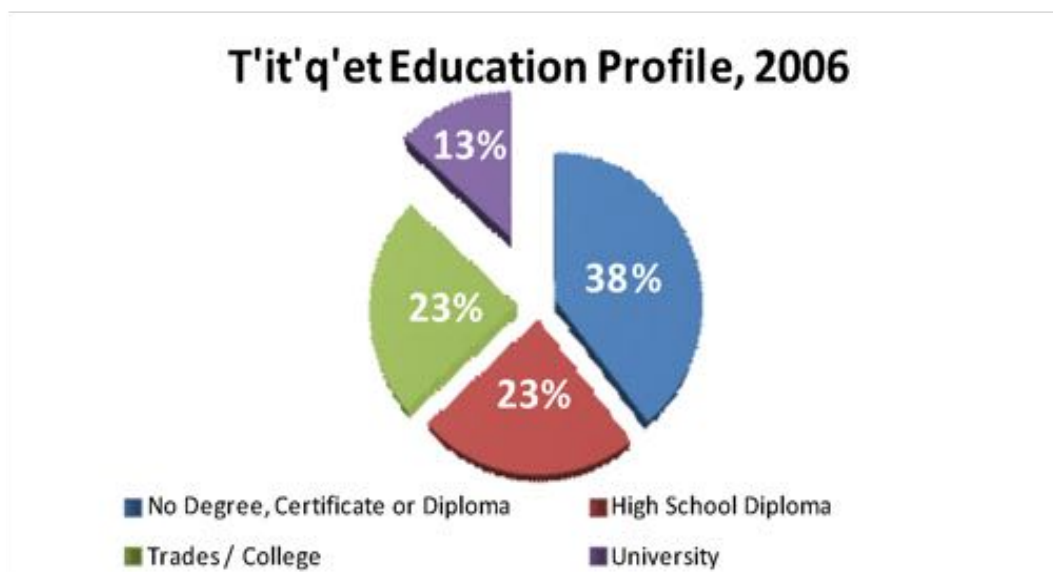


Source: [INAC Community Profiles](#) and Statistics Canada 2006

## 2.2 T'IT'Q'ET SKILLS INVENTORY

The T'it'q'etmec education profile demonstrates education and training human resource capacity within the community, where 13% of members have completed a university degree, and 23% have completed a college or trades certificate.

Figure 4: T'it'q'etmec Education Profile, 2006



Source: [INAC Community Profiles](#), data for 2001 unavailable.

According to the 2010 Fire Management Certification Skills inventory, specific degrees and certificates held by member respondents include, but are not limited to: Business Management Degree, Masters in Economics, Master of Science in Human Services, Certified Aboriginal Financial Manager, Forestry Technician, Fisheries Technician and Environmental Assessment, Criminal Justice Certificate and Police Science Diploma.

### a. Fire Management Skills Inventory

A T'it'q'etskills inventory undertaken in 2010 specified the Fire Management Certification and qualifications that members hold. Of the 77 members who responded the following are the certifications held by percentage:

- 58% have graduated high school;
- 35.1% have a class 5 or 7 driver's license;
- 14.3% have a class 1 or 4 driver's license for commercial vehicles;
- 11.7% have power saw operator tickets;
- 7.8% have danger tree assessor tickets;
- 24.6% have First Aid Level 1, plus TE tickets, 2.6% hold First Aid Level 3 tickets; and 5.2% hold CRX-EM tickets;
- 3.9% were trained as crew leaders;
- 5.2% have ICS100 (Incident Command System) certificates;
- 31.1% have FS110 (Fundamentals of Emergency Services) certificates;
- 28.6% have FS185 (Incident Safety Officer) training;

- 5.2% have S212 Wildlife Power Saw training; 5.2% have S230 Crew Boss training; and 5.2% have S235 Burn off and Backfiring training.

A wide variety of additional trades skills were also identified that include, but are not limited to: welding, crane operator, carpenter's apprentice, plumber's apprentice, heavy equipment operator, automotive mechanic, automotive glass technician/ journeyman glazier, auto body collision, chainsaw operator, forklift certificate, traffic control, basic and advanced GPS, flagging, WHMIS, WCB Worksafe, occupational first aid, traffic control, food safe, and 5% of participants who were trained as security guards.

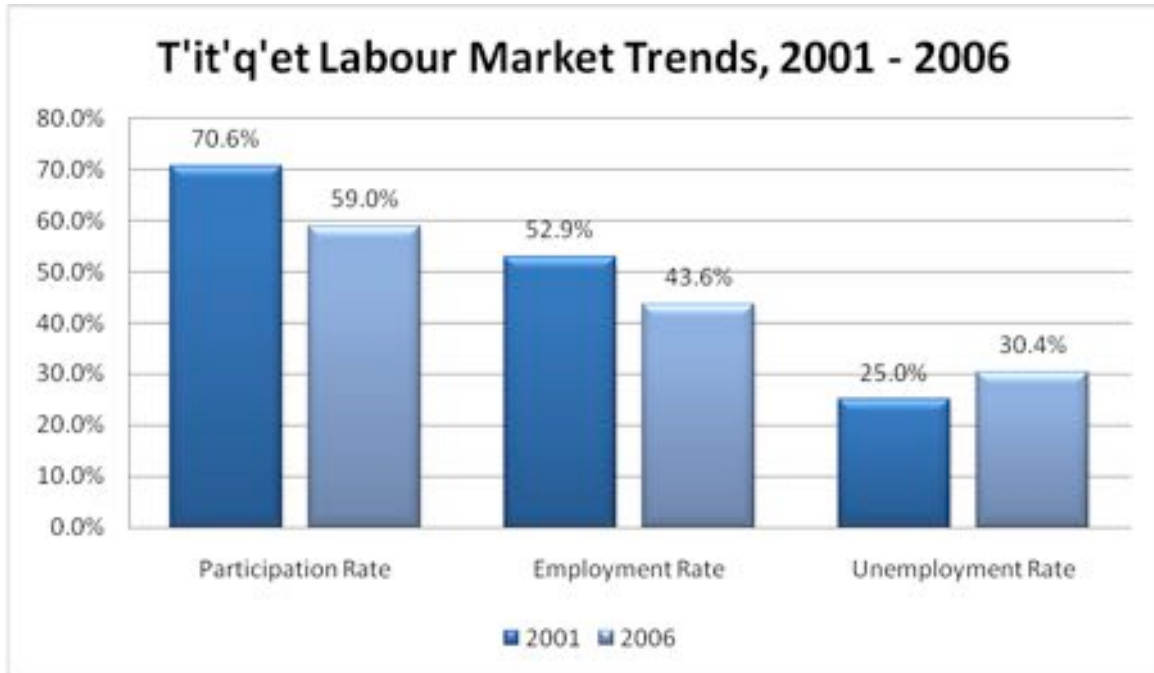


## 2.3 T'it'q'et LABOUR MARKET TRENDS

### a. T'it'q'etmec

The T'it'q'et labour market trends indicate a growing unemployment rate, which has been negatively affected by the 2009 closing of the Ainsworth sawmill. Ainsworth was the region's largest employer.

Figure 5: T'it'q'etmec Labour Market Trends 2001-2006<sup>6</sup>



Source: [INAC Community Profiles](#).

For the T'it'q'etmec, from 2001 to 2006, the major labour market industries saw a reduction in agricultural employment, manufacturing, and construction. Retail, health, education, and business services held steady, while 'other services' realized an increase. During this same time occupations in management realized an increase, while natural sciences, health, social sciences, government, sales and service, trades and related occupations held steady.

The economy of Lillooet is primarily forest-based and the purchase and reopening of the mill, by new owners Aspen Planers Limited, in 2011 is expected to positively influence labour market participation.

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<sup>6</sup>Participation Rate refers to the percentage of working-age persons in an economy who are employed and those who are unemployed but looking for a job. This count does not typically include students, homemakers, and persons under the age of 64 who are retired.

## b. Lillooet District

From 2001 to 2006 the Lillooet District experienced increased labour market participation rates in forestry and logging, health care and social assistance, and construction. During the same time participation in the following occupations decreased: manufacturing; transportation and warehousing; agriculture; professional scientific and technical services; arts, entertainment and recreation; accommodation and foodservices; public administration; and education.

Table 1: Lillooet District Labour Market Profile, 2006.

<b>Employment by Major Industries (SLRD):<sup>7</sup></b>	<b>21975</b>	<b>Regional Occupations</b>	<b>21975</b>
▪ Agriculture and other resource-based industries	1035	▪ Management	2880
▪ Manufacturing and construction	2755	▪ Business, finance and administration	2745
▪ Wholesale and Retail Trade	370	▪ Natural and applied sciences	1045
▪ Finance and Real Estate	2110	▪ Health	810
▪ Health and Education	1180	▪ Social science, education, government service and religion	1275
▪ Business Services	3720	▪ Art, culture, recreation and sport	915
▪ Other	7335	▪ Sales and service occupations	6820
		▪ Trades, transport, and equipment operators	4060
		▪ Occupations unique to primary industry	1060
		▪ Occupations unique to processing, manufacturing, and utilities	350

Source: BC Stats (<http://www.bcstats.gov.bc.ca/census.asp>).

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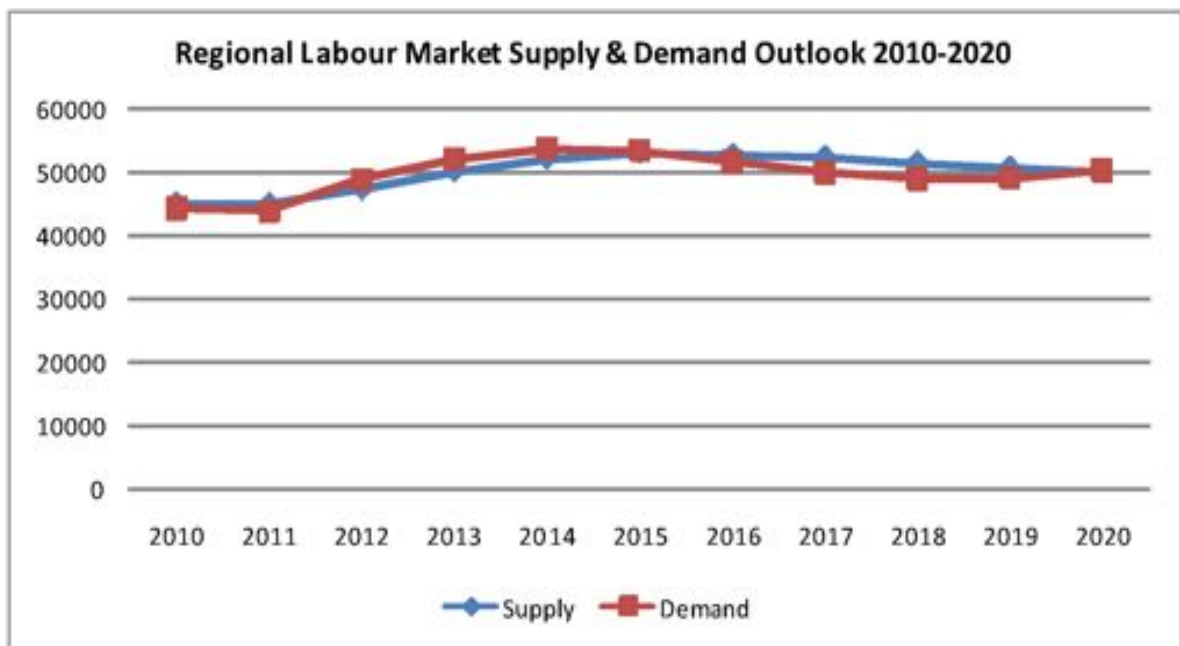
<sup>7</sup>2006 Census Community Profile

### c. Regional Labour Market Forecast 2010-2020

The T'it'q'etmec is situated within the Cariboo Chilcotin Coast labour market region, which according to the *BC Labour Market Outlook 2010-2020* is the slowest growing labour market region, with 19,890 total openings, 5,960 of which is attributed to expansion, and 13,930 attributed to replacement jobs. All highest occupational demands are forecasted to be in health occupations, including:

- Nurse Supervisor and Registered Nurses (NOC315) 2.9% growth;
- Physicians, Dentists, and Veterinarians (NOC311), 2.7% growth;
- Assisting Occupations in Health (NOC341), 2.6% growth.

