

# **Haida Gwaii/Queen Charlotte Islands Community Viability Strategy**

## ***Volume I – Strategic Plan***

Prepared for: Community Viability Strategy Steering Committee

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**Table of Contents**

1	Executive Summary .....	1
1.1	Introduction.....	1
1.2	Process .....	1
1.3	Economic Trends on Haida Gwaii .....	2
1.4	Community Expectations for Economic Development .....	2
1.5	Economic Development Gaps.....	3
1.6	Plan Recommendations .....	3
2	Introduction.....	7
2.1	Background.....	7
2.2	Purpose.....	7
2.3	Sequence of Reports.....	7
2.4	Methodology .....	7
2.5	Abbreviations .....	8
3	Strategy Directions.....	9
3.1	Vision.....	10
3.2	Mission.....	10
3.3	Goals .....	11
4	Economic Development Plan.....	12
4.1	Infrastructure.....	12
4.2	Sector Development.....	17
4.3	Community Marketing .....	26
4.4	Human Resource Development.....	27
5	Implementation .....	30
5.1	Community Viability Strategy .....	30
5.2	Annual Planning.....	32
5.3	Communications .....	33
5.4	Leadership Development .....	33
5.5	Local Governance .....	33
5.6	Monitoring .....	34
5.7	Action Plan.....	35

## FOREWARD

In November, 2006, in Skidegate, the Community Viability Strategy Steering Committee and other stakeholders from Haida Gwaii/Queen Charlotte Islands (HG/QCI) gathered to discuss a strategic plan for the future economic development of the Islands. The following vision and mission statements, one of the outcomes of this workshop gathering, express a desired future state for the Islands and how communities might cooperate to that end.

*In 10 years time, population growth will be sustainable and communities will manage to retain their youth, particularly new labour force entrants. This will be accomplished by creating a more diversified economy with locally-based processing and a greater number of well-paying jobs capable of supporting families.*

*Islanders' control, use and management of local resources will be much greater than it is today. This will, in part, be advanced by a completed land use plan, a marine use plan and settled land claims between the Haida and the province and federal levels of government.*

*Basic infrastructure and services will be secure and in keeping with acceptable standards of quality of life. Our sources of energy will be renewable and sustainable, while a dependable and secure transportation system will allow the efficient movement of people and goods on and off the Islands. Our educational and training capacity will be substantially enhanced and allow families and youth to adapt to new economic and employment opportunities.*

*To achieve this future, communities on the Islands will cooperate to deliver economic development services. An Islands-wide economic development organization will strive to serve all residents and communities on the Island, including youth.*

*The organization will undertake planning and research, provide brokering services and advocacy, assist local and regional government secure infrastructure improvements, enhance training capacity and help businesses, entrepreneurs and local government raise equity capital. It will promote the Islands to visitors and investors. It will also seek out partnerships and alliances with other stakeholders to improve the chances of reaching our vision and achieving our goals.*

*The organization will be expected to follow a long-term strategic economic development plan, be properly resourced and professionally operated. It will also be accountable to local government and residents but be free from political interference so it can operate in the best interests of all Islanders.*

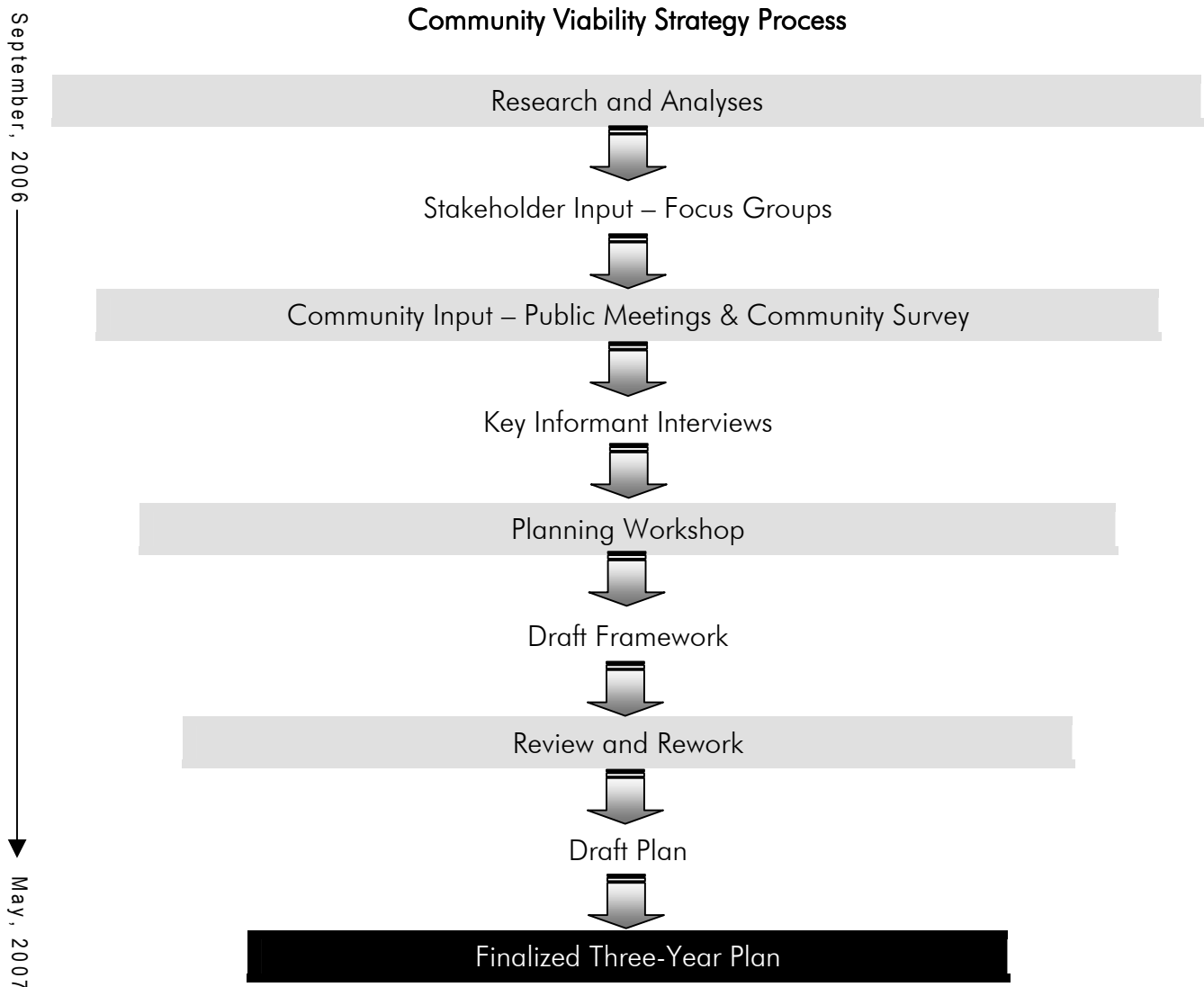
This is the foundation of the following Community Viability Strategy.

# 1 Executive Summary

## 1.1 Introduction

The “Community Viability Strategy Steering Committee” (CVSSC) has commissioned this *Community Viability Strategy and Action Plan* (i.e. the Plan) for Haida Gwaii/Queen Charlotte Islands. CVSSC consists of band, local and regional government officials from the Islands, and is chaired by the Council of Haida Nation and the provincial government. The Plan process commenced on September 1, 2006 and culminates with the final recommendations in this Plan document, dated March 31, 2007.

## 1.2 Process



### **1.3 Economic Trends on Haida Gwaii**

HG/QCI relies heavily on resource extraction activities and the government sector for its job base. However, the regional economy has experience a steady transition away from goods production over to service-based employment. As forestry and fisheries employment declines, service employment is expanding.

The forestry economy is in poor shape on the coast, while operating conditions on HG/QCI are challenging. Residents believe that the Islands should be getting more benefits out of this industry than is currently the case. The conclusion of the Land Use Plan is expected to bring more certainty and will likely improve opportunities for new investments in production.

The fishing industry is struggling to survive but the abundance and quality of the local resource has to be considered an advantage of HG/QCI.

The tourism industry is comprised of the hospitality sector (accommodation facilities, food and beverage), the fishing/hunting sector, outdoor adventure activities and heritage/cultural tourism. The lack of community involvement in, and benefits from, the tidal fishing lodge sector is a major concern. The recent completion of the Q'ay Cultural Centre is a major opportunity for expanding the tourism base for the entire islands.

Other economic activities, including agriculture, non-timber forest products and the arts community, have good opportunity for expansion and are likely to contribute more to the future economic base of the Islands.

### **1.4 Community Expectations for Economic Development**

The Land Use Plan “Recommendations Report” produced by the Community Planning Forum set forth expectations for community economic development and capacity building that included the following:

- Establishment of a more locally-controlled governance arrangement for HG/QCI with respect to control over land and resource management decisions.
- The endorsement of the 2003 Haida-Gwaii/Queen Charlotte Islands Heritage Tourism Strategy, more tourism marketing and the care of trails, anchorages and visual quality objectives in the LUP.
- Improved communications, targeted research and more employment from the Islands’ forest industry.
- Active resource management and benefits from the NTFP sector.
- Continued access to exploration and development of mineral properties.

Feedback from the 200 stakeholders involved in the consultation process for this plan reflected the issues and opportunities outlined in the LUP. Priorities included:

- A more stable forest industry and renewed investment in sustainable processing jobs and income.
- A secure fisheries sector that maintains processing jobs and is able to benefit from proposed aquaculture production.
- Follow through on the Heritage Strategy and better coordination among tourism stakeholders.
- Improved transportation, power and communications infrastructure services that reduce barriers to investment and encourage new business activity.
- A more strategic approach to human resource and skills development that matches needs with new job opportunities.
- More cooperation amongst communities for an improved Islands’ economy.

The December, 2006 survey of HG/QCI households, which generated 204 survey responses, further clarified the direction desired for Islands economic development. Wood processing, tourism and alternative energy development were given the highest priority for development. Respondents recognized that assisting entrepreneurs and businesses and attracting new businesses and investment were equally important goals.

### **1.5 Economic Development Gaps**

A number of agencies provide various types of economic development services on the Islands, but most have a single service focus and do not engage in broad economic development programming. There is some networking and shared initiatives amongst organizations, but no cohesive long-term planning under which these initiatives are jointly prioritized and administered. Evidence of this “gap” in economic development can be seen in many of the documents listed in the bibliography of this report. The chronic sense of frustration over the lack of progress on most development issues and frequent recurrences of planning barriers and opportunities would appear to indicate that follow through and implementation have thus far eluded communities and their residents.

The availability of economic development capacity on HG/QCI is limited because most communities, by themselves, are unable to commit resources that will result in a sustained effort for achieving long-term results. There is cooperation between communities on a project by project basis, but overall, the capacity for economic development that addresses regional issues is inadequate and is resulting in lost opportunities for communities, businesses, workers and residents.

Some form of Islands-wide accountable agency with dedicated staff to serve the economic development planning/advocacy voice for the Islands is needed to undertake this Strategy. Residents and communities seem to agree they must do a better job of working together and with the delivery of a Land Use Plan anticipated in the near future, the timing appears good for a coordinated attempt at economic development.

### **1.6 Plan Recommendations**

#### **1.6.1 Priority Goals**

1. Create more land use certainty by encouraging the completion of the land use plan.
2. Establish more local control over the natural resource base that is able to balance environmental objectives with the economic needs and welfare of islanders.
3. Encourage a reasonable level of population growth commensurate with the employment and income needs of the region, but without compromising quality of life.
4. Actively pursue an expansion of the local job base, with an emphasis on well paying jobs capable of supporting families and with equal opportunity for employment by island residents.
5. Create a better business climate that will allow the diversification of the business and industrial base with a focus on commercially viable processing of local resources.
6. Promote an improved, reliable infrastructure system that includes a clean, sustainable energy supply, a dependable and secure transportation system and community land development that provides long term affordability to residents.
7. Nurture the human “resource” to achieve better standards of educational attainment and work force readiness.

### 1.6.2 Three Year Plan Summary

The strategies for achieving the Plan goals are summarized under five main sections (infrastructure, sector development, community marketing, human resources and implementation) in the following table. All are considered important and there is no implied prioritization by the order in which they are presented.

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#### Infrastructure Development

1. Establish a transportation task force.
2. Improve communications with BC Ferries.
3. Seek changes to the ferry reservation system to increase capacity utilization and service efficiency.
4. Investigate private ferry services for HG/QCI.
5. Expand commercial freight services.
6. Monitor Prince Rupert port development for opportunities on HG/QCI.
7. Assess demand and financial options for enhanced transit services to allow the more efficient flow of workers and families.
8. Cooperate with other island agencies to implement Community Electricity Plan recommendations.
9. Support sustainable, green energy pilot projects.
10. Maximize benefits from the Nai Kun Wind Project.
11. Increase access to reasonably-price and reliable telecommunications services.
12. Identify sources of new development lands.
13. Transfer Crown lands to local and regional government for housing and economic development purposes.
14. Study the feasibility of a land development corporation.

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#### Sector Development - Forestry

15. Leverage proposed community forest tenures into long-term economically viable licence.
16. Request the Ministry establish BCTS timber pricing and sales policies that is more reflective of local conditions.
17. Promote opportunities in value-added niches with the potential for long term competitiveness.
18. Investigate the feasibility of piloting a new forestry financial model on HG/QCI.
19. Encourage the development of a viable NTFP industry.
20. Prioritize forest research
21. Evaluate the feasibility of cooperative wood networks.
22. Assess the feasibility of HG/QCI forest products certification.

