

Haida Gwaii/Queen Charlotte Islands Community Viability Strategy

Volume 2 – Appendices

Prepared for: Community Viability Strategy Steering Committee

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6 Appendix A - The Rationale for Regional Economic Development

6.1 What is economic development?

It is not possible, within a single definition, to capture all the facets of economic development. It is usually described either in terms of objectives such as employment creation, wealth creation and quality of life, or as a process which tries to shape and encourage growth, competitiveness, sustainability and the overall economic well being of a community.

The broadest concept of economic development encompasses three major policy areas:

- Macro-economic policies (e.g. inflation, taxation, human resource development).
- Infrastructure policies.
- Policies and activities directed at businesses and at affecting the business climate through a variety of programs and initiatives.

Economic development is usually seen as something that is outside of the control of the people living within any planning region. Too often economic development initiatives are designed by outsiders (non-residents of the targeted region) who strip out the wealth and leave behind the consequences.

The US Department of Commerce has articulated this role as follows:

“Economic development is fundamentally about enhancing the factors of productive capacity - land, labour, capital, and technology - of a national, provincial or local economy. By using its resources and powers to reduce the risks and costs which could prohibit investment, the public sector often has been responsible for setting the stage for employment-generating investment by the private sector.” (US Department of Commerce)

Importantly, because a consensus definition for economic development does not exist, there is no single strategy, policy or program direction for achieving success. The unique mix of geographic, political, economic and social attributes of a region will present a distinctive set of challenges, and require different solutions, for economic development to be successful.

6.2 Why undertake an economic development strategy?

The Community Viability Strategy Steering Committee (CVS) will design a well thought out process for HG/QCI, illustrating how stakeholders working together on the application of strategies for enhancing employment, investment and quality of life, opportunities that will benefit the Islands. The Strategy is based on the premise that the community can develop local visions and goals and apply local resources to achieve them. If done systematically and over the long-term, the region can enhance its economic base without sacrificing community, social, quality of life or environmental values.

An Islands-wide economic development plan has never been attempted for HG/QCI, even though there are many more areas of shared constraints, challenges, and opportunities among local communities than there are differences. To be sure, most of the ideas and paths for action presented in this Framework are not new, having been articulated at one time or another in any number of reports and studies over the last 10 years. Themes and messages seen in the literature include value-added activities, new business development, investment attraction, import substitution, local control of resources, community marketing, land and infrastructure development, human resource development and above all employment creation that is sustainable.

6.3 Why pursue an Islands-wide approach to economic development?

If one were to question why economic development on the Islands has made so little progress over the years, despite an abundance of research and study on what ails the economy and how it might move forward, the absence of a cohesive and collaborative effort amongst Island communities must be seen as a major contributing factor.

Over the last two decades, individual municipalities and cities across North America have attempted to encourage more private-sector and public sector investment within their communities by being more entrepreneurial. This usually involves producing an economic development strategy that encourages business start-ups, expansions and new business attraction. For the latter, significant public resources may be at stake as communities pursue and attempt to entice firms to relocate or invest their capital in locally-based production facilities. This kind of single community approach to economic development is generally easier to deliver because it is invariably tied to some form of municipal or regional government. Ease of delivery does not constitute efficiency and effectiveness in achieving economic development goals however, particularly where public resources are being expended. Increasingly, communities and governments, represented by the CHN and the province, have recognized that “competitive regionalism”, where communities within a logical geographical economy cooperate on productive inter-governmental and inter-sectoral relationships, is more productive than individual communities pursuing their economic development interests by “going it alone”.

Regional cooperation has the potential to reduce wasteful competition, promote more productive spending of public resources and allow communities to achieve results collectively that they could never accomplish individually. This simply recognizes that economies are regional in nature and are rarely ever defined in terms of individual communities. This is very easily demonstrated by Census labour force data, which often shows high levels of worker mobility between one community and another.

In BC, many economic development offices are dedicating resources in pursuit of regional cooperation. The Okanagan Economic Development Alliance and Vancouver Island Economic Developers Association are cases in point.

For HG/QCI, the case for an Islands-wide approach to economic development is compelling. There is no single community that dominates population, labour force, business activity or public infrastructure. In fact, there are several equally-sized communities that derive their employment and wealth from the expansive human and natural resource base of the entire Islands, including the marine environment. Communities do not have a significant non-residential tax base and generally do not have the financial resources to deliver economic development services on a consistent basis, whether that be for local business development or new investment attraction. Moreover, the issues we heard as being important during the community consultation program were interestingly consistent up and down the Islands. Many could be classified as chronic or persistent (e.g. ferry services, energy supply, municipal infrastructure), suggesting a limited capacity among individual communities for affecting improvement. This situation should, theoretically, prompt them to at least explore the benefits of inter-community collaboration, seek out new and innovative regional partnerships and create a sustainable model of regional economic development that is able to engage in the type of economic and social change that Islanders aspire to.

7 Appendix B - The Context of Economic Development on Haida Gwaii

The following paragraphs provide an overview of the demographic, labour force and sector trends on HG/QCI.