Figure 6: Regional Labour Market Supply & Demand Outlook 2010 - 2020



Source: BC Labour Market Outlook 2010 – 2020 (<http://www.workbc.ca/docs/BCLMOutlook.pdf>)

i. Trades Outlook

According to the BC Trades Occupations Outlook 2009-2019, within the region trades employment will grow by 1.8%, while total regional employment will increase by 1.9%. Overall the region will experience relatively constant trades' employment that will by 2019 account for 14.1% (12,840) of jobs (91,175). The largest trades' occupation in the region is expected to be in machinery and transportation equipment mechanics, which will represent one in every six trades in demand (p.13). The following table represents the trades' labour demand in the Cariboo region.

*Table 2: Cariboo Region Occupation Demand Outlook 2009 - 2019*

<b>Regional Occupation Demand Outlook 2009 - 2019</b>	<b>Replacement</b>	<b>Expansion</b>	<b>Total</b>
Machinery and Transportation Equipment Mechanics (Except Motor Vehicle)	760	140	900
Carpenters and Cabinetmakers	100	520	620
Electrical Trades and Telecommunication	190	370	560
Chefs and Cooks	410	110	520
Heavy Equipment Operators	260	260	520
Automotive Service Technicians	390	30	420
Metal Forming, Shaping and Erecting Trades	240	160	400
Other Construction Trades	30	220	250
Plumbers, Pipefitters and Gas Fitters	80	150	230
Butchers and Bakers	80	40	120
Technical Occupations in Personal Service	160	- 40	120
Masonry and Plastering Trades	-	120	120
Other Mechanics	70	10	80
Machinists and Related Occupations	60	-	60
Crane Operators, Drillers and Blasters	20	40	60
Total	2,850	2,130	4,980

Source: BC Trades Occupations Outlook 2009-2019

([http://www.workbc.ca/docs/BC\\_tradesoccupationoutlook\\_2009-2019.pdf](http://www.workbc.ca/docs/BC_tradesoccupationoutlook_2009-2019.pdf)).

## 2.4 ECONOMIC DEVELOPMENT BACKGROUND

### a. T'it'q'etmec

In 2001 T'it'q'et established a T'it'q'et Economic Development Authority (TEDA) to guide economic development. Recently, the T'it'q'et Council, St'at'imc Nation, and Squamish-Lillooet Regional District have partnered on a wide variety of economic reports and studies to support local economic development that will generally diversify the economy from resource extraction to tourism and greener opportunities. These include: the *Advantage Lillooet: The Land, The Community, The Opportunities* (2008); and the *Economic Opportunity Assessment District of Lillooet, Electoral Areas A & B, Northern St'at'imc* (2008). Since the writing of these reports the worldwide economic recession (2008/09) that some have called “the most severe economic crisis since the Great Depression”<sup>8</sup>, has negatively impacted the global, national, and local economies. In particular the local economy has seen contracting and slowed growth in tourism, forest products, construction, and manufacturing industries that are important in considering future economic opportunities.

The T'it'q'et had also consigned a number of reports to identify economic opportunities. The most prominent of which is the Cirque Resource Associates Report (2010) on forest product opportunities. Opportunities can potentially be identified from this report are being used to advance economic development under the guidance of an Agricultural Advisory Committee.

The T'it'q'et Council also established a fund in 2003 of \$750,000, known as the Restricted Funds, which is intended to be transferred into trust with an Aboriginal Financing Institution to support small business and economic development investments of up to \$60,000 per year. To date these funds are not being accessed.

### b. Lillooet District

The current Squamish-Lillooet Regional District economic development work is informed by three primary studies that as identified above, were written prior to the 2008/09 global recession. The District has not updated these reports or planning for economic development at the time of writing this plan. These reports are summarized below to identify the key findings and considerations required to advance T'it'q'etmec economic development.

- i. *Advantage Lillooet: The Land, The Community, The Opportunities (2008)*. This report identifies the local economy as based upon forestry products, agriculture, tourism and public services. Future opportunities identified in 2008 included: forest products, agriculture, mining, clean energy projects (run-of-the-river, and wind power), senior housing, and tourism.
- ii. *Economic Opportunity Assessment District of Lillooet, Electoral Areas A & B, Northern St'at'imc (2008)*. This report identified 18 opportunities including: adventure/ecotourism, artists' guild, destination accommodation, festival / event joint economic development strategy, live theatre, local economic development working group, log home village, new visitors centre, regular scheduled transportation service, small business development centre, solar – wind farm, specialty forestry products, St'at'imc – Lillooet tourism media and marketing

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<sup>8</sup> Source: Government of BC. (2010). 2010 British Columbia Financial and Economic Review, 70<sup>th</sup> edition, April 2009 to March 2010, p. 3.

strategy, St'at'imc heritage and learning centre, store/restaurant tours and tour packages, viticulture and other horticultural crops.

Of these the top opportunities identified included: establishing a joint economic development working group; Tourism (St'at'imc Heritage and Learning Centre, joint tourism and marketing strategy; destination accommodation, and visitors centre); Viticulture and other Horticultural Crops; and small business centre.

### c. British Columbia

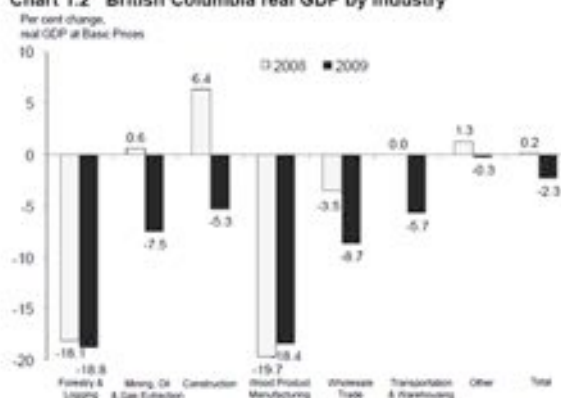
Within Canada, BC's economy fared better than most regions from the 2008/09 recession, with a 2.3% decline in 2009. This decline was primarily affected by slowdowns in manufacturing (-14.5%) and forest products, where “waning demand for BC forest products took its toll on forestry related industries in 2009, with primary forestry and logging production falling 18.8 per cent and wood product manufacturing dropping 18.4 per cent on the year”. The construction industry (residential and commercial) also experienced a 5.3% decline in 2009, mitigated by the 2010 Winter Olympic and Paralympic Games. In the tourism sector (2009) BC experienced a 15-year low of 5.6 million visitors, down 6.4% from 2008. This was drop primarily due to the recession, however during this same year the global H1N1 outbreak also negatively affected tourism. Together BC experienced a drop in overall room revenues of 11.9% in 2009.<sup>9</sup>

Figure 7. BC Real GDP by Industry (Percentage Change, real GDP at Basic Prices)

#### British Columbia Economy<sup>2</sup>

British Columbia's real GDP shrank by 2.3 per cent in 2009, following a modest increase of 0.2 per cent growth in 2008, as the far-reaching impact of the global recession set in.

Chart 1.2 British Columbia real GDP by industry



The downturn in 2009 reflects overall weakness in the goods-producing industries, which fell 9.2 per cent compared to the previous year. This decline more than offset a marginal 0.1 per cent increase experienced by the service-producing industries in 2009.

<sup>9</sup> Source: Statistics Canada, April 2010 Preliminary Industry Accounts

The economy stabilized in 2009, and BC realized a 4% GDP growth in 2010. Industries demonstrating growth include forest products, mining, and the service sector, while tourism, construction (driven primarily by stimulus projects<sup>10</sup>), and manufacturing remain slow.

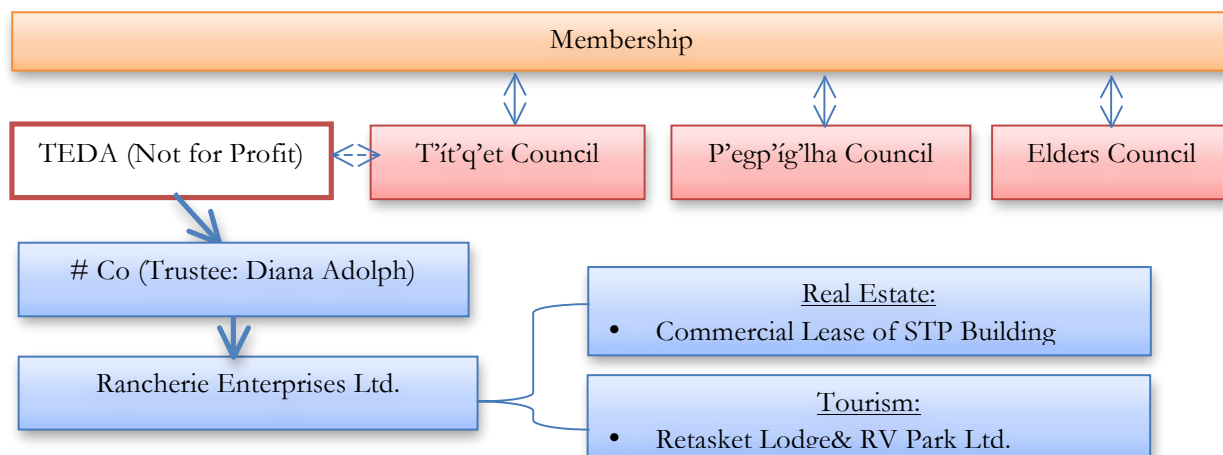
A promising new industry is “cleantech”, which is green energy. According to the *Cleantech Report Card for British Columbia*, the cleantech industry is one of the province’s fastest growing industries and has the potential to be a significant economic generator that creates thousands of new high paying jobs, attracting investment, and generating revenue from exports<sup>11</sup>. Locally, there are several run of the river projects being established or planned for development, as outlined in the map below.

## 2.5 CURRENT ECONOMIC DEVELOPMENT MECHANISM

The T’it’q’et Economic Development Authority (TEDA) was established in 2001 to guide community economic development. TEDA is a not-for-profit society that is intended to “achieve economic self-reliance while upholding our St’át’imc integrity by promoting education, training, employment, and business development within the global economy”. The five TEDA board members include two representatives from T’it’q’et Chief and Council and 3 community members, supported by one administrative support staff.

Economic development ventures are currently held by a numbered company whose board consists of three community members, one of whom holds the shares in trust for the community. This company has two holdings in real estate and tourism with no net revenues.

Figure.8: TEDA Organizational Chart



<sup>10</sup>Source: Construction Sector Council. (2011). *Construction Looking Forward: An assessment of construction labour markets for British Columbia from 2011-2019*. Retrieved from <http://www.vicabc.ca/PDFs/CSCHighlights11.pdf>

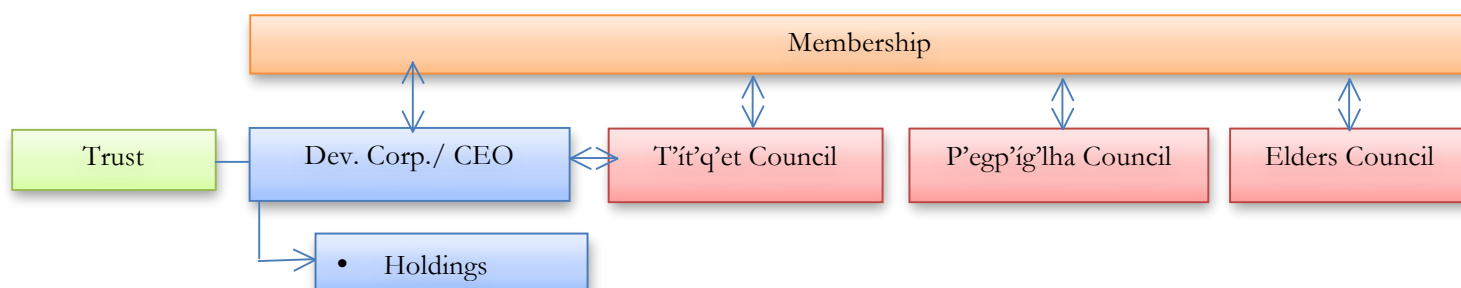
<sup>11</sup>Source: KPMG and BC Cleantech CEO Alliance (2011). *Cleantech Report Card for British Columbia*. Retrieved from <http://www.kpmg.com/Ca/en/IssuesAndInsights/ArticlesPublications/Pages/Cleantech-Report-Card-for-British-Columbia.aspx>

## 2.6 NEEDS

### a. Economy

Consistent with the majority of First Nations in Canada, the majority of T'it'q'etmec economic revenues contributing to regional development rather than T'it'q'etmec development. The goal of community economic development is to create ventures that in the long-term reverse this. To achieve this the priority is to establish an efficient economic development function that can develop a thriving and diversified economic base. This requires restructuring the economic development function so that it more closely resembles best practices.

Figure 9: Nation Building Structure Sample



In 2008, TEDA retained Meyers Norris Penny (MNP) to set up a governance structure that is outlined above and includes a Trust to limit tax liability. This project has not yet been completed due to the legal costs associated with finalizing the transfer of assets.

### b. Entrepreneurship & Social Enterprise

In BC, small business continues to be a key instrument of job creation and economic growth. According to the 2010 BC Small Business Profile (395,900) small businesses in BC account “for 98% of all businesses in the province”, and about 82% are micro-businesses, with fewer than five employees<sup>12</sup>. Also in 2009, 443,800 people in BC were self-employed. Overall, small business created employment for 46% of all employment within BC.

Aboriginal small business owners are a growing force, represented across all industry sectors, operating in local markets, and operating primarily as micro-entrepreneurs, or self-employed sole proprietorships<sup>13</sup>. The T'it'q'et (2002) has identified entrepreneurship and social enterprise opportunities that include: a gas station, grocery store, craft store, indoor ice arena and sports complex<sup>14</sup>, and planning for a T'it'q'et Health Centre and Community Hall are already in process.

In consideration of trends in regional and Aboriginal small business, the future focus of policy and economic development activities should reflect the known trend of small business supporting members to operate as micro-entrepreneurs or self-employed sole proprietorships. In terms of developing community member capacity and self-sufficiency, social enterprise, increasing

<sup>12</sup>Source: BC Small Business Profile (2010, p. 3).

<sup>13</sup>Source: BC Aboriginal Small Business Profile (2003).

<sup>14</sup>Source: T'it'q'et Land Use Plan, section 5.2.3.1, p. 33.



employment, and creating a diverse and thriving economy supporting small business is an essential component.

### 3.0 ECONOMIC DEVELOPMENT STRATEGIC ACTION PLAN: PATH FORWARD

#### 3.1 BEST PRACTICES

All future economic development planning is recommended to consider the Harvard Research on Nation Building, which has identified five elements required for successful Aboriginal economic development:

- i. **Jurisdiction (Practical Self-Rule)** – Taking effective control of and responsibility for T'it'q'et affairs, resources, and decision-making;
- ii. **Capable Governing Institutions** – Establishing effective, responsible, and reliable economic development institutions that exercise jurisdiction (practical self-rule);
- iii. **Cultural Match** – Traditional knowledge is used to organize, administer and exercise authority;
- iv. **Strategic Orientation** – Moving away from opportunistic, quick-fix answers to long-term decision-making that incorporates community priorities, concerns, circumstances, and assets; and
- v. **Building Leadership Capacity** – Breaking with status quo practices, understand, articulate and encourage foundational change through a new vision of the nation's future.

#### 3.2 BEST PRACTICES TO ESTABLISH AN ECONOMIC DEVELOPMENT CORPORATION

First Nation leaders in North America who are known as Nation Builders follow the process outlined below to establish effective economic development corporation organizations:

- i. Determining the organizational structure/ form (including identifying shareholders);
- ii. Determining the organization's function, mandate and long-term goals;
- iii. Determining the size and composition of the Board (using a competency matrix); and
- iv. Directing the Board to undertake governance training and policy development that include 'Relationship with CEO or Manager' and annual review criteria, strategic planning process requirements, and annual accountability and reporting requirements.

Once the corporations are established, the Board's process includes:

- v. Determining the hiring criteria to recruit a CEO or Manager;
- vi. Approving governance policies and seeking ratification of the policies by the shareholders; and
- vii. Directing the CEO/Manager to complete administrative policies and procedures.

The role of the Board is to receive and critically review / approve regular (monthly, quarterly and/or annual) reporting, undertaking an annual review of the CEO or Manager, adhering and regularly updating governance policies as needed to oversee the economic development function.

#### 3.3 STRATEGIC PLANNING PROCESS

Future economic development strategies and annual plans are recommended to follow processes established by the T'it'q'etmec in prior projects, consistent with the Carver governance policy model, and with the methodologies used in the development of this action plan. These include:

- i. **Secondary Research** – Align planning by incorporating prior and current research and planning, including the Land Use Plan. Secondary research, including data on current industry conditions and trends, should be shared with TEDA/community members to support informed decision making;
- ii. **Primary Research** - Planning with TEDA/T'it'q'et members and stakeholder groups from within the community to determine/regularly update the vision, mission, values, priorities, and objectives of the T'it'q'etmec;

- iii. **Community Endorsement** - The T'ít'q'etmec endorses final plans prior to implementation; and
- iv. **Reporting** - Regular reporting is provided to the T'ít'q'etmec and stakeholders.

### 3.4 VISION, MISSION, & PRINCIPLES

#### a. Economic Development Vision

The following vision for economic development is intended to compliment the overarching community vision, and Land Use Plan.

**The T'it'q'etmec will enjoy a diverse, healthy, sustainable and thriving economy that improves the quality of life<sup>15</sup> for members now, and for the benefit of future generations.**

#### b. Economic Development Mission

The economic development corporation will achieve its vision by:

**Effectively manage and collaboratively develop economic ventures and shared resources transferred by the T'it'q'et Government to the P'egp'ig'lha Development Corporation, and its subsidiary corporations, as accountable<sup>16</sup> investments on behalf of the T'it'q'etmec, with the objective of generating an average return of 10% per annum over the economic life of each investment.**

#### c. Economic Development Values<sup>17</sup>

Value	Definition
Integrity	Speaking from our hearts, acting with integrity, being responsible for ourselves, our actions, each other, our resources, and by balancing current resource development with the needs of future generations.
Profitability	Reinvesting our earnings to develop a vibrant, diverse and thriving T'it'q'et economy.
Self-Determination	Supporting self-determination individually and collectively by developing our resources in a way that is consistent with our old ways, and new ways, as our ancestors did, and for the benefit of future generations.
Strategic Orientation	Operating strategically and collaboratively with each other, and public and private sector partners to create successful, sustainable, economic development opportunities that offer high quality training, employment, and leadership development for T'it'q'etmec members.
Transparency	Operating accountably and transparently in our work, and in doing so showing our children the right way to live.
Sharing & Reciprocity	Using our shared interdependent resources to build a healthy economy that benefits our families and community.

<sup>15</sup>Quality of Life can be defined according to standard indicators that include: wealth and employment; environment; physical and mental health; education; recreation and leisure time; and social belonging, as identified by Gregory, D., Johnston, R., and Pratt, G. (June 2009). "Quality of Life". Dictionary of Human Geography (5th ed.). Oxford: Wiley-Blackwell. ISBN 978-1-4051-3287-9.

<sup>16</sup>Lands and resources are developed in a manner that maintains and protects our sacred connection to the land, respects our inherent rights to occupancy and use, and supports the skills and employment of members.

<sup>17</sup>Values primarily derived from Source: P'egp'ig'lha clan values, St'at'imc values.

### 3.5 BOARD COMPETENCY MATRIX

A competency matrix for a Board is the set of overall skills and qualifications that are determined to most effectively govern an institution. Generally these include: an accountant, a lawyer, and strategic areas or industries that are consistent with the long-term goals of the organization, while respecting the appropriate representation of stakeholders. The following is the draft competency matrix developed from the October 12, 2011 community economic development planning session.

The P'egp'ig'lha Development Corporation (PDC) Board will consist of a minimum of five and a maximum of 7 members. The board consists of one member from the P'egp'ig'lha Council, one member from the T'it'q'et Council, one member from the Elders Council, and one member from the Youth Council. The majority of the Board must reside in the T'it'q'et area of responsibility. There are three seats for members at large, strategic partners or industry experts from priority industries.

#### a. Position

The following are the draft positions that will make up the competency matrix of the Board:

1. P'egp'ig'lha Council Representative
2. T'it'q'et Council Representative
3. Elders Council Representative
4. Youth Council Representative
5. Member at Large/ Strategic Partner or Industry Expert from priority industries
6. Member at Large/ Strategic Partners or Industry Expert from priority industries
7. Member at Large/ Strategic Partners or Industry Expert from priority industries

#### b. Skills

The following are the skills that will be required for the combined board competency:

- Legal;
- Accounting;
- Business;
- Industry expertise in one of the priority industries;
- Cultural knowledge;
- Management; and
- Representation from marginalized community group(s) who have not participated in community leadership.

A T'it'q'et Economic Development Working Group has been established to guide the development of the PDC until the Board is established. The Board nomination process will be advertised in the community newsletter, nominations will be reviewed, and Board members identified by the T'it'q'et Economic Development Working Group. A copy of the Terms of Reference for the Working Group is attached as an appendix to this report.

### 3.6 T'IT'Q'ET ECONOMIC DEVELOPMENT WORKING GROUP

The following are the nominated Working Group members:

Member	Position	Phone	Email
1.Doreen Whitney	Elders Council	Office: 250-256-0101, Home: 250-256-4398/	<a href="mailto:ucvalmicw@yahoo.ca">ucvalmicw@yahoo.ca</a>
2.Marilyn Napoleon	T'it'q'et Council		<a href="mailto:marilyn.napoleon@gmail.com">marilyn.napoleon@gmail.com</a>
3.Carl Machell	P'egp'ig'lha Council	Home: 250-256-7127	<a href="mailto:carlmachell@rocketmail.com">carlmachell@rocketmail.com</a>
4. Meagan Thorne	Youth	Cell: 250-256-5131	<a href="mailto:meganthorne81@yahoo.ca">meganthorne81@yahoo.ca</a>
5.Dean Billy	TEDA	Office: 250-256-4118	<a href="mailto:deaneabilly@gmail.com">deaneabilly@gmail.com</a>
6.Guy Scotchman	Member at Large/ Small Business	Home: 250-256-7968	<a href="mailto:lorneess@yahoo.ca">lorneess@yahoo.ca</a>
7.6. Marie Barney	Member at Large	Cell: (250) 256-9223	<a href="mailto:mbarney@uniserve.com">mbarney@uniserve.com</a>

A Terms of Reference (TOR) has been developed for the Working Group, which is attached as an appendix to this report. The TOR was finalized by the Working Group and approved on November 25, 2011.



#### 4.0 STRATEGIC GOALS

According to the P'egp'ig'lha Council Strategic Plan (2009, p.3) the T'it'q'etmec priorities are focused upon forestry, fishing, green energy projects, and agriculture. Although tourism, arts and culture are industries currently adversely affected by the economy socially responsible contributing factors such as cultural revitalization have made this a continuing priority for the T'it'q'etmec. The indicators of success for each of these industries should be determined by the PDC Board as part of developing the comprehensive economic development plan by the EDO.

The following represents a summary of the community's priorities identified at the October 12, 2011 community economic development planning session (participants list attached as appendix A to this report):

Priority Votes	Industry
24	Health
21	Clean Energy
21	Agri-foods Production & Sales
17	Entrepreneurship & Small Business Development
17	Cultural Tourism
16	Forest Products
9	Mining
8	Commercial Fish Production



#### 4.1 GOAL 1: ECONOMIC DEVELOPMENT ORGANIZATIONAL CAPACITY

##### a. Context

The T'it'q'etmece established the T'it'q'et Economic Development Advisory in 2001, however challenges have arisen with the organizational structuring that is requiring restructuring to a for profit development corporation with an EDO, consistent with best practices.

##### b. Desired Outcome(s) & Objectives

##### c. Action Items

- i. Apply to INAC for Community Economic Development Program (CEDP 2012/13) funding to hire an Economic Development Officer (EDO) for the 2012/13 fiscal year, and provide economic development training to board members and interested community members (e.g. BC Capacity Initiative Fund 2012/13, as well as NVIT ACED training);
- ii. Review the organizational structure supporting the economic development function and complete the MNP 2008 project to establish the Development Corporation;
- iii. Post the position and hire an EDO, and develop CANDO (Council for the Advancement of Native Development Officers) training plan.
- iv. EDO work plan should include:
  - Developing an Economic Business Plan<sup>18</sup> (funding support available through the New Relationship Trust Economic Scan), based upon initiating and progressing projects that align with the goals outlined in this action plan. Within the Economic Business Plan the Board should use the goals and priorities identified in this Action Plan Report to identify key performance indicators, targets, and associated budget costs. Finally this plan should also include a management action plan (MAP) that focuses on building the long-term organizational effectiveness of the economic development function (governance, management, operations, and reporting);
  - Developing a website that promotes an “open for business” brand that includes: Who We Are; Businesses; Economic Business Plan and Current Priorities; Land Use Plan; Entrepreneurship and Social Enterprise; and Joint Venture (JV) Policy.
  - Developing a JV Policy that identifies: evaluation criteria for JV proposals that includes identification of specific areas planned for development and those areas where development is restricted as identified in the Land Use Plan, approval processes, and communication strategy.
  - Review: Return on Investment on Restricted Funds and alignment of intent with processes established for funds. This may include requesting an All Nations Trust Company (ANTCO) quote with management contract, and establishing new program by-laws to enhance access to funds to utilize as seed funds for projects.
  - Support planning to undertake a Traditional Use Study that supports enhancements to the Land Use Plan, and identification of zoning for development.
  - Develop a Request for Proposal (RFP) that invites JV partners to pursue business opportunities identified within this action plan and annually from subsequent planning.
  - Partnership Development:

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<sup>18</sup>The business plan, JV policy, RFP, and partnership development are functions that support engagement with strategic funding partners for the development of community projects.



- Identify and develop a Partnership Development Manager position within the PDC activities that support project development.
- Apply to UBCM (Union of BC Municipalities) to establish a Protocol Agreement with Lillooet District to collaborate on economic development (including joint economic development opportunities update; procurement strategy; and eco-tourism protocol – pilot project may include development of an eco-tourism trail that promotes tourism protocols re: land area and use – funding: <http://www.buildingcanada-chantierscanada.gc.ca/creating-creation/nrt-srn-eng.html>). Future potential training may support T'it'q'et member small business/ employment as regional hiking guides;
- Establishing partnerships with CFDC and other stakeholders in the region, and pursue funding to support organizational development, and initiate top 3 feasibility studies – funding NRT, Western Diversification (WD), Aboriginal Business Canada (ABC).





## 4.2 GOAL 2: DEVELOP OPPORTUNITIES IN THE HEALTH INDUSTRY

### a. Context

As identified earlier the T'it'q'etmec has a demographic profile that is similar to the surrounding area, with an aging population who increasingly needs enhanced levels of healthcare for Elders and seniors. This in addition to the need for associated health services makes this a growing industry that can benefit the community and surrounding area.

### b. Desired Outcomes and Actions

Outcomes	Actions
Members and the community have the capacity to identify and establish ventures that contribute to individual and community economic development.	Research opportunities for Seniors assisted living center within the T'it'q'et area of responsibility, which offers subsidized Elders care and employs/ provides practicums for members. This may include specialization in specific health outcomes experienced in the region, i.e.: cancer clinic.
	In partnership with the Health Department research opportunities to provide enhanced health services with regional health authority and First Nations Health Society funding. Opportunities may include a website and newsletter to provide information to on and off-reserve members, focusing on health services, and prevention information <sup>19</sup> , infant and childcare, and Elder care.
	Employment department partnership to provide training in supporting occupations, health services, naturopathic care to utilize traditional medicines, and explore contract health field contracting opportunities (i.e.: community health nurse) and provide business training.
	In partnership with the Lands Department initiate Traditional Land Use Study that includes traditional plant use and research opportunities to produce health products.

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<sup>19</sup>Promoting use of the new community gym for health and fitness for members, youth, and holistic health programs.

### 4.3 GOAL 3: DEVELOP OPPORTUNITIES IN CLEAN ENERGY THAT CONTRIBUTE TO ECONOMIC DEVELOPMENT PRODUCTION

#### a. Context

In 2002 the BC government stipulated, “that new clean/renewable energy generation in this province will be developed by ‘independent power producers’ (IPP’s), not BC Hydro (save for large hydro-electric facilities)<sup>20</sup>”. In 2007 legislation established greenhouse gas emission reduction targets by 33% by 2020, and 80% by 2050. IPP projects in BC create electricity from clean, renewable energy sources such as small hydro, wind, solar, ocean and geothermal. The two most common in BC are run-of-the-river hydro (70%), and wind projects. Currently, IPP’s sell almost exclusively to BC Hydro through electricity purchase agreements.

According to the Cleantech BC Report Card (2011) this industry has become one of the most vibrant industries in North America, with 202 cleantech organizations with revenues of \$1.6 billion in 2008, and expectations of a 57% growth to \$2.5 billion in 2011<sup>21</sup>. According to West Coast Environmental Law (2011) there are 46 IPP projects operating in BC with the majority (70%) being run of the river, and 38 projects with electricity purchase agreements, and an additional 68 from 2008 that have not yet received purchase agreements<sup>22</sup>. In the T’it’q’et area of responsibility the following map identifies run-of-river projects. More detail on each project can be viewed by visiting <http://www.ippwatch.info/w/>.

*Figure.11. Current Run-of-River Projects*



<sup>20</sup>Source: West Coast Environmental Law. (2011). Independent Power Producer (IPP) Projects in British Columbia. Retrieved from [http://www.citizensforpublicpower.ca/files/uploads/t\\_Coast\\_Environmental\\_Law\\_IPP-QandA\\_May\\_2009.pdf](http://www.citizensforpublicpower.ca/files/uploads/t_Coast_Environmental_Law_IPP-QandA_May_2009.pdf).

<sup>21</sup> Scientific Research and Experimental Development (SR&ED) tax credits, Sustainable Development Technology Canada (SDTC), the federal Industrial Research Assistance Program (IRAP) and Innovative Clean Energy (ICE) Fund and the revenue neutral Carbon Tax.

<sup>22</sup>Source: West Coast Environmental Law. (2011). *IPP Projects in BC*. Retrieved from [http://www.citizensforpublicpower.ca/files/uploads/t\\_Coast\\_Environmental\\_Law\\_IPP-QandA\\_May\\_2009.pdf](http://www.citizensforpublicpower.ca/files/uploads/t_Coast_Environmental_Law_IPP-QandA_May_2009.pdf).

The recently announced federal budget (2011) includes providing \$8 million over two years to promote the deployment of clean energy technologies in Aboriginal and Northern communities<sup>23</sup> that along with the BC First Nations Clean Energy Business Fund<sup>24</sup>, and Green Infrastructure Fund<sup>25</sup>, supporting the viability of long-term revenue sharing opportunities for the T'it'q'etmec from IPP and other clean energy technologies. One joint venture partner of note that has developed a good reputation in establishing a run of the river project with the Douglas and Lil'wat First Nations is Cloudworks<sup>26</sup>.

## b. Desired Outcomes & Actions

Outcomes	Actions
Identification and capacity development of members and the community to develop clean energy projects.	Develop proposal to for the FN Infrastructure Fund <sup>27</sup> to conduct comprehensive community plan, that includes the development of sustainable energy systems for community facilities.
	Conduct community energy planning <sup>28</sup> action research (secondary and primary) to develop an Integrated Clean Energy Plan for the T'it'q'et area of responsibility that:identifies clean energy opportunities in wind, solar, geothermal, and IPP's, and best practices <sup>29</sup> ; incorporates updated land use and management plans, community zoning, policy, and investment decisions.
	Research skills needs and training opportunities in clean energy in partnership with employment and training department, and support pilot projects that retro-fit existing infrastructure of the T'it'q'etmec, and provide practicum student experience to promote power smart programs that reduce member costs, promote clean energy projects, promote green building and funding, power smart options, and/or establishes community targets to reduce pollution.
	Develop feasibility studies based upon highest potential clean energy projects for the community and small business owners/ contractors.

<sup>23</sup>Source: Government of Canada. (2011). *Budget 2011*. Retrieved from <http://www.budget.gc.ca/2011/glance-apercu/brief-bref-eng.pdf>

<sup>24</sup><http://www.gov.bc.ca/arr/economic/fncebf.html>

<sup>25</sup><http://www.buildingcanada-chantierscanada.gc.ca/creating-creation/gif-fiv-eng.html>.

<sup>26</sup>Cloudworks local area IPP projects at Douglas Creek, Fire Creek, Stokke Creek, Tipella Creek, Lamont Creek, and Upper Stave River.

<sup>27</sup>First Nation Infrastructure Fund (FNIF) Program Guide (<http://www.aadnc-aandc.gc.ca/eng/1100100010659>).

<sup>28</sup>Recommended to include: conservation, future use need and opportunities.

<sup>29</sup>For example Legend Power and Harmonic Balancer.

#### 4.4 GOAL 4: DEVELOP OPPORTUNITIES IN AGRI-FOOD PRODUCTION AND SALES

##### a. Context

BC has the greatest range of climatic zones than any other area in Canada, which is used to produce over 200 different commodities by nearly 20,000 farms and generating farm sales of \$2.4 billion in 2010. The top 10 sectors in farm sales included: dairy, poultry, greenhouse vegetables, floriculture, beef, field vegetables and mushrooms, nursery, berries (primarily blueberries), grapes<sup>30</sup>, eggs, and tree fruits. The top sectors in farm sales included: cattle, poultry, and dairy producers with growth occurring in niche products such as bison and venison. The entire agri-food supply chain generated \$4.02 billion in gross revenues and employed 298,700 people. BC enjoys a relatively strong local market, with highest western provinces population, and higher than average food expenditures per household<sup>31</sup>, and a growing consumer environmental awareness to “purchase local”.

Although there is little that distinguishes Aboriginal agricultural food products, or “First Foods”, from the mainstream industry, Aboriginal farmers who are predominantly micro or small producers have made higher investments in cattle, bison, berry crops, vegetables and hemp production, using organic farming methods, sustainable practices, distinctive packaging, and are usually targeted to local markets. The biggest challenge for Aboriginal producers has been economies of scale, financing, and business acumen (legal, food and safety standards, and distributors, packaging/marketing) to pursue large markets and capitalize on food distribution channels<sup>32</sup>. Best practices, such as Nk'Mip Cellars, include developing joint ventures to assist in overcoming these obstacles.

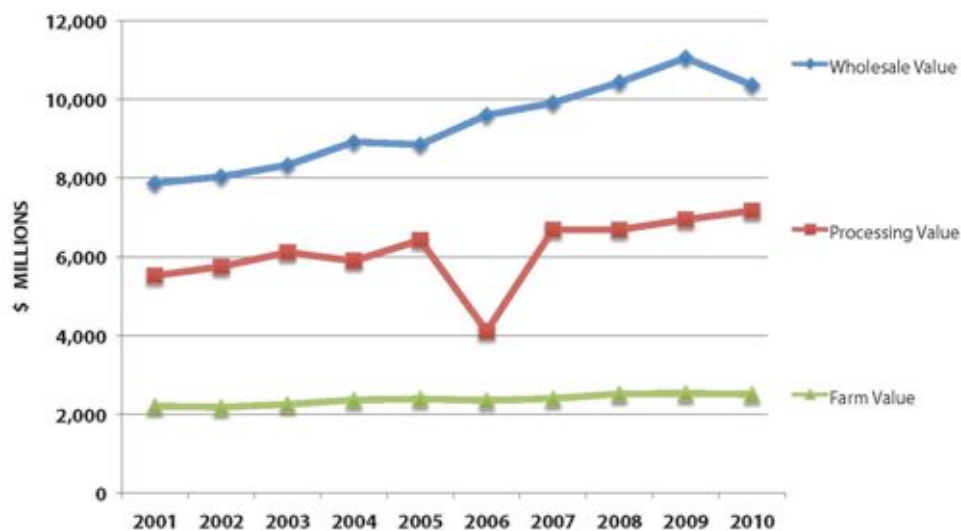
*Figure.12.BC Agri-Food Industry Trends*

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<sup>30</sup> Grape growers have steadily increased production over the past four years as demand for high-quality grapes from B.C.'s wine industry continues to grow. In 2010, B.C. produced 17.5 tonnes of wine and table grapes, an increase of 7.5% over 2009.

<sup>31</sup>Source: Government of BC: *BC Agri-Food Industry, Year in Review 2010*. Retrieved from <http://www.al.gov.bc.ca/indcomp/2010YIR.pdf>.

<sup>32</sup>Source: O'Neil Marketing and Consulting. (2010). *Carving a Niche for Aboriginal Foods in 2010*. Retrieved from <http://www.fnala.com/docs/REPORT-FNAA-PRODUCTS.pdf>.



Source: Government of BC, Ministry of Agriculture

## b. Desired Outcomes and Actions

Outcomes	Actions
Development of an Agriculture Advisory Committee that creates the organizational expertise to lead opportunity identification and development.	Establish the Committee to work in partnership with Employment and Training and Economic Development.
	Conduct community agri-food research and planning <sup>33</sup> to develop an Integrated Agri-Food Plan that identifies current agri-food opportunities <sup>34</sup> , value added products, and best practices <sup>35</sup> for individual entrepreneurs and the community. This research should also include soil assessments, water assessment, wild crafting <sup>36</sup> , and other non-timber resource product opportunities that may include expanding the community garden. The plan should also incorporate traditional knowledge, land planning/community zoning, and policy.
	Based upon findings from the above research conduct a feasibility study to pursue the highest priority agri-food opportunities identified by the community.
	Employment department partnership to provide training on agriculture, sustainable production / organic farming practices, and small business opportunities.

<sup>33</sup>Recommended to include: conservation, future use need and opportunities.

<sup>34</sup>This strategy is recommended to include research on current industry trends and funding opportunities, as identified in the following report: [http://www.agf.gov.bc.ca/ghvegetable/publications/documents/industry\\_profile.pdf](http://www.agf.gov.bc.ca/ghvegetable/publications/documents/industry_profile.pdf).

<sup>35</sup>Wind powered irrigation systems have been recently developed with funding support from the Green Infrastructure Fund<sup>35</sup>

<sup>36</sup>For example jams, teas, salves.

**P'EGP'ÍG'LHA COUNCIL ECONOMIC ACTION PLAN**

	Promoting producers, both seasonal and green house year round through formal marketing.
	Year Round Farmers Market that supports local producers and improves access to healthy foods for the community.
	Developing co-op cellars for producers to store foods year round.

#### 4.5 GOAL 5: FOSTER THE DEVELOPMENT OF ENTREPRENEURSHIP AND SOCIAL ENTERPRISE

##### a. Context

Entrepreneurship & Social Enterprise was identified as a priority for the T'it'q'etmec in the T'it'q'et Land Use Plan (2002). This goal is in direct response to the recognized need to: create community self-reliance by developing institutions and local businesses that keep cash and capital from leaking away from the community; support the growth of community and privately owned and operated enterprises that promote local investment, employment and training; support member artists; and steward the natural resources<sup>37</sup> within the T'it'q'et area of responsibility.

##### b. Desired Outcomes & Actions

Outcomes	Actions
Establish small business strategy that will foster the development of T'it'q'et small businesses.	Research small business gaps, needs and opportunities for members, and for community owned business incubators that build the capacity of members in strategic industries.
	Deliver monthly small business workshops that build the capacity of members to venture plan, assist members to start/ expand and operate effective businesses, provide information on financing/ funding, and help members understand the legal tax laws. Determine interest to develop a small business association.
	Review/ make recommendations to update T'it'q'et Land Use Plan (2002) to replace economic development approval requirements with simplified and streamlined objectives and criteria that foster the growth of self-employment, small business, and social enterprise that support community employment.
	Review restricted funds access process to encourage small business development and support access to the economic development for seed funding to leverage funding for priority projects. Best practices that include the identification of community priorities, criteria, limits, application processes, and annual reporting are recommended. This may include contracting ANTCO or another AFI to manage funds and administer loans.
	Develop TDC website that includes marketing and advertising for community member businesses, and any service supports determined necessary if a small business association is established.
	Undertake community skills inventory in partnership with employment and training

<sup>37</sup>P'egp'ig'lha Council Strategic Plan. (2009, p. 3).



	department to identify potential IT training/drivers, and other training for small business owners, social enterprise and small business opportunities, specifically identifying the interest/ skills to develop a forest product opportunities, health and social service opportunities, support member entrepreneurs, as well as undertake supporting social enterprise projects such as the development of a co-op grocery store, farmers market, and craft store, per the T'ít'q'et Land Use Plan (2002).
Effective Partnerships that support the development of small businesses.	Establish partnerships that support small business development including ATNCO/ AFP's, CFDC's, and frequently utilized banks.
	Develop database of referrals that support member capacity development and education for business.
	Establish partnership with BC Hydro to develop or tailor contractor training for members who are trained and qualify to contract to BC Hydro.





## 4.6 GOAL 6: DEVELOP OPPORTUNITIES IN CULTURAL TOURISM

### a. Context

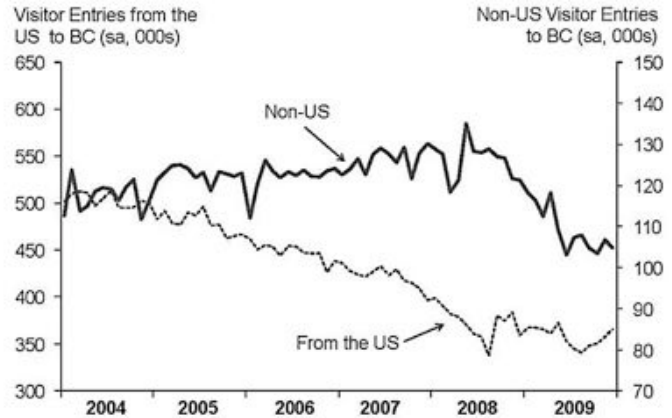
The tourism sector

*faced challenges in 2009, mainly due to the economic recession. The total number of visitors entering BC in 2009 fell 6.4 per cent to a 15-year low of 5.6 million. The number of US visitors entering BC in 2009 decreased by 4.0 per cent while downward pressure on discretionary spending and the global breakout of the H1N1 pandemic led to a 13.2 per cent drop in overseas visitors for the year. The recession interrupted the steady growth experienced by the accommodation industry since the earlier part of the decade, with overall room revenues sliding 11.9 per cent in 2009 compared to 2008<sup>38</sup>.*

During 2010 overall room revenues in BC benefitted significantly from the 2010 Olympics with a 12.2% increase. This benefit was a short-term modest gain where benefits were realized primarily in Vancouver<sup>39</sup>.

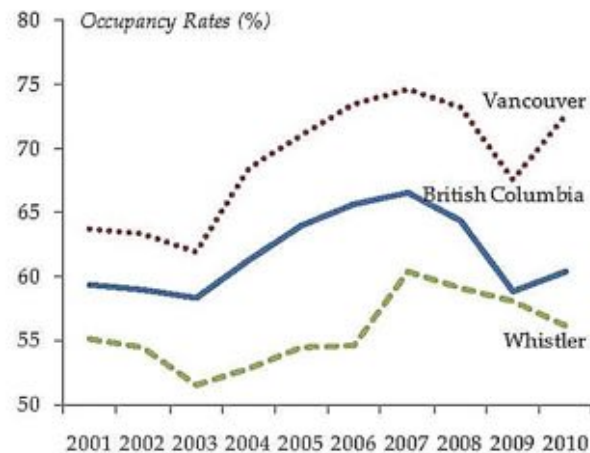
First Nations in BC, in Canada, and indigenous peoples around the world are a vital part of the cultural tourism industry, which according to the Aboriginal Tourism is comprised of: adventure tourism (31%); Tourism services (22%, and accommodation (21%), comprising the majority (74%) of Aboriginal tourism businesses in BC<sup>40</sup>. Projections to grow Aboriginal tourism would have been negatively impacted by the recession. Projections for recovery are for slow incremental growth.

Figure 13: Visitor Entries to BC 2004-2009



Source: 2010 BC Financial and Economic Review.

Figure 14: BC Occupancy Rates (%) 2001-2010



Source: BC Stats (2011)

<sup>38</sup>Source: 2010 BC Financial and Economic Review: 70<sup>th</sup> Edition April 2009 – March 2010. Retrieved from <http://www.fin.gov.bc.ca/tbs/F&Ereview10.pdf>.

<sup>39</sup>Source: BC Stats. (2011). Tourism Sector Monitor. Retrieved from <http://www.bcstats.gov.bc.ca/pubs/tour/tsm1103.pdf>.

<sup>40</sup>Source: Aboriginal Tourism BC. Retrieved from <http://www.aboriginalbc.com/corporate/info/industry-facts/>.

Currently in BC there are a number of larger community driven projects intended to support local Aboriginal tourism development. The most prominent of these are Aboriginal interpretive/cultural centres, which are social ventures, intended to support cultural revitalization, while producing an economic benefit. Unfortunately these ventures are unable to operate at a profit and successfully compete for business in the broader tourism marketplace. Three factors come into play that often limits the potential for Aboriginal tourism attractions to achieve the final measure of success – the ability to operate on a financially self-sustainable basis. Firstly, a great many Aboriginal tourism attractions are located in traditional Aboriginal territories, oftentimes many hours travel away from the metropolitan centres most frequented by tourists. Secondly, Aboriginal tourism attractions often find themselves without the financial resources or expertise to adequately set up and promote and sell their attraction to the cultural tourism market. This includes short and long-term financial investments that support the viability of these ventures (retail store, food & beverage offerings, and administering a business facility rental function). All of these require a large investment in capital costs, on-going training, and operating costs.

Local expertise must be developed to support foundational industry understandings regarding export readiness criteria, which are agreed upon by tourism product suppliers and receptive tour operators (RTO's)<sup>41</sup>:

- One year proven track record and safety. Most international receptive tour operators require three years;
- The supplier must carry a minimum \$3 million liability insurance for adventure sports;
- Current business license;
- Supplier must be able to accept reservations and deal with inquiries by phone, fax, or internet year round, and confirm booking arrangements within 24 hours;
- Demonstrate an adequate budget and marketing plan that includes international travel trade;
- Supplier must be able to demonstrate an adequate knowledge and understanding of the roles played by RTO's, operators/travel wholesalers (including: pricing/ commissions/ wholesale net rates), retail travel agents, and client relationship at each level.
- Supplier must be able to provide 35mm slides or digital images for use in brochures, promotions, and editorials.
- If working with RTO's the supplier must be willing to provide advanced (one year) detailing pricing, provide wholesale net rates that are 15% off the retail price, and 20-30%+ off retail pricing for accommodation for an agreed upon term, and have sufficient capacity to set up billing, vouchers, and offer payment terms of 30 net.

Despite the short-term industry decline negatively impacted by the recession interest to develop culturally relevant tourism products locally should be supported through local entrepreneurs and small business owners who can explore and build industry capacity, while longer term community driven tourism activities should be focused on enhancing the capacity of existing operators until the industry recovers and improves the viability of investments into this sector.

Recognizing this as a long-term opportunity, important factors that can contribute to developing this opportunity are: undertaking a cultural scan; developing a cultural protection policy; and developing a protocol with the Lillooet district, reflective of the T'it'q'et land use plan, that defines criteria for tourism development in the T'it'q'et area of responsibility.

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<sup>41</sup>Tourism British Columbia (2009). Tourism BC Export Ready Criteria. Retrieved from <http://www.tourismvancouver.ca/pdf/trade/ExportReadyCriteria.pdf>.

**b. Desired Outcomes & Actions**

Outcomes	Actions
Enhanced capacity development of artists and community members to participate in small business and community cultural tourism opportunities.	Provide small business training; provide information on how to create an artist's bio, statement, and resume; and determine interest to establish an artist cooperative to share best practices, peer support, and mentorship.
	If there is an interest engaging community partners (i.e.: administration, and the Elders Council/ traditional knowledge keepers) in the development of an artists coop, and establishing community planning for cultural tourism.
	Facilitating community planning for cultural protection policy, protocol agreements, and trademarks where needed to protect intellectual property and facilitate cultural tourism. This includes working in partnership with administrative departments to support cultural camps for members.
	Providing artists/ artists coop assistance with marketing and developing joint proposals. The outcomes of which may include displaying works in Cultural Centre Society, contributing to establishing a nation wide artists coop. In the long-term support the development of a partnership driven cultural centre/ learning centre that celebrates culture, art, language, story telling, traditions (hunting/ fishing), and eco-tourism (hiking/ cultural camps/weaving) for nation members, youth, and the region.



## 4.7 GOAL 7: FOREST PRODUCT INDUSTRY PARTICIPATION

### a. Context

The mountain pine beetle epidemic, the 2008/9 economic recession and the downturn in the US housing market, along with lower prices for forest products and the long dispute with the US over softwood lumber has resulted in declining exports, and fewer jobs, during the past decade. According to the Occupational Projection System Forecast (2017) the industry's share of the GDP is expected to continue to decline until 2017.

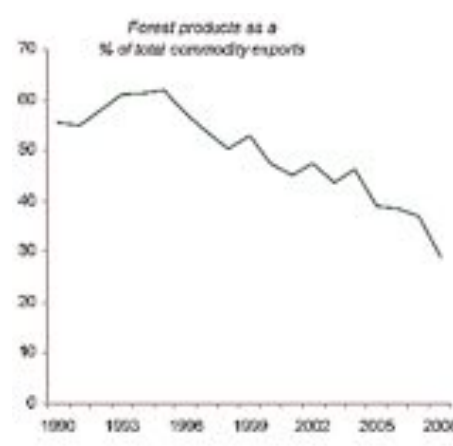
Market opportunities do exist however with Asian markets where

*“one of the few bright spots has been the emergence of Mainland China as a market for BC's wood. In the last ten years, when the*

*overall value of BC's wood exports declined in each year with the exception of 2004, shipments of solid wood products to Mainland China experienced substantial growth, with the value of solid wood exports to that country increasing by more than 23 fold from 2000 to 2009”<sup>42</sup>.*

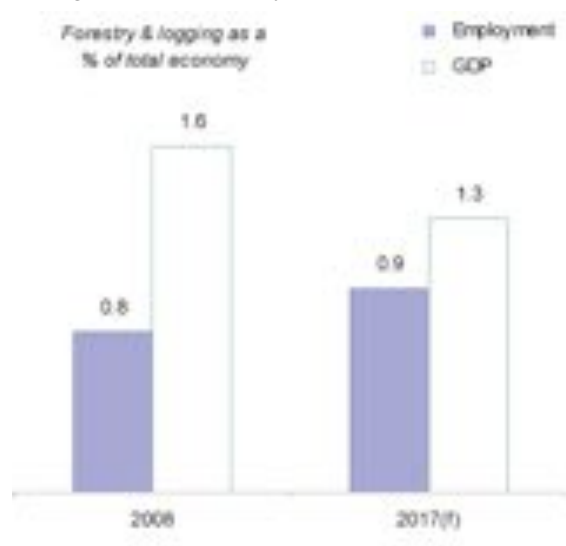
For unprocessed lumber there is a strong and growing market in China, where as part of a five year plan, has a target to build 36 million homes by 2015, which is challenged by supply domestic supply<sup>43</sup>. There are opportunities to participate in exporting unprocessed lower grade wood to China. Several Nations are following the lead of Coast Tsimshian Resources, owned by the Lax Kw'alaams First Nation, who have already established a trade agreement and marketing offices in Beijing, China to pursue economic development opportunities. In addition, “the Qingdao Liangmu Co. Ltd. and the First Nations Forestry Council/First Nations Leadership Council conducted discussions on areas of potential cooperation and trade and agree to develop a business and cooperative relationship between them. The first phase is to investigate the export of species such as western hemlock, Douglas-fir, spruce-pine-subalpine fir (SPF), etc.”<sup>44</sup> A copy of the international buyers list from the 2011 September BC Wood Conference is attached as Appendix C to this report.

Figure 9: Forest Products Exports 1900 - 2008



Source: BC Stats

Figure 10: Forest Products Projections to 2017



Source: Statistics Canada (2008) Canadian Occupational Projection System forecast (2017)

<sup>42</sup>Source: BC Stats, 2010-10, retrieved from <http://www.bcstats.gov.bc.ca/releases/info2010/in1044.pdf>

<sup>43</sup> Source: BC Stats, 2011-06 retrieved from <http://www.bcstats.gov.bc.ca/releases/Info2011/In1129.pdf>.

<sup>44</sup>Source: First Nations Summit, 2011, retrieved from [http://www.fns.bc.ca/pdf/FirstNationsandChina\\_TransformingRelationships.pdf](http://www.fns.bc.ca/pdf/FirstNationsandChina_TransformingRelationships.pdf).

For processed wood there are unique niche opportunities that should be developed including examining the viability of wood flooring where Canada remains the largest wood floor supplier for the United States<sup>45</sup>.

#### b. Desired Outcomes & Actions

Outcomes	Actions
Develop sustainable forest product ventures are established for individuals and the community.	Conduct forest planning and develop an Integrated T'it'q'et Forestry Plan that incorporates land planning/ community zoning, includes research on opportunities to access to fibre <sup>46</sup> , value added timber products (i.e.: veneer, doors, log homes), greenhouse nursery to supply local replanting, waste wood, and denim pine beetle lumber for local and overseas clients. For example portable saw mills, beetlecrete <sup>47</sup> , and government revenue sharing opportunities.
	Conduct a feasibility study; based upon the priority ventures identified by the community, which may/ may include updates to the 2006 Sawmill Business Plan.
	Research opportunities for non-timber forest products and potential for JV with Cayoose for indigenous plant nursery as an agri-food innovation.
	Research tree nursery opportunities where youth can be trained and employed.
	Research opportunities to more meaningfully participate in the management of local forest restoration and fire prevention programs.



<sup>45</sup>Source: <http://hardwoodfloorsmag.com/editors/blog/default.aspx?id=620&t=Canada-Remains-USs-Largest-Wood-Floor>.

<sup>46</sup>This may include purchasing an existing tenure.

<sup>47</sup>UNBC research on producing concrete with mountain pine beetle wood.



## 4.8 GOAL 8: EXPLORE OPPORTUNITIES IN MINING

### a. Context

According to the T'it'q'et Land Use Plan (2009) mining is not permitted. However, at the Oct. 2011 community consultation session for the development of a Resource Management Plan and Economic Development Plan, the community recognized that government is and will approve mining projects despite this position. The community therefore directed that the Land Use Plan be updated to include specific community determined criteria that allows for mining under certain conditions, and only in zoned areas.

According to the BC Economic Outlook (2011), BC's mining, oil, and gas extraction industries dropped in 2009 by 7.5%, and employment dropped by 2,000 jobs in the same year, while Price Waterhouse Coopers reported that "Gross mining revenues increased by \$0.9 billion to \$7.9 billion in 2010, returning to 2008 historic levels. The entire industry rebounded from the effects of the global slow-down in recent years, with Coal and metal prices continuing to increase in 2010<sup>48</sup>", and employment increased by 500 jobs in 2010 with average earnings decreasingly marginally.

### b. Desired Outcomes & Actions

Outcomes	Actions
T'it'q'et involvement in mining ventures/ joint ventures.	Research and develop community-based mining strategy that identifies through community planning sessions goals for mining, existing and future mining plans, identifies education and training opportunities for members who are interested in mining, and is consistent with Nation and community level land use plans.
	Partnership with Employment and Training that supports delivery of identified training, and provide small business training for members who wish to contract.
	Update Land Use Plan to define mining goals, and include criteria and management limitations for acceptable mining development, involvement or joint venture projects.
	Engage the Community in development of the mining plan and potentially establish a "Partnership Manager" to liaise with stakeholders.
	Investigate opportunities for mining revenue sharing with the provincial government
Mining opportunities are jointly evaluated and approved between the Lands Department and PDC using the referral process and associated land use planning documents.	Establish referral process, and policy for joint review/ approvals of incoming referrals.
	Develop community-licensing permits for mining once established updated Land Use Plan criteria are met.

<sup>48</sup>Source: PWC. (2011). The Mining Industry in BC. Retrieved from <http://www.pwc.com/ca/en/mining/publications/bc-mining-2011-en.pdf>.

## 4.9 GOAL 9: COMMERCIAL SALMON SALES

### a. Context

Since the pre-contact period, the T'it'q'etme harvested salmon, which until the turn of the last century averaged 20 million each year. Prior to 1901, legislation saw the systematic reduction and compromise of Aboriginal fishing activity. In 1913, the Hells Gate slide decimated sockeye salmon spawning areas and reduced runs by 90%. Today salmon runs average only 4 million salmon. This decrease is attributed primarily to urban development (1900- present).

The T'it'q'et peoples' right to utilize their traditional resource was removed in incremental steps by the Canadian government, who has increasingly asserted control of this resource. Despite this drop in stocks, salmon fishing is still a vital component of the T'it'q'et culture, protected through the Sparrow Case (1990). Currently, the Department of Fisheries and Oceans (DFO) identified Mid and Upper Fraser River openings for Chinook and Sockeye salmon for harvesting only, while Pink salmon are expected to be unusually high for 2011 and into the future with strong market demand in the US and Japan<sup>49</sup>. Although this opportunity exists within the agri-foods category, the distinct cultural nature of salmon justifies this opportunity as a distinct category.

For salmon harvesting there is an opportunity to pursue a commercial sales agreement with DFO.

### b. Desired Outcomes & Actions

Outcomes	Actions
Utilization of the fisheries for commercial purposes.	Conduct community fisheries planning and action research to develop an Integrated Community Fish Plan that incorporates land planning/community zoning, policy, and investment decisions. Research (secondary and primary) sustainable commercial fish harvest, value added production opportunities, highest potential wild fish stocks (i.e.: pink salmon), identify competition (farmed fish), and respect stewardship commitment. This report should also identify training, contract and employment opportunities, as a community owned or joint venture opportunity with other communities (i.e.: Bridge River, Cayoose).
	Develop a feasibility study based upon priority ventures identified by the community, arising from the above research.
	In partnership with administration and community establish formal positions on: commercial fishing at the mouth of the Fraser; limiting farmed salmon; enhanced regulation of sport fishing/ fishing derby's; environmental concerns on pollution in the Fraser; and the long-term health of salmon stocks.

<sup>49</sup>Source: Government of BC: *BC Agri-Food Industry, Year in Review 2010*. Retrieved from <http://www.al.gov.bc.ca/indcomp/2010YIR.pdf>.

## 5.0 RELATED PROJECTS

At the October 11th and 12<sup>th</sup> community consultation session community leaders asked for the following planning projects that support effective community economic development in priority industries to be included: shared interests with other First Nations and communities; board Training Session; and establish First Nations sales tax. At the March 2012 session additional projects that compliment effective economic development planning also be noted, including: an integrated water plan that includes testing, management, access, irrigation planning for agri-foods products, and artesian well identification and planning, as identified by BC Hydro.

## 6.0 IMPLEMENTATION

During this process the T'it'q'etmec has determined the organizational structure/ form (including identifying shareholders); the organization's function, mandate and long-term goals; the size and composition of the Board (using a competency matrix); and the strategic priorities. Next steps over the following 3-6 months include:

1. Completing implementation of the organizational structure;
2. Board members governance training and policies;
3. Comprehensive Economic Development Strategic Plan (3 year);
4. Writing the INAC proposal to secure funding to hire / contract an economic development officer and determining title as CEO or Manager; and
5. Determining the investment amount and criteria for BC Hydro funds for economic development.

Within the next 6-9 months next steps include:

6. Determining the guidelines to hire the CEO or Manager;
7. Develop a work plan, consistent with the strategic action plan and governance policy;
8. Hire the CEO or Manager to implement the strategic action plan and undertake associated work plan;
9. Undertake community engagement sessions to review governance policies and strategic plan with shareholders; and
10. Directing the CEO/Manager to complete administrative policies and procedures.

An integrated approach is recommended to support overall organizational capacity development of the Dev. Corp. and administration for the community that includes supporting essential research that improves economic development planning such as a Lands Department Traditional Use Study, zoning, and other documents such as a cultural protection policy, protocol agreements, etc..

## 7.0 MEASURING PROGRESS

Thereafter, the role of the Board is to:

- Receive and critically review / approve regular (monthly, quarterly and/or annual) reporting based upon governance policy and identified indicators;
- Undertake an annual review of the CEO or Manager; and
- Adhere to and regularly updating governance policies as needed to oversee the economic development function.

If at anytime the Board, or Joint Council wishes to review reporting beyond the established reporting requirements, this reporting policy may be revised at a special meeting called by the Board.



**APPENDIX A: OCTOBER 12,2011 ECONOMIC DEVELOPMENT PLANNING  
PARTICIPANTS LIST**

Start: 9:04 am

Adjourned: 1:25 pm

Staff: PC -Janice Whitney & Charlene Napoleon,  
T'ít'q'et Admin. – Wendy Phair & Leanne Michell

**IN ATTENDANCE:**

1. Cora Billy
2. Mark Copeland
3. Evelyn James
4. Doreen Whitney
5. Jenny Frank
6. Kevin Whitney
7. Marilyn Napoleon
8. Shelley Leech
9. Robert Leech
10. Doreen Copeland
11. Yvonne Scotchman
12. Marie Barney
13. Carl Machell
14. George Napoleon
15. Paul Scotchman
16. Willard Charlie
17. Nora Greenway
18. Megan Thorne
19. Ceda Scotchman
20. Dean Billy

## APPENDIX B: T'IT'Q'ET ECONOMIC DEVELOPMENT WORKING GROUP TERMS OF REFERENCE (APPROVED NOV, 25, 2011)

**Working Group Name:** T'it'q'et Economic Development Working Group

**Working Group Purpose:**

The purpose of the T'it'q'et Working Group is to:

- Lead the T'it'q'etmec in planning to establish an effective development corporation until such time as the new Development Corporation Board is formed and operational; and
- Make recommendations to the T'it'q'et Council and P'egp'ig'lha Council, as appropriate, on policies, by-laws, and procedures that support the implementation of an effective development corporation.

**Working Group Outcomes/Tasks:**

- Review and make recommendations for the completion of the Economic Development Action Plan Report;
- Make recommendations for the development of criteria for investment into economic development from BC Hydro trust for consideration by the community;
- Complete and finalize the(2008)organizational structure project;
- Develop a competency matrix to identify the Development Corporation Board;
- Review and make recommendations to enact the Development Corporation Trustees;
- Make recommendations for the promotion of Board positions and the identification of candidates;
- Supporting the delivery of Board training for potential Board members; and
- Supporting the delivery of Trustee updated training session.

**Working Group Members:**

Working Group Members are representatives of the T'it'q'et Council, P'egp'ig'lha Council, Elders Council and members at large. Administrative staff will provide support to the Working Group. Technical support will be provided as determined by the P'egp'ig'lha Council Coordinator.

**Representation:**

The following representatives will be form the T'it'q'et Economic Development Working Group, with the following resources as support.

Member	Position	Phone	Email
1. Doreen Whitney	Elders Council	Office: 250-256-0101, Home: 250-256-4398/	<a href="mailto:ucwalmicw@yahoo.ca">ucwalmicw@yahoo.ca</a>
2. Marilyn Napoleon	T'it'q'et Council		<a href="mailto:marilyn.napoleon@gmail.com">marilyn.napoleon@gmail.com</a>
3. Carl Machell	P'egp'ig'lha Council	Home: 250-256-7127	<a href="mailto:carlmachell@rocketmail.com">carlmachell@rocketmail.com</a>
4. Meagan Thorne	Youth/ <b>Working Group Chair</b>	Cell: 250-256-5131	<a href="mailto:Meaganthorne81@yahoo.ca">Meaganthorne81@yahoo.ca</a>
5. Dean Billy	Ec Dev.	Office: 250-256-4118	<a href="mailto:deaneabilly@gmail.com">deaneabilly@gmail.com</a>
6. Guy Scotchman	Member at Large/ Small	Home: 250-256-7968	

	Business		
7. Marie Blaney	Member at Large	Cell: (250) 256-9223	<a href="mailto:mbarney@uniserve.com">mbarney@uniserve.com</a>

**Staff Resources:**

- Janice Whitney, P'egp'ig'lha Governance Council Coordinator
- Charlene Napoleon, P'egp'ig'lha Governance Council Administrative Assistant

**Working Group Member Terms:**

1. Working Group members will be part of a Working Group until such time as the P'egp'ig'lha Council collectively:
  - a. Reviews the Working Group and determines that membership should change in order to best serve the purpose of the Working Group;
  - b. Disbands the Working Group;
  - c. Dismisses a member for not adhering to the Working Group Terms of Reference or Code of Conduct; and
  - d. The new Development Corporation Board is formed and operating.

**Working Group Support and Resources:**

1. Orientation

Within one (1) month of joining a Working Group, each Working Group member will be orientated with:

- a. The Working Group *Terms of Reference*; and
- b. Past Working Group work and activities if applicable.

2. Staff Technical Assistance

- a. If the Working Group requires staff technical assistance, the Working Group will submit a request to the P'egp'ig'lha Council as a whole.
- b. If directed to do so by the P'egp'ig'lha Council, the Coordinator will assign a staff person/consultant to provide technical assistance to the Working Group. The staff person/consultant is not to do the work of the Working Group, only lend knowledge related to their area of expertise. The Working Group is not to instruct, advise, help in or share in any responsibility delegated to the staff member/ consultant.

3. Financial Resources

If the Working Group requires financial resources to complete any part of its Terms of Reference, the Working Group will submit a specific and detailed request to the P'egp'ig'lha Council as a whole. The request will detail how the budget will be utilized.

## **Working Group Member Roles and Responsibilities:**

### *Working Group Members*

1. Working Group Members' roles include:
  - a. Review prepared information on the issues assigned to the Working Group;
  - b. Discussing, debating and assessing the pros and cons of alternate approaches to issues
  - c. Developing options on issues; and
  - d. Preparing Working Group findings and recommendations for P'egp'íg'lha Council, and other Councils (as appropriate) for consideration.
2. Each Working Group member is responsible for:
  - a. Adhering to all sections of the Terms of Reference;
  - b. Acting in the best interest, and according to the values, vision and mission as outlined in this plan.
  - c. Coming prepared to each meeting;
  - d. Bringing forward the best, unbiased information possible;
  - e. Attending any capacity building sessions arranged for the Working Group; and
  - f. Being informed on current events relevant to the Working Group mandate.
3. Limitations:
  - a. Working Group members will not speak to any outside parties on behalf of the Working Group, unless the P'egp'íg'lha Council has given explicit written authorization and direction to do so.
  - b. The Working Group will not utilize any P'egp'íg'lha Council administration human or financial resources that have not been duly authorized.
  - c. Working Group members will attend outside meetings as a Working Group representative only if requested by P'egp'íg'lha Council. Working Group members must provide a report back to P'egp'íg'lha Council in the form requested.

### *Chair*

The Working Group Chair will be selected from amongst themselves.

1. The role of the chair is to foster an environment where people can speak freely and share ideas.
2. The Chair's responsibility is to:
  - a. Ensure all members have an equal opportunity to voice their input;
  - b. Uphold the Code of Conduct;
  - c. Approve Working Group meeting agendas;
  - d. Call meetings of the Working Group; and
  - e. Ensure there is a minute taker for each meeting (e.g. one of the Working Group members or a technical support person).
3. To fulfill his/her responsibilities, the chair has the authority to:

- a. Rule if someone is out of order;
  - b. Adjourn the meeting if Working Group members refuse to stay on topic;
  - c. Ask a Working Group member to leave the meeting upon breaching the Terms of Reference or Code of Conduct; and
  - d. Report to P'egp'ig'lha Council as a whole regarding a Working Group member be disciplined according to the Procedure section of the Code of Conduct.
  - e. If the Chair is not able to attend the meeting he/she is responsible to contacting and assign an alternate to ensure that the chair role will be filled, and advise the remainder of the Working Group no less than one week prior to the scheduled meeting.
5. If the Chair does not fulfill his/her responsibilities, it is the responsibility of Working Group members to draw attention to this in the meeting. If the Chair continues not to act accordingly, members can adjourn the meeting and bring forward a written complaint to P'egp'ig'lha Council as a whole.

### **Recording and Reporting:**

1. The Working Group will maintain proper reporting of their activities by:
  - a. Keeping minutes for each meeting that include:
    - i. Meeting date and time;
    - ii. List of those present and absent, and the name of the minute recorder;
    - iii. Adoption of the minutes from the previous meeting;
    - iv. Summaries of discussions;
    - v. Summaries of Working Group activities including who is responsible, completion dates and expected results;
    - vi. Items requiring further action;
    - vii. Items tabled to the next meeting; and
    - viii. Date, time and place of next meeting.
  - b. Preparing reports to present Working Group findings and recommendations. The report will include:
    - i. A list of the options considered by the Working Group;
    - ii. A description of the research conducted, including a list of sources used;
    - iii. A summary of the pros and cons of each option; and
    - iv. Any additional Working Group opinions, including those that may be different from the majority.
2. The Working Group chair will ensure minutes and reports are forwarded to P'egp'ig'lha Council and T'it'q'et Council, on a monthly basis.

### **Meeting Schedule:**

1. The Working Group will establish a meeting schedule that is reflective of the nature of the Working Group, the amount of work it has been assigned, the Working Group budget (if applicable) and the timeframes within which the work needs to be completed.
2. The Working Group will set a meeting schedule, which will be maintained to the best of the Working Group's ability.

3. If the Working Group meets less than once every two (2) months, P'egp'íg'lha Council may re-evaluate the necessity of the Working Group.
4. The Working Group will require a quorum of 50% +1 to conduct official Working Group business.
5. The Working Group will set a time limit for its meetings, which will be adhered to unless everyone in the Working Group agrees otherwise.

**Meeting Schedule:**

- November 14th, 2011, 10:00 am – 11:00am.
- November 28, 2011, 10:00 am.
- To be determined at the November meeting, within four weeks of the preceding meeting.

**Decision Making Process and Rules of Order:**

1. Working Group members will research, discuss and debate issues before putting forward their comments to P'egp'íg'lha Council in form of “findings” or “recommendations”, not “motions”. These findings, including any dissenting views, and will be based on the best, unbiased information available.
2. Working Group members will strive to provide a consensus recommendation, but this is not necessary since both “pros” and “cons” of an issue will be presented to P'egp'íg'lha Council.
3. The Working Group can establish their own rules of order necessary to facilitate open and respectful discussion and debate.

**Conflict of Interest:**

A Working Group member holds a position of trust. As such there is an obligation for members to avoid conflicts of interest, real or apparent. Each member has the responsibility first and foremost to the Working Group.

Definition of Conflict of Interest;

A conflict of interest arises when a Working Group member's personal and/or business direct or indirect interests compete with, or supersede his or her dedication to the interests of the Working Group. Conflicts of interest may be apparent or real. These are equally undesirable.

Definition of Real Conflict of interest;

A real conflict of interest occurs when a Working Group member fulfills an official function and, at the same time, knows that in doing so there is an opportunity to obtain a personal or other benefit for the member or a related person(s).

Definition of Apparent Conflict of interest;

An apparent conflict of interest exists when there is a reasonable perception on the part of well-informed persons that a Working Group member is in conflict of interest.

Definition of Direct and Indirect Interests;

A direct interest is a reasonable likelihood that the circumstances of the Working Group member would be directly altered if a matter is decided in a particular way where the individual would receive a direct financial benefit or loss, or if the residential amenity of the personal is affected.

An indirect interest is a close association, indirect financial interest, conflicting duty, receipt of an applicable gift, or becoming an interested party<sup>50</sup>.

**Confidentiality:**

All discussions, debate, and draft documents of the Working Group are confidential. No member of the Working Group, or interim member, present at a Working Group meeting, shall make public any information or business from the Working Group meeting unless that information or business is deemed to be public information by the Working Group as a whole.

**Discipline:**

1. Failure of Working Group members to abide by the Terms of Reference shall be viewed as a breach of appropriate ethics and as such, is subject to discipline. Such discipline, as determined and administered by the P'egp'ig'lha Council, may be in the form of a verbal warning, formal letter of reprimand, or removal from the Working Group.
2. Just cause for discipline shall include, but not limited to the following:
  - General and personal conduct within the T'it'q'etmec and outside the community while involved in Working Group business (e.g. obscene language, violence, use of alcohol or drugs);
  - Failure to attend meetings, or unbecoming participation at meetings;
  - Dishonesty (e.g. theft or the intentional disclosure of false information);
  - Failure to disclose a known conflict of interest;
  - Insubordination (refusal to follow the direction of P'egp'ig'lha Council);
  - Personal or sexual harassment of employees, T'it'q'et members or any other persons;
  - Disclosure of confidential information; or
  - Conviction of an indictable offense.

The process of discipline shall, where the P'egp'ig'lha Council considers it to be appropriate, be progressive in nature and always administered in a fair and reasonable manner.

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<sup>50</sup>Source: [http://www.macquarielawyers.com.au/files/How\\_To\\_Identify\\_A\\_Conflict\\_Of\\_Interest.pdf](http://www.macquarielawyers.com.au/files/How_To_Identify_A_Conflict_Of_Interest.pdf)



## APPENDIX C: BC WOOD SEPTEMBER 2011 CONFERENCE INTERNATIONAL BUYERS LIST

### INTERNATIONAL BUYERS REGISTRATION

(as of August 19<sup>th</sup>, 2011)



#### Australia

THORLYNNE PTY LTD

#### Canada

MPG GROUP IND.  
FALCON LUMBER LIMITED

#### China

ANGELIC PACKAGE (SUZHOU) CO., LTD.  
CHANGZHOU LIAOS WOODEN CO., LTD.  
DALIAN LONGHUA WOOD PRODUCTS CO., LTD.  
JIAFEI (JIANGYIN) TIMBER MARKET CO., LTD.  
JIAHUA (QINGDAO) FOREIGN TRADE CO., LTD.  
MANZHOU LI QINSHENG INDUSTRY AND TRADE  
NINGBO BEI TE ER TRADING CO., LTD.  
NINGHAI NEW TYPE BUILDING MATERIALS CO., LTD.  
QINGDAO ROYAL INTERNATIONAL LOGISTICS CO., LTD.  
SHANGHAI ARCHITECTURAL & ENGINEERING  
SHANGHAI CHENGKAI INDUSTRIAL DEVELOPMENT  
SHANGHAI HANQIANG WOOD INDUSTRY CO., LTD.  
SHANGHAI HEHE INTERNATIONAL TRADING CO., LTD.  
SHANGHAI JIUDE CONSTRUCTION TECHNOLOGY  
SHANGHAI LEE PARK ASSET MANAGEMENT CO., LTD.  
SHANGHAI PUDONG TECHNOLOGY INVESTMENT  
SHANGHAI QIEDAN TRADE CO., LTD.  
SHANGHAI SHUREN CO., LTD.  
SHANGHAI XTL PACKAGING MATERIAL CO., LTD.  
SHANGHAI YIHUI WOOD CO., LTD.  
SHANGHAI YUTONG WOODEN CO., LTD.  
SHANGHAI ZHENLIN TRADING CO., LTD.  
SUIFENHE FRIENDSHIP WOOD GROUP CO., LTD.  
TAICANG INTERNATIONAL CONTAINER TERMINALS

#### Europe

DODGE CITY  
ESTERBAUER HOLZBAU GMBH  
GEERT MEIJER SAWMILL NETHERLANDS  
HOUTMAGAZIJN VERDONCKT NV

#### India

A B G TIMBER PRODUCTS PVT. LTD.  
ASHITA IMPTEX PVT LTD.  
BC TRADE AND INVESTMENT SERVICES  
KHYATI INTERNATIONAL  
PUNJ PACKAGING INDUSTRIES  
SHARP PLY INDIA PVT LTD.  
SHRI RAM TIMBER MART  
VIJAY STEEL INDUSTRIES

#### Japan

FOREST CREW CO., LTD.  
HM ATELIE  
ING DESIGN  
MACHIDA HIROKO ACADEMY INC.  
OFFICE YO  
SPACE EFUBUNNOICHI  
TAKAHIRO LUMBER CO., LTD.  
TOYO ENTERPRISE CO., LTD.  
WING INTERNATIONAL (TRADING) INC.  
YAMASHO  
YMM COMPANY LIMITED  
YOKOTA CONSTRUCTION MANAGEMENT LTD.  
YONEZAWA SAWMILL

#### South Korea

BEST HOUSE KOREA  
CULLINAN CONSTRUCTION  
DAELIM ENC  
HYUNSEONG TIMBER CO. LTD.  
JUNG BU ELS  
JUNGHAE PRESERVATION  
K-ONE TIMBER CO., LTD.  
KYUNGSUNG TIMBER  
NNH. CO., LTD.  
SAMSUNG HOME CENTER CO., LTD.  
SANGJI YOUNGSEO COLLEGE