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#### Sector Development - Tourism

23. Develop better organizational capacity among the tourism industry.
24. Apply for Tourism BC's Community Tourism Foundations Program.
25. Update the Heritage Tourism Plan and incorporate destination and market development components.
26. Strengthen visitor services on and off the islands.
27. Develop a better understanding of local visitor markets on which to base product and market programs.
28. Provide assistance to new and existing tourism businesses to encourage more product development and professional service levels.
29. Assist in the development of the arts sector.
30. Package and promote existing artists.

**Sector Development – Fishing**

31. Increase the local benefits from the fishing lodge sector.
  32. Prepare a strategy for the development and maintenance of backcountry roads and trails.
  33. Work with communities to expand community quota harvests.
  34. Consider a larger scale approach to community quotas by collaborating with other coastal BC communities.
  35. Provide strategic economic impact information to community groups to assist with lobbying efforts.
  36. Work with commercial fishers and processing plant operators to improving their competitiveness.
  37. Provide logistical support to communities for expanding local seafood production.
  38. Assist local licensed processors with locally marketing local seafood to visitors.
  39. Investigate the market potential for increased margins for processors by creating and operating a HG/QCI branding program.
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**Sector Development – Agriculture**

40. Provide market and research assistance that will increase the local production of food products.
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**Community Marketing**

41. Secure funding assistance for early-stage marketing activities.
  42. Create a Haida Gwaii brand for use in community and industry marketing.
  43. Develop a set of early-stage marketing tools.
  44. Pilot a direct recruitment campaign.
- 

**Human Resource Development**

45. Establish labour task force.
46. Expand tailored specialized programs linked to key on Islands employers.
47. Established funded linked to trades training.
48. Established funded linked to technology training.
49. Reallocate the Central Coast Trust Fund monies to the HG/QCI for training and capacity building.
50. Continue to encourage students to pursue Univ. education.
51. Establish a “mother hen” service to link post-secondary students with on Island employers.

## **HG/QCI Community Viability Strategy – FINAL REPORT**

The implementation of the economic development strategy will require adequate financial resources and the organizational capacity for execution. The CVSC as it is presently constituted has neither the funding nor the staff resources to move forward with implementation. Local and regional government lack capacity as well. An economic development office (EDO) will have to be established to implement this plan.

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### **Implementation**

52. Adoption of the Plan by CVSC.
53. Approve CVSC as the implementing authority for the community viability strategy.
54. Prepare a new constitution and policies and procedures for CVSC.
55. Obtain official support and participation of member organizations in CVSC.
56. Seek transitional funding from the provincial government.
57. Make application to senior government agencies for core funding and project funding support.
58. Prepare a local funding and financing strategy.
59. Request appropriate government staff to propose options for sharing of stumpage revenues.
60. Establish an economic development office.
61. Hire staff positions.
62. Prepare a work plan for this fiscal year.
63. Use existing communications tools to inform the community on economic development goals and planning.
64. Implement a leadership program for CVSC member organizations, board positions and staff.
65. Prepare a comprehensive review of the potentials for Islands governance.
66. Monitor plan implementation and evaluate effectiveness of projects.

## 2 Introduction

### 2.1 Background

In 2002, the Council of the Haida Nation and the province agreed to undertake a Land Use Planning process in order to resolve long-standing debates over natural resources **with the purpose of maintaining and creating new opportunities for members of the Community to supply the necessities required by their families and achieve community stability**. As a direct result of the Letter of Understanding (LoU) dated April 22nd 2005, the Council of the Haida Nation and the province agreed to “develop and implement a new approach to land use planning that:

- Builds on the work already established by the land use process that has occurred on the Islands (Haida Gwaii) to date ....
- Connects land and resources to community viability, with the intent to design a sustainable Island economy.”

Co-chaired by the CHN and the province, a process was initiated that formed the “Community Viability Strategy Committee” (CVSC) in March, 2006 to address the “sustainable Island economy” issue and develop a *Community Viability Strategy and Action Plan* for Haida Gwaii / Queen Charlotte Islands. Membership of this committee is comprised of the elected officials of the two Haida Village councils, the incorporated Villages of Masset, Port Clements, Queen Charlotte and two Skeena/Queen Charlotte Regional District Board directors (for electoral areas D and E on-Islands). The project commenced September 1, 2006 and will culminate with the final Islands-community based strategy recommendations in May, 2007.

It is important to note that the Haida Gwaii Land Use Plan and the CVS, while complimentary in nature, are separate stand-alone processes.

### 2.2 Purpose

The purpose of the report is, firstly, to identify and provide recommendations on future economic development opportunities, without sacrificing underlying conservation and sustainability measures. And second, the Plan will look beyond land use to the full range of issues that potentially affect economic activity on the Islands, including the important building blocks and economic benefits articulated in the Community Planning Forum (CPF) recommendations report.

### 2.3 Sequence of Reports

This document is the **third of three** to be delivered to the CVS. It consists of vision, mission, goals, strategies and action plan components that collectively comprise the **Strategy**.

The first report presented a socio-economic overview drawn from existing studies and a summary of feedback received during community consultation. The second report was a Strategy Framework that was approved by the Committee as the guiding document for preparing this final report.

### 2.4 Methodology

The methodology for the strategy involved several phases of research, community consultation, planning and in addition, report writing.

An annotated bibliography of economic development studies was produced and will be submitted with the final Strategy document, under separate cover. These studies were reviewed, some in detail, for information that contributes to Strategy preparation.

- During the week of September 11, 2006, 31 individual and group meetings involving 75 people were held in communities across the Islands. A public notice ad was put in the Observer to alert Island residents of these meetings and encourage contact with the Committee if they desired an interview. The purpose of these meetings was to scope issues and identify opportunities for economic development on the Islands.
- During the week of October 18-21, 2006, four public meetings (Port Clements, Masset, Old Massett and Skidegate) and eight focus group sessions were held, involving a total of 49 participants. During the week of November 1-3, 2006, two public meetings (Queen Charlotte, Sandspit) and six focus group sessions were held, involving a total of 73 participants. All public meetings were advertised in the Observer, while notices were broadcast on CBC Radio. The purpose of these sessions was to review issues and opportunities, and identify strategies for future economic development.
- On November 27, 2006, a strategic planning session was held in Skidegate involving 22 participants (CVS members and community stakeholders). The purpose of this session was to review research collected to date, review feedback obtained from the community consultation process and begin articulating key elements of the Strategy Framework, the foundation of this Strategy report.
- During October and November, a series of personal meetings were conducted in the Lower Mainland with representatives of the Turning Point Initiative, forest licensees and contractors, and fishing lodge operators. Some of these individuals were unable to attend meetings and focus groups on HG/QCI in addition, were asked to provide their reaction to questions raised in the meetings and focus groups, and provide input into the CVS planning process.
- The CHN and the Province had representatives present at all meetings, usually in person, and on occasion by telephone.
- In early December, 2006, a survey was sent via Canada Post to all known residents and businesses on Haida Gwaii ( the Islands.)The purpose of the survey was to supplement the community consultation process and give all Island residents an additional opportunity for input into the Strategy. A total of 204 surveys were returned out of a total household population of 2,600, for a response rate of 7.8%. The survey form and analysis of results appear in Appendix C.

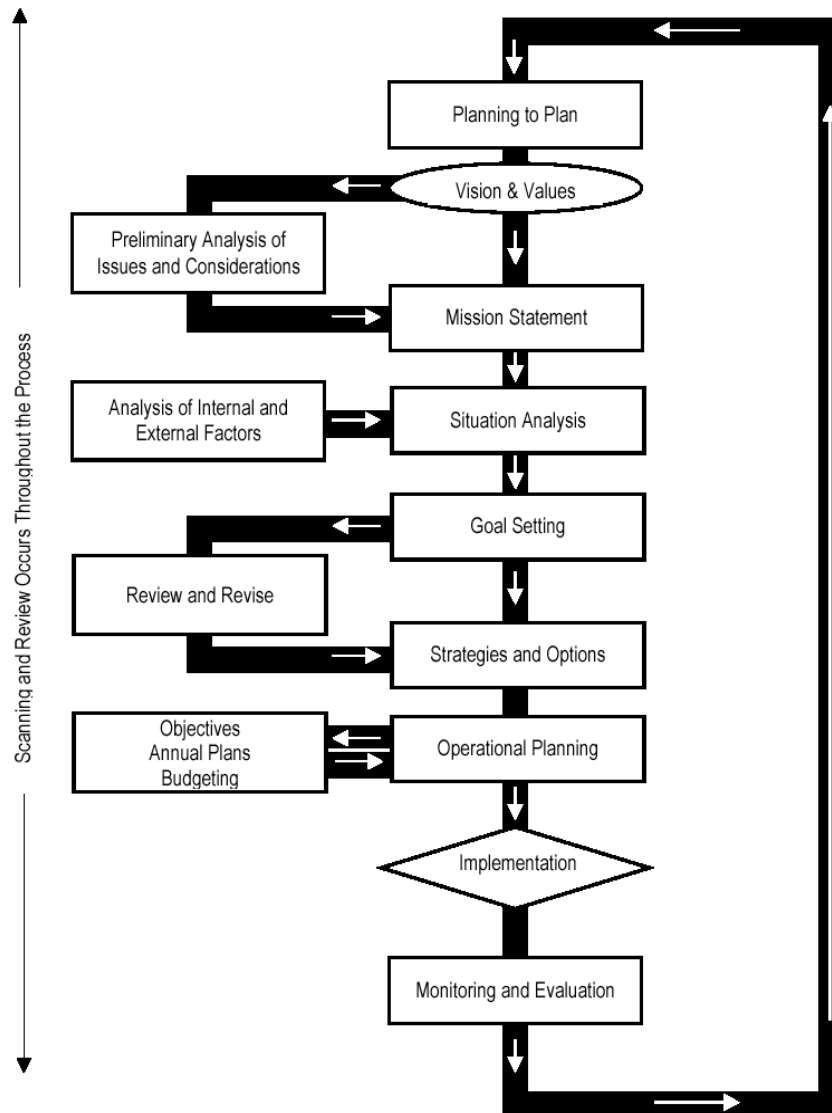
## 2.5 Abbreviations

AAC:	Allowable Annual Cut
CPF:	Community Planning Forum
CHN:	Council of the Haida Nation
CVS:	Community Viability Strategy
CVSC:	Community Viability Strategy Steering Committee
HG/QCI:	Haida Gwaii
ILMB:	Integrated Land Management Bureau
LUP:	Land Use Plan
MAL:	Ministry of Agriculture and Lands
MoFR:	Ministry of Forests and Range
MSRM:	Ministry of Sustainable Resource Management (former)
MTSA:	Ministry of Tourism, Sport and the Arts
NDI:	Northern Development Initiative
NTFP:	Non-Timber Forest Products
OCP:	Official Community Plan
SQCRD:	Skeena Queen Charlotte Regional District

### 3 Strategy Directions

The process guiding the preparation of this Strategy is depicted in Figure 3-1. Each step in the sequence is meant to take the organization from the general to the specific, from a broad expression of future expectations down through gradually more specific identification of the means and ends that go into making a coherent and cohesive plan. In this chapter, vision, mission and goal statements for HG/QCI are articulated based on feedback received during focus groups, interviews, planning workshop and literature reviews. Strategy recommendations begin in Chapter 4.

**Figure 3-1: The Strategic Planning Process**



### 3.1 Vision

A vision statement describes a desired future state for the Island community. It provides an important direction setting path for economic development efforts by indicating where priorities will lie and the anticipated outcomes expected. It incorporates political, environmental, economic, social, cultural and any other elements stakeholders feel should be embodied in a forward-thinking view of HG. When participants at the November 27 workshop were asked to articulate a vision they saw being achieved 10 years into the future, the following key themes emerged:

*In 10 years time, an Islands-wide organization will be delivering economic development services with the support of all communities. Population growth will be sustainable and communities will manage to retain our youth, particularly new labour force entrants. This will be accomplished by creating a more diversified economy with locally-based processing and a greater number of well-paying jobs capable of supporting families.*

*Islanders control, use and management of local resources will be much greater than it is today. This will, in part, be advanced by a completed land use plan, a marine use plan and settled land claims between the Haida and the province and federal levels of government.*

*Basic infrastructure and services will be secure and in keeping with acceptable standards of quality of life. Our sources of energy will be renewable and sustainable, while a dependable and secure transportation system will allow the efficient movement of people and goods on and off the Islands. Our educational and training capacity will be substantially enhanced and allow families and youth to adapt to new economic and employment opportunities.*

### 3.2 Mission

A mission statement answers the questions who do we serve? What do we do? and How do we do it? It is meant to provide further refinement for establishing goals and objectives by considering the perspective of the implementing organization(s). These questions were posed at the November 27 planning session. The following mission statement is a synthesis of the responses received.

*The Islands-wide economic development organization will strive to serve all residents and communities on the Island, including youth.*

*The organization will undertake planning and research, provide brokering services and advocacy, assist local and regional government secure infrastructure improvements, enhance training capacity and help businesses, entrepreneurs and local government raise equity capital. It will promote the Islands to visitors and investors. It will also seek out partnerships and alliances with other stakeholders to improve the chances of reaching our vision and achieving our goals.*

*The organization will be expected to follow a long-term strategic economic development plan, be properly resourced and professionally operated. It will also be accountable to local government and residents but be free from political interference so it can operate in the best interests of all Islanders.*

### 3.3 Goals

Goals are the results to be achieved in economic development, a broad statement of what the plan is meant to accomplish. They provide further elaboration of themes and values articulated in the vision and mission statements. Goals are meant to be realistic, measurable and constitute short-term and long-term targets that can then be used to organize strategies and actions.