7.1 Population levels have stabilized but resource industries have not

The 2005 population for the Haida Gwaii/Queen Charlottes Islands (the Islands) was approximately 5,270, almost 7% below the population of ten years ago. In comparison, the total provincial population has grown by over 12% in the past ten years. The one area of growth in the Islands' population is among the Haida communities of Skidegate and Old Massett, which, between 1994 and 2003, experienced population growth of 21%.

It is clear that population decreases are the result of a number of key occurrences starting with the effects of the downsizing of the military base in Masset, the reduction of the timber harvest to a more sustainable level, and the challenges facing the commercial fishing industry (including processing.) None of this population decrease is a result of the Haida Gwaii Land Use Plan, which has yet to be signed off by the province or implemented.

The average age of the Islands population is younger than the provincial average age, due to a higher percentage of population under the age of 17 years of age and a smaller percentage over the age of 65 years. Even so, the local school population continues to decline because of overall population decline.

HG/QCI relies heavily on resource extraction activities for its job base. In 2001, 31% of the local labour force was employed in primary or goods-producing activities compared to less than 21% for the province. Despite this weighting, the regional economy has experience a steady transition away from goods production over to service-based employment. As forestry and fisheries employment, in particular, fall away, service employment is expanding.

The regional economy on the Islands in 2001 (latest data available from BC Stats)¹ remained very dependent on the forest sector and government services (education, health, and public administration). Collectively these two sectors made up approximately 63% of the income generated locally. The Haida are very active in the fisheries and forestry sectors, and over 40% of the workforce is involved in the public sector.

Although not reflected in the available data presented here, it is understood that since 2001, there has been a continued and significant decline in the resource economy. This is in part responsible for rising unemployment and the loss of high-paying resource jobs. The growth of lower-paying service jobs is one reason for personal and family incomes on the Islands falling behind the provincial average. Personal incomes on the Islands were only about 77% of the provincial average income in 2004.

Unemployment averages for Haida Gwaii/HG/QCI are not available for the most recent time period, but the employment insurance benefits claims rate for HG/QCI workers in September 2005 was 3.7%, compared to the provincial rate of 2.5%. Unfortunately, the official sources of information do not reflect the actual unemployment on the Islands, because they do not capture self employed persons or the unemployed who no longer are eligible for unemployment insurance. Some communities are on record as having unemployment levels are 70%.

¹ The data is derived from the Census of Canada, and 2006 census data has not yet been published. Even so, it is unlikely that the economic structure of the Islands has changed significantly since 2001 – such changes, if occurring, tend to take over a decade before there are significant differences apparent.

7.2 Forestry is critical to the Islands' economy, but conditions are uncertain

The predominant issues facing forestry on HG/QCI include:

- The declining harvest rates because of past annual cuts not being sustainable. (Forest Economy Trends and Environmental Conditions on Haida Gwaii , May 2005, Gowgaia Institute, Ministry of Forest Range);
- Absence of major processing facilities;
- A secular decline in commodity prices, rising costs and uncertainty regarding the effects of the Haida Gwaii land use Plan (still in government to government negotiation, between the CHN and the province.)

Fifty percent of timber harvesting employment generated on Haida Gwaii is performed by workers transported from off the Islands.

The transition from old growth harvesting to second growth harvesting in the Haida Gwaii forest industry is well underway, with the second growth proportion of the harvest expected to increase consistently over time. It has been noted that second growth spruce stands will likely only be merchantable if prices rise and costs decline from current levels.

In “the next 20 years, the industry has become increasingly dependant on the second growth resource, but current economic and market constraints must be overcome .” “Second growth Sitka spruce logs from managed stands have a limited market.” “Log buyers indicated that 80 to 120 year old Sitka spruce is still (as compared to 45 year old stands) too coarse grained for higher end log grades.” (Second Growth Timber Harvest Opportunities on Haida Gwaii, Cortex, April 2004.)

Large scale wood processing on HG/QCI is faced with additional challenges, particularly business and transportation costs, relative to mills based elsewhere in BC. Niche industries are being developed around the limited local timber supply (largely salvaged from logged off areas) available to them, augmented by import substitution of wood demand by the local construction industry. Craft industries being investigated include log home manufacturing, pellet plants, which may also be appropriate as it is well suited to second growth timber and can augment existing small mills that depend on old growth cedar, salvaged from logged areas.

7.3 The fishing industry is struggling to survive

Like forestry, the fishing sector on the Islands is generating fewer jobs and less income than it has in the past. The estimated 2001 workforce of 190 jobs (90 harvesting, 45 processing, 55 indirect) is apparently well above current levels. This has traditionally been an important employer of the Haida labour force.

The steep decline in Pacific salmon stocks in the 1990s and the resulting federal policy and licensing changes are troubling as they have resulted in fewer resident salmon vessels and fewer opportunities for local processing. The expansion of the fishing lodge sector (18 active lodges, 8 land/shore based and 10 floating – (The HG/QCI Fishing Industry, Dec. 2003, GS Gislason & Associated Ltd.) is a further intrusion on a limited resource. A significant number of these lodges do not have the appropriate licences required by the province (Lands and Water Inc.) and Ottawa (Department of fisheries and Oceans). The competition between the commercial recreational fishing industry (fishing lodges) and commercial fishers has forced fish processors to diversify into other products including halibut, crab, herring and more lately,

ground fish. Recent analysis indicates that some ground fish (halