

2011

Economic Diversification Plan

for the

Lheidli T'enneh Nation

March 31, 2011

Draft 5

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Supporting Modules.

This plan summarises the findings of specialised modules what were prepared on areas that the Lheidli T'enneh Nation indicated as priorities. The modules are as follows:

1. Market: Forests and Fish (Arctic Char, Non-Timber Forest Products)
2. Market: Logistics / Inland Port
3. Market: Provincial Parks – Management & Maintenance
4. Market: Recreation Sites – Management & Maintenance
5. Sector: Tourism
6. Sites: The Clesbaoneecheck property, The Experimental Farm.
7. Partnerships.
8. Communications Plan.

***“Whatever the words of your final report and recommendations may be,
they will mean little if they are not met with the political will,
the knowledge and the ability to achieve their intent”***

Chief Robert Pasco
Nlaka ’pamux Tribal Council, Merritt BC ~ 1997

1. Objective

The Lheidli T’enneh Nation wishes to realise the economic diversification opportunities currently available, and thereby enhance the wellbeing of its members. The objective of the Economic Diversification Plan is to build its capacity to achieve this goal.

The Plan identifies current, short term and longer term initiatives for economic diversification, and includes:

- plans to initiate and strengthen business partnerships;
- initiatives to increase Lheidli T’enneh’s business profile throughout Lheidli T’enneh traditional territory; and
- procedures to ensure a prompt response to most economic opportunities throughout the territory.

The analysis in the report and the activities it suggests are guided by the business goals of the Lheidli T’enneh, which are as follows:

1. **Revenue** for the Band government through increased participation in economic activity;
2. **Equity gains** through taking ownership positions in projects;
3. **Business activity** on Lheidli T’enneh traditional territory, and the enhanced access to opportunity for its members that will accompany such activity; and
4. **Profile** for the Lheidli T’enneh Nation among other communities in the region, and the business community overall.

All of the recommendations will be guided by the contribution they make towards achieving these overall goals for the Nation.

2. Background.

*We live here, we die here, we bury here.*¹

WHO WE ARE

We are the Lheidli T'enneh. Our name translates as “people from where the rivers flow together.” The rivers spoken of are the *Nee Incha Koh* which means “river with strong undercurrents” and the *Ltha Koh*, the Big Mouth River. These rivers are known as the Nechako and the Fraser. We were often called the *Tanoten* which means “people a little to the north.”

According to our history, a large group of our people were led by Traditional Chiefs and Medicine People to the confluence of these two rivers. Our ancestors traveled from the area of what is now known as the Blackwater River.

We traveled throughout our territory, a territory that was once separated into *keyohs*. Each *keyoh* was the responsibility of an extended family. We hunted and gathered throughout our Traditional Territory. We traded with neighbouring communities. There were no permanent settlements like we think of them today. Instead, there were seasonal villages and camps along the lakes and rivers throughout our territory. *Lheidli*, the site of present-day Prince George, was one of these villages. It is clear to us that our ancestors occupied and used all of what we now know as our Traditional Territory.

This is still true today.²

¹ Letter from John McDougall to Minister of the Department of Indian Affairs, Ottawa, July 25, 1901. RG 10, Volume 4038, File 325,224-1. This is a partial quote, as quoted by McDougall, of a statement made to him by the Chief at that time.

² Excerpt from *Lheidli T'enneh Traditional Use Study*, June 19, 2000.

3. Sectoral diversification plans

As noted earlier, the Lheidli T'enneh Band's priorities are to build profile for the Nation, revenue to the Band, economic activity within its traditional territory, and equity positions within development ventures. Specific plans for achieving these ends are outlined in this section, which focuses on the economic activities that the Band considers priority targets.

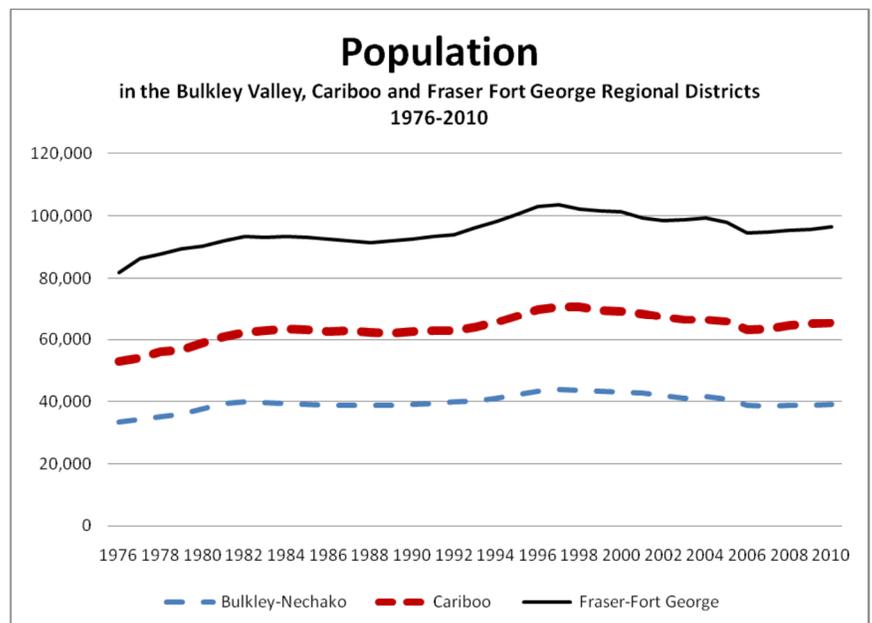
Before discussing opportunities in various sectors, it is important to describe the region and the economy that the Lheidli T'enneh traditional territory is within. The Lheidli T'enneh traditional territory is located within the Central Interior of British Columbia. As such, it is part of a major centre for resource extraction, with world-class producers in forestry, mining and energy. This industrial base in turn supports a range of business, public, education, and health services for the population.

3.a. The Region – Communities, Existing Economy.³

The population of these regions in 2010 was estimated at 201,229 by BC Stats.

The peak population was reached in 1997, at 218,163. Over the next decade the population in each regional district declined slowly, reaching 196,499 in 2006. Since then there has been a slight recovery, reaching 201,229 by 2010.

The region is a mixture of small town and rural settings, with one urban centre (Prince George) and two towns in the range of 10,000 people – Williams Lake (pop. 11,002 in 2010) and Quesnel (pop. 9,746 in 2010). The region is characterised by a significant share of the population living in rural and remote settings, with the remaining living in communities of fewer than 5,000 people. As a result, many residents rely on regional centres for their services.

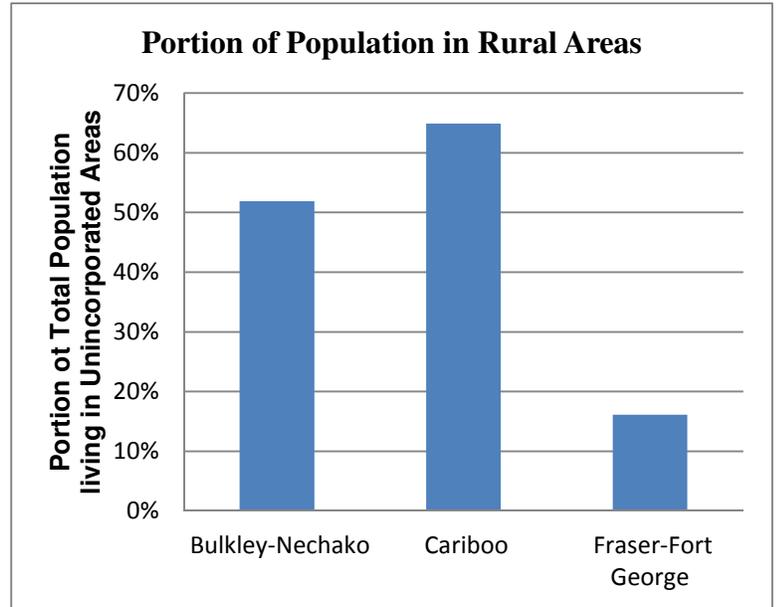


Source: BC Stats, Population Estimates, Annual

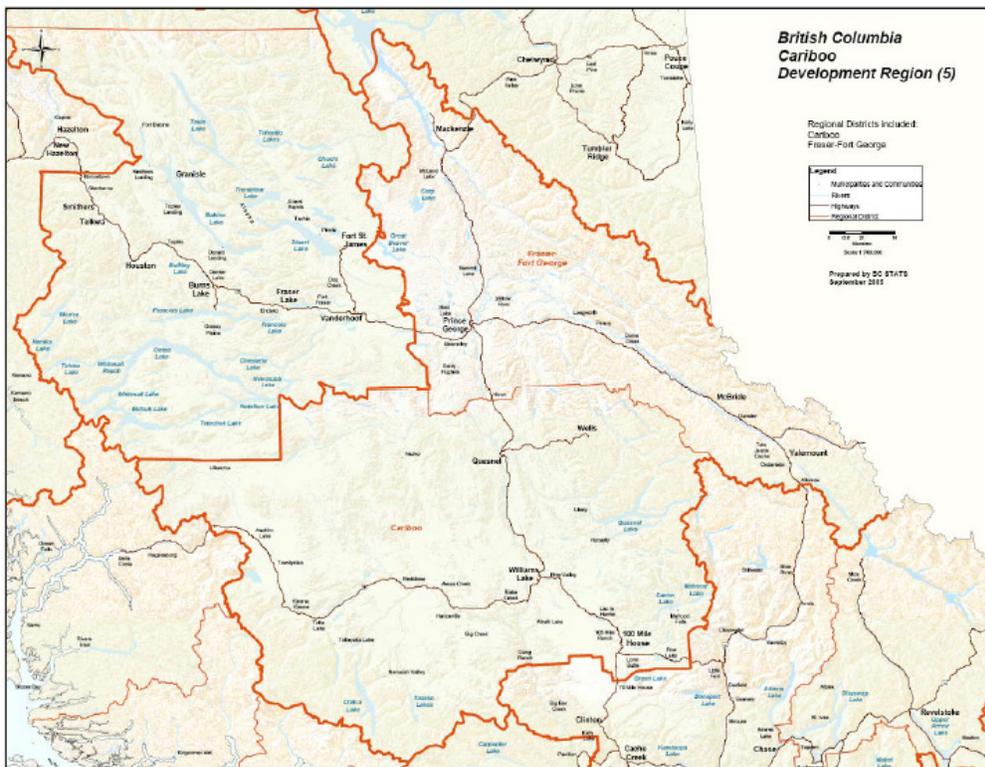
³ The population is taken from BC Stats, Annual Population Estimates. The economic description of the region is taken from the March, 2011 report, Regional Economic Structure by Industry, by the 16-97 Economic Alliance.

This situation has several significant implications for the development plans of the Lheidli T'enneh. Chief among them are:

- The area's low population density means that, while some opportunities can be developed in each Lheidli community, others will only be practical if developed in the centres where the regional population goes to buy goods and services.
- The decline in population since the mid-1990s also puts pressure on communities to maintain services from a smaller base of taxpayers.



The traditional territory falls within the regions covered by the federal government's Cariboo and Nechako Development Regions, and within the Regional Districts of Fraser Fort George, Cariboo, and Bulkley Valley. These regions are used because data is available from Statistics Canada on a quarterly basis, which allows for detailed analysis on employment by sector.



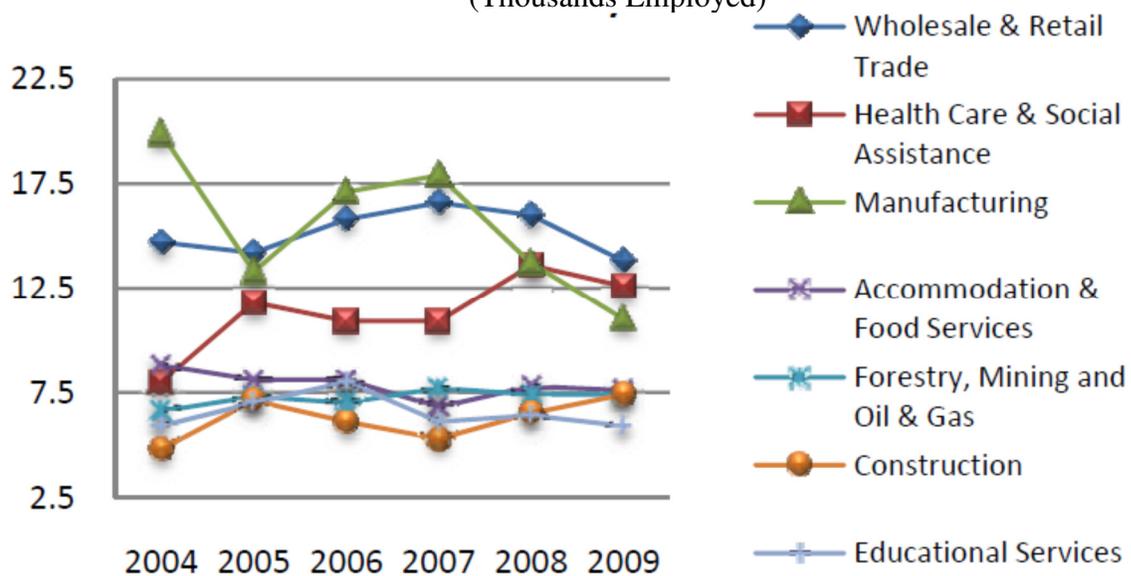
Source: BC Stats



Source: BC Stats

There has been a slight change in the sectors that rank as the largest, by proportion of employment, over the last five years. The top sectors are mostly the same, with the exception of Construction replacing Transportation & Warehousing in the top seven ranking. Between 2004 and 2009, Construction employment increased by 54.2% while employment in Transportation & Warehousing declined by 23.5%.

Largest Employers by Sector (Thousands Employed)



Source: Statistics Canada, Labour Force Survey.

While one of the smaller of the top sectors at 7.8% of total employment in 2009 (up from 4.8% in 2004), the increase in Construction employment is noteworthy. The upward trend in the midst of an overall employment decline of 6.0% reflects continued strong activity in major projects in the region over the duration of the recession.

The most significant changes among the region’s largest sectors occurred in the Health Care & Social Assistance and Manufacturing sectors. Health Care & Social Assistance employment increased 57.5% between 2004 and 2008, while employment in Manufacturing declined by 44.7% over the same period. As a result, the proportion of employment attributable to Health Care activities increased from 8.0% to 13.3% while Manufacturing went from 19.8% to 11.6% of the region’s employment over the same period.

Employment in Forestry, Fishing, Mining and Oil & Gas increased 12.1% between 2004 and 2009, leading to a greater proportion of total employment for this sector (7.8% compared to 6.6% in 2004). Both Wholesale & Retail Trade and Accommodation & Food Services employment declined over this period (6.1% and 13.6%, respectively), but as Trade employment declined at the same rate as overall employment, this sector’s proportion of total employment was unchanged at 14.6%. Accommodation & Food Services went from 8.7% to 8.0% of total employment. Employment in Educational Services remained stable over the period, although with the overall decline in employment, this sector’s proportion of total employment increased slightly from 5.9% to 6.2%.

Largest Employers by Sector
(Thousands Employed, 2004 vs. 2009)

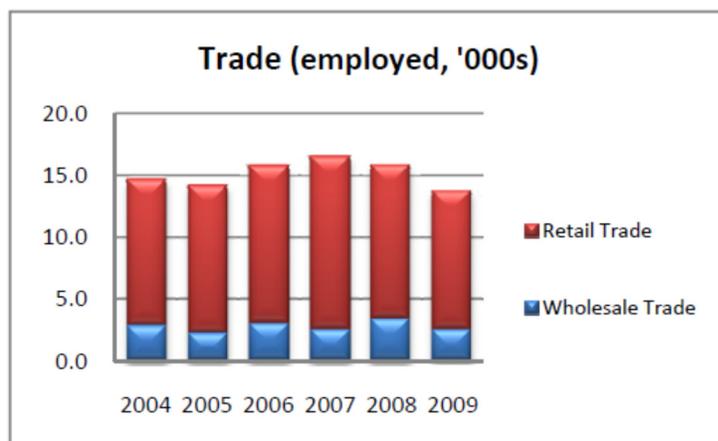


Source: Statistics Canada, Labour Force Survey

Wholesale and Retail Trade⁴

Employment in this sector increased an average of 8.2% over 2006 and 2007. However, with the onset of the global recession, employment declined an average of 8.7% over 2008 and 2009. The change between 2004 and 2009 was an overall decline of 6.1%.

While the greatest number of jobs were lost in retail (600 jobs, or 5.0%), the steepest loss was in wholesale (a 10.7% fall, or 300 jobs).

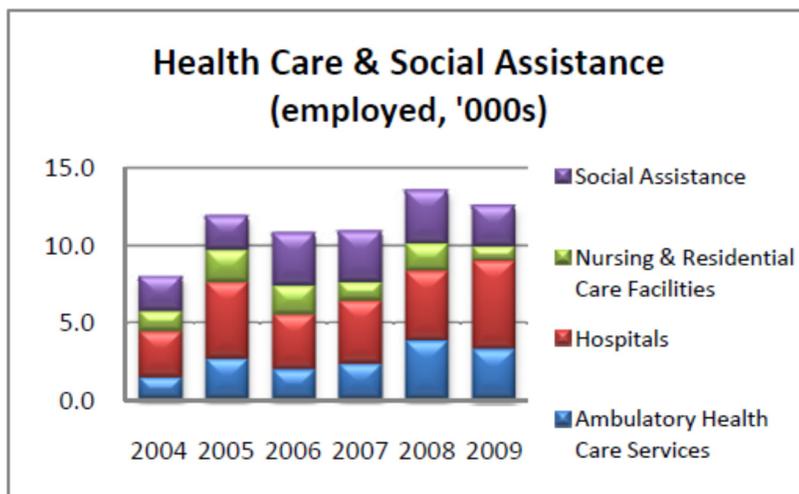


Rural communities in the Lheidli traditional territory are experiencing increased pressure from expansions in retail offerings in Prince George during this period. The expansion of Parkwood Mall and construction of Westgate Mall have increased the range and amount of variety offered to shoppers considerably since the mid-1990s. This in turn increases pressures facing retailers and wholesalers in surrounding centres.

Health Care & Social Assistance

Employment in this sector grew 57.5% between 2004 and 2009. The majority of the increase in employment occurred in the Hospitals and Ambulatory Health Care Services categories (93.3% and 128.6%, respectively).

As a result of the significant increase over this period, the share of total employment that was in health care grew from 3.0% in 2004 to 6.1% in 2009. Social Assistance grew from 1.4% to 3.4% in this timeline.

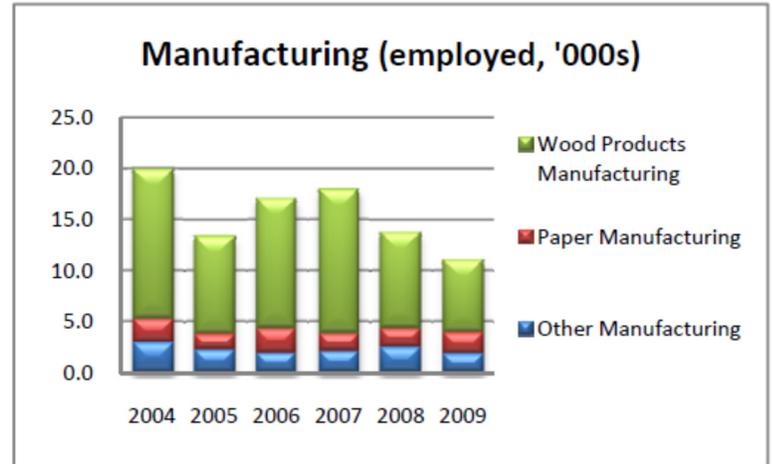


Advances in medical science and the ageing of the population will continue to drive employment in Health Care. The creation of a new Cancer centre in Prince George, upgrades to existing hospitals in the region, and expanded primary care will all drive additional employment in this area, and therefore opportunities for local residents. Social Assistance may experience pressure due to the expanding role of health care, and is unlikely to be able to continue the strong upward trend of the past half-decade.

⁴ All employment data in this section is taken from Statistics Canada's Labour Force Survey for the Cariboo and Nechako Development Regions.

Manufacturing

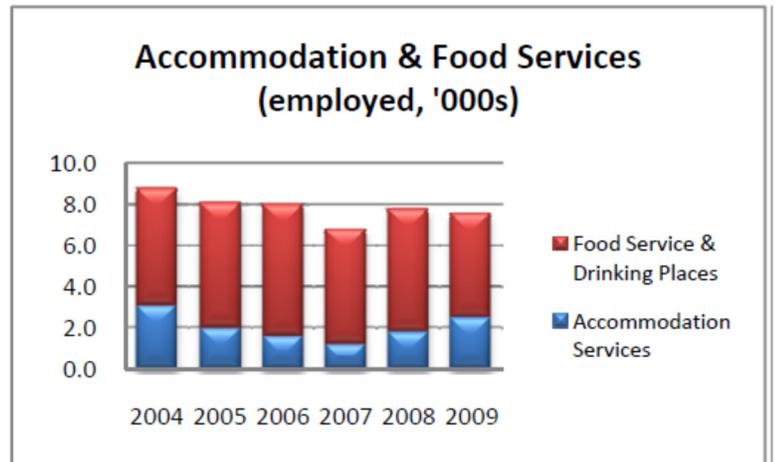
Employment in Manufacturing grew steadily between 2005 and 2007 before declining sharply in 2008 and 2009. The majority of the decline occurred in Wood Products, the largest category in this sector; Wood Products Manufacturing declined 51.7% overall between 2004 and 2009, mainly due to the sharp drop over the final two years. Employment in Other Manufacturing activities declined 37.9% over the same period while Paper Manufacturing remained more stable, declining only 8.7%. The proportion of total employment attributed to this sector dropped from 19.8% in 2004 to 11.6% in 2009.



In the near term, further declines in traditional forestry are expected to be balanced by expanded demand from bio-energy, mining and oil & gas customers. The impact of the pine beetle infestation will limit the output of wood products manufacturing, but increase the stock of trees for pellets and other forms of bio-energy. Meanwhile, heavy activity in mining and mineral exploration, combined with exploration in natural gas, is expected to continue to drive demand in “Other Manufacturing” for some years into the future.

Accommodation & Food Services

Employment in this sector declined 13.6% between 2004 and 2009. By number of persons, the decline was shared equally between both of the sector’s categories, although the largest category, Food Service & Drinking Places, declined 10.5% while employment in Accommodation Services declined by 19.4%.



Accommodations fell from 5.7% of total employment in 2004 to 5.4% in 2009.

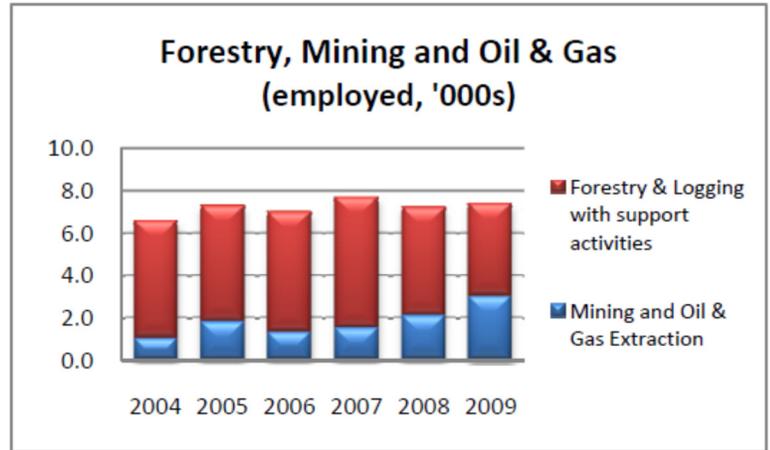
During this time, Food Services declined from 3.1% to 2.6%.

This area is heavily tied to the state of the regional economy and tourism. During the recent recession, both of these drivers were significantly reduced. While there may be some improvement as the global economy rebounds, an expected slow recovery will limit the speed with which this sectors returns to the levels of the mid-decade.

Forestry, Mining, Oil & Gas⁵

Forestry and Logging activities account for the greatest portion of the employment in this sector, although Mining and Oil & Gas Extraction employment has increased significantly in recent years.

Total employment in this sector increased by 12.1% overall between 2004 and 2009, due entirely to a 200.0% increase in Mining and Oil & Gas Extraction; employment in Forestry and Logging declined by 21.4% over this period. Given this, the proportion of total employment attributed to Mining and Oil & Gas activities increased from 1.0% to 3.2% over this period while Forestry's share fell from 5.6% to 4.7%.



As both mining and oil & gas are expected to remain strong, their share of total employment is likely to continue to grow for the next few years. Should pipelines be built to connect newly found reserves with markets in North America or Asia, then the oil & gas sector will expand dramatically. The addition of new mines in the area would likewise drive a significant expansion of employment in this sector.

Construction

Employment in the Construction sector increased 54.2% between 2004 and 2009. The share of total employment attributed to this sector increased from 4.8% to 7.8% of total employment in the region over this period. The data does not allow for further detail, but employment in this sector includes activities related to Construction of Buildings, Heavy and Civil Engineering Construction and Specialty Trade Contractors.

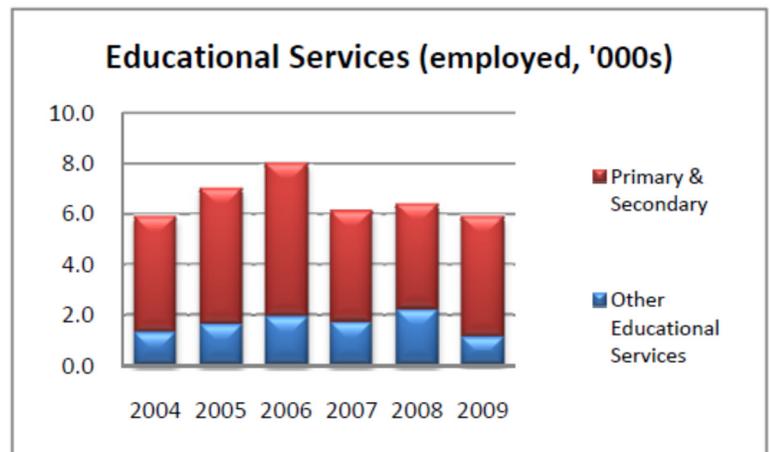


⁵ Technically this sector is called Forestry, Fishing, Mining and Oil & Gas. As fishing, hunting and trapping are not significant sources of employment in the region, the sector has been renamed for clarity in this report.

Educational Services

Educational Services employment fluctuated in the years between 2004 and 2009; despite increases in three of these years and average annual growth of 1.3% over the period, the employment level in 2009 had returned to the same level as in 2004. However, the proportion of total employment attributed to this industry was 6.2% in 2009, compared to 5.9% in 2004.

Employment in Primary & Secondary Education was 4.3% higher in 2009 than in 2004, while employment in Other Educational Services declined 15.4% over this interval.



Employment in Primary & Secondary Education will continue to face strong pressures due to falling enrolment in the K-12 system in the region. Since 2000, enrolment in the K-12 system fell by more than 59,000 in the province,⁶ with the declines particularly notable in rural communities in the area during a time of declining population and employment. While this is partially mitigated by the relatively dispersed nature of the rural population (which limits the ability to close schools with low enrolments due to the major repercussions on the communities they serve), it does limit the amount of employment that they will be able to generate.

Employment in post-secondary education at UNBC and CNC faces similar enrolment pressures. While some expansion may come due to the creation of new programs in engineering and health care, this would be muted by shrinkage from limited enrolment in other areas of study.

⁶ Source: BC Ministry of Education, "Facts On Enrolment in BC Schools," accessed at www.gov.bc.ca/forthecord/enrolment/en_k12.html?src=/k12/en_k12.html, on April 8, 2011.

3.b. Current Band Economic Ventures.

Lheidli T'enneh is involved in several enterprises, which create activity in the following areas:

- Forestry
 - Logging (stump to dump)
 - Silviculture contracting (brushing, thinning, trail maintenance, etc.)
 - Fibre License / Tenure Leasing

- Farming
 - Hay production and sales

- Retail
 - Tobacco product sales

Chunzoolh Forest Products is a 100% Band-owned business. It was initially established as a joint venture with Canfor, in 1996, and came under sole ownership of the band in 2000. Chunzoolh operated a value-added shingle manufacturing plant producing white-wood shingles for the North American market. Although the mill ceased operations in 2001, it holds the Band's fiber sources, including a 5 Year Forest Licence (245,000 m³ / year), a renewable licence (50,000 m³ / year), and a Community Forest Licence (15,000 m³ / year). The timber supplied through these licences provides a basis for the Band to engage in logging activities.

LTN Contracting Ltd. is a logging business established in 1999 as a joint venture with an Aboriginal logging company. The Band owns 50% of the joint venture. A profitable venture, it performs all of the Band's logging business, as well as its ongoing silviculture contracting.

Tanno T'enneh Ltd. Partnership (a 100% Band-owned entity) was created in 2009 to be the main economic development arm of the Lheidli T'enneh, and act as the contracting body for its business ventures. Its board contains at least one Council member and community and non-community members, with varied and rotating terms.

Tobacco sales and farm leasing occur directly through the Band.

3.c. Current Band Priority Locations.⁷

The Lheidli T'enneh traditional territory is extensive, and has many sites that could be of significant interest for economic opportunities that are accessible to the region. The Band has previously identified interest in location-specific activities such as destination resorts, which could occur at any of a number of locations. Other Band priorities are not location-specific, such as forestry or silviculture.

However, there are two priority sites for consideration in economic development initiatives. While not the only two such sites, they represent significant potential.

⁷ This topic is developed in more detail in Module 6, which accompanies this main report.

3.c.i. The Clesbaoneecheck property.

This 123 hectare site of sloping, forested land is interspersed with low-lying wetlands and seasonal streams throughout the property. Owned and administered by the Lheidli T'enneh, it is located on the north bank of the Nechako River approximately three kilometres west of the City of Prince George municipal boundary. It has been used traditionally as summer fishing and hunting grounds and for the collection of seasonal foods and medicinal plants. More recently, the Clesbaoneecheck property was used to host traditional Pow Wow ceremonies and other cultural events.

Although the property itself has no specific zoning designation, the surrounding and contiguous lands are designated Agricultural / Resource in the Regional District of Fraser Fort George Land Use Plan (LUP). There are no municipal services (potable water, natural gas, electrical power or data) on or adjacent to the property. The nearest potential connection to municipal electrical power is approximately three kilometres to the east.

The property is accessed by a single, gravel road which forms an extension of North Nechako Road (within the City of Prince George municipal boundary) to the immediate east. The access road reportedly has a long history of geotechnical instability, associated with the steep slopes of the immediately adjacent cut banks and under-cutting erosion from the adjacent river.

The following specific uses of the Clesbaoneecheck property have been identified, in descending order, as potentially contributing the highest and best value to the Lheidli T'enneh:

1. A small, boutique bottled water production facility primarily targeted toward the emerging markets of China and Japan. The development would include a small bottling and packaging plant, supported by a targeted marketing campaign based on the First Nations cultural aesthetic.
2. Rural residential lots, preferably for members of the Lheidli T'enneh community, or else for sale to the general public. Those lots would be marketed on the strength of the rural, wilderness environment and dramatic river views on the property.
3. A modest First Nation cultural-tourism destination, with an emphasis on the use of the river bank and adjacent sand flats. The development would include a connection to the existing Cranbrook Hill Greenway trail network with a suspension pedestrian bridge over the Nechako River.
4. A source of 'frac-sand', for use in the non-conventional natural gas exploration and extraction industries. A large commercial 'frac-sand' facility is currently being contemplated for a site north of Prince George, near Bear Lake.

3.c.ii. Experimental Farm.

This 250-acre property of relatively flat agricultural farm land, immediately east of the Prince George International Airport (YXS), has considerable potential.

Currently owned by the Federal Crown (Indian and Northern Affairs Canada), ownership is expected to be transferred to the Lheidli T'enneh in accordance with the terms of a negotiated land treaty settlement. The property is within the City of Prince George, and is currently within the provincial Agricultural Land Reserve (ALR) inventory. Use of the land for non-agricultural purposes would be subject to the successful extraction of the property from the ALR.

The property is generally well serviced by existing roads and overhead electrical power, but is under-serviced with respect to municipal water supply and sanitary sewage disposal utilities. Most of the original farm buildings have been demolished, but there remain several residential and administrative buildings on the property in generally good condition. The size, configuration and orientation of any future buildings on the parcel will be governed by the requirements of the adjacent airport, based on national standards for runway approach volume geometry.

The following specific uses of the Experimental Farm property have been identified, in descending order, as potentially contributing the highest and best value to the Lheidli T'enneh:

1. A Federally-approved, commercial abattoir (slaughterhouse) to prepare meat products (especially beef) for direct sale to overseas, Asian markets. The development would include refrigeration and freezing capacity, packaging facilities and an expediting terminal, in addition to slaughter and meat-cutting capacity.
2. A Federally-approved, commercial hot-house (greenhouse) facilities to produce high value cash crops (particularly fruits and some vegetables) for direct sale to overseas, Asian markets. The development would include refrigeration capacity, packaging facilities and an expediting terminal, in addition to the large, four-season greenhouses.
3. An 'airport hotel' facility (catering to business travelers primarily) with an emphasis on the First Nations cultural aesthetic. The development would include ancillary facilities (including a restaurant) and provisions for ongoing shuttle service to and from YXS and the City of Prince George.
4. A 'Park and Ride' facility, complementary to but not in competition with the existing parking facilities available on-site at YXS. The development would include long-term vehicle storage options, and provisions for ongoing shuttle service to and from YXS and the City of Prince George.
5. A private 'Mini-Storage' facility, including provision for the secure, long-term storage of industrial and construction equipment, recreational vehicles, etc. The development would include the provision of an on-going security service.
6. Rural residential lots, for commercial sale, along the eastern boundary of the parcel. Those lots would require the subdivision of the property, and the subsequent divesting of a portion of the real estate asset.

3.d. Sectoral Opportunities.

It is important to identify economic development opportunities that are aligned with the culture and traditions of the Lheidli T'enneh people. This strategy presents specific sectoral diversification plans and/or discussion papers for specific opportunities that have been identified by the Lheidli T'enneh as being of major interest. Additionally, it considers shifts within economic sectors that are particularly promising in terms of partnership opportunities for the Nation.

These are outlined as follows:

Specific Market Opportunities.

- i. Forests & Fish
 - Arctic Char Hatchery,
 - Mushrooms & Greens,
 - Non-Timber Forest Products.
- ii. Logistics – Inland Port Opportunities
- iii. Province Parks – Management and Maintenance
- iv. Recreation Sites – Management and Maintenance
- v. Training – Heavy Equipment operation

Economic Shifts that Present Opportunities.

- vi. Business Event, Sport, Conference involvement, hosting.
- vii. Tourism Experience.

These are summarised briefly here, and presented in more detail in the attached modules.

3.d.i. Markets: Forestry and Fish.⁸

The Lheidli T'enneh identified three priorities that fall into the overall category of “Forestry and Fish”. The three priority areas are Arctic Char, Mushrooms & Greens, and Non-Timber Forest Products.

a. Arctic Char Hatchery.

Aquaculture is an example of an industry that is land based and consistent with their traditional food source. A small scale fish farm fulfills a number of objectives. Food is produced, employment opportunities are provided and income is generated for the community.

Arctic Char is the focus because this type of fish has the most northern distribution of any freshwater fish and northern people rely on the species as a food source. Arctic Char are known to be of excellent flavour and texture. Because of this, the fish is often found as a specialty fish in quality restaurants. Other options include smoked Char, canned Char and the roe, all of which are valuable options for the Lheidli to pursue.

Suitability for Fish Farming.

Wild Arctic Char survive the winter by gathering close together in small pockets of unfrozen fresh water; as such they are accustomed to living in very close quarters with one another and are very adaptable to rearing tanks. (It is interesting to note that, when stocked at low densities, the Char grow poorly and have a higher incidence of illness.)

Arctic Char are raised in land based systems using ground water. The eggs are hatched within specialized hatchery facilities. The young fish remain in the hatchery until they reach 100 grams and then they are transferred to tanks where they continue to grow. Arctic Char can reach market weight within a year of leaving the hatchery.

Arctic Char rearing systems are considered to be among the most environmentally responsible fish farming designs. Features of most systems include removal of particulate matter and effluent prior to releasing water from the fish tanks into the environment. Waste sludge removed from the water can be recycled and provided to terrestrial farmers for use on crops. Leftovers from fish processing may be incorporated into dog food or delivered to local compost facilities.

Research Base.

The University of Northern British Columbia can assist in the development of this opportunity through research. The University has capacity in this field, with research currently being conducted at the Max Blouw Quesnel River Research Centre in Likely, BC. The QRRC provides a setting for collaboration involving researchers from UNBC and First Nations, as well as community groups, industry, research centres and others. They also offer seminars and workshop facilities for non-university user groups. UNBC’s Biology program includes

⁸ This topic is developed in more detail in Module 1, which accompanies this main report.

specialists with considerable background in this and related fields, including Dr. Mark Shrimpton, Professor in the Ecosystem Science and Management (Biology) Program.

Partnerships

Other groups in northern BC are also interested in an aquaculture venture. Nechako Sturgeon is a species currently being researched to ensure the sustainability of the species, which may offer value in collaboration on some aspects of the project.

b. Mushrooms and Greens.

The College of New Caledonia (CNC) recently began exploring the cultivation of mustard greens and gourmet mushrooms in an intercropped, raised-bed system. Building on recent experiments where various vegetables and gourmet mushrooms are intercropped, the CNC is interested in confirming the benefits of intercropping, identifying optimal growing mediums and extending existing knowledge around the growth enhancing potential of mushroom intercrops.

Morel and Pine mushrooms are native to the area. They are among the most popular wild mushrooms and are ready for harvest in late spring. They can be sold locally, or they can be sold commercially to mushroom buying companies in the area. There is a very large market for mushrooms in Asia.

- **Opportunities:** Mushrooms are abundant across the territory. There is a ready market as mushroom buying companies are already in existence. In order to add value and to extend the season, there is an opportunity to dry and package mushrooms for the larger market.
- **Challenges:** Pickers must be educated in mushroom identification and the size of crop can vary from year to year. Like other non-traditional forest products the season is short - therefore mushroom harvest would need to be combined with other product harvests to ensure continued employment.

CNC proposes the cultivation of mustard greens and two species of gourmet mushrooms – the Elm Oyster and the Wine Cap. These mushroom species grow best on hardwood sawdust or chips. Lheidli traditional territory includes several ideal growing sites and has an abundance of hardwood that is ideal for chipping. A partnership with the Lheidli T'enneh Nation offers additional marketing opportunities for the venture.

Mustard Greens and Gourmet Mushrooms.

The crops involved in the CNC study are popular in Asian cuisine, and there is a significant Asian population in northern BC. Mustard greens are a common Punjabi curry base and are popular as 'steamed greens' in both China and Japan. Elm Oyster and Wine Cap mushrooms are both popular in North America and Japan. The Elm Oyster mushroom is used in traditional medicine in China and Wine Cap mushrooms are popular in Europe.

Health benefits add to the popularity of these vegetables. Mustard greens are beneficial as anti-diabetic and anti-cancer agents, and many varieties of mushrooms are recognized for their anti-biotic, hypoglycemic, and cancer prevention properties.

Expansion potential.

CNC believes that their project could be expanded to include a variety of food mushrooms and vegetables. Year-round greenhouses, fields, and agro-forestry settings could be used. It is felt that Lheidli would be a prime candidate to host a pilot project or projects in cooperation with the college. By working cooperatively with CNC the Lheidli has access to research, mentorship and potential partners in a sustainable economic development opportunity.

Adding value

CNC has suggested that the College's culinary program could introduce an opportunity for First Nations entrepreneurs to get expert assistance on value added product development and test marketing through Kodiak's restaurant on campus in Prince George.

Fruits and berries

Lheidli T'enneh territory is home to saskatoon berries, bunchberries, huckleberries, rosehips, chokecherries, wild blueberries, gooseberries, soapberries, crab apples and wild cranberries growing in the forested areas of the territory.

- **Opportunities:** Fruits and berries are abundant across the territory. They are easy to identify and different species mature at different times, allowing pickers to extend their season. Value is easily added with the production of a variety of products. Pies and muffins can be sold into the local market and specialty fruit butters, juices, salad dressings, syrups, candies, and wines can also be considered for production. Dried fruit products, jams, jellies, teas and traditional products are good alternatives for production on a larger scale.
- **Challenges:** The season for picking can vary greatly depending on weather conditions. In drought years product availability can be reduced significantly. Fresh wild berries have a short shelf life, and flash freezing is too expensive for a small operation.

Fiddlehead greens:

Fiddleheads are available for harvest for 3 - 4 weeks each year, usually from mid-May until mid-June. Because fiddleheads are a source of Omega 3 and Omega 6 and are high in iron and fibre, there is potential for sales to health food stores and restaurants during the season.

- **Opportunities:** Fiddleheads are available across the territory. They are easy to identify and there is a ready market at farmers markets and by entering into agreements with local restaurants. They can be pickled to extend the marketing season.

- Challenges: Fiddleheads are available for only a short season each year. In order to ensure continued employment the harvest of fiddleheads would need to be only one element of a non-traditional forest product venture.

c. Non-Timber Forest Products.

Lheidli T'enneh traditional territory is rich with berries, mushrooms, and other products that have great value in the larger community. The abundant supply of products that are easily harvested from the wild offers the Lheidli activities that are culturally relevant, have the potential to create meaningful employment for individuals, and provide economic development opportunities for the community.

Any of the products listed below can be harvested and marketed by an individual looking for meaningful employment. Alternately the product market can be expanded into a larger economic development opportunity. Economies of scale can warrant a larger distribution network, or the opportunity to add value by processing or manufacturing secondary products.

Cedar and other wood products

Cedar is a very versatile plant and the harvest of only one cedar tree can result in the production of multiple products for sale in the market place. Landscapers, crafters, and carvers will have an interest in cedar products. Other types of waste wood with interesting grain are also popular with wood turners, furniture makers, and artists.

- Opportunities: Cedar bark is used in landscaping and can be sold directly to local nurseries. The bows can be sold to crafters and to florists for holiday decorations. The wood can be made into fragrance blocks or used for carving. Activities related to the cedar harvest can be continued well into the fall, providing alternative employment once the berry crops are no longer available. Hardwoods, burls, and waste wood with interesting grain can be collected for sale to artists, wood turners and furniture makers.
- Challenges: It may be difficult to make a living purely by salvaging waste wood as value is determined by its artistic qualities. It is likely that collection of waste wood is something that would be considered an "add-on" for someone involved in other harvesting activities.

Decorative products

Cat tails, bull rushes, red willow cane, yellow willow cane, mosses, cones and long grasses are all readily available on Lheidli T'enneh territory. These products are very popular with florists and crafters. Fragrant potpourri is also popular for the craft fair and farmers market venues.

- Opportunities: These products can be harvested and sold directly to florists and crafters most of the year. There would be benefit in creating a "co-op" for the sale of these items as there needs to be a large and consistent supply to ensure orders can be filled.
- Challenges: Cone harvesting is done by hand. The cones need to be gathered soon after falling and some are quite delicate, requiring careful packaging. Cones must be well

cleaned before they can be shipped. Moss needs to be cleaned and dried for shipping; however by harvesting in summer the drying process is less onerous. .

River stone

Popular for ornamental walks, walls, and planters, river stone can be collected and sold directly to local users; alternately value can be added by developing river stone products for sale.

- **Opportunities:** River stone is commonly used by landscapers and as long as the stones have been cleaned they can be sold directly to the user. Lheidli T'enneh artisans can produce planters and other ornamental pieces on site and then sell to garden shops or directly at farmers markets or roadside stands.
- **Challenges:** Care must be taken not to threaten fish habitat with the harvest of river rock.

Medicinal products

There is currently a great interest in natural medicinal products and the harvest of medicinal herbs for re-sale does have merit as an economic opportunity. However, a paper published by Royal Roads University⁹ indentified numerous concerns around sustainability and preservation of culture related to the harvest of these products. For that reason, these products are not considered here.

⁹ “Native Plants and First Nations: How can we create research that is equitable, sustainable and beneficial to all?” January 24 - 25, 2005.

3.d.ii. Market: Logistics – Inland Port Opportunities.¹⁰

In 2007, Westcoast CED Consulting Ltd. (Westcoast CED) completed an economic opportunities assessment of the proposed Prince George Inland Port - *PG Inland Port General Cargo Trucking and Freight Forwarding Company Prefeasibility Analysis* - focussing on opportunities for Aboriginal entrepreneurs in Prince George and area based on the growing container port in Prince Rupert and the lack of available land near the port in Prince George. The report concluded that there was an expected growing truck and associated terminal services market in Northern BC related to the development of the inland port facility in Prince George, given the international market forces in 2006 and early 2007. Furthermore, a First Nation's transportation company operating out of Prince George, built on the purchase of an existing trucking company combined with linked transport agreements based on FN commercial relationships, appeared to be viable at the pre-feasibility level. At the time of the analysis, there were existing transportation companies that were for sale that could provide the base on which to build the transport company described in the pre-feasibility analysis.

A First Nation's owned company with access to an emerging labour pool would have a distinct advantage over its competitors that find it difficult to find and hold staff just for their current operations let alone expand to meet the expected growing demand. Given the positive results of the pre-feasibility study a full feasibility study/business plan was the recommended next step for a First Nation organization in Northern BC. No further action was taken by Aboriginal entrepreneurs in Prince George between 2007 and 2011.

Since 2007, the Port of Prince Rupert has expanded both its facilities and its through put to take advantage of its closer location to Asia than other West Coast ports and its relatively direct rail line to Chicago and points south and east in the USA. In Prince George, the Canadian National Railroad did build a transload facility, interconnected to its rails yard, designed mainly to remove and repackage incoming containers destined for North American cities because of the lack of flat land in the vicinity of the Port of Prince Rupert where that type of activity would usually be undertaken.

The dramatic shifts in the US economy, and the world economy, from 2006 to 2011, involving both the top end of a boom fuelling massive imports of finished goods from Asia, followed by a dramatic bust and now followed in 2010 and into 2011 by growth in Canadian exports fuelled mainly by raw material imports by Asian countries particularly China, have returned the demand for imports and exports from the Port of Prince Rupert. This growth in demand for imports and exports again created opportunities related to the capacity of the Port of Prince Rupert including the role of the "Inland Port" facility in Prince George. This report reviews the findings of the previous report and identifies "new or still existing" business opportunities.

As shown in Figure 1, the Port of Prince Rupert has seen dramatic increases in shipping from 2005 to 2010. This dramatic increase was made up of consistent shipments of grain, dramatic increases for coal, and containers with new shipments of logs. The export of coal had declined dramatically which coincided with the closure of major coal mines around Tumbler Ridge, BC prior to 2005. Then, the change in the world demand and price of coal re-opened coal mines in

¹⁰ This topic is developed in more detail in Module 2, which accompanies this main report.

Tumbler Ridge and the volume of coal shipped from Prince Rupert has grown quickly from 1 million tonnes to more than 8 million tonnes, the highest since opening in 1984. The development of the container handling facilities has enabled the container shipments to move from 1.8 million tonnes to 3.4 million tonnes.

Prince Rupert Port Authority Foreign Cargo by Terminal (tonnes)¹¹

PRPA Terminals	2005	2006	2007	2008	2009	2010
Fairview (container)	--	--	*167,030	1,818,770	2,652,238	3,433,663
Harbour (logs)	--	--	--	119,936	215,411	349,474
Prince Rupert Grain	3,113,950	4,739,447	5,098,402	3,759,517	5,080,834	4,294,104
Ridley Terminal (coal)	1,015,032	2,815,008	5,085,771	4,847,031	4,159,679	8,299,868
Sub Total	4,128,982	7,554,455	10,351,203	10,545,254	12,108,162	16,377,109
Watson Island (gravel)	--	--	--	--	9,901	--
GRAND TOTAL	4,128,982	7,554,455	10,351,203	10,545,254	12,118,063	16,377,109

In terms of containers, the bulk of the full containers were imported, as imports have almost doubled—from 102,000 TEUs in 2008 to 193,500 in 2010. The number of full containers exported has also been growing steadily from 25,000 in 2008 to 63,000 in 2010. The rate of increase of exported full containers (in TEUs) has been growing faster than the rate of growth of the exporting of empty containers (in TEUs).

Forest Products & the Manufacturing of Wood Products

While the U.S. economy is still struggling to recover, China’s demand for North American lumber and logs is rapidly growing, especially for BC lumber. The impact is most readily evident in BC Interior spruce-pine-fir (SPF) lumber and increasingly in BC coastal lumber prices.¹² China’s demand for fibre continues to increase. Some of the contributing factors include: low quality wood for cement forms to meet the demand for urban housing demands; rural development that encourages the use of wood in housing components such as doors and floors; a fibre supply gap until new plantations can provide an increased domestic supply or Russia decreases it levies on exports; and, increasing finished product exports of from China made of wood, especially wooden furniture to ASEAN countries.

All of the container traffic at the CN transload facility in Prince George is for export through the Port of Prince Rupert. Nearly all the export volumes handled by the facility are forest products and in particular dimensional lumber being containerized. The vast majority of lumber is coming by rail from the Canfor Mill in Quesnel with small amounts coming from other northern BC mills.

¹¹ Pr. Rupert Port Authority. Monthly Traffic Summary
www.rupertport.com/whatsnew.php#quarterlyreports

¹² BC Min. of Forest, Mines and Lands. The Forest Industry Snapshot: A Selection of Monthly Economic Statistics, Nov. 2010: <https://www.for.gov.bc.ca/mof/reports/snapshot/201011.pdf>

Prince George and northern BC has been going through a period of business contractions and consolidation. When demand for natural resources and in particular forest products took a plunge in 2008 and 2009 many resource related workers and contractors moved out of the industry or moved out of the region. This was particularly true of trucking and transport with fewer workers, equipment and companies, contract services became more consolidated. Now that demand has increased there is a worker, equipment and service shortage that has become particularly evident in the transport and resource extraction sectors. In these sectors, the remaining companies struggle to meet an ever growing demand for services.

Key informant interviews indicate that this present time the overall lack of capacity to meet demand is without support and planning data and there is a state of “fly-by-the-seat-of-our-pants” as companies, communities, and individuals attempt to navigate through the situation. There are transportation business opportunities particularly within pre-rail transportation demands as raw logs need to be moved to mills or freight and equipment need to be moved to remote areas not served by a rail spur line.

Mining

Mining in northern BC has become more active than in 2007. There continues to be a great deal of exploration activity with some mines now moving into production and there are other established mines expanding operations. For example about 700 people are expected to be employed (direct and contractor) during construction of the Mt. Milligan mine which is now underway.¹³ Also mine expansions are underway at Endako, Tumbler Ridge and Huckleberry near Houston.

Oil and Gas

The northern BC oil and gas sector is booming. There are 99 oil and gas companies operating in the South Peace with over 254 oil and gas wells approved in 2009. The area sits on the Montney formation and covers an area of 15,281 square kilometres and holds anywhere from 77 to 176 trillion cubic feet of marketable gas.¹⁴ Because of the robust development activity in northern BC it becomes difficult to be current within the aggressive corporate expansion related to oil and gas exploration in the region. Presently, there is little combined awareness with regards to the logistical demands as a result of the construction of natural gas pipelines, road building, and extraction developments. The offshoot infrastructure from the oil and gas activity has created significant business opportunities and jobs in the area. Activities such as road and facility construction, pipelines, safety and security services, environmental assessment services, and land reclamation have created a large work force directly related to the oil and gas industry.

The construction of the Kitimat to Summit Lake Looping Project (the KSL Project) also known as the *Pacific Trail Pipeline* includes the construction and operation of one new compressor

¹³ Terrane Metals Corp., Mt. Milligan Copper-Gold Project Environmental Assessment: http://a100.gov.bc.ca/appsdata/epic/documents/p285/d26336/1220546846644_8e248a8d30d9a8ce43a254554de79f2c88f19738bbe9.pdf

¹⁴ South Peace Economic Development Commission. Energy – Oil & Gas Industry: www.southpeacebc.ca/industries/energy/oil_and_gas.php

station located at the mid-point of the new pipeline and the installation of associated aboveground facilities including block valves and receiving traps for pipeline inspection tools at specific locations within the designated right-of-way.

Trucking

Many sectors in Canada are experiencing, or will soon experience, labour shortages due to an aging workforce, limited entry into trades-related occupations and various national or international economic factors. Canada's trucking industry is currently facing a shortage of Class 1/A drivers.

In northern BC, a current spike in lumber prices prompted by renewed buying from China has caught recession-strapped forest companies short of trucks and rail cars to get logs out of the bush and their lumber to market.¹⁵ The past downturn in the forest industry deflated extraction support infrastructure. Contractors either went out of business, or switched into other sectors. In Williams Lake alone, 18 logging truckers went broke or sold out in a single six-month period. Many truckers went to work elsewhere or in other sectors and are not interested in going back to an industry that broke them.¹⁶ This situation has left a serious shortage of trucks, truckers, and other equipment. In Mackenzie alone there is shortage of 60 trucks. Conifex and Canfor have reopened sawmills, and the pulp mill has reopened. However, there is a lack of capacity in transport in order to meet market demands and solving this problem has become a priority throughout northern BC.

Navigating Opportunities

The two primary factors for delivering a successful transportation related enterprise for the Lheidli T'enneh First Nation will be the acquisition of profitable transportation business that brings with it established business; and a location to stage operations which can link to the CN Inland Port and/or transport opportunities throughout northern BC.

It would appear at first glance that the acquisition of an established company linked to oil and gas might be the best opportunity to grow a company since the corporate clients in that sector are fully integrated throughout western Canada and actively expanding into northern BC. Growing the company would occur as the oil and gas sector expands; however, "new" opportunities might be linked to forestry and mining transport opportunities close to Prince George.

Prince George has created a business climate that encourages business-to-business matchmaking for service and supply opportunities beyond Prince George in order to solve worker, supply, and service shortages. This climate provides easy access for obtaining new contract opportunities.

Entering into the trucking and transport business could provide Lheidli members with well paying and secure jobs, however, the Band would have to ensure that it could provide a consistent workforce. The business could also provide a means by which Lheidli could grow

¹⁵ China's surging demand for lumber straining depleted BC forest sector by Gordon Hamilton, Vancouver Sun March 4, 2011. <http://www.workingforest.com/chinas-surging-demand-lumber-straining-depleted-b-c-forest-sector/>

¹⁶ Ibid.

positive and profitable relationships with companies at the core of northern B.C.'s emerging economy. A profitable trucking business could also provide the Band with profits that could be invested into the Lheidli community.

There are certain elicitors that encourage this opportunity:

- There is a demand for trucks and drivers as both pre-rail and post-rail volumes are growing in step with resource extraction activity.
- There appears to be a shortage of truck drivers, trucks and other elements associated with transport logistics.
- Governments and extraction companies are eager to create working agreements with First Nations.
- There are trucking companies for sale which have secure business contracts. Some of these companies could be relocated to Prince George. A successful acquisition would provide expertise and cash flow that could then be applied to growing the company into northern BC opportunities.
- The acquisition of an existing company would provide a means by which the new company could fit into transport logistics value chains eager to support First Nations and could possibly include major corporate clients like CN Rail.

Next Steps

- Create an acquisition strategy that may include:
 - The purchase of an established trucking company elsewhere and relocating it to Prince George, or
 - A transport agreement with a company that will front the capital for equipment linked to secure shipping volumes.
- Examine the on-reserve and off-reserve workforce and training landscape to ensure that drivers can be supplied.
- Create partnerships with other First Nations in order to create extended value-chain opportunities.

3.d.iii. Market: Province Parks – Management and Maintenance.¹⁷

Parks and Protected Areas (PPA) located within the Lheidli traditional territory present potential economic and business opportunities. Some of the opportunities and benefits that may be found in the PPAs include jurisdiction and tenure potential, site maintenance, guiding, cabin construction, research, and transportation.

There are 22 PPAs that are located within the 4.3 million hectare traditional territory. The PPAs that are found within the Lheidli traditional territory include:

- Arctic Pacific Lakes
- Bowron Lakes
- Carp Lake
- Close-To-The-Edge
- Erg Mountain
- Eskers
- Evanoff
- Fort-George Canyon
- Fraser River
- Giscome Portage Trail
- Kakwa
- Monkman
- Mount Robson
- Ptarmigan Creek
- Purden Lake
- Slim Creek
- Small River Caves
- Sugarbowl-Grizzly Den
- Three Sisters Lake
- Wapiti
- West Lake
- West Twin

The Northern Region – Omineca Parks and Protected Areas Division of the Ministry of Environment (PPA MOE) is currently responsible for all of the planning, management and administration of PPAs located within the Lheidli traditional territory. Mount Robson and Kakwa PPAs have approved management plans. In most cases, Purpose Statements and Zoning Plans exist for PPAs in the absence of an approved management plan.

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Parks and Protected Areas under the LTFN Final Agreement

In 2006, LTFN reached a negotiated Final Agreement with the Government of British Columbia and the Government of Canada under the BC Treaty Process. This agreement however failed to be ratified at a vote conducted in 2007. The Lheidli T'enneh will be holding a second vote in 2011 to seek ratification for the agreement. Contained within the Final Agreement are provisions for the negotiation of an agreement between Lheidli and BC for the planning, management and operation, economic opportunities, and any other identified matters of PPAs located within the traditional territory. Among the PPAs to be included in the agreement are Bowron Lake Park, Fort-George Canyon Park, Kakwa Park, Purden Lake Park, West Lake Park, and West Twin Park and Protected Area.

¹⁷ This topic is developed in more detail in Module 3, which accompanies this main report.

The Final Agreement also contains provisions for the Lheidli to obtain a thirty year commercial recreation tenure for a portion of the Willow River Watershed. To obtain this permit, LTFN must complete a commercial recreation management plan within two years of the Effective Date of the Final Agreement. With the ratification of the Final Agreement will come the opportunity for LTFN to purchase a number of land parcels at a price. One of the parcels that have been identified for future acquisition is two sites located adjacent to and near the Purden Lake Provincial Park.

Current Situation – Parks and Protected Areas

Presently, MOE is developing a management plan for seven PPAs in the Upper Fraser region of LTFN's traditional territory. The PPAs to be included in this management plan include Evanoff Prov. Park, Close-To-The-Edge Prov. Park, Erg Mountain Prov. Park, Ptarmigan Creek Prov. Park, Purden Lake Prov, Slim Creek Prov. Park, and Sugarbowl-Grizzly Den Prov. Park.

Other major PPAs located within the Lheidli traditional territory that were included in the review of the current situation are: Mount Robson Provincial Park and Protected Area, West Lake Provincial Park, and West Twin Provincial Park and Protected Area.

Opportunities – Consolidated

General opportunities that exist for PPAs include:

- Park Management – includes planning activities and oversight of park operation and maintenance activities,
- Park Facility Operators (PFOs) – are the contractors that are hired to operate BC Parks' campsites and day-use parks, maintain trails, parking lots and provide other services,
- Trails – this area involves the identifying and planning for future trail development and maintenance or reconstruction of current trail systems.

Recommendations

In the determination of recommended future actions for LTFN, a number of factors were considered including: location, access, amount of traffic and use, type of established facilities, the presence of species at risk or other identified sensitive ecosystems, and the existence of overlap areas with other First Nations. The recommendations were grouped into short, medium, and long-term priorities.

- **Short-term priorities:** the ongoing participation in management planning for PPAs in the traditional territory; identification of a core group of membership to visit all of the PPAs by foot, horse or motorized vehicles and develop customized learning plans for the area of Park and Natural Resource Management; encourage and support current membership to secure employment with current PFOs; pursue research opportunities and partnerships with institutions such as UNBC and CNC, foundations or with NGOs; and, lastly, participate in BC Parks Day in July 2011 by establishing a cultural interpretive site at Purden Lake Provincial Park.

- **Medium-term priorities:** the pursuit of the park management contracts that are expected to be offered up for tender in 2013; continuing with the research partnerships and other opportunities as identified in the short-term; and, engage in trail and/or backcountry cabin planning and maintenance.
- **Long-term priorities:** pursuing full joint planning, management and administration responsibilities of all PPAs; and realising other business development opportunities as identified through processes such as the Final Agreement implementation, Economic Diversification Planning and ongoing PPA management planning.

3.d.iv. Market: Recreation Sites – Management and Maintenance.¹⁸

There are a number of opportunities for the Lheidli T'enneh to provide stewardship and care for the land in their traditional territory within the current pre-treaty context including recreation site management and trail maintenance on BC Crown land within their territory. The management of recreation contracts is a relatively new business enterprise for First Nations in the Prince George Mackenzie District.

Currently, the Band has been invited to apply for a provincial government contract to conduct Recreation Site and Trail maintenance within the Lheidli T'enneh traditional territory which falls within the area managed by the Prince George/Mackenzie District office of Recreation Sites and Trails BC (RSTBC). Recreation sites and trails are managed through service contracts or partnership agreements with recreation groups, First Nations, forest companies, regional districts, private organizations, etc. In addition, many individuals and groups volunteer their time and services to help maintain recreation sites, trails and facilities.

The 16 recreation sites in the Prince George Southeast Area are close enough to the Lheidli to make providing the necessary maintenance cost-effective. The sites are remote and without camping fees so no fee collection system is required. Once the initial start-up visits are complete at the beginning of the season, most sites require bi-weekly or monthly maintenance visits adding up to 90 visits per year. Similarly, there are additional visits required for closing each site at the end of the year.

To manage the proposed contract, two people will be required for approximately a six-month period. There will be an intensive start-up period for two weeks. Similarly there is an intensive shut-down period of one week at the end of the season. Management of these workers will be required, which includes accurate reporting and problem solving as well as supply purchasing and regular communication with the RSTBC. This implies attachment and reporting to a supervisor at Lheidli, likely a person with other management responsibilities.

A competitive submission for the Prince George Southeast Contract would have to be delivered within a range of \$7000 to \$9000 for the season making this a very marginal enterprise and should be considered more as a cultural or business development initiative. By securing a recreation site contract there is an opportunity to grow a positive relationship with RSTBC which could see the Lheidli receive additional small “direct award” contracts if and when they are available as they have been available in the past. These potential management contracts could create additional contract opportunities which would be owned by the Nation or by members. Such opportunities can link existing recreation activities in the Prince George area with the potential of an enhanced tourism development plan for destinations such as the *Kakwa Park* and *Mount Robson Park*.

¹⁸ This topic is developed in more detail in Module 4, which accompanies this main report.

Creating the Workforce

There are certain risks that could occur if the First Nation does not have employees with the business acumen or proper skill to meet contract objectives. This similar opportunity exists for other First Nations in Prince George Mackenzie District. There may be the need for a facilitator to act as a bridge between Lheidli and other participating Bands and RSTBC. The facilitating agency could provide business management and skills development and could help to ensure that the First Nations' meet their contract objectives. The Aboriginal Business Development Association based in Prince George might be able to fill this role.

Nevertheless such part-time contracts could provide Band members with certain needs:

- Second income for a family
- Complimenting income for Elders or Youth and Students
- Individuals who have a keen interest in the outdoors complimenting traditional work with part-time work.
- Complimenting income for those on a disability pension.
- Access to complimentary additional contracts in clearing, brushing, etc.

Integrated Plan

To develop an integrated approach that considers the larger context of tourism and recreation, Lheidli would need to conduct an enhanced *Tourism Opportunities Assessment* for the area. Similarly, geographic challenges encourage integration of other land-based activities to build a more cost-effective approach to recreation management and other Lheidli businesses. It is important to cluster existing efforts and contract activity that might include silviculture, habitat recovery, salmon enhancement, and forest management.

Conclusion

Actual cost of maintaining these recreation sites is approximately 310 hours of time, best completed by a crew of two each working 155 hours and up to 16,000 km of driving. The hours and the driving can be lowered if the workers are prepared to stay out 1 night on each trip which is common for these types of contractors. At \$20/hr (all in, including the employers costs) and \$.50/km for driving and assuming a 10% saving on hours and 2,000 km for staying out at least 1 night on each trip, the total cost would be \$5,600 in labour and \$7,000 in vehicle costs.

These estimated costs match fairly well with the 2008 winning bid but are a lot more than the meagre 2010 budget and expected 2011 budget. The Lheidli may need to see this as a part of their "being on the land" and subsidize the contract with \$10,000 providing a buffer for potential problems and negotiate with the province for their maximum amount based on Lheidli contributing as well. If additional contract work emerges as it has other years, then the contribution from Lheidli could diminish. Lower wages are not recommended, as the role tends to attract those without the capability or commitment to properly complete the duties required.

This opportunity needs to be acted on quickly if Lheidli wishes to be the successful bidder.

3.d.v. Market: Training – Heavy Equipment operation.

One option to expand or diversify the economy of the Lheidli T'enneh First Nation is to increase the capacity of community members to provide Heavy Equipment services, either as an employment option or the base for a small to medium business.

The Heavy Equipment sector has the following advantages as an economic sector:

- Can be done from a base in community (does not usually require permanent relocation, although some mobility within the region is required)
- low to medium barriers to entry
- Enables small companies to develop as the sector is not completely dominated by large firms
- Does not require post-secondary education (but does require a variety of certificates)
- Durable industry (not disappearing)
- A familiar business for many community members.

What are heavy equipment services?

Heavy equipment services involve operating or managing a range of mobile industrial equipment (excavators, logging equipment, etc.). Some of the pieces are general purpose, such as excavators or backhoes, and others are more specialized, such as skidders or feller bunchers.

This discussion does not cover servicing equipment (i.e., heavy duty mechanics) which is a different sector.

The key features of heavy equipment as a product include:

- Wide range of equipment from generalized such as graders to specialized such as delimiters
- Wide range of prices and operating costs, allowing business to tailor equipment choices to business needs
- Longer life span, i.e., can be worked for a number of years
- Mobile (within some limitations)
- Can be bought and sold relatively easily (ie used and new market is well developed)
- Can be rented or leased avoiding up front financing issues
- Strong supply, both new and used
- Skill set to operate equipment is readily obtained

One feature of heavy equipment is that it is not easily substituted. While some technological advances can reduce the need for heavy equipment, when needed it is difficult to replace with something else.

One key aspect of heavy equipment services is that they are multi-sectoral: most equipment, even specialized machines, can be worked in road building, mining, forestry, and land development (including construction). This reduces dependency on a single customer, and offers

the opportunity to move across sectors in response to downturns or fluctuations in demand for services.

Overall sector strategies:

The heavy equipment field can be approached as either an employment opportunity, as a career track, or an opportunity to develop a small to medium enterprise. The sector is well populated with small operators, and it is a sector in which building a small business is a viable option. But it is also a field with an established employment market for operators, particularly at fixed plants such as mills, mine sites, or loading yards.

What is the market for the service?

Because heavy equipment is largely sub contracted work, the market for those services is strongly connected to health of the industries it serves. The market varies in each sector: forestry, oil and gas, road building and land development operate on different business cycles and in response to different economic circumstances and forces.

The forestry sector:

This sector includes harvesting, silviculture, transportation and timber processing. Forestry is more vulnerable to cyclical downturns and market decline, but remains one of the most important economic drivers in the Prince George area, accounting for almost 30% of economic activity.¹⁹ By the nature of the industry, forestry also depend on a large number of ‘inputs’, that is, there are lots of people involved in getting a log to a processing facility. Notwithstanding fluctuations in the sector, and possible declines in available timber supply, forestry related heavy equipment services remain a significant market for the LTFN. This is evidenced by the fact that in 2010 there were 20 mill re-openings in the south and interior of British Columbia and only four permanent closings.²⁰ The outlook to 2017 according to a 2011 report prepared by Ministry Regional Economic and Skills Development is that employment in forestry and logging will grow slightly faster than the average for all industries²¹. Thus in spite of the difficulties faced by the Forest sector some growth and new opportunities are expected.

The oil and gas sector:

This sector is characterized by steady growth and stable demand, even with price fluctuations, and, like forestry, is an industry that requires many inputs (ie, sub-contractors). This sector is experiencing growth: as an indicator, the number of wells drilled in British Columbia has increased since 2008. Unlike forestry, it is almost a year round business (with the exception of road bans during break up). It remains a strong, and large, economic sector, with the limitation that much of the work is in the northeast and so not easily accessible from Prince George.

¹⁹ Assessing the Economic Contribution of Forestry, Tourism, and other Industries linked to the McGregor Model Forest. Deloitte and Touche Consulting, Guelph, Ontario. 1995.

²⁰ THE FOREST INDUSTRY SNAPSHOT. Ministry of Forests, Mines and Lands. February 2011. <http://www.for.gov.bc.ca/mof/reports/snapshot/201102.pdf>

²¹ *A Guide to the BC Economy and Labour Market*. Report from Ministry Regional Economic and Skills Development.

Road building sector:

The market for maintaining or building public roads is heavily dependent on government budgets which are subject to arbitrary changes. This is a sector that may see declines in budgets over the next few years as governments seek to recover from deficits. Private sector roads are dependent on the sector they are associated with: road building for the oil and gas sector, for instance, is relatively robust.²²

Mining:

The mining sector experienced a decline in expenditures following 2007, but 2010 saw an increase over 2008 and 2009, reaching \$322 million in exploration expenditures, the third highest in a decade.²³

In 2010 the Mt Milligan gold and copper mine, 150 kilometers north of Prince George, passed federal Environmental Approval, and is under construction. It is expected to have 400 employees at full production and remain in operation for approximately 22 years (<http://www.terranemetals.com/s/faq.asp>).

As well, the Endako Mines molybdenum (owned by Thompson Creek Metals and Sojitiz Corp.) 170 km West of Prince George is undergoing expansion and modernization with construction of a new mill and processing plant to be completed by the end of 2011. It is expected to remain in operations for 26 years. Processing capacity at Endako is approximately 31,000 tons of ore per day.

Both these mines and other mineral exploration activities in the Prince George area provide opportunities for employment and sub-contract work in the mining sector for LTFN members.

Who are the clients?

Forestry:

In the forestry sector, clients are a combination of major integrated forestry firms and smaller contractors working for the majors. There is also direct employment at fixed facilities, but the bulk of the work is contracted. The clients are thus varied, both in size and location.

Oil and gas:

The clients in this sector are other oilfield services businesses. Sometimes, smaller businesses will provide direct services to the major oil and gas companies, especially if the services are through an Aboriginal procurement process.

Road building and maintenance

There are two major clients in this sector: major industry players for private roads, government procurement for public.

²² See 'Petroleum Development Roads' activity reports from the British Columbia Oil and Gas Commission (<http://www.bcogc.ca/publications/activityLevels.aspx>) for details.

²³ See historical expenditure data on mineral explorations at <http://www.empr.gov.bc.ca/mining/Exploration/Pages/HistoricalExpenditures.aspx>

Mining

Most mining development contracts are let to major firms (i.e., Ledcor), who then manage the sub-contracting. Alternatively, some contracts will be let directly by the mining firm during its operating phases.

Client characteristics

To make it easier to manage their projects, most of the clients prefer scaled up solutions, and firms that can provide a range of equipment, not just one or two pieces. This leaves smaller contractors with little option but to become sub-contractors to larger operators, not so much directly to the final customer. So small enterprises are at a competitive disadvantage. There is value in this sector to strategic partnerships to address this issue. Clients also tend to be conservative in their supply chains, preferring established service providers and technologies.

How much business is there?

It is difficult to estimate the exact workload available for heavy equipment services in the Prince George area. Companies don't give out exact figures about totals for equipment sub-contractors.

But the overall volume of work associated with industry is substantial, as heavy equipment services are a core component of mining, forestry, oil and gas, and road building. Measured in terms of expenditures, heavy equipment services are not the bulk of industry costs. But they are a significant cost item and the workload is well in excess of the capacity of LTFN community members.

How are heavy equipment services procured?

Most of the major firms have developed Aboriginal procurement policies, which sometimes also apply to their sub-contractors. This can provide some competitive advantage to Aboriginal enterprises. Generally, procurement is a mix of open tendering or bidding processes (particularly in the public road building sector), and closed direct awards. This extensive nature of the direct award system places a premium on direct personal networks, marketing, and reputation as key variables in securing ongoing work. There does tend to be a bit of an 'old boys' network in the sector which presents a barrier to new or expanding Aboriginal businesses.

Most of the major oil and gas firms, and forestry companies, have developed lists of firms that meet their internal certification standards and are 'approved contractors'. Procurement favours these firms which means that new businesses will need to focus on meeting or exceeding industry and company standards.

Who is the competition?

This is a market that is well supplied with other competitors. There are a number of mature existing firms, with well-developed relationships to clients, lengthy track records, and strong local profile. Given that procurement is often by informal processes, this represents a barrier to market entry. However, since many of the competitors are other small enterprises with limited

management capacity, good management and careful pricing will create a competitive advantage. There is no indication that competition will decrease in the foreseeable future.

Market Positioning and Pricing

Aboriginal procurement policies provide some market positioning advantages for LTFN members. This is partially offset by preferences by non-Aboriginal firms for directing work to existing service providers, which is to say, largely to other non-Aboriginal firms. Otherwise, market position will be the result of a steady incremental gains, quality product, and insistent marketing. Entry level businesses will be competing against other small to medium businesses, and not directly against larger firms with a range of equipment, and the capacity to manage larger jobs. New entrants require a five to seven year window to get established. Pricing is typically within a well established range, with the oil and gas sector paying better than forestry. Pricing varies on form: hourly rates are often available, and are typically a combination of operator costs and equipment costs. The amount paid varies depending on the piece of equipment. Or alternatively, for some forestry work, contracts are paid by the kilometer, or by the job.

Portability

Heavy equipment has the advantage that it is relatively mobile. For instance, many pieces can be moved without the need for pilot car services. While there is clearly a cost associated with trucking, low bed trucks are readily available and moving equipment is rarely a barrier to completing a job.

What are the barriers to entry

There are low to moderate barriers to entry into this field, as follows.

Education/Training

The educational requirements are confined to accreditation, largely in health and safety issues: degrees or diplomas are not required and provide no advantage. Classroom and e-learning on health and safety training is necessary, with requirements for formal tickets highest in the oil and gas sector but also substantial across the other sectors.

Equipment operating skills are required, but can be obtained. (see: <http://www.equipmenttraining.ca/construction-equipment-operator.htm>). The issue is the level of proficiency, which is a skill that is typically obtained on the job.

Increasingly, businesses will require Certificates of Recognition, or the industry equivalent, to be able to compete for contracts or to obtain anything other than small contracts (see <http://www.enform.ca/COR>). There is a cost and some management time required to achieve COR, but firms that don't have it will face limited opportunities.

Capital and operating costs

The main barrier is the cost of equipment; while some pieces can be purchased for as little as \$10,000 most pieces cost more, with specialized machines costing as much as \$150,000. When operating costs are included, this presents a real barrier to market entry. Machines can be rented or leased, but this reduces profits and limits your appeal to potential clients. Once entry into the sector is achieved, there is still the issue of upgrading and expanding equipment, with the associated financing and cash flow challenges. And because the industries are cyclical and fluctuate with demand for their products, workload is uneven and requires the capacity to carry equipment and other business costs over periods with no revenue.

Established networks, largely non-Aboriginal, largely male

New entrants will face a challenge in competing against other suppliers who have established relations with buyers. Since procurement especially for smaller contracts is by word of mouth or other informal means, this presents a barrier to new or emerging Aboriginal firms. And it should be noted that this is a very gendered field: there are few women operating heavy equipment. This may present a barrier to Aboriginal women.

How is equipment financed?

Heavy equipment is financed through the usual range of financial institutions, such as the First Citizens Loan fund major chartered banks, or Aboriginal capital corporations. Heavy equipment is a well known sector and is not subject to unusual financing procedures. Dealer financing is available, but typically on new (or newer) pieces, meaning more expensive pieces. Some equipment is within the range of cash purchases (\$10,000 or less), but many pieces are not and require financing.

What value can the Lheidli T'enneh First Nation add?

This is a sector in which public sector support matters. The LTFN can use its strategic position to pressure industry to direct work to community members, and it can add value by supporting the training needs of members. It can also assist members to overcome the main barrier to market entry, which is the high cost of capital borrowing and the challenges of marketing in a field with established service providers.

Overall Risk and benefit analysis

Overall, the risk and benefit analysis suggests that the field of heavy equipment services makes sense as a way of diversifying the economy of the LTFN. Investing in large pieces of equipment that may require costly maintenance has its risks, including the risks associated with health and safety issues. But there are significant potential benefits, including the opportunity for self-employment; the ability to remain in the community; the capacity to easily expand; the availability of training opportunities; and the relatively low barriers to market entry.

3.d.vi. Sector: Business Event, Sport, Conference involvement, hosting.

Lheidli T'enneh business priorities include equity gains through positions in developments, profile for the Nation, and economic activity within the traditional territory. Greater involvement in business events, major sporting events and conferences make a significant contribution to all of these priorities. The success of the nearby city of Prince George in attracting major sporting events and conferences increases the opportunity for these to occur.

The Potential.

The most recent decade has seen several new conferences and business events occur in Prince George, as well as a recent track record for securing and hosting major sporting events. Investments in facilities to host such activities resulted in an impressive inventory of venues available to organisers. Flagship venues include the P.G. Civic Centre; the CN Centre / Multiplex; indoor pools (P.G. Aquatic Centre, Four Seasons Pool) and an extensive network of soccer fields run by the P.G. Youth Soccer Association.

Considerable capability exists within the community to plan, bid for, and host major events. Several special events organisers are available for hire, and a large core of skilled volunteers exists that can be drawn upon to work on such events. These capabilities have been built up as a result of hosting a range of events, including:

- BC Seniors Games – 2002, 2008
- Canadian Native Fastball Championships – 2004
- National Aboriginal Hockey Championships - 2004
- Scott Tournament of Hearts – 2000.

There are also a variety of annual events that occur within the city. These include:

- Resources North
- BC Bioenergy Conference / Forest Expo
- PG Exhibition
- PG Home Show
- Northern BC Transportation Expo

The profile and capacity of this aspect is set to grow even further as a result of the awarding of the 2015 Canada Winter Games to Prince George. Investments in facilities / upgrades to ensure they meet national standards will leave an ongoing legacy for the community to compete in the future for events.

The Opportunity.

Given the significant growth in this kind of activity over the past decade, the increase in potential for the future, and the strong fit with three of the four main priority areas of the Lheidli T'enneh, it is important that the Nation increase its involvement in this sector. The Lheidli's development plans will gain profile by being showcased to the attendees of these events, and the outside community's awareness of the Lheidli will increase as a result.

The desired roles for the Lheidli include:

	Goal	Achieved by...
1.	Participation in decision-making for the events	<ul style="list-style-type: none"> • Community-type events – Membership on committees that are coordinating the responses to bid opportunities, and the events that are secured as a result. • Business-type events – Consultation with the coordinators of specific events.
2.	Profile for the Lheidli	<ul style="list-style-type: none"> • Signage for the Lheidli at events. • Booth space for a display by the Lheidli, to showcase the Nation and specific priority development opportunities. • Presence of a Lheidli representative with the organising committees at acknowledgement events.
3.	Equity positions	Investments will be made and positions taken on a case-by-case basis.
4.	Economic activity in traditional territory	Work with those connections that are made in the committees and booths to promote priority projects and link with proponents to secure investments in LTN land.

The Plan.

To achieve these goals, the following steps are necessary:

1. Establish a means to connect with these outside opportunities. Typically this is an office that specialises in linking the Lheidli to business. This means must be:
 - Effective – Leads that are provided must be followed up on in a timely manner; work that is committed to be done must be followed through on every time.
 - Visible – Organisers of shows, events and activities must know that the Lheidli are partners that they should consider (and must consider).
 - Business-friendly – Decisions must be made on whether an activity or component is something that the Lheidli would like to tackle, and the decision must be made in a timeline that works for the event.
2. Prepare promotion materials on the Lheidli T’enneh Nation itself, as well as specific opportunities that the Nation wishes to target.
3. Link regularly with decision-makers and event organisers in Prince George.
4. Build and maintain a network with other First Nations in the area, so as to quickly respond to opportunities at a larger level.

3.d.ix. Sector: Tourism Experience.²⁴

Tourism success is found in the *unique experience*. In some areas, such as Niagara Falls or the Rocky Mountains, tourism is based on the spectacular natural features that the area has, that are distinct from other options in some important way. In other areas, such as Whitehorse, Yukon or Chemainus, BC, tourism is built around the *community's story*, of which the Aboriginal peoples are a central thread in the overall narrative. The latter approach – the compelling story – is best suited to the circumstances of the Lheidli T'enneh, due to the similarities to Whitehorse in terms of cultural landscape (small, resource-extraction towns) and geography (remote from major populations, northern setting).

- The Aboriginal theme is particularly appealing to tourists from Europe. The most sought-after elements are compelling and authentic traveller-Native interactions, especially around outdoor/nature activities.

The tourism industry in the Central Interior has historically been based on a “rugged outdoor wilderness” experience. Typical offerings to visitors include hiking, camping, fishing, hunting and mountain-climbing.

Trends in demographics, environmental awareness, and rising affluence have reshaped tourism over the past three decades, presenting the region with new opportunities and challenges. Recent concerns over security have also affected the sector. These trends can be summarized as follows:

- **Demographics** – An ageing population generally tends to be less interested in physically demanding experiences in favour of “soft wilderness experiences”, and more receptive to historical and nostalgia-based offerings. Older visitors generally place a premium on amenities (physical comfort) and convenience (saving time).
- **Environmental Awareness** – Among the many repercussions of a rising emphasis on the natural environment is a strong interest in experiencing pristine wilderness. This has contributed to growth in visitor traffic from around the world to premier destinations such as the Canadian Rockies. Large numbers of visitors from Canada, North America and the world come annually to nearby Jasper, Banff and Whistler, as well as secondary (but significant) sites such as Mount Robson and the Bowron Lakes.
- **Affluence** – Rising household income in Canada, the USA, Europe and the Pacific Rim has allowed tourists to afford a more upscale vacation experience. As people age, they enter their peak earning years. This combination has shifted interest away from rugged wilderness experiences (popular among young, fit, relatively poorer visitors) and towards RV traffic and resort-based experiences.
- **Security** – Shifts in travel patterns due to current terrorism threats and security responses have curtailed traffic from Europe. However, those concerns present opportunities to draw more visitors from the USA.

²⁴ This topic is developed in more detail in Module 5, which accompanies this main report.

The Cariboo-Chilcotin Coast Tourism Association has estimated that the area’s markets have historically been as follows:²⁵

- “Close-In” – residents of the Cariboo and Omineca regions, including Prince George;
- “Short-Haul” – the urban areas of Vancouver, Calgary and Edmonton;
- “Long Haul” – visitors from central and eastern Canada, as well as international destinations (USA, Europe, Asia).

Understanding the motivating forces of tourists visiting the central interior is essential to capturing and expanding the market base. In the absence of direct research, the CCCTA assumes the following motives for each segment that it targets:

Area	Assumed Travel Motives
Close-In Cariboo / Omineca	<ul style="list-style-type: none"> • Touring with visiting friends and family • Attending events in Barkerville, Wells and surrounding area • ‘Sunday Drive’ / General touring • Family adventure / Educating children and adults
Short Haul Other BC Alberta	<ul style="list-style-type: none"> • General Touring In-Province ‘Exploring BC’ (typically older demographic, primarily empty-nesters, ‘Baby-Boomers’) • Interest in historical attractions (typically older demographic, primarily empty-nesters, ‘Baby-Boomers’) • Interest in BC’s Gold Rush history (typically older demographic, primarily empty-nesters, ‘Baby-Boomers’) • Family holiday (young to middle-age groups) • Researching / Genealogy
Long Haul²⁶ Europe	<ul style="list-style-type: none"> • A sense of discovery and adventure. In the context of Canadian Aboriginal travel, this means authentic interaction with natives guiding them through Canada’s beautiful and scenic nature. • Self-discovery through Aboriginal travel, but only if authentic. This is because they know that a good experience in Aboriginal travel will lead to self-discovery, due to the self-reflection these kinds of trips create. • The opportunity to feel something different and do something different in a unique environment through a unique culture is the strongest emotional trigger.
Niche Markets Families <u>‘Baby-Boomers’ / RVers</u>	<p>Families are an identified, established market for Barkerville. Market penetration is necessary to bring Barkerville to the forefront of thought when families are planning their vacations, excursions or day-trips.</p> <p>As ‘Baby-Boomers’ age their choice in travel activities is becoming more conservative and perhaps a bit nostalgic. As well they are overwhelmingly the owners of RVs that travel the Alaska Highway. Barkerville needs to appeal to this market and lure them off Hwy 97 enroute to Alaska.</p>

Source: Cariboo Chilcotin Coast Tourism Association

²⁵ Barkerville Heritage Trust 2006/2007 Marketing Plan, Cariboo Chilcotin Coast Tourism Association (May 2006), Page 2.

²⁶ Travel motivators for long-haul European visitors is taken from the Canadian Tourism Commission report, “Aboriginal Tourism Opportunities for Canada: U.K., Germany, France”, pp. 6-7.

The motives for each segment clearly show the importance of the “touring experience” in the vacation. Therefore, in appealing to them, the area must cater to the sense of adventure and exploration prominent in each segment.

The Central Interior has long recognized the need to respond to shifting visitor expectations. Regional tourism agencies have for years emphasized and focused on “product development” – the creation of new experiences to appeal to the older, more affluent, more comfort-oriented visitor that forms a large and growing segment of the market.

Responses to date have included:

- Diverse geographical experiences, with visitors being offered ferry rides and circle tours to create a comprehensive touring experience;
- Promotion of hiking along the Berg Lake Trail and canoeing through the Bowron Basin;
- Spas, dude ranches and other outdoor resorts during the summer;
- Heli-skiing, snowmobiling and cross-country skiing during the winter;
- Touring packages and vacation bundles to draw RV-ers travelling from Edmonton to the Alaska Highway route;
- Railway tours – the Rocky Mountaineer (Kamloops to Jasper); and
- Efforts to create international air access directly within the region, driven partly by the benefit to destination facilities of access within a two hour drive from such a facility,²⁷ and partly by the success of areas such as Whitehorse once such access is secured.

Rocky Mountaineer Train Routes
(as of April 2011)



Source: Rocky Mountaineer

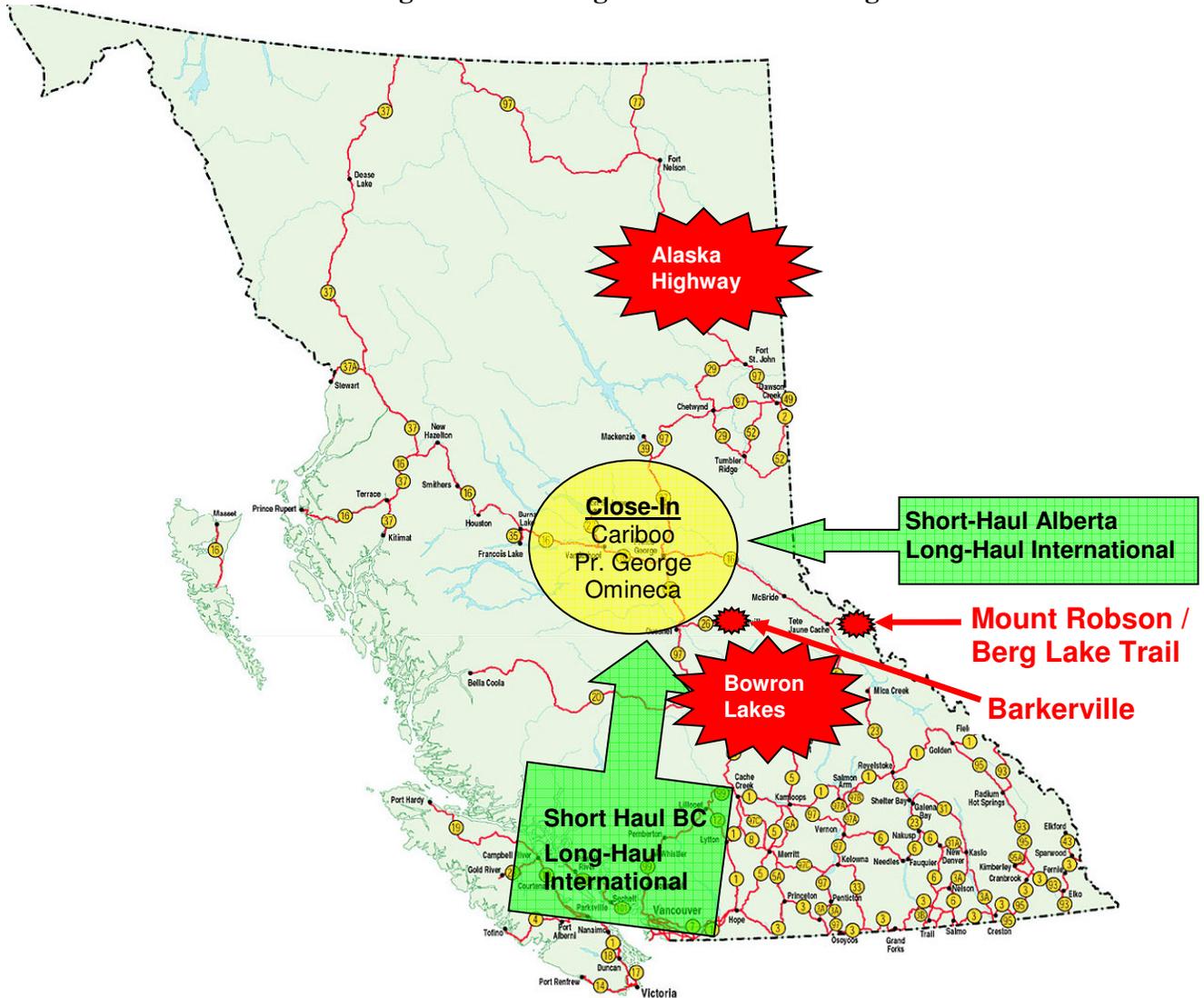
- Direct air access and the development of new visitor experiences have resulted in eight flights weekly from Whitehorse to Frankfurt, Germany, and in excess of 2,000 European visitors on any given day between May and September).²⁸

²⁷ Resort owners in the Central Interior widely cite a two hour drive as an important barrier for visitors arriving by air, particularly after a long flight such as from eastern Canadian or international destinations. For winter traffic, this is a particularly important limit due to road conditions.

²⁸ Source: September 2005 interview with the manager of the Whitehorse airport, updated by a subsequent interview with Tourism Yukon in March 2011.

Graphically, this overall traffic “flow” is shown below:

Routes for Targeted Visitor Segments to Visit the Region



Efforts to promote “product development” to tourism firms have encountered obstacles. Repositioning a firm to draw new visitors is a long-term process. Firms catering to “touring” visitors are particularly challenged, as a wide range of firms must change to create an overall experience that encompasses many destinations and communities. Two situations highlight the need for, and challenges of, product development in the region:

- Over the 1980s, several firms were successful in drawing high-end European visitors to their facilities around Valemount. This traffic presented a considerable opportunity for local restaurants and retailers. However, this opportunity was largely unrealized due to the incompatibility of their dining and shopping experience with the expectations of international guests. Helping local firms adjust their offerings to meet these new expectations was a high priority of the local economic development office from the early 1990s, but the transition took until the end of the decade to be achieved.

- When Rocky Mountain Vacations Inc. began operating the Rocky Mountaineer, it had to create many of the vacation experiences for its customers itself from its Kamloops base. Despite announcing its expansion along the BC Rail line (Kamloops-Quesnel-Jasper) in 2004, the shortage of experiences appropriate for this high-end visitor market remain a significant problem up to the present.

Given central role of the community story in the visitor experience, and the time necessary to create such experiences, the need for a First Nations thread in that narrative is particularly important.

- History and culture are cornerstones in the story that visitors seek;
- The success of Whitehorse, Chemainus and other communities attests to the appeal of a First Nations theme in the overall experience;
- Shifts in the visitor market increasingly require that firms offer access to a range of experiences geared to an ageing tourist;
- International segments feature prominently in the region's plans for diversification, and First Nations elements resonate particularly well with those tourist segments.

Specific Aboriginal tourism products and exhibits noted for their excellence include:

- Quw'utsun' Cultural & Conference Centre in Duncan, BC
- 'Ksan Historical Village in Hazelton, BC
- Head Smashed In Buffalo Jump, near Fort MacLeod, Alberta
- The Temagami region of Northern Ontario
- The Great Spirit Circle Tour on Manitoulin Island
- The Nk'Mip of the Osoyoos area in the South Okanagan
- The Luxton Museum in Banff, which has an Aboriginal exhibit.

For the Lheidli, tourism development will require the following elements:

- a. A clear story to tell that resonates with both the community and the visitor;
- b. Links with applicable tourism entities such as Tourism Prince George, the Northern BC Tourism Association and the Cariboo Chilcotin Coast Tourism Association, to ensure that this story is woven into the narrative thread of the visitor experience; and
- c. Meaningful experiences to offer visitors, both within the traditional territories and the communities of the area.

To accomplish this, a central office within the Band administration will be necessary whose purpose is to ensure that all of these elements are in place. This could logically fit within the mandate of a broader economic development office, or could be a separate entity.

4. Partnerships.

Partnerships will play a crucial role in assisting the Lheidli T'enneh to achieve its goals. This section focuses on ways to enhance existing partnerships and develop new ones. The topic is developed in considerable detail in Module 7, which accompanies this report.

4.a. Current Partnerships.

In seeking partnerships, the Lheidli T'enneh has several contributions it makes as a partner.

- **Legitimacy / community support.** As the government of the Lheidli T'enneh Nation, the Band can credibly comment on the fit of a project with the desires of the community they serve. They can also facilitate discussion between a proponent for a project and the people of the Lheidli T'enneh. This support can greatly assist projects that benefit from this aspect.
- **Streamlined approvals.** Where approvals are required, an existing, active partnership with the Lheidli T'enneh can assist a project to meet its approval criteria. By meaningfully demonstrating that genuine discussion has occurred and support is given from this community, the partner can advance through approval processes.
- **Existing connections and partnerships.** As noted below, the Lheidli T'enneh have a strong network of existing partnerships with many significant private- and public-sector agencies in the region. A new partner benefits from gaining access to that network.
- **Marketing.** Many products and projects are quick to tout their strong working relationships with First Nations. By only standing beside those partners with whom the Lheidli T'enneh have meaningful connection with, this type of partnership adds significant marketing cache.
- **Financing.** The Lheidli T'enneh can make financial contributions to those projects where it has an equity position. These financial resources in turn can assist a project's development.

“We give municipalities and industry the option: you can cooperate with us, you can negotiate the kind of relationship you feel we need to have with you, or the option is you could stand to lose it all.”

– Herb George
British Columbia regional vice-Chief,
Assembly of First Nations
(quoted in Frank 2000)

Current partnerships include:

- Canfor
- Ainsworth
- RBC
- City of Prince George
- Regional District of Fraser – Fort George
- Prince George Airport Authority
- Fisheries and Oceans Canada
- UNBC
- CNC

4.b. Business Partnership Development

In guiding development along the lines it wants, the Lheidli T'enneh will require a strong partnership with businesses and communities. The opportunities that exist for greater profile, revenue, equity and economic activity all involve participation and influence far more than direct action by the Lheidli T'enneh Nation on its own.

4.b.i. The Opportunity to Partner.

As noted in Section 3, there are several priority areas for the Lheidli T'enneh. In specific sectors such as major sporting events or business conferences / seminars, partners exist that the Lheidli can work with to become more involved in those aspects that matter most to them. Additional opportunities exist – some of which were identified in the preparation of this report, and are listed below.

...with other First Nations Bands.

The Lheidli may identify specific projects that can be worked on with other Bands.

- The McLeod Lake Indian Band's development arm has expressed interest in working jointly on responding to proponents (such as mining corporations) that desire to develop a project that could affect both communities, and would find value in achieving Aboriginal unity in voice and understanding regarding Traditional Territory.
- The Squamish Nation is developing a new business venture (Terrasphere, or vertical farming) for which they have bought the BC license. The Squamish Nation is looking for other First Nations to partner with and develop a vertical agriculture business. The initial information indicates this technology would work in a northern climate, but this would have to be confirmed. However, the close proximity of Lheidli lands to the Prince George market already places Lheidli at a geographic advantage.

...with Urban Aboriginal peoples in Lheidli T'enneh traditional territory.

Aboriginal people are making a contribution to Canada's economic well-being and competitiveness. As the business case for building relationships with Aboriginal businesses, communities and individuals emerges, a wider range of private sector organizations are investing in training, employment and mentoring that target Aboriginal workers, as well as joint ventures and programs that target Aboriginal customers. As Aboriginal people gather economic strength, there is significant potential for them to play a defining role in shaping local and regional economies as well as influencing corporate performance.

Lheidli has a relatively small population compared to the entire population within its traditional territories. To take full advantage of the opportunities that are in front of them, it only makes sense to look at the Aboriginal population of Prince George as a source of employees, investors, partners and so forth. Moreover, as Lheidli continues to exert its inherent authority over its

traditional territory, it will be incumbent to also consider the health and welfare of the local Aboriginal population who are living in those territories.

...with Forestry and Mining companies.

The Lheidli may wish to re-examine their current agreements with forestry companies to see if there are further benefits that should be secured.

- Rights and title need to be on the table.
- Companies have an obligation regarding environmental impact assessment, but the Lheidli could negotiate additional jobs/contracts involving members. This could range from untrained workers helping a Biologist to actually providing training for First Nations people to do surveying. These “extras” need to be part of the negotiations.
 - A member of McLeod Lake owns a labour company. She provides companies with manual labour, ensuring dependability.
 - The McLeod Lake Indian Band owns a road-building business and often gets contracts from these negotiations.

...with Wind Power companies.

Changes in energy production are creating new opportunities in previously under-used areas, including wind power. It is believed that one or more wind power companies are collecting data about potential sites in the area, which may include Lheidli traditional territory. Finding out which firm(s) are active and contacting them may give Lheidli an advantage in spurring development in this area.

...with Private-Sector Real Estate firms.

Several First Nations have successfully developed real estate in partnership with developers, who then promote and sell the buildings to prospective customers. Examples include:

- Squamish First Nation has negotiated ownership of urban lands in high real estate development areas. They are currently building rental towers (in partnership, financed on a 99-year lease) and eventually will own this revenue property entirely.
- Sechelt First Nation has residential property leased to private home owners. The potential here is for taxation revenue on top of lease revenue.
- The Nisga’a have individual right of ownership (not just Certificates of Possession) and are currently deciding how to proceed.

...with all levels of government.

- Locally, the City of Prince George and the Regional District of Fraser Fort George have priorities and needs that offer partnering opportunities to the Lheidli. Examples include:
 - Tourism product development is a central part of the plans of the Northern BC Tourism Association and Tourism PG. Creating new experiences for visitors has a clear fit with the desire for the Lheidli to grow their tourism activity. Joint action could create richer offerings to this market more cost-effectively.
 - Aggregate mining is an area of considerable need for both levels of local government. The cost of road-building and road-paving is considerably higher in Prince George than in communities with a greater level of competition, such as Kelowna. Should either body begin to meaningfully address this aspect, a source of aggregate will be needed for new production.
- Provincially and federally, the various ministries at both provincial and federal levels need to know the Lheidli T'enneh First Nation is active and involved in all matters concerning their Traditional Territory.
 - This establishes a long-term atmosphere and ethos of respect as well as healthy patterns for future interaction.
 - It also serves as a precedent and opportunity for future generations and neighbouring First Nations not just in terms of rights, but in the role of care-takers of the land.

...with Educational Institutions.

Capacity-building at all levels requires training and skills development. As such, the Lheidli have and can enhance their partnerships with institutions that provide that training.

- The Lheidli are a partner in the Prince George Nechako Aboriginal Employment and Training Association (P.G.N.A.E.T.A.), and actively use their services. This partnership is well established already.
- The College of New Caledonia is a partner on some items currently, but also offers opportunity for significantly more engagement. Examples of potential future joint effort include:
 - Strengthening of the Pathways to Success: Access to Health Sciences initiatives, supporting Aboriginal learners to enter and successfully complete health-related programs. Northern Health and Health Canada have added resources, allowing for additional student recruitment initiatives, and increased tutoring for students;
 - Development and delivery of the very successful Aboriginal Early Childhood Education Certificate program, available both on-line and through face-to-face delivery;
 - Continued work on the purchase and operation of supportive housing for Aboriginal students from remote communities coming to CNC Prince George to study;
 - Strengthened relationship with School District 57, especially in regards to the Aboriginal Choice School.

4.b.ii. Protocols / Guidelines.

In developing new partnerships, the Lheidli T'enneh will use the following guidelines and standards,²⁹ which are associated with successful partnerships.

When entering into an economic development partnership, change will become inevitable and necessary at many levels. A partnership is often considered a process of change by its members, and as such change management should be present from the beginning to ensure its success.

Within this model,³⁰ the following phases are identified as principal for successful change:

- Consent to change
- Understand the current context
- Specify outcomes
- Assess readiness for change
- Prepare for change
- Implement change
- Support and maintain change

While these phases are presented in a sequential order, the process of change itself is flexible, as will be the transition between phases. It may be necessary to return to a previously completed phase, to spend considerably more time in one phase than another, or to skip a phase altogether depending on the context and the scope of the change. Nevertheless it is recommended that each phase be appropriately considered to ensure that no areas are overlooked.

The guidelines are organised around nine main goals, which will form the basis for any partnership protocols that are developed. These guidelines are as follows:

Goal	Description	Change Management phase involved.
1.	Shared long term vision with community members.	Consent to change Understand the current context
2.	Separate politics from business.	Assess the current context Specify outcomes Assess readiness for change
3.	Build effective partnering relationships.	Specify outcomes Prepare for change
4.	Shared goals and objectives.	Consent to change Understand each other's current context Specify outcomes
5.	Shared vision of roles, responsibilities and expectations.	Prepare for change Implement change

²⁹ This section on developing economic partnerships is based on the collaborative economic partnership framework developed between the Lheidli T'enneh and Initiatives Prince George, as per the "Partnerships" module.

³⁰ The literature on change management is substantial and there are multiple tools and approaches. In this document, the BC mental health and addictions change management model will be used.

Goal	Description	Change Management phase involved.
6.	Understanding each partner's business sense, capacity and readiness.	Understand the current context Assess readiness for change Prepare for change
7.	Management of partnership.	Implement change
8.	Availability of Resources.	Prepare for change Implement change
9.	Ensure shared value.	Understand the current context Specify outcomes Assess readiness for change Prepare for change

Goal 1: Shared long term vision with community members.

This goal implies that developing a long-term vision for economic development across a broad section of the community is the best way to gain support for this effort. The process allows members to voice their hopes, concerns, ideas, experiences and lessons learned. These will be compiled into a plan on what partnerships they are willing to enter into, why, and what they hope to gain as a community from these partnerships.

- Once the community develops this plan, they need to be kept informed of the progress and continue to feel that the plan belongs to the full community. In this manner they remain key stakeholders in the partnership, and are asked for input and advice as the partnership develops.

Several steps can be taken to accomplish this goal, including:

- i. Hosting a variety of facilitated community workshops, preferably with a facilitator external to the community, to start developing the Lheidli community plan on economic development.
 - Where it is not possible for community members to attend the workshop(s), have them complete a survey or questionnaire that will allow them to still have a voice.
 - Embed activities and processes in the workshops that will build relationships between members of the community.
- ii. Regular review of previous discussions and agreements allowing for community feedback and, where appropriate, their implementation as the community's economic development plan.
- iii. Develop communication processes that ensure the community is kept fully informed of the project and it's status, allowing for feedback, queries and responses to the progress of a project/partnership, such as monthly newsletters, appropriate technologies accessible to the full membership (blogs, Facebook, etc.), and regular meeting times to update and review progress and status of a project and/or partnership.

Goal #2: Separate Politics from Business

Virtually every industry person contacted through research stressed the need for stability in First Nations governance if a business partnership were to be successful. Political strife and frequent elections tended to interfere with economic development. Business success through economic development with First Nation communities was attained only where an independent process within the First Nations business development corporation was present. Politicizing economic development decisions, which bring with it opportunistic behaviours, should be avoided.

If it is not possible to separate politics from business, it is crucial to mitigate the negative affects this may have on business. To ensure implementation of long term business plans, the Lheidli T'enneh may benefit from:

- Delegating their execution to administration staff and/or development corporations rather than elected officials; and
- Creating a shared vision for economic development within the larger community, rather than a small number of members represented on the Band Council.

Several steps can be taken to accomplish this goal, including:

- Establish political codes where possible that require new elected officials to support and maintain existing business ventures constituted by previous authorities, through the voice of the community.
- Provide the economic development department with power to establish economic partnership opportunities based on parameters of the shared community plan.
- Develop political infrastructure, allowing for distancing protocols separating the elected leadership from the economic development branch.
- Where it is not possible to separate business from politics, implement accountability checks and balances by engaging and including community members.

Goal #3: Build Effective Partnering Relations.

If partners are serious about achieving success, they have to be prepared to nurture that relationship. Partners need to develop a strong willingness to be transparent and work together, which builds trust and strong personal relations. Effective partnerships are measured by the degree to which each partner has followed through on the partnership ideals. In this way, an effective partnership will be evident in the success of these outcomes, by producing a desired or intended result.

Several steps can be taken to accomplish this goal, including:

- Where appropriate to the stated economic development goal, the Lheidli T'enneh will invite partners to participate in relevant community task forces/committees, and attend the partner's invitation to participate on task forces/committees. This may include attending each partner's Annual General Meeting.

- In the spirit of developing and enhancing effective relations, both agencies will invite partners to organised social events. They will also embed social activities and time for conversation during meetings/workshops.
- When deemed appropriate, the partners will come together to develop a detailed work plan, establishing the objectives of the partnership, addressing the roles/responsibilities of each partner, etc. This may be completed in a one-day workshop or over a series of meetings.
- Establish links to each partner's website on their home website, identifying each other as an economic partner.

Goal #4: Shared Goals and Objectives.

Effective partnerships require common ground. Clear goals and objectives ensure that a mutual understanding of the vision, purpose and objectives drives the partnership – that is, why they are there and what they hope to get from this. They also assist the Lheidli T'enneh and its partners to each understand the other's expectations of the partnership agreement, and how to work together to accomplish them. This in turn offers opportunities for mutual agreement, reinforces the purpose of the partnership, and helps guide the partners through all aspects of the relationship, keeping it focused and grounded.

To establish that link, all parties need to dialogue at the beginning of the partnership about what they hope to achieve through this partnership. From these dialogues they should establish agreed upon goals and objectives that will lead the partnership.

Several steps can be taken to accomplish this goal, including:

- Each partner should identify their own goals and objectives to establish a context and understanding between the partners.
- Each partner will be responsible for acquiring support from their respective governance, and when necessary advocate for the partnership agreement.
- To achieve clear objectives, the partners should meet regularly to review, revise, and assess progress in attaining identified goals and a shared common vision for the partnership.
 - Review the partners' goals and objectives annually (or when needed), to ensure they still reflect the intent of the partnership. If they do not, adjust as necessary.
- When economic opportunities that fit within the identified goals are presented, partners will meet collaboratively with potential customers, conveying a sense of unity, efficiency and organisation.

Goal #5: Shared vision of roles, responsibilities and expectations.

To foster mutual understanding and accountability, and ensure a process of transparency, it is important to develop a solid understanding based on clarity of roles, responsibilities and expectations. This includes a clear knowledge of definitions that affect the partnership, to ensure partners are of the same understanding. Finally, open communication processes ensure that all partners are clear on the respective roles and responsibilities of all participants in the partnership.

Several steps can be taken to accomplish this goal, including:

- A ‘roles and responsibilities’ matrix for the participants, developed at the beginning of the partnership, so that everyone is aware of their own roles and responsibilities, as well as their partners’.
 - Update the ‘roles and responsibilities’ matrix as participants leave or join the partnership.
- All partners will get approval from their respective governance to ensure the ability to follow through with their identified roles and responsibilities.
- When forming the partnership, agree on terms and definitions and develop a ‘glossary of terms’ that can be referenced if need be.
 - Continue to add to, update and modify this glossary as the partnership progresses.

Goal #6: Understanding each partner’s business sense, capacity and readiness.

Capacity building allows individuals, organizations, institutions and societies develop abilities to perform functions, solve problems and set/achieve objectives. This, in turn, requires that partners have mutual processes in order to sustain growth. Partners must be aware of, committed to, and patient in developing human resources – including assisting with skill enhancement and management training. A strategic plan to recruit and retain necessary human resources is crucial if the partners are to develop the skills necessary to support a progressive governance and economic development agenda.

Several steps can be taken to accomplish this goal, including:

- If an area of capacity development is identified, the partnership has to be committed to assist in the area of skill enhancement and management training, including job shadowing or mentoring opportunities between the partners.
- Participate in workshops, forums and meetings that will assist partners in identified areas or capacity development.
- Share information and/or applications between the partners at seminar or training opportunities and/or cultural events.
- If needed, perform gap analysis when economic opportunities are presented.
- In those areas requiring capacity development, look to the larger community (including off-reserve Lheidli members) for the skills and abilities required.

Goal #7: Management of Partnership.

Successful empowerment within the partnership will depend primarily on the sharing or delegation of power, accountability and responsibility. The collaborative process challenges the partners to be open minded, allowing members the opportunity to share authority and develop a mutual interest in understanding and appreciating their respective culture and economic development mandate.

Several steps can be taken to accomplish this goal, including:

- The 'Roles and Responsibilities' matrix developed in Goal 5 will assist all partners to mutually understand what power sharing, accountability and responsibility mean.
- When jointly reviewing economic opportunities, the partners will identify the management requirements and delegate a lead manager accordingly.
- Each partner will be transparent, honest and up front about mutual concerns that have the potential to adversely impact the partnership.
- When developing the partnership agreement, an 'administrative terms of reference' should be developed, i.e. how decision making occurs (consensus or majority), who is responsible for setting the agenda, taking minutes, etc.

Goal #8: Availability of Resources.

Partnerships are more successful when each of the proponents have independent access to resources, as well as when they share those resources for the good of the partnership. To develop a successful partnership the proponents have to be willing to invest in effort, make commitments and share risk.

Pooling of resources in a collaborative partnership will have a synergistic effect, allowing them to achieve more together than they could acting independently. In addition to increasing the pool of available resources, partnerships may bring in different types of resources such as information, expertise and connections with other stakeholders, which would otherwise not be available nor accessible to the partnering organization.

Several steps can be taken to accomplish this goal, including:

- When an economic development venture has been agreed upon, partners will identify the required resources needed for success. From this list the partners will identify what resources they can contribute.
- All partners will have to ensure they have their respective governance approval on shared resources.
- The process of sharing resources will be as equitable as possible, recognizing the different degree of resources and their availability from each partner.
- Invite partners to information sessions, workshops, training, etc. that share knowledge and assist with business and resource capacity.

Goal #9: Ensure Shared Value.

The partnership agreement should have a solid sense of shared value that is communicated and supported by a clear understanding and ongoing commitment from the partners. When both partners have something to gain in the partnership as well as have something to contribute, it shows shared value and strengthens the partnership.

Several steps can be taken to accomplish this goal, including:

- When entering into an economic partnership venture, each partner should clearly state the values that are important to them, as well as what they hope to gain from the partnership. This allows the partners to understand and accept each other's values and reasons for entering into the partnership.
- Partners should invite proponents to participate in opportunities that will facilitate learning and capacity building with respect to their shared values.
 - Share each partner's context for economic development activities: discuss each other's corporate priorities in order to develop a strategic work-plan that will guide the partnership.

5. Communications.

The communications plan is outlined here, and attached as a more developed plan in Module 8. It recommends a number of communications and relationship initiatives that will help the Lheidli T'enneh communicate their vision for the future and the contents of its EDP. It will provide the tools required to assist the Lheidli in elevating their profile as active participants in the Prince George and area economy, as well as developing and strengthening relationships with key partners.

The communications plan offers guidelines for recognition of the Lheidli at key Prince George meetings and conferences. As these guidelines become second nature, the profile of the Lheidli will grow and true partnerships will develop. More widely held awareness of Lheidli history and culture will be encouraged - not just for those who call Prince George home but also for those who visit on business or for pleasure.

5.a. Key messages

- The Lheidli T'enneh has developed a new Economic Diversification Plan (EDP) to guide the growth, expansion, and diversification of economic opportunities.
- The Lheidli T'enneh is committed to sharing details of its EDP with its key partners in Prince George and beyond.
- The Lheidli T'enneh will request that key partners support the implementation of the EDP through a number of new protocols and partnerships.
- The Lheidli T'enneh will implement the use of a new 'brand' to support the EDP. The use of this brand will help convey the vision of elders and youth in further development of long term, sustainable economic diversification opportunities to provide benefits to the community.
- The new 'brand' will convey the goal of greater recognition for the Lheidli. Built around the theme of 'I Dream' it will convey the wishes of elders and youth for a bright future built on new partnerships and shared responsibility for management of its traditional territory.
 - "I Dream...of a time when our culture is understood by everyone who shares our traditional territory."
 - "I Dream...of a time when our traditional language is shared by all."

The outcomes of the EDP supported by the CP and new Lheidli 'brand' will be measured and communicated with community members and serve to guide modifications to the EDP in future years.

5.b. Goals of the Communications Plan

The Communications Plan outlines a series of tools and activities designed to assist the Lheidli in sharing the key goals and objectives of its EDP internally and in the broader community.

The CP will focus on three key areas including:

- Communications tools.
- Internal communications strategies and tactics.
- External communications strategies and tactics.

5.b.i. Communications Tools

The Lheidli will develop several tools to communicate proactively and effectively about the 2011 Economic Diversification Plan and support the new Lheidli brand. These tools will:

- Keep community members informed about progress implementing the EDP.
- Strengthen current strategic relationships with key partners including: the City of Prince George, Fraser-Fort George Regional District, Province of British Columbia, and Canada.
- Create new strategic partnerships with industry, business sectors and others.
- Help reflect the rich history and culture of the Lheidli.
- Convey the key messages of the EDP.

Web presence:

The Lheidli website will include an EDP section that will be the principal information and news source for the EDP. Web content will include a copy of the complete 2011 EDP, information on internal and external communications activities (news), links to related First Nations economic development and diversification websites and a ‘What’s New’ section for the purpose of sharing announcements, news releases and progress reports associated with implementation of the EDP.

Facebook:

An EDP FaceBook page will be established and updated regularly to ensure that Lheidli youth and others have access to current information about the plan and related activities associated with it. FaceBook will create a ‘conversation’ about the implementation of the EDP, help measure deliverables and progress, seek feedback and input on an on-going basis and keep community members informed about its progress.

PowerPoint presentation “I Dream, Our Vision, Our Future”

Several PowerPoint presentations will be developed to provide information about the EDP. As well as an “Overview of the EDP” presentation, there will be others that focus on specific sections of the EDP. The intent of the “topic specific” presentations is to outline new opportunities in specific economic areas and direct them at specific audiences. All presentations will reflect the new Lheidli “brand” and reflect Lheidli culture and history.

They will incorporate strong visuals to ‘show’ audiences the Lheidli vision of their economic future and describe how they plan to achieve their economic goals and objectives.

Rack Card

A printed ‘rack card’ will be developed to outline the basic components of the EDP and direct people to the Lheidli website for more detailed information. It will also provide contact information for the Lheidli band office. These cards will be used at tradeshow, Lheidli presentations and other venues where Lheidli wish to promote their community.

Lheidli EDP Banners

A set of four (4) new banner display units will be produced. These banners will be used at tradeshow, conferences and special events as well as a backdrop when Lheidli representatives are speaking to various groups about the EDP.

Hard copies of the 2011 EDP Summary

It is intended that an EDP summary document be prepared to share key messages of the EDP with the public. Printed copies of that summary will be produced for distribution to key local, provincial and federal government partners, business community leaders, FN neighbours and others. It is anticipated that (25) copies will be required on launch of the EDP with the intent of producing more if and when they are required.

Presentation Folders

A Presentation Folder will be developed for promoting various elements of the EDP. Inserts that summarize key components of the plan will be developed. The Presentation Folder will remain consistent while information inserts can be customized to focus on relevant aspects of the EDP as required. For example, when speaking to a tourism group, the folder would be customized to include information relevant to that topic.

Event Participation Protocol

An event participation protocol will be implemented to develop an increased awareness of the Lheidli with delegates to conferences, conventions and special events that are hosted in the City of Prince George. A copy of that protocol is included as “Appendix 1” of this strategy. This protocol will assist host groups wishing to acknowledge the Lheidli at their events, providing information on what is expected, what is appropriate and how to properly contact the Nation.

5.b.ii. Internal Communications

The success of the Economic Diversification Plan will be dependent on Lheidli members understanding and taking ownership of the plan. Only with community support can Lheidli representatives be successful in developing strategic relationships that will result in new economic activity, new jobs and economic benefits over the long term.

Communicating the plan proactively and effectively will be a key component in garnering initial community support for the EDP. On-going communication with community members will ensure long-term support and effective measurement of success.

Internal Communications Strategies

Goal	Strategy
Band Council	
Band Council adopt and approve EDP	Present EDP to Band Council for adoption and request approval to develop implementation plan and associated budget.
Band Council approve implementation plan and associated budget	Prepare and present implementation plan and budget to Band Council for approval
Band Council are kept informed of progress with implementation plan.	<ul style="list-style-type: none"> • Quarterly implementation progress reports are provided to Band Council for information purposes. • New proposed partnership agreements are provided to Band Council for information purposes. • An EDP annual report is prepared and presented to Band Council
Community Members	
Community members are informed of EDP	<ul style="list-style-type: none"> • Once Band Council has approved EDP, plan is presented at community meeting. • Linkages to approved Land and Resource Plan are demonstrated to community members. • Community is made aware that EDP progress will be posted on Lheidli web and FaceBook pages. • Quarterly Community meetings are held to provide updates. • The Annual Report is presented at a Community meeting after it is presented to Band Council. • The Annual Report is posted to the Lheidli website and promoted on FaceBook.

5.b.iii. External Communications

External Communications strategies are critical to the success of the EDP. Only through proactive, effective communications will current partnerships be strengthened and new partnerships developed. These partnerships will help the Lheidli achieve their goals of a vibrant sustainable economy, new jobs and wealth for the community.

Key Audiences

A number of key audiences have been identified for communications activities around the EDP. Elected representatives of all levels of government and a number of well established groups within the City have been identified for initial presentations and other communications activities. A table has been provided to outline strategies to reach out to these groups.

Media

A list of media contacts and other media templates are listed in appendix 3. The list of contacts may be expanded to include additional media who may request to be added to the list. It should

be updated once per quarter to ensure that all names, phone numbers and emails are still current for each of the media outlets. These outlets should be provided with a media advisory when an event is being planned or with a media release when communicating a decision, statement or announcement from the Lheidli.

Other Audiences

The Lheidli will benefit from reaching out to other audiences to generate understanding around the EDP. Neighbouring First Nations as well as companies doing business within the Lheidli traditional territory, the real estate sector, and others will be interested in learning more about the Lheidli EDP and its implementation strategy.

External Communications Strategies.

Goal	Strategy
Strengthen partnership with the City of Prince George and its agencies.	<ul style="list-style-type: none"> • Provide Mayor and Council with an EDP presentation including the Event Participation Protocol (EPP). • Provide Initiatives Prince George and Progress Prince George Boards with EDP presentation. • Propose joint planning meeting between Band and City Councils • Develop MOU with the City to ensure Lheidli participation in 2015 CWG
Make the City and its agencies aware of the EPP ³¹	<ul style="list-style-type: none"> • Meet with senior City and Civic Centre Staff to discuss the EPP and its implementation. • Develop an MOU with the City to celebrate the EPP. • Develop MOU with IPG to ensure joint participation where possible.
Strengthen relationship with the RD Fraser Fort George (RDFFG)	<ul style="list-style-type: none"> • Provide RDFFG Board with an EDP presentation including the EPP. • Meet with senior RDFFG staff members to discuss the EPP and its implementation. • Propose a joint planning meeting between Band Council and RDFFG Board. • Develop a 'Shared Lands' agreement to ensure joint planning of rural areas within the regional district.
Increase Lheidli profile in Prince George	<ul style="list-style-type: none"> • Seek agreement to have the Lheidli web link on City and Regional District home pages. • Seek agreements to have every Council meeting, RDFFG Board meeting, and every City hosted event begin with recognition that it is being held on Lheidli traditional territory and every City hosted
Broaden provincial support for EDP	<ul style="list-style-type: none"> • Provide MLA's with a presentation on and a copy of EDP; seek continued support for Lheidli initiatives • Present Annual Report to MLA's in personal meeting • Invite the sitting Premier to Shelley for briefing on EDP

³¹ The EPP is included as Appendix 1 of the EDP.

Goal	Strategy
Inform federal representatives of EDP	<ul style="list-style-type: none"> • Provide local MP's with EDP presentation and a copy of the EDP. • Present Annual Report to MP's in personal meeting
Strengthen relationship with media	<ul style="list-style-type: none"> • Host formal news conference to outline EDP following processes outlined in internal EDP document. • Seek and participate in CBC radio and other talk shows to discuss EDP. • Ensure engagement of all FN media (APTN, magazines, etc)
Develop partnership agreements with education institutions	<ul style="list-style-type: none"> • Provide UNBC Board of Governors with EDP presentation and copy of the EDP. • Seek a partnership agreement with UNBC to explore joint opportunities and a commitment to start every meeting and special event with recognition that they are on Lheidli traditional territory. • Provide CNC Board of Governors with EDP presentation and copy of the EDP. • Seek a partnership agreement with CNC to explore joint opportunities and a commitment to start every meeting and special event with recognition that they are on Lheidli traditional territory.
Develop partnership agreements with other agencies	<ul style="list-style-type: none"> • Provide Prince George Chamber of Commerce Board with EDP presentation and copy of the EDP. • Purchase a membership in the P.G. Chamber of Commerce. • Seek a commitment from PG Chamber to start every meeting and special event with recognition that they are on traditional territory. • Provide each of the 3 P.G. Rotary Clubs with an EDP presentation and a copy of the EDP. • Seek an agreement with each PG Rotary Club to have each meeting begin with recognition that they are on Lheidli traditional territory. • Commit to providing each Rotary Club with a copy of the EDP Annual Report when it comes available. • Provide Downtown Breakfast Club with EDP presentation and copy of the EPP. • Commit to providing Downtown Breakfast Club with EDP Annual Report when it comes available.

Next steps

It is anticipated the 2011 EDP will be finalized in Q2. On completion it will be presented to Chief and Council for adoption and then to the broader community. Implementation activities, including those around communications will not begin until formal adoption of the plan has been given. During this period a communications budget should be prepared so the CP can be activated at the earliest possible moment. It may be possible for communications tools to be developed during the early part of Q3 so that communications activities can be implemented on launch of the EDP.

Plan Evaluation

The Communications Plan will be reviewed on an annual basis. The review should include both staff and Board members. The review team will review each of the strategies included within the plan and determine the successes, the challenges, and areas that may need to be changed to reflect the current reality. The findings of the review team will provide valuable information to staff as they prepare their annual communications strategy and budget.

Some statistics that will prove useful during this review are:

- Feedback from community meetings
- Feedback from website and FaceBook pages
- Number of external meetings completed, attendance numbers and feedback
- Effectiveness of public presentation materials
- Number of outside agencies participating in Event Protocol process