The results of the planning workshop provided the context for the following set of goals and related objectives:

1. Create more land use certainty and opportunities by completing the land use plan.
2. Establish more local control over the natural resource base in order to balance environmental objectives with the economic needs and welfare of islanders.
3. Encourage a reasonable level of population growth commensurate with the employment and income needs of the region, but without compromising quality of life.
4. Actively pursue an expansion of the local job base, with an emphasis on well paying jobs capable of supporting families and with equal opportunity for employment by island residents.
5. Create a better business climate that will allow the diversification of the business and industrial base with a focus on commercially viable processing of local resources.
6. Promote an improved, reliable infrastructure system that includes a clean, sustainable energy supply, a dependable and secure transportation system and community land development that provides long term affordability to residents.
7. Nurture the human “resource” to achieve better standards of educational attainment and work force readiness.

## 4 Economic Development Plan

The strategy recommendations in this chapter are grouped into seven sub-sections, that include infrastructure, major sectors (4), investment attraction and human resources.

### 4.1 Infrastructure

Infrastructure refers to municipal, transportation, communication and utility networks that keeps communities and economies functioning. Infrastructure allows people and goods to move freely while integrating into the national and world economies. Investment in infrastructure can increase productivity, lower input costs for producers, support new product, business and export development, and help HG/QCI better position itself to achieve its overall development goals. New investments will bestow economic benefits in the form of business, employment and income creation.

Infrastructure dollars are scarce so it is important to acknowledge how different components impact different sectors and industries, and set priorities accordingly. For HG/QCI, a first priority is basic infrastructure that many other regions take for granted, whether that be a safe and reliable transportation system or consistent and reliable energy supplies. Without these, it will be next to impossible to establish a business climate that entrepreneurs, investors and business people have confidence in. As for industry infrastructure needs, each sector has its own needs and priorities. New programs and capital plans should, in addition to serving the needs of residents, be aligned with the needs of those industries that are able to contribute to wealth-creating economic activity.

#### 4.1.1 Transportation

##### *Objectives:*

- ▶ Improved service and capacity utilization of BC Ferries for residents, visitors and businesses.
- ▶ Greater options for moving goods and freight on and off the Islands.

##### *Strategies:*

1. Establish a transportation task force.

The strategies in this section of the plan concern many different aspects of road, port and ferry services that are interrelated, such that developments or conditions in one will have implications for the others. Research and planning efforts would be more efficient and effective if all initiatives had coordinated management through a task force.

2. Improve communications with BC Ferries.

Passenger and freight information available to stakeholders is limited and does not help with communications. For example, the number of visitors being affected by the current reservation system is impossible to quantify without the cooperation of BCF. Similarly, demographic profiles of tourists using the ferry would be an invaluable marketing aid for tourism operators. At one time, BCF had local representatives who would assist with public relations but even this “local presence” is no longer maintained and the gulf between residents and company officials is wider than ever.

3. Seek changes to the ferry reservation system to increase capacity utilization and service efficiency.

With the existing system, in which commercial reservations are given precedence, many visitors are unable to reserve ahead and are believed to be cancelling their trip plans, even though the ferry departs at well less than capacity levels. There is no information on the number of “potential” visitors that were turned away by BC Ferries.

Recent attempts by the BCF to better provide information on sailings and book reservations have not eased the concerns listed in the above paragraph. Recorded messages are often inaccurate, which means that there is no reliable information available, particularly when the ferry is delayed because of bad sailing conditions in the Hecate Strait.

4. Investigate private ferry services for HG/QCI.

A presentation by Prince of Wales Island (US) demonstrated how this Alaska community established their own ferry authority, purchased their own vessel and now operate a profitable, private ferry service. There is a significant per sailing subsidy that BC Ferries receives for routes that were serviced by Northland Navigation on the mid and north coast of BC including the Prince Rupert-Skidegate ferry. It is difficult to assess the real subsidization of individual routes because the annual fee from the federal government to the BC government is put into “general revenue.” Numerous requests for an accounting of these funds to BCF have not met with any significant success. If the Prince Rupert/ Skidegate ferry route received its share of the annual subsidy money transferred from the federal government it is possible that conditions may exist to undertake a serious investigation for a private service to and from the Islands.

5. Expand commercial freight services.

Barge services, now provided by Arrow Transportation Systems Inc., began to decline once Rivtow’s weekly barge service closed. The weekly service was regular and reliable in contrast to current services, which are sporadic. In some cases, service calls to HG/QCI are missed if the barge is already loaded to capacity.

6. Monitor Prince Rupert port development for opportunities on HG/QCI.

There will be new economic and marketing opportunities generated as a result of the new container port in Prince Rupert. Estimates are that 60% of the containers arriving in Prince Rupert from Asia will be sent back empty. There may well be an opportunity to negotiate favourable “container” shipping rates, while at the same time opening up new markets for HG/QCI products.

Potentially new commercial services planned for the coast or even inbound cruise ship passengers. New infrastructure (such as docking, access to potable drinking water, and the development of tourist related attractions) may be needed to take advantage of these opportunities. Timing is of an

essence, since most cruise ships require a minimum lead-time of up to three years before providing service to “new ports of call.”

The Protocol Agreement table and discussions with the Prince Rupert Port Authority, most recently in February of 2007, have identified how the Islands can benefit. At the Protocol meeting held in Old Massett, on March 13<sup>th</sup> a commitment was made to facilitate a public meeting with the Port Authority reps on Haida Gwaii.

7. Assess demand and financial options for enhanced transit services to allow the more efficient flow of workers and families.

Eagle Transit is a locally owned, family run, business providing passenger transportation and courier services on the HG/QCI. In addition to the airport regular scheduled service, they also provide “charter service” accessing all parts of the region via road network. If there was more demand for transit on Graham Island, then presumably service could be available. If, however, it was determined that a publicly supported system was required, for example to lower travel costs for workers who need to move efficiently between major communities, then a more accurate assessment of actual costs, benefits and funding mechanisms would have to be undertaken.

#### 4.1.2 Utilities

**Objectives:**

- ▶ A reliable energy supply using renewable, local sources.

**Strategies:**

8. Cooperate with other island agencies to implement the Community Electricity Plan recommendations.

The CHN, in co-operation with the CVS, is conducting a Community Electricity Plan (CEP). The plan, to be completed by mid 2007, will present a comprehensive power generation and distribution strategy. Options for resolving energy issues, including linking the two existing distribution systems, replacing the diesel generators and finding future environmentally clean electricity sources possibly from renewable alternatives will be explored. Currently these two small electricity grids. The northern grid services the communities of Old Massett, Masset, and Port Clements and stops just north of the Tlell River. The southern grid services the communities south of the Tlell River, Tlell, Skidegate, Village of Queen Charlotte and Sandspit.

The northern grid is totally powered by the Masset diesel generation station with peak load capacity being 4340 per Kilowatt (kW.) In 2002/03, approximately seven million of diesel fuel was consumed at an average cost of \$.4531 per liter (note that these prices have climbed significantly since 2003) with the total cost of diesel fuel being approximately \$3 million for that year. The total cost of generating power was \$.174 per Kilowatt Hour (kWh). The northern grid serviced (in 2002/03 ) 1,379 customers.

The southern grid is powered primarily by an Independent Power Producer (IPP) from a Hydro Electric Generation plant, located on the west coast of Moresby Island, installed capacity of 5,700 Kilowatts Hour (kW.) The Sandspit diesel generation plant is operated as a standby facility for when loads exceed the operating capacity of the hydro plant (5,700 kilowatt- hour, which is a measure of electrical energy, equivalent to a power consumption of 1,000 watts for 1 hour.) The diesel plant has a total generating 9,150 kW.

In the operating year of 2002/2003, approximately 1.7 million liters of fuel was consumed at an average fuel cost of \$0.4531 per liter. The total cost of diesel fuel was approximately, \$760,000. The total cost of generating power, figures are for the Sandspit located diesel generation station was \$0.213 kWh. The southern grid serviced (in 2002.03) 1599 customers.

There are considerable volumes of wood waste on the Islands and cogeneration potential that could be developed in collaboration with mill facilities. The implications for economic and business development could be significant.

9. Support sustainable, green energy pilot projects.

The CHN, the province (represented by BC Hydro) and Ottawa (represented Natural Resources Canada) are in the process of conducting a feasibility study for a tidal power pilot project on HG/QCI. Given the importance attached to this issue by Island residents, this and other green power projects should be supported and assistance provided in navigating local approvals, permitting and development processes.

10. Maximize benefits from the Nai Kun Wind Project.

The proposed Nai Kun Wind Farm is a large-scale offshore wind farm that is supposed to provide a cost-efficient, environmentally sound, renewable energy source to serve the provincial electricity market. The project will consist of up to 200 wind turbine towers fixed into the seabed in shallow waters off the shores of Naikoon Provincial Park. Currently engaged in the Environmental Assessment process, construction is expected to commence in 2009 and operations in 2010. The Haida Power Authority has been involved with the project proponents for several years and has discussed a number of benefits agreements with the Haida.<sup>1</sup> All communities could gain additional employment, contractor and other economic development benefits from this large power project. Although the project as now planned will not supply power to the Islands themselves, such an option could perhaps be negotiated through the socio-economic mitigation strategies that will be negotiated by communities and the proponent.

11. Increase access to reasonably-price and reliable telecommunications services.

There are four separate exchanges on the Islands which makes telephone

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<sup>1</sup> Personal communications, Michael Burns, Chairman, Nai Kun Wind Development Inc., 604.639.8460.

services expensive given the number of border areas and small overall market size. Cell phone service has arrived in Old Massett, Masset, Skidegate and Sandspit, but is lacking in Queen Charlotte. Other aspects of this plan that concern investment attraction, general business development and the recruitment of professionals and lifestyle migrants will be facilitated with improved telecommunications services.

#### 4.1.3 Land

**Objectives:**

- ▶ Increased availability of land for industrial, commercial and residential development.

**Strategies:**

12. Identify land for new development.

Some Island communities have identified the need for industrial land, while residential land use could be planned to suit demand and protect sensitive eco-systems. Land banking may be worthwhile considering as a way to keep viable options open. Low and medium-density residential uses could be encouraged in several communities to improve housing options and provide a source of development funds. Unincorporated, rural areas of Graham Island do not Official Community Plans and areas like Tow Hill are seeing a high rate of land development by off Island developers.

13. Transfer crown lands to local and regional government for housing and economic development purposes.

Crown lands can play a vital role in rural area economic development, especially where small communities have limited lands and financial capacity for encouraging economic expansion. In its current service plan, the Ministry of Agriculture and Lands has a stated objective of disposing of Crown lands where that reflects the provincial interest. Specific strategies include the disposition of Crown land that is consistent with the Crown Land Allocation Framework and the identification of opportunities to work effectively with other ministries, communities, First Nations and the private sector to accommodate their interests through the disposition of Crown lands.

Government has historically provided Crown land to local government to support public purposes. This land has been provided at less than market value through a Free Crown Grant or Nominal Rent Tenure. This promotes economic and social development through providing access to Crown land for public facilities and community infrastructure. The *Community and Institutional Use of Crown Land* policy is currently under review, but could still be the basis for discussion between local government and the province for the transfer of land at nominal cost to communities.

14. Local governments could cooperate to form a land development corporation for planning, developing and marketing residential properties so fixed and low-income residents have suitable housing choices. This is seen as a need in those cases where private sector developers have been unwilling or unable to satisfy local housing needs.

## 4.2 Sector Development

The economic base sectors of forestry, tourism, manufacturing, construction and agriculture are responsible, along with the public sector, for generating the majority of economic wealth on the Islands. They bring in revenues obtained from the export of resources and in some case services that go into employing local workers and supporting their families. Spending by these workers, their families and the businesses that employ them, in turn supports non-basic businesses including retail and many services.

The purpose of sector and business development initiatives is diversification and expansion of the economic base that will help communities adjust to future economic downturns.

Business development refers to any program that encourages the creation or expansion of business activity, and by extension employment, income, diversification and sustainability goals the community deems important. Programming can take many forms, from business retention and expansion (BRE) and enterprise facilitation, to entrepreneurship. A wide range of action areas are possible, from the development of tailored training or financial solutions, to the streamlining of local permitting and assistance with overcoming regulatory hurdles.

### 4.2.1 Forestry

**Objectives:**

- ▶ Double the number of businesses involved in, and employment generated by, secondary and value-added wood production within three years.

**Strategies:**

15. Manage community forest tenures (possible and pending) under a consolidated operating regime.

A Community Forest provides exclusive rights to harvest timber from Crown land in a specific area. It may also grant exclusive rights to harvest, manage and charge fees for botanical forest products and other prescribed products in an area based tenure. The licensee is responsible for submission of a management plan for the area specified in the agreement, audits to assess performance, meeting the terms of a five year probationary agreement and can be for a term ranging from between 25 and 99 years. There is currently a moratorium on invitations for new Community Forests by the province. On Haida Gwaii the Ministry of Forests and Range has had discussions with four groups interested in obtaining community forests including the Haida, who have been invited to apply for a 120,000 cubic metres, Masset who has been invited to apply for a 25,000 cubic metres and the villages of Queen Charlotte City and Port Clements, who have expressed interest in obtaining community forests of their own. Through volume reallocated under the forest revitalization strategy and as a result of recent licence transfers, there is currently 170,524 cubic metres per year of volume earmarked for community forests on the Islands. In addition to this, there is 12,939 cubic meters per year of volume earmarked for new woodlot opportunities. The final disposition of this volume has not yet been determined and there may be opportunities for this volume to be utilized in community forests tenure.

Community forests have been closely studied in BC over the last decade a program review was recently completed. One line of thought is that large community forests are better positioned to take advantage of economies of scale than a series of smaller licences. However, a single large community forest has not been supported by local stakeholders, to date. Conversely, smaller tenures may provide greater management flexibility and greater localized control that appear to appeal to local stakeholders. If a number of Community forests are in fact established on the Islands, it is strongly suggested that the communities work in close collaboration to reduce management costs, establish markets, and ensure success. While they may not have to be formally connected, the community forests on the Island could become a strong support network for each other.

One of the key goals on Haida Gwaii is to focus on firstly, supporting existing and secondly, new wood processing opportunities locally. This has been a common goal of many community forests throughout the province as it can lead to critical local employment gains. Currently, the major licensees transport their fibre to the lower mainland where they have their processing facilities. By acting as a fiber source, community forests in some instances, for example in Revelstoke, have been able to foster sustainable wood processing activity locally. Sustainable community forests all appear to have captured market rates for the wood they harvest to meet their own viability requirements. Ensuring the viability of the community forest and balancing this with expanded economic benefits will require careful planning and coordination but is an important strategic objective that should be investigated and pursued. The benefits of the Revelstoke Community Forest (established in June of 1993) have included:

- Local control of local resource - In 1986, only 4% of the allowable annual cut was processed in the community. By 1997, that number had risen to 76%. They also established a local log yard.
- Economic security stability and job protection - The community forest has generated gross revenues around \$10 million dollars a year with total employment of 50 full time employees.
- Access to information and a voice in decision making.
- Forest enhancement and environmental projects.
- Revenue from the community Forest financial benefits to the community.
- Community pride in the direct management

16. Request the Ministry establish BC Timber Sales (BCTS) timber pricing and sales policies that are more reflective of local conditions.

The predominant view among islanders is that forest, market and economic conditions are changing so quickly that current forest policy will be unable to ensure a viable and sustainable forest economy over the long term. For example, low bids for higher value species with a significant cedar component now constitute the bulk of BCTS sales. Most sales do not reflect the majority of the BCTS timber supply profile and when associated with alternative harvesting method (i.e. partial retention areas, helicopter logging) the viability of the remaining timber within these cut blocks may become uneconomical.

A change in this BCTS small business program to increase access to HG/QCI wood for on island processors ensuring that they have a fair opportunity of gaining timber sales to keep their mills operating and generating employment is needed.

17. Promote opportunities in value-added niches with the potential for long term competitiveness.

Immediate steps must be taken that increases the processing of timber on-island. High business and transportation costs and the lack of economies of scale exact a competitive disadvantage compared to mainland forest regions. Existing studies (Stennes and Wilson 2000; Cortex and Hi-Mark 2004 re: second growth opportunities) provide some context for where the best opportunities reside, primarily in niche product areas that are not commodity-oriented, have enough value-added to absorb higher than average business costs and serve markets (e.g. Asian) where competitive disadvantages (e.g. transportation costs) can be minimized, or in fact turned into advantages. “Niche markets for products that rely on special characteristics of HG/QCI forest products should be examined, along with ways to better utilize non-timber resources that may be enhanced by reduced harvests”. (Stennes and Wilson 2000, p 26)

In a recent meetings the Islands support the position that no raw logs be shipped off island that can be utilized by on-island mill operation. All logs should be required at the minimum to be “squared off” before being exported from the Islands. A total volume of under 100,000 m<sup>3</sup> of useable volumes of wood would satisfy local mill requirements, creating a steady source of employment.

18. Investigate the feasibility of piloting a new forestry financial model on HG/QCI. The objective of the model would be to sell timber that is representative of the timber profile.

Current harvesting may not reflect the long term harvesting potential on the HG/QCI, especially if lower valued stands and second-growth stands are to be successfully integrated into the harvesting profile.

Current log value and stumpage policy is dictating where harvesting occurs, that is in high value stands. Unless stumpage policy changes or there is a dramatic increase in log values to support harvesting stands of lower value, it can be assumed that high grading will continue until the higher value stands are liquidated. To encourage harvesting of the complete timber profile, a different financial model could be investigated.

To encourage harvesting and reforestation the lower valued stands, the new business model could allow market forces to determine the stumpage values for all stands. Costs to administer and reforest sales with lower stumpage could be subsidized with revenue obtained from higher value stands. The blending of administration, road and reforestation costs of all stands would provide the highest probability that the lower valued stands will be replaced with healthy new forests for future harvesting. The practice of ‘high grading’ would be reduced and hopefully eliminated. Harvesting of second-growth forests and the development of long term local participation in the harvesting and manufacturing phases would also be encouraged.

What may make this pilot feasible is the geographic isolation of the Islands. Other low value stands in the coast and the interior are not being harvested, but the geographic separation of HG/QCI and the presence of the Queen Charlotte Islands Forest District suggests this problem could be effectively managed. The BC Government should be encouraged to commit to a new business model for these forests. The purpose of developing and implementing a different business model for the HG/QCI is to determine whether a long term log harvest can be sustained utilizing the entire timber profile or only a portion of it.

19. Encourage the development of a viable non-timber forest products (NTFP) industry.

A recommendation was made in the Draft LUP to request the Ministry of Forests to work with appropriate local interests to implement an NTFP pilot project in HG/QCI, to test the viability of the four options for property rights regimes and the licensing mechanism recommended in the publication *Property Rights in the Sustainable Management of Non-Timber Forest Products, 2002*. (Community Planning Forum 2005) Since this report a co-operative has been established and a dryer purchased for mushrooms. It is envisioned that this process expand it's horizons by researching and marketing other NTFP within the forests on Haida Gwaii.

20. Prioritize forest research needs.

Although many stakeholders indicated that they had been consulted and researched “to death” on economic development issues, it must be recognized that the lack of progress on many opportunities stems from untested concept feasibility of technical, resource, market and economic issues. Research needs and programs are required for many areas, not only to drive local action, but especially for communicating with and seeking the cooperation of senior government, regulatory agencies and strategic partners.

21. Evaluate the feasibility of cooperative wood networks.

The small size of the local industry, lack of economies of scale and the barriers to business development, including access to capital and markets, suggest that a cooperative effort at a local wood network may have potential. This would ultimately depend on the willingness and capacity of local entrepreneurs to form the network but other regions of BC, for example in Quesnel with the Wood Enterprise Centre, have managed to sustain their own wood cooperatives, albeit to varying degrees of success.

22. Assess the feasibility of HG/QCI forest products certification.

There are conflicting views regarding the usefulness of certifying HG/QCI forest products through recognized agencies like the Forest Stewardship Council (FSC). On the one hand, the geographic isolation of the local timber basket would theoretically facilitate documenting the chain of custody of timber from the stump to final end use. Haida Gwaii name recognition makes it theoretically possible to attach higher value to wood products and earn revenues that will in turn support the higher costs associated with certification. On the other hand, many believe that the current economics of timber harvesting are so poor that adding more costs to satisfy an unproven market will only make the situation worse, not better. There are likely valid arguments on both sides that could be put into a proper local context by scoping and examining the costs, benefits and opportunities for further action in this area. The

level of monitoring and evaluation to implement proposed an EBM regime may make the certification process a small, incremental step.

#### 4.2.2 Tourism Sector

**Objectives:**

- ▶ 30% increase in tourist visits within five years.
- ▶ Maximize Gwaii Hanaas visits.
- ▶ 20% increase in the number of tourism products or businesses within three years.

**Strategies:**

23. Develop better organizational capacity within the tourism industry.

The VCSSC should target tourism development as a cornerstone of its economic development efforts, but its resources and capacity will be limited. Strategies could be much more effective if they are leveraged with the efforts of industry itself. An active and broadly supported tourism association is required to advance not only community tourism development but also industry development.

24. Apply for Tourism BC's Community Tourism Foundations Program.

Tourism British Columbia's mandate is to support and promote the business of tourism throughout the province. Tourism BC's main role is as a marketing organization structured to develop and deliver programs and services that attract visitors to BC and ensure a quality vacation experience. The Northern BC Tourism Association and local Visitor Centres operate under the umbrella of Tourism BC.

Tourism BC also offers the Community Tourism Foundations program, designed for communities just starting out in the business of tourism. This program works closely with communities in the preparation of a tourism development plan. The benefit for participating communities is not just the delivery of the plan, but later-stage information and marketing support. A separate but related program, the Tourism Partners Program, then gives local operators the chance to reach a wider audience by allowing them to participate in sophisticated, Tourism BC-branded, cooperative marketing campaigns managed by the Northern BC Tourism Association.

25. Update the Heritage Tourism Plan and incorporate destination and market development components.

This plan had broad input and support across the Islands. It should be resuscitated and moved forward. If HG/QCI is accepted into the Community Tourism Foundations program, the Heritage Tourism Plan and the Haida Nation Tourism Business Opportunities Plan can both serve as baseline plans. Even entry into the program is not forthcoming, a full tourism plan should be undertaken using other funding sources.

26. Strengthen visitor services on and off the Islands.

The purpose of visitor services is to enhance the holiday experience of visitors once they have arrived on the Islands. Visitor services are both informally, through

tourism, hospitality and transportation businesses, and formally through Visitor Centres. Tourism BC (TBC) is responsible for overseeing the visitor service system in this province, partnering with 109 community-based Visitor Centres (VCs) across the province. VCs that participate in the Visitor InfoNetwork are licensed to use Tourism BC VC branding, fee-for-service funding, counsellor training, central reservation service, retail programs and memberships. Tourism BC research has shown that VCs are effective in influencing visitor trip planning and can generate increased visitation and spending in the community. There are two VCs on the Islands, one in Queen Charlotte (year-round) and the other at Sandspit airport (summer). These VCs provide a valuable service that could be further enhanced and expanded.

27. Develop a better understanding of local visitor markets.

Previous tourism plans have documented the state of the local tourism industry, the resources most appropriate for development, strengths and weaknesses, the values and vision of communities and tourism stakeholders and the market and product opportunities most suitable for future development. The major gap in tourism planning is the lack of understanding of current markets, that is, Who is coming to HG/QCI?, Why do they come?, How much do they spend?, Would they spend more if they could?, Were their expectations met?, What was their transportation experience?, Would they return or recommend their trip to others? Other than the fishing lodge sector, our understanding of visitor markets, and visitor potential, is relatively poor. Until this is rectified, destination, product and business development will carry greater risk and chance of failure.

28. Provide assistance to new and existing tourism businesses to encourage more product development and professional service levels.

The CVS will not have the capacity to directly offer business development services to local tourism operators. Such services are important for helping operators address their own management needs and creating a better environment for business expansion. Existing organizations (Northern Savings Credit Union, Community Futures, B.C. Realtors Foundation) do provide some of these services. Some of the better established artists indicated that they would gladly use their marketing network to help other artists get established, subject to meeting high standards of quality workmanship.

29. Assist in the development of an artists cooperative.

There are at least 50 known Haida artists earning all or a portion of their income from carving, jewellery making or other arts and crafts production. Many non-Haida individuals are also participating in this sector. The majority of this production makes its way off the Islands, earning valuable export dollars for artists and their families. More cooperation and marketing among artists can enhance their capacity in terms of business planning, access to capital and marketing. This initiative would have to recognize and account for the inherent conflicts many artists feel between what they create and what they are willing to “sell” to the outside world. In the case of many Haida artists, some of what they create (visual art, songs and stories, dance, written stories) is simply not for sale although it does provide a supporting environment.

30. Package and promote existing artists.

During the focus groups, many ideas were put forward for increasing the profile of the arts community among visitors and residents. Tour guides, website development, catalogues and other marketing tools could be utilized to increase exposure and awareness of what island artists have to offer. The focus group feedback from artisans was that access to supplies found in the forest on Haida Gwaii was a major issue as well. These supplies included cedar bark, argillite, ferns, quality red cedar logs for totem pole carving and other uses.

31. Increase the local benefits from the fishing lodge sector.

There is a widespread perception on the Islands that some members of the sport fishing industry on Haida Gwaii are not observing the rules and regulations that the more established lodges are (e.g. a significant number of lodges, 18 total in 2004, have not obtained any land and foreshore permits). If this is the case, this situation creates an "unlevel" playing field in that the costs of doing business for those not playing by the rules would be less than for the other lodges. This would in turn cause a disincentive to those abiding by the regulations to "go the extra mile" to hire more local labour, procure more local goods and services, etc.

Some owners of the lodges have indicated their concern of the unlicensed lodges, and have indicated the need to work with the CHN, to develop a management strategy, an acceptable code of conduct and explore some fish steam restocking projects.

Residents of Haida Gwaii have commented that many of the sports fishing lodges are over fishing. One particular concern relayed by a hereditary chief to the Government to Government (CHN and province) negotiation was a higher mortality rate of larger salmon, when "catch and release" is used. Figures on the mortality rates are in the 40% to 75% range, depending on which research cited. There is a feeling of disconnect between many of the residents of these Islands and some of these commercial sports fishing lodges.

A review of this sector by ILMB should be requested.

32. Prepare a strategy for the development and maintenance of backcountry roads and trails.

Tourism and recreation stakeholders have indicated that some forestry roads are being deactivated without consideration to access of non-timber values. At the same time, the many trails on the Islands with recreation and tourism values are suffering from a lack of maintenance and upkeep. MOFR, through a variety of means, has managed to source limited funds for summer crew work, but this approach is likely unsustainable over the long term. The tourism and recreation values enabled by the trail and road network could be enhanced rather than lost if a plan were prepared that matched resources with those areas with the highest values and therefore the greatest opportunity for generating community benefits. Opportunities to develop new trail systems, include employment opportunities as guides, and other services required to facilitate a rewarding backwoods experience. Protocol dictates the steps required to gain Island community support.

### 4.2.3 Commercial Fisheries

The commercial fishery on the Islands has declined dramatically over the last two decades, and more recent changes in fisheries management (such as new ground fish quotas) has only deepened the troubles facing local harvesters and processors. Yet a considerable amount of effort in terms of resource and coast marine planning continues to be expended by industry members, individuals, bands, CHN and other committees and sector groups. The economic development activities outlined below are presented from the perspective of support and encouragement for the leadership already being shown by stakeholders. There is not intention of duplicating existing efforts and successes but instead a desire to compliment and expand.

***Objectives:***

- ▶ Increase the number of community quotas.
- ▶ Expand commercial shellfish aquaculture production.
- ▶ Increase on-island commercial access to local seafood supply.
- ▶ Establish a HG/QCI-HG/QCI brand for quality seafoods.

***Strategies:***

33. Work with communities to expand community quota harvests.

Some existing quotas (for example roe-on-kelp) are not being fully utilized and may benefit from being combined into a larger operation. More importantly, DFO had at one time intended community quotas to share an allotment of the total allowable catch for the region, although it never happened.

Further research and a position paper on community or communal licences should be prepared using the CDQ (community development quota) program of western Alaska as a model. The program was established in 1992 to assist in the social and economic development of coastal villages in rural western Alaska. Original allocations were made for pollock, but over time halibut, sablefish, crab, and ground fish were added. CDQ holders in Alaska immediately forged relationships with local processors, a condition that could be easily duplicated on HG/QCI.

34. This initiative may want to consider a larger scale approach to community quotas by collaborating with other coastal BC communities. In Alaska, community leaders created the Gulf of Alaska Coastal Community Coalition which sought a solution to gain access to quota for small communities.
35. Provide strategic economic impact information to community groups to assist with lobbying efforts.

Local groups or communities are limited in their ability to undertake pre-feasibility and basic resource analyses that are often required to negotiate with government agencies and carry out lobbying campaigns. Gaps can be filled by hiring outside consultants, but usually at a much higher cost than if a local economic development office were able to provide even preliminary research.

36. Work with commercial fishers and processing plant operators to improving their competitiveness.

Work with local fishers and processor to maximize the local catch that is landed through identifying cost saving measures, e.g. shared shipping, and joint cold storage development, that will allow Islands based processors to compete equally on price with mainland based processors.

37. Provide logistical support to communities for expanding local seafood production.

This support could come in several areas. The Haida and Turning Point Initiative are investigating shellfish aquaculture facilities in Old Massett and Skidegate that would add considerable capacity to the local seafood industry.

Another area of need to locate funding for research, pilot projects and business development. Identified projects include the following:

- Strategic support for several pilot commercial aquaculture projects that may be coming on stream in the near future, including scallops and oysters.
- Exploring the feasibility of roe-on-kelp, butterfly/razor clam and other underutilized species harvests.
- Exploring commercially viable uses for by-product waste.

38. Assist local licensed processors with locally marketing local seafood to visitors.

39. Investigate the market potential for increased margins for processors by creating and operating a HG/QCI branding program.

#### 4.2.4 Agriculture Sector

***Objectives:***

- ▶ Increase sources of on-island food supply.
- ▶ Increase the area of land used for food production.

***Strategies:***

40. Provide market and research assistance that will increase the local production of food products.

There is a limited amount of local food production on the Islands, mainly during the summer months from home gardens and small-scale production sold through the farmers' market. Expanded production could lower the cost of fresh produce in the growing season and potentially lead to new processing opportunities for export. A hydroponic greenhouse was successfully piloted in Sandspit and the concept could be expanded to incorporate the ample supply of wood residues as a source of heat. Community Futures has been involved supporting a local entrepreneur with processing the local mushroom harvest. There are many other opportunities for value-added products, but as with forestry and fisheries the ability of local entrepreneurs to create viable commercial operations is limited by lack of capital, marketing, transportation options and human resources. These opportunities could be supported by providing local producers with better access to market and research information.

### 4.3 Community Marketing

Haida Gwaii/Queen Charlotte Island is a rural region, with a limited business, entrepreneur and investor base. Many opportunities will require investment and partnerships, both public and private, from outside the region. In addition, almost all resource production goes to external markets while tourism relies on the spending of off-Islands visitors. In light of these factors, there is a need to promote the region in an articulate, cohesive and professional fashion. This will help attract new investors and companies who will bring with them new jobs and economic diversification.

The recruitment and attraction process involves marketing the region to prospective residents or investors, enticing them to set up shop utilizing such things as market research, promotion, assistance in finding land and obtaining permits, and use of financial incentives. Most communities engage in these activities to some extent.

***Objectives:***

- ▶ Create a Haida Gwaii brand suitable for marketing island resources to the world.
- ▶ Increase investor interest and enquiries.
- ▶ Attract new investment, business and workers into communities.

***Strategies:***

41. Secure funding assistance for early-stage marketing activities.

NDI Trust is exploring a new policy to fund business and investment attraction efforts for communities in the north. The Community Business Investment Attraction Program is meant to coordinate investment attraction among Trust communities with Invest BC programs and resources. In terms of funding, NDI intends to negotiate a \$10 per capita grant based on Census population data. This could provide approximately \$50,000 in funding for a HG/QCI investment attraction program.

The federal Community Investment Support Program (CISP) is intended to help Canadian communities develop the tools to attract, retain and expand foreign direct investment (FDI), by providing up to 50 percent of eligible costs. Application should be made to this program for funding assistance.

42. Create a Haida Gwaii brand for use in community and industry marketing.

HG/QCI has an special opportunity to incorporate its unique cultural, heritage and natural identity into a brand that could be utilized to market communities, tourism services and a whole variety of products and services. This brand would not promise typical business advantages such as low business costs because these do not constitute the unique selling proposition, which rather consist of a sense of place that already enjoys widespread public awareness. In many respects, this brand could not be duplicated by other, competing regions and so would constitute a competitive advantage.

43. Develop a set of early-stage marketing tools.

It will take several years before the IEDO will have the capacity to engage in

marketing attraction activities. Once the brand identity is established and target markets identified, a set of marketing tools should be developed and scaled to suit the resources available for implementation. In the early years, this will include web site development and investment guide.

44. Pilot a direct recruitment campaign.

A direct recruitment campaign in BC or Alberta would be an effective way to gauge awareness and interest levels in HG/QCI among particular target markets. As an example, it is known that the Islands are attracting more amenity migrants from urban areas. Amenity migrants are those people moving into rural areas and small communities in pursuit of an improved lifestyle, specifically to be in close proximity to the natural environment. Many are retired or semi-retired. They bring disposable income, increased demand for services, fuel the non-profit sector, contribute to volunteerism and donate to the arts and social services. The economic activity they generate provides opportunities for youth and new workforce entrants. In short, amenity migrants can help diversify the economic base and stabilize communities.

#### 4.4 Human Resource Development

HG/QCI has a population with a young average age and many youth ready to enter the labour force in the years ahead. There are many resource jobs on the Islands that are going to non-residents, purportedly because of local skills shortages. Similarly, anecdotal information is indicating that some service jobs on the Islands cannot be filled locally. Yet, unemployment is relatively high. The conditions appear to indicate a severe mismatch between labour supply and labour demand, attributable, in part, to a lack of workforce readiness, education attainment and skill development. If the economic development strategy is implemented, even in a partial way, the impact will be an increase in the number of skilled jobs in forestry (both harvesting and planning), wood processing, value-added wood products manufacturing (including marketing and management) tourism accommodation, tourism services and arts and crafts production and marketing. Unless there is greater workforce readiness, economic expansion in any sector may well worsen the discrepancy between labour supply and demand, rather resolve it. The small population base and the distance to public post-secondary training facilities, creates challenges for post-secondary education that are particular to HG/QCI. In addition, the small number of larger employers means there are very few employers to encourage and assist individuals with obtaining post-secondary training and with reintegrating into the workforce.

##### 4.4.1 Skills Inventory

**Objectives:**

- ▶ Prepare a labour force skills inventory and labour market assessment within 18 months.

**Strategies:**

45. Establish a labour task force of key employers representing a variety of sectors and prepare a labour force skills inventory and labour market assessment for the HG/QCI jointly with Services Canada.

#### 4.4.2 Training Programs

*Objectives:*

- ▶ Generate and retain 100 newly skilled individuals working on HG/QCI in the next five years
- ▶ Produce 10 HG/QCI graduates annually from specialized skills training, e.g. heavy equipment operators
- ▶ Produce 10 HG/QCI graduates annually from trades
- ▶ Produce 10 HG/QCI graduates annually from technologies
- ▶ Produce 10 successful HG/QCI graduates annually in college diploma programs – entering
- ▶ Produce 10 successful HG/QCI graduates annually in University programs

*Strategies:*

46. Continue and expand tailored specialized skills program for worker development linked with key employers in the region particularly in forest harvesting sector, sport fishing charters, construction, and wood processing.

Jobs are available annually in sectors that continue to hire off Islands residents possibly indicating a lack of skills workers available locally. To change this pattern will require a number of things to change including sufficiently training a number of locals to fulfill the seasonal jobs.

47. Establish funded (for the individual) linked programs in the trades for Islands residents to participate in trades training in the Northwest and return to active positions on the Islands.

There is a need for skilled trades' people on the Islands particularly in the areas of heavy duty mechanics, welding, auto body, mechanics, carpentry, plumbing, heating, electricians and many other construction trades.

Two of the key challenges that need to be addressed are:

- the requirement for trades training off the Islands, and
- the bulk of small businesses that find it difficult to provide consistent employment for apprentices.

48. Establish funded (for the individual) linked programs in the key required technology areas for Islands residents which are linked to active positions on the Islands for seasonal work experience.

Similar to trades, there are a small number of specialized technologists in demand on the Islands particularly in forestry, post wood harvest technologies, natural resource management, shell fish aquaculture and health fields.

49. Negotiate with the province to reallocate the Central Coast Trust Fund monies to the HG/QCI for training and capacity building. The Trust Fund should also be

amended to allow for community funding without matching dollars for special circumstances such as the Charlottes.

These funds could be focused on the strategies outline for specialized skills, trades and technologies training where numerous proposals and research have been completed including:

- Wood Manufacturing Technology Training Centre, Business Plan Proposal (Torgerson & Associates)
- Wood Products Design Proposal (Haida Gwaii/Queen Charlotte Islands Community Skills Centre)
- Forest Industry Training Centre Feasibility Study (Sitka Solutions Inc.)

There needs to be established a mentoring process, so that trainees “get to test drive” the field in which they are interested in. This process could well facilitate a relationship that is readily accessible, even after training has been completed. The mentor may be of assistance in the job search process as well.

50. Continue to encourage the students that want to pursue university education particularly in fields connected to the economy of the region including providing seasonal work in the field of choice, e.g. tourism, forestry, marine biology, business management, local government, etc.
51. Establish a “mother hen” service to link individuals to post secondary education and reconnect them back onto the Islands for seasonal jobs and full time job placements once they obtained their certified training.

## 5 Implementation

In economic development practice, the process of implementation is as important as identifying and weighing the available strategic alternatives. Implementation is applying resources to accomplishing strategy alternatives through a series of administrative tasks. In this report:

- strategies have been researched for their reasonableness given economic, market and government policy conditions; and
- considered for their alignment with community goals, values and capacity.

The Terms of Reference for the Community Viability Steering Committee (CVSC) and stakeholder feedback during the community meetings underlined the importance of implementation of the Strategy. Some attempts have been made in the past, for example through the Islands Community Stability Initiative (ICSI) and the Heritage Tourism Strategy, to implement economic development strategies through a cooperative regional effort. For a variety of reasons, including a lack of resources and a lack of organization, these initiatives have been unable to progress past the planning phase, even though community support has been strong.

A major problem, and one that is common throughout BC, is the absence of a properly organized and resources implementing body. There is little capacity for Islands-wide economic planning, for accessing government programs, for researching the feasibility of ideas, for lobbying effectively or for assisting individuals, businesses and communities with economic transition assistance.

Individual communities such as Old Massett and Skidegate have economic development offices and are able to follow through on their initiatives, while others have managed to conduct community surveys and strategic plans through volunteer effort alone. In spite of these positive efforts, the process of economic development as it now stands remains patchy and inconsistent at the local level, and effectively unable to act upon issues and opportunities at the regional level.

The majority of economic barriers and opportunities discussed in the LUP framework are regional in nature. In some ways, planning for economic development is similar to planning for land use, in which higher level policies give direction to regional goals and objectives, which eventually filter down to landscape level strategies. The regional plan is critical because it gives context and direction to lower level on-the-ground planning.

In economic development, it is equally important to have a regional “context” that links communities together on common issues such as infrastructure, investment attraction, human resource development and government lobbying. Regional action is encouraged in areas where cooperation amongst communities matters most, while still allowing those same communities to identify and act upon initiatives for their own interests.

This section presents an action plan for organizing, resourcing and monitoring a body that will be responsible for implementing the plan.

### 5.1 Community Viability Strategy

The Community Viability Strategy (CVS) will require the combined support of the CHN, local governments, bands and senior levels within the province and Ottawa, in association with their agencies and the community, if it is to be effective. The content of this Strategy was created through the active involvement of community stakeholders and reflects the values, interests and expectations expressed in

the planning process. For it to succeed, an “organization” will be required with sufficient commitment of resources, the ongoing support of elected officials and staff, and a sustainable model of delivery.

A single Islands wide economic development agency is required because many of the economic development issues are common across all communities on the Islands. The combination of the small population base, limited volunteer capacity and the significant diseconomies of scale significantly hamper the financial viability, of operating multiple economic development agencies. The resources (both volunteer and financial) are spread thinly across multiple organizations thus limiting the quality of individuals who can be retained to implement the often complex strategy components. This will be a complex task because it calls for the participation of existing organizations, systems and individuals.

The benefits are substantial if resources (particularly board volunteers, management staff and office infrastructure) can be effectively and efficiently combined. Fulfilling this objective will require rolling together Community Futures Development Corporation (CFDC) HQ, and the Gwaii Trust Board with new additional mandated authority, responsibility and resources.

This new organization should take a number of different forms. A simple secretariat that contracts for economic development services with the local CFDC is the approach used in Merritt, Houston, Revelstoke and other BC communities. The majority of economic development offices in the province are stand-alone legal entities empowered to directly engage in development activities. Whichever model is chosen, it is critical that the resulting agency have the mandate to act, and to own and manage capital assets and real property.

***Objectives:***

- ▶ Establish a single Islands-wide economic development agency under the auspices of the Community Viability Strategy Committee (CVSC), or possibly Protocol/Community Leaders group.
- ▶ Begin operations in September 2007.
- ▶ Obtain participation of key economic development and community partners.

***Strategies:***

52. Approve the adoption of this plan by the CVSC.
53. Approve and establish the CVSC, or the Protocol/Community Leaders group, as the implementing authority for the community viability strategy.
54. Prepare a new constitution and policies and procedures for the CVSC.

The constitution needs to provide sufficient legal and accounting authority for the practice of economic development.

55. Obtain official support and participation of member organizations in CVSC.

This may include CVSC member organizations preparing appropriate by-laws, Band Council resolutions, or motions to establish a regional economic development function, organization, and resource allocations.

56. Seek transitional funding from the provincial government.

This funding should be in the amount of \$400,000 to be used over a four-year period for operations.

57. Make application to senior government agencies for core funding and project funding support.

Some project specific funding suggestions have been made in this plan. Other agencies should be approached for assistance in providing core funding.

58. Prepare a local funding and financing strategy.

This will initially provide \$100,000 annually for operating the economic development agency during its first four years. Local and regional government must identify options for funding a significant portion of CVSC activities from local sources. This may include ongoing funding from Gwaii Trust, some form of business tax, an economic development tax bylaw, or some other form of resident or community business support.

59. Request appropriate government staff to propose options for sharing of stumpage revenues.

This could come from a portion of the HG/QCI timber harvest with local interests and could be used for long-term core funding support for CVSC directly or through a related trust.

60. Establish an economic development office.

61. Hire staff positions.

## 5.2 Annual Planning

Moderate to significant time commitments will be required to implement this plan. The plan is also meant to be a document of change and will, itself, be subject to amendments and updates as initiatives are implemented and economic conditions evolve. It is therefore important that CVSC set priorities within the document. We have prepared the following guidelines to help with this process:

- The initiatives in the Chapter 5 are all considered important and there is no implied prioritization by the order in which they are presented.
- Each section has some strategies that should be pursued immediately, while others should be deferred. For each strategy, we have suggested start dates for the first three years of operation.
- Generally, actions within each strategy are meant to be implemented in the order presented.

Priorities are often affected by the commitment expressed by key partners. How successful the CVSC is in attaining its goals and objectives depends on how fruitful its partnerships are – the more partners involved in implementation, the more that can be accomplished. If key partners are unwilling to participate in a specific strategy, then the priority for that may drop.

### ***Objectives:***

- ▶ Develop annual work plans to guide current year activities.

### ***Strategies:***

62. Prepare a work plan for the next fiscal year based on this Strategy, using the summary tables in section 5.7.

### 5.3 Communications

A communications program will be needed to keep the public and stakeholders informed, sustain their interest and encourage participation. A priority communication need is establishing realistic expectations for the strategy in the short-term. This is best achieved by outlining the work plan that will be undertaken and linking these to a set of expected outputs.

***Objectives:***

- ▶ Create Islands-wide awareness of the CVSC and understanding of the Community Viability Strategy.

***Strategies:***

63. Use existing communications tools to inform the community.

This will be used to inform the community on economic development goals and planning.

### 5.4 Leadership Development

***Objectives:***

- ▶ Within one year, have a fully functioning board for the economic development agency with the leadership capacity to effectively engage in implementing the economic development plan.

***Strategies:***

64. Implement a leadership program for CVSC member organizations, board positions and staff.

CVSC is made up of volunteer members, with both personal and local government responsibilities, who are already occupied with full time job positions or other volunteer responsibilities. Implementing this plan will place an enormous burden on the board members, who will be responsible for leading the way in developing a cooperative and collaborative relationship amongst participating communities. The ability of the board to lead and maintain support for the plan will be the single most important factor in the success, or failure, of this planning effort. That a regional economic development office has never been successful, let alone attempted, on HG/QCI is fair warning of the challenge ahead.

### 5.5 Local Governance

During the consultation process, the issue of Island governance for Haida Gwaii, was frequently raised. Current jurisdictions for the HG/QCI include municipal, band, regional district, Council of Haida Nation, the province, and Ottawa. Each of these aforementioned bodies have differing levels of specific legislated mandates and functions. At this time, the issue of local governance has not progressed past the concept phase, and if it were to proceed as an action item in this plan the emphasis would have to be on establishing some clarity on mandate and responsibilities. Suggestions received during the consultation process ranged widely from areas of municipal governance (for example, the formation of a new regional

district to regulate land use on private land) to the outright management of Crown land resources, which is the jurisdiction of the provincial government.

The effective implementation of the overall economic development plan is not dependent on establishing a new form of local governance. However, it is recognized that reinvigorating the economy and communities of HG/QCI may be facilitated with a new form of local governance and that the potential for this should be explored.

***Objectives:***

- ▶ Determine the level of support and interest in examining Islands-wide governance.
- ▶ Review Islands-wide local governance options, their respective strengths and weaknesses, and their respective costs and benefits.
- ▶ Seek consensus amongst local governments regarding their support of Islands-wide governance.

***Strategies:***

65. Prepare a comprehensive review of the potentials for Islands governance.

Have the CVSC prepare a terms of reference for a comprehensive view of the options for Islands-wide governance to include all existing levels of government. This would include engaging HG/QCI's current governance providers and residents in a systematic discussion on Islands-wide governance.

Once the report is completed, communities can initiate a dialogue on Islands governance between current governing bodies and their constituents, focused on building consensus and preparing recommendations for current HG/QCI governments/jurisdictions and senior levels of government. Ultimately, a referendum to HG/QCI would identify the level of interest in Islands-wide governance.

## **5.6 Monitoring**

***Objective:***

- ▶ Generate strategic information on implementation progress that will allow CVSC to prepare annual plans.

***Strategies:***

66. Monitor plan implementation and evaluate effectiveness of projects.

## 5.7 Action Plan

The implementation of the economic development strategy will require adequate financial resources and the organizational capacity for execution.

The CVSC as it is presently constituted has neither the funding nor the staff resources to move forward with implementation. Local and regional government does not have this capacity either. Given these facts, our approach to assigning roles and responsibilities in the following action plan is as follows:

- We have assumed that an economic development office (EDO) will be established. The majority of tasks in this report are given to hired staff.
- The CVSC will play a support role to the EDO on those tasks requiring an extra level of coordination and integration with community partners.

### Acronyms:

<b>AAC</b> Alliance of Arts and Culture	<b>ILMB</b> Integrated Land Management Bureau
<b>BCAC</b> BC Arts Council	<b>LBC</b> Linx BC
<b>BCF</b> BC Ferries	<b>LUP</b> Land Use Plan
<b>BCH</b> BC Hydro	<b>MEM</b> Ministry of Energy and Mines
<b>BCREF</b> BC Real Estate Foundation	<b>MoFR</b> Ministry of Forests and Range
<b>CVSC</b> Community Viability Strategy Steering Comm.	<b>MoT</b> Ministry of Transportation
<b>HGTA</b> Haida Gwaii Tourism Association	<b>NWDC</b> Nai Kun Wind Development Corp.
<b>HPA</b> Haida Power Authority	<b>NSIS</b> Northwest Science and Innovation Society
<b>ISP</b> Internet Service Provider	<b>SQCRD</b> Skeen Queen Charlotte Regional District
<b>LRG</b> Local and Regional Government	<b>TBC</b> Tourism BC
<b>IBC</b> Invest BC	

### Symbol

#### Keys:

- ◆ task is completed within that year
- ▶ task is ongoing throughout the 5 year plan horizon

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
1. Establish a transportation task force.	<ul style="list-style-type: none"> <li>▪ Establish a transportation task force to oversee this portion of the strategy and action plan.</li> </ul>	CVSC			◆	
2. Improve communications with BC Ferries.	<ul style="list-style-type: none"> <li>▪ Request a <u>visitor</u> economic impact study be done for the Prince Rupert to Skidegate run.</li> <li>▪ Quantify and document costs and benefits of improved services.</li> <li>▪ Prioritize the need for increasing investments in and becoming more innovative in the reservation system, vessels and foreshore infrastructure, especially docks.</li> </ul>	EDO	BCF		◆	
3. Seek changes to the ferry reservation system to increase capacity utilization and service efficiency.	<ul style="list-style-type: none"> <li>▪ Quantify impacts with a ferry user survey. This could be coordinated with the economic impact study suggested above.</li> </ul>	EDO	BCF		◆	
4. Investigate private ferry services for HG/QCI.	<ul style="list-style-type: none"> <li>▪ Commission a pre-feasibility analysis of the regulatory and economic factors, and potential community support, for a private service.</li> </ul>	EDO				◆
5. Expand commercial freight services.	<ul style="list-style-type: none"> <li>▪ Initiate discussions with More Marine Ltd. regarding their response to capacity and regularity of service.</li> <li>▪ Document demand and opportunity costs.</li> <li>▪ Identify opportunities for backhaul opportunities.</li> </ul>	EDO		▶	▶	▶
6. Monitor Prince Rupert port development for opportunities on HG/QCI.	<ul style="list-style-type: none"> <li>▪ The Port of PR has proposed a barge service to HG/QCI.</li> <li>▪ Monitor news releases and commencement of new services.</li> <li>▪ Market these to local businesses.</li> </ul>	EDO			◆	
7. Assess demand and financial options for enhanced transit services to allow the more efficient flow of workers and families.	<ul style="list-style-type: none"> <li>▪ Undertake a pre-feasibility study outlining the costs and benefits of expanded transit services.</li> <li>▪ If there is a positive outcome to the pre-feasibility study, then prepare a transit strategy.</li> </ul>	LRG				◆
8. Cooperate with other island agencies to implement Community Electricity Plan recommendations.	<ul style="list-style-type: none"> <li>▪ Monitor CEP progress.</li> <li>▪ Identify a role for the CVSC for possible implementation responsibilities.</li> <li>▪ Conduct research on renewable energy sources on the</li> </ul>	HPA BCH		▶	▶	▶

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
	islands.					
9. Support sustainable, green energy pilot projects.	<ul style="list-style-type: none"> <li>▪ Create a research and communications file on green energy that will include news and events by relevant agencies such as BC Hydro’s Green and Clean Power program (<a href="http://www.bchydro.com/environment/greenpower">http://www.bchydro.com/environment/greenpower</a>), the BC Energy Plan (<a href="http://www.energyplan.gov.bc.ca/">http://www.energyplan.gov.bc.ca/</a>) and resources available from non-government organizations such as the Pembina Institute (<a href="http://www.pembina.org/index.php">http://www.pembina.org/index.php</a>) which recently released a fact sheet on alternative energy potential in BC.</li> </ul>	EDO		▶	▶	▶
10. Maximize benefits from the Nai Kun Wind Project.	<ul style="list-style-type: none"> <li>▪ Request a debriefing from the Haida Power Authority on economic benefits agreements they intend on negotiation with the proponent.</li> <li>▪ Prepare a list of suggested socio-economic and socio-community mitigation strategies that the Islands can present to the proponent. This should include: <ul style="list-style-type: none"> <li>▶ Training opportunities</li> <li>▶ Employment and contractor employment thresholds</li> <li>▶ Environmental and marine monitoring</li> </ul> </li> <li>▪ Enterprise facilitation (i.e. developing more local businesses to take advantage of contract opportunities)</li> <li>▪ Strategies for supplying the local power grid</li> <li>▪ Participate in Environmental Assessment public hearings to monitor developments and communicate expectations for socio-community benefits.</li> <li>▪ Develop a communications strategy to reinforce these needs with the proponent outside of the EA process.</li> </ul>	HPA NWDC				◆
11. Increase access to reasonably-price and reliable telecommunications services.	<ul style="list-style-type: none"> <li>▪ Create an IT task force with representation from communities, existing Internet Service Providers (ISPs), the Northwest Science and Innovation Society (NSIS), and the SQCRD.</li> <li>▪ Explore VOIP (Voice Over Internet Protocol) options through local ISPs as an alternative to expensive long distance calling.</li> <li>▪ Prepare a business case for expanded services.</li> </ul>	EDO	NSIS ISPs			◆

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
12. Identify sources of new development lands.	<ul style="list-style-type: none"> <li>▪ Review existing OCPs and settlement plans and ensure future demand can be met by supply.</li> <li>▪ Ensure LUP allows for future settlement, commercial and industry land needs.</li> </ul>	EDO	ILMB			◆
13. Transfer Crown lands to local and regional government for housing and economic development purposes.	<ul style="list-style-type: none"> <li>▪ Meet with MAL to identify allocation and disposition opportunities.</li> <li>▪ Create a land bank of developable properties.</li> </ul>	CVSC	RFBC			◆
14. Study the feasibility of a land development corporation.	<ul style="list-style-type: none"> <li>▪ Study other communities who have been involved in land development to identify good practices and models. The District of Mission has successfully operated a land development corporation for many years.</li> </ul>	EDO	RFBC			◆

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
15. Leverage proposed community forest tenures into a long-term economically viable licence.	<ul style="list-style-type: none"> <li>▪ Collaborate on cost sharing planning and operations.</li> <li>▪ Investigate the history and evolution of the business model of other community forests such as Revelstoke and Burns Lake. In the case of Burns Lake look into the recent resource sharing arrangement between the community and the area’s First Nation licence holder under their community forest.</li> <li>▪ Participate within the Community Forest Association network in the province. This organization has become a leader in sharing and assisting Community Forest organizations in understanding issues and connecting key players.</li> <li>▪ Work with the Ministry of Forests to determine a physical area for the Community Forests that includes consideration for timber values and appropriate annual volume requirements for viability. Also investigate other values the community forest would aspire to such as managing botanical products and land based tourism.</li> <li>▪ Either individually or collectively, build support among key community stakeholders and confirm a development structure that is satisfactory to key participants in the Community Forests.</li> <li>▪ Establish a management and community vision for the Island’s community forest organization(s).</li> <li>▪ After initial start-up and confirmation of the viability of operations begin to explore how the Community Forest can work to strength and expand local wood processing activities.</li> </ul>	CHN Local Govt	MoFR	◆		

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
16. Request the Ministry establish BCTS timber pricing and sales policies that are more reflective of local conditions.	<ul style="list-style-type: none"> <li>▪ Submit a request to the MoFR and BCTS requesting the following:                             <ul style="list-style-type: none"> <li>▶ that BCTS have staff determine how much of their 2nd growth is effectively inoperable under current policy, and how much more might be available if a more sensitive pricing scheme were implemented. Some of the more important factors that influence sales should be considered, distance from market, species profiles/grades and other factors.</li> <li>▶ that the stumpage system be studied for its affects on the lack of development of the second-growth Sitka spruce stands on HG/QCI. (Cortex and Himark 2004)</li> <li>▶ that variable cost pricing be allowed on all sales to discourage no-bid results, especially on upcoming sales on Moresby Island.</li> <li>▶ that bidders have access to export similar to other areas on the coast where there is blanket opportunity to export up to 35% of their volume. This allows licensees to sort and sell a significant component of their volume to export markets through brokers, which in turn lowers their risk in bidding and will bring higher bid prices. HG/QCI would then have a competitive advantage serving Asian, especially Japanese, markets. (Stennes and Wilson 2000)</li> </ul> </li> <li>▪ As recommended in the Strathinnes report:                             <ul style="list-style-type: none"> <li>▶ Develop quick approval procedures for small volume applications.</li> <li>▶ Internally evaluate procedures and performance and determine a more effective way of ensuring bids are issued on a regular and timely basis.</li> </ul> </li> <li>▪ Evaluate the feasibility of removing the “haul allowance” on a set portion of the AAC to encourage more local purchases.</li> <li>▪ Ensure BCTS sales are tendered locally, with smaller sales and deposit requirements, in close proximity to communities.</li> <li>▪ Remove excessive layers of consultation with an approval “gating” process – eliminate referrals once road permit is approved.</li> <li>▪ Streamline and simplify the salvage wood program, ensuring simple, quick approvals, access to single stem or small volumes in sensitive areas and a sensible distribution of salvage opportunities among local business.</li> </ul>	CVSC	MoFR BCTS	▶	▶	▶

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
17. Promote opportunities in value-added niches with the potential for long term competitiveness.	<ul style="list-style-type: none"> <li>▪ Promote opportunities in which competitive advantages exist, including Sitka spruce products, artisan production, log homes, shakes and shingles and veneer slicing.</li> <li>▪ Follow-up on specific recommendations contained in the Luke report, specifically pre-feasibility assessments of the following opportunities:                             <ul style="list-style-type: none"> <li>▶ Musical instrument components</li> <li>▶ Log and timber framed homes</li> <li>▶ Nursery greenhouse</li> <li>▶ Custom cut cedar mill</li> </ul> </li> <li>▪ Ensure existing opportunities for woodlots are taken advantage of – six to seven woodlots of approximately 1,600 m<sup>3</sup> per are available. An alder woodlot is also possible.<sup>2</sup></li> </ul>	EDO		▶	▶	▶

<sup>2</sup> Personal communication, Len Munt, (250) 559-6200.

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
18. Investigate the feasibility of piloting a new forestry financial model on HG/QCI.	<ul style="list-style-type: none"> <li>▪ In cooperation with the Forest District create a five year pilot model that attempts to generate net benefits to the province and HG/QCI while harvesting the timber profile. Such a model would require considerable planning and negotiations but might consider the following components:                             <ul style="list-style-type: none"> <li>▶ BCTS to sell annually timber that reflects average timber profile for old growth and second-growth stands.</li> <li>▶ Major licensees to harvest timber profile.</li> <li>▶ Establish the upset stumpage value for each timber sale at \$0.25 and allow the log market to establish the final stumpage value.</li> <li>▶ Current utilization standards by species and grades apply, as does current waste billing.</li> <li>▶ Export allowance to increase to 35%, similar to levels authorized elsewhere in the province.</li> <li>▶ Review how export allowance in Kalum and Kispiox has affected timber values.</li> <li>▶ Stumpage earnings to flow directly into a HG/QCI stumpage fund.</li> <li>▶ Costs to administer and reforest the sales are paid from the stumpage fund.</li> <li>▶ The program to be established with government start-up capital.</li> <li>▶ Run the program for a minimum of five years to average annual fluctuations in log values and to allow new market forces to become established.</li> <li>▶ BC Timber Sales staff will manage the stumpage account and provide forestry expertise.</li> <li>▶ If, upon program assessment, the costs are higher than the stumpage received, then for this market period, a portion of the HG/QCI forests cannot be logged and reforested economically and therefore should be removed from the working forest.</li> </ul> </li> </ul>	CVSC	MOFR CHN Local Govt		◆	

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
19. Encourage the development of a viable NTFP industry.	<ul style="list-style-type: none"> <li>▪ Some form of licensing or permits to regulate the number of pickers.</li> <li>▪ Payment of a nominal fee for residents and a much higher fee if off-islanders are permitted to come here to harvest.</li> <li>▪ These fees would be used to investigate market potential and examine the economics of the development of future products.</li> <li>▪ Formation of a NTFP advisory board to oversee the harvesting and marketing of the products.</li> </ul>	EDO			▶	▶
20. Prioritize forest research.	<ul style="list-style-type: none"> <li>▪ Submit a request to the MoFR and BCTS requesting the following:                             <ul style="list-style-type: none"> <li>▶ that the additional economic rent from labelling and marketing timber from certified sustainable managed forest lands be researched and explored for commercial value, perhaps through a pilot project with Haida participation.</li> <li>▶ that the use of lower quality logs not suitable for export be researched.</li> <li>▶ that the legalization of property rights for NTFP be studied as an effective route to commercialization.</li> <li>▶ that the future local market for wood products be quantified to encourage the substitution of imports by local manufacturers.</li> <li>▶ that the economic use of second-growth and waste wood be further researched.</li> </ul> </li> </ul>	CVSC	MoFR BCTS		▶	▶
21. Evaluate the feasibility of cooperative wood networks.	<ul style="list-style-type: none"> <li>▪ Review and evaluate past efforts at collaborating on a wood network on HG/QCI, including discussions in the 1990s on shared kilns and other shared initiatives by the Queen Charlotte/Haida Gwaii Wood Manufacturers Association.</li> <li>▪ Survey local operators for their interest level in cooperative models. This could include value-added peer group, a flexible network, cooperative marketing, a value-added manufacturing network, or a shared-use facility (incubator).</li> <li>▪ Seek strategic partners in helping to research and develop a model for HG/QCI.</li> </ul>	EDO	BC Wood			◆

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
22. Assess the feasibility of HG/QCI forest products certification.	<ul style="list-style-type: none"> <li>▪ Gather research on certification procedures among approving agencies. FSC - <a href="http://www.fsc.org/en/">http://www.fsc.org/en/</a> FSC (Canada) - <a href="http://www.fsccanada.org/">http://www.fsccanada.org/</a></li> <li>▪ Commission a pre-feasibility study on forest product certification, with specific attention to mechanisms for government financial incentives for improving forest stewardship. For example, some jurisdictions are providing tax incentives or stumpage rebates for practicing certified sustainable harvesting. The experience, costs and benefits of FSC certification in Clayoquot Sound could also be studied.</li> </ul>	EDO				◆
23. Develop better organizational capacity among the tourism industry.	<ul style="list-style-type: none"> <li>▪ Work with the HGTA to expand its membership and capacity for partnering on future tourism initiatives.</li> </ul>	EDO	HGTA	◆		
24. Apply for Tourism BC's Community Tourism Foundations Program.	<ul style="list-style-type: none"> <li>▪ Contact program representatives for program status and application information. (<a href="http://www.tourismbc.com/business_development">http://www.tourismbc.com/business_development</a>)</li> <li>▪ The HG/QCI Tourism Association has already made preliminary enquiries but have not submitted a formal application as yet.</li> </ul>	EDO	TBC	◆		
25. Update the Heritage Tourism Plan and incorporate destination and market development components.	<ul style="list-style-type: none"> <li>▪ If the Community Tourism Foundations Program application is not successful, the HTP should be targeted for updating and expansion. This can be done at very little cost and incorporated into the economic development annual planning.</li> </ul>	EDO	HGTA Chambers		◆	

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
26. Strengthen visitor services on and off the islands.	<ul style="list-style-type: none"> <li>▪ Prepare a visitor services plan that coordinates the Sandspit and Queen Charlottes VCs, stabilizes long term funding and expands the reach of visitor services. This would include:                             <ul style="list-style-type: none"> <li>▶ undertaking research on Bella Coola’s initiative to put a travel counsellor on the Discovery Coast Passage ferry, as part of their visitor services.</li> <li>▶ prepare a concept paper outlining costs, feasibility and role of BC Ferries, based on the Bella Coola concept.</li> <li>▶ investigate strategic alliances with VCs in Prince Rupert, Port Hardy and Bella Coola to build awareness of HG/QCI. This may include fam tours for counsellors, exchange of “How To” information and cross-marketing partnerships such as cooperative racking privileges.</li> </ul> </li> </ul>	EDO	Visitor Centres TBC		◆	
27. Develop a better understanding of local visitor markets on which to base product and market programs.	<ul style="list-style-type: none"> <li>▪ Devise a research plan around strategic alliances with agencies and institutions capable of providing guidance, expertise and resources. Options are:</li> <li>▪ University of Northern BC’s Resource Recreation and Tourism Program, which periodically undertakes visitor surveys. In 2006, UNBC conducted a survey of Bella Coola ferry visitors in cooperation with BC Ferries. (Hardy and Simic 2006)</li> <li>▪ Tourism BC Research Services will provide research assistance to communities on a fee basis, but survey research could be undertaken as part of the Community Tourism Foundations program, if HG/QCI were to enter that program (see next strategy).</li> </ul>	EDO	HGTA			◆

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
28. Provide assistance to new and existing tourism businesses to encourage more product development and professional service levels.	<ul style="list-style-type: none"> <li>▪ In cooperation with local business and the HG/QCI Tourism Association, coordinate delivery of Tourism BC business development programs:</li> <li>▪ Superhost training (<a href="http://www.tourismbc.com/superhost.asp?id=1222">http://www.tourismbc.com/superhost.asp?id=1222</a>)</li> <li>▪ Business Essentials workshops (<a href="http://www.tourismbc.com/business_development.asp?id=1252">http://www.tourismbc.com/business_development.asp?id=1252</a>)</li> <li>▪ Market opportunities to local operators. For example, the Prince Rupert Port Authority (Port) annually issues Request for Proposals (RFP), asking local tour operators to submit excursion packages that will be sold on all cruise ships calling on Prince Rupert next year.</li> </ul>	EDO			▶	▶
29. Assist in the development of the arts sector.	<ul style="list-style-type: none"> <li>▪ Assess the feasibility of an artists cooperative. The scope of the cooperative could be on marketing or it could include shared-use facilities, equipment and tools, and other professional development programs.</li> <li>▪ Review other cooperatives in BC, including the successful Wood Co-op on Granville Island. <a href="http://www.thewoodco-op.com/">http://www.thewoodco-op.com/</a></li> <li>▪ Host a meeting of artists to gauge the level of support and form an interim working group tasked with forming the cooperative.</li> <li>▪ Prepare a development concept outlining the mandate, structure, goals, budget and finances of the cooperative.</li> <li>▪ Sponsor a two or three workshops to create an understanding among local artists of the role of a coop and the commitment by individual members to keep it functioning.</li> </ul>	EDO		▶	▶	▶

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
30. Package and promote existing artists.	<ul style="list-style-type: none"> <li>▪ Publish a catalogue of art studios, art routes, hours of operation, etc.</li> <li>▪ Coordinate website development with the Visitor Centre and the proposed web portal.</li> <li>▪ Assistance for this initiative could be obtained from the BC Arts Council (<a href="http://www.bcartsCouncil.ca/">http://www.bcartsCouncil.ca/</a>) and the Alliance of Arts and Culture (<a href="http://www.allianceforarts.com/">http://www.allianceforarts.com/</a>).</li> </ul>	EDO	BCAC AAC			◆
31. Increase the local benefits from the fishing lodge sector.	<ul style="list-style-type: none"> <li>▪ It is recommended that the Community Viability Steering Committee consider requesting a formal, independent, and transparent review of the situation and report back to Islanders with the results, including an action plan to increase monitoring and enforcement if in fact this is found to be lacking.</li> </ul>	CVSC	Fishing Lodges	▶	▶	▶
32. Prepare a strategy for the development and maintenance of backcountry roads and trails.	<ul style="list-style-type: none"> <li>▪ Catalogue all roads and trails that provide access to critical resources and estimate the opportunity costs of deactivation.</li> <li>▪ Prioritize roads and trails with the best tourism and recreation values.</li> <li>▪ Use the trail and road inventories to prioritize new and future investments in trail loops and upgrades, and possibly hut-to-hut tours.</li> <li>▪ Develop a plan for trail upkeep and maintenance.</li> <li>▪ Develop trail classifications and signage.</li> <li>▪ Develop a trail map.</li> </ul>	EDO	MoFR TBC HGTA		◆	
33. Work with communities to expand community quota harvests.	<ul style="list-style-type: none"> <li>▪ Create a joint task force sub-committee to focus just on community marine resource quotas</li> </ul>	CVSC		◆		
34. Consider a larger scale approach to community quotas by collaborating with other coastal BC communities.	<ul style="list-style-type: none"> <li>▪ Enhance the links with other First Nations and coastal communities to formally work to obtain coast wide community quotas.</li> <li>▪ Organize initial meetings at other gatherings , e.g. UBCM</li> </ul>	CVSC	Regional District Other Tribal Authorities		◆	

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
35. Provide strategic economic impact information to community groups to assist with lobbying efforts.	<ul style="list-style-type: none"> <li>▪ Prepare standard economic impact equations for fish (and other sectors) and aquatic/marine harvesting.</li> </ul>	EDO	MED	◆		
36. Work with commercial fishers and processing plant operators to improving their competitiveness.	<ul style="list-style-type: none"> <li>▪ Establish permanent commercial fisheries working group</li> <li>▪ Set priorities and focus on short term attainable results</li> </ul>	EDO	Fish Process Sector Fishers	▶	▶	▶
37. Provide logistical support to communities for expanding local seafood production.	<ul style="list-style-type: none"> <li>▪ Assist where needed with logistic support</li> <li>▪ Assist with conducting feasibility analysis and business plan preparation</li> </ul>	EDO		▶	▶	▶
38. Assist local licensed processors with locally marketing local seafood to visitors.	<ul style="list-style-type: none"> <li>▪ Obtain commitment from local processors for a local seafood marketing program</li> <li>▪ Design a local marketing program</li> <li>▪ Obtain funding to implement the program</li> <li>▪ Evaluate the success of the program</li> </ul>	EDO	Chamber Tourism Operators		▶	▶
39. Investigate the market potential for increased margins for processors by creating and operating a HG/QCI branding program.	<ul style="list-style-type: none"> <li>▪ Investigate the success of other branding program</li> <li>▪ Prepare a cost/benefit analysis for a branding program</li> <li>▪ If positive, implement a branding program in key market niches</li> </ul>	EDO	Food harvesters & processors		▶	▶

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
40. Provide market and research assistance that will increase the local production of food products.	<ul style="list-style-type: none"> <li>▪ Improve access to government resources for encouraging more agri-food production.</li> <li>▪ Financial assistance - Producer organizations (e.g. marketing boards, the BC Agricultural Council, Investment Agriculture Fund, Farmers' Markets) and the private sector (e.g. banks, credit unions, equipment manufacturers, consultants) provide market, product, financial and business planning services and guides.</li> <li>▪ Information and miscellaneous services – BCMAFF offers services in the areas of food safety, crop insurance and participation in the Canadian Farm Business Management Program (CFBMP) which sponsors FBMIInet, a portal of business planning resources for commodity and value-added producers.</li> <li>▪ Federal services - The federal government and the private sector also participate in CFBMP, with a focus on development and implementation of national-level and multi-provincial projects and activities. Other federal service areas include farm debt mediation, trade advocacy and policy, supply management and food safety.</li> <li>▪ Consider a workshop series for producers, perhaps with a focus on exporting. The opportunities for food production are virtually limitless and local producers could benefit from more exposure to the potential in export markets.</li> <li>▪ Examine recent commercial kitchen feasibilities and cooperative work now being undertake by the BC Small Scale Food Processors Assn.</li> <li>▪ Broker involvement of entrepreneurs, farmers and food producers and even community health/poverty groups interested in creating access to a commercial kitchen.</li> <li>▪ Undertake a pre-feasibility analysis to determine project scope and potential.</li> <li>▪ Identify sources of arable land and crop potential.</li> </ul>	EDO			▶	▶

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
41. Secure funding assistance for early-stage marketing activities.	<ul style="list-style-type: none"> <li>▪ Monitor NDI’s development of the Community Business Investment Attraction Program and prepare an application for funding when the program commences. This will require the cooperation of the three incorporated communities who it appears will be prioritized for funding.</li> <li>▪ Confirm funding availability with the federal government’s Community Investment Support Program (CISP) for one or more of the following actions in this section. <a href="http://www.cisp.gc.ca">www.cisp.gc.ca</a></li> </ul>	CVSC	Local Govt	◆		
42. Create a Haida Gwaii brand for use in community and industry marketing.	<ul style="list-style-type: none"> <li>▪ Working with communities and interested sector representatives, devise, produce and deliver a complete branding package and implementation plan.</li> <li>▪ Hire a branding specialist to work closely with the community on a iterative process to define the brand.</li> <li>▪ Work closely with civic, government and business leaders.</li> <li>▪ Take an inventory of HG/QCI’s strongest differentiators. What is the distinctiveness of HG/QCI (not necessarily its features and benefits)?</li> <li>▪ Answer the question, What could people value about the HG/QCI brand?</li> <li>▪ Ensure the message is compelling and ownable.</li> <li>▪ Determine the brand building blocks, including visual and verbal brands (e.g. word mark, logo, art work, ad copy and design, web page layout, photos)?</li> <li>▪ Closely integrate the branding exercise with tourism stakeholders as they will be a major user.</li> <li>▪ Investigate the feasibility of extending the brand to local government use to maximize brand usage.</li> </ul>	CVSC	CHN Local Govt			◆

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
43. Develop a set of early-stage marketing tools.	<ul style="list-style-type: none"> <li>▪ Undertake development of a HG/QCI web portal. The portal would serve as the main entry to all civic, business, visitor and investor information on the islands. Prepare a business case for the web portal that can be used to develop local partnerships and raise funding.</li> <li>▪ Prepare a community investment guide that provides all the necessary information an entrepreneur or investor would seek before establishing a business on the islands. The guide could be prepared in digital form and displayed on the web portal.</li> </ul>	EDO	Local Govt		◆	
44. Pilot a direct recruitment campaign.	<ul style="list-style-type: none"> <li>▪ Establish a marketing task force as a sub-committee of the IEDO Board. The task force should identify a specific sector target, for example, amenity migrants, health care professionals or some other local need as a pilot recruitment project.</li> <li>▪ Short-list a preferred set of target markets, for example amenity migrants.</li> <li>▪ Seek out partnerships with other agencies for leveraging recruitment programs.</li> <li>▪ Partner with government agencies and non-government organizations (NGOs) who are in the business of attracting professionals into the community.</li> </ul>	EDO	Local Govt MED			◆
45. Establish labour task force.	<ul style="list-style-type: none"> <li>▪ Establish a labour task force of key employers representing a variety of sectors and prepare a labour force skills inventory and labour market assessment for the HG/QCI jointly with Services Canada.</li> </ul>	CVSC	School Dist., NW College, Band Education Coord.		◆	
46. Expand tailored specialized programs linked to key on Islands employers.	<ul style="list-style-type: none"> <li>▪ Establish a base line for current activities</li> <li>▪ Meet with key employers, and funders and enhance relationships between educators, employers and prospective employees</li> <li>▪ Establish an education contact group</li> <li>▪ Target 1 key sector each year for program start-up</li> </ul>	EDO	School Dist., NW College, Band Education Coord.	◆		

HG/QCI Community Viability Strategy – FINAL REPORT

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
47. Established funded linked to trades training.	<ul style="list-style-type: none"> <li>▪ Identify funds for trades training</li> <li>▪ Identify interested employers</li> <li>▪ Recruit interested individuals</li> </ul>	EDO	Chamber/ HRSDC School Dist	▶	▶	▶
48. Established funded linked to technology training.	<ul style="list-style-type: none"> <li>▪ Identify funds for technology training</li> <li>▪ Identify interested employers</li> <li>▪ Recruit interested individuals</li> </ul>	EDO	Employer s/ HRSDC	▶	▶	▶
49. Reallocate the Central Coast Trust Fund monies to the HG/QCI for training and capacity building.	<ul style="list-style-type: none"> <li>▪ Meet with appropriate Provincial bodies and successfully negotiate access to funding</li> <li>▪ Review and make recommendations on previous local research for training development centres</li> </ul>	EDO	Education Coord.	◆		
50. Continue to encourage students to pursue Univ. education.	<ul style="list-style-type: none"> <li>▪ Maintain the links between high schools and universities</li> <li>▪ Develop additional topical scholarships for Island Grads</li> </ul>	Principals	Business Local Gov't	▶	▶	▶
51. Establish a “mother hen” service to link post-secondary students with on Island employers.	<ul style="list-style-type: none"> <li>▪ Identify funding</li> <li>▪ Create a data base for post-secondary students to register with and on Island employers can use to identify potential employees</li> <li>▪ Establish a linking service as part of the summer employment coordination</li> </ul>	HRSDC Contractors & Education Coordinators	CFDC Chamber	▶	▶	▶
52. Adoption of the Plan by CVSC.	<ul style="list-style-type: none"> <li>▪ Committee approve the adoption of the plan.</li> </ul>	CVSC		◆		
53. Approve CVSC as the implementing authority for the community viability strategy.	<ul style="list-style-type: none"> <li>▪ Prepare a motion to be approved by CVSC</li> </ul>	CVSC		◆		
54. Prepare a new constitution and policies and procedures for CVSC.	<ul style="list-style-type: none"> <li>▪ Contract external services to prepare a simple, clear constitution, policies and procedures based on other regionally based economic development functions</li> </ul>	CVSC		◆		

HG/QCI Community Viability Strategy – FINAL REPORT

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
55. Obtain official support and participation of member organizations in CVSC.	<ul style="list-style-type: none"> <li>▪ Prepare a motion to be approved by each of the organizational bodies</li> <li>▪ Obtain approval of the motion from each of the separated elected bodies</li> </ul>	CVSC		◆		
56. Seek transitional funding from the provincial government.	<ul style="list-style-type: none"> <li>▪ Prepare a brief proposal to obtain \$400,000 in transitional funding for operation of the economic dev. agency</li> </ul>	CVSC		◆		
57. Make application to senior government agencies for core funding and project funding support.	<ul style="list-style-type: none"> <li>▪ Identify project priorities</li> <li>▪ Prepare project specific applications</li> </ul>	EDO	Project based partners	▶	▶	▶
58. Prepare a local funding and financing strategy.	<ul style="list-style-type: none"> <li>▪ Identify mechanisms for local financial participation in an operational funding formula</li> <li>▪ Obtain official commitment from each jurisdiction</li> </ul>	CVSC		◆		
59. Request appropriate government staff to propose options for sharing of stumpage revenues.	<ul style="list-style-type: none"> <li>▪ Identify appropriate provincial staff</li> <li>▪ Make a official request for stumpage revenue sharing options</li> </ul>	EDO		◆		
60. Establish an economic development office.	<ul style="list-style-type: none"> <li>▪ Identify appropriate space for the Ec. Dev. office with access to internet and telephone</li> </ul>	CVSC		◆		
61. Hire staff positions.	<ul style="list-style-type: none"> <li>▪ Prepare a job descriptions</li> <li>▪ Advertise</li> <li>▪ Select</li> <li>▪ Hire</li> </ul>	CVSC		◆		
62. Prepare a work plan for this fiscal year.	<ul style="list-style-type: none"> <li>▪ Using the identified priorities estimate time required by staff person</li> <li>▪ Through discussion with the governing committee, establish a time and objective based annual work plan</li> </ul>	EDO		◆		

HG/QCI Community Viability Strategy – FINAL REPORT

Strategies	Actions/Projects	Lead Role	Potential Partners	Timelines		
				2007	2008	2009-11
63. Use existing communications tools to inform the community on economic development goals and planning.	<ul style="list-style-type: none"> <li>▪ Prepare a short-term communications plan to raise awareness about the Strategy, its purpose and its goals. Key message elements include:</li> <li>▪ Create of an economic development “news” section in the Observer.</li> <li>▪ Promote economic events or programs related to the strategy through municipal, regional district and band websites.</li> <li>▪ Wherever possible, seek opportunities for joint communications with other partners and community organizations.</li> </ul>	CVSC		▶	▶	▶
64. Implement a leadership program for CVSC member organizations, board positions and staff.	<ul style="list-style-type: none"> <li>▪ Prepare a terms of reference for a board and staff leadership program to be used for hiring a leadership consultant.</li> <li>▪ Set a \$20,000 budget for a one-year program.</li> <li>▪ Issue RFP and hire consultant.</li> </ul>	CVSC	CHN Local Govt	◆		
65. Prepare a comprehensive review of the potentials for Islands governance.	<ul style="list-style-type: none"> <li>▪ Prepare terms of reference for an internal review.</li> <li>▪ Solicit the views and input of all local governments, including the Regional District.</li> <li>▪ Engage HG/QCI’s current governance providers and residents in a systematic discussion on Islands-wide governance.</li> <li>▪ Consider a referendum HG/QCI voters to identify the level of interest in Islands-wide governance.</li> </ul>	CVSC	Local and Regional Govt			◆
66. Monitor plan implementation and evaluate effectiveness of projects.	<ul style="list-style-type: none"> <li>▪ Establish a meeting schedule to include a checkup of any portion of the action plan falling within the time period.</li> <li>▪ Record changes in resources that will impact the strategy and alter strategy accordingly.</li> <li>▪ Conduct community public meetings or surveys on an as-needed basis to maintain community involvement and interest.</li> <li>▪ Conduct a case analysis of one major initiative annually.</li> </ul>	CVSC		▶	▶	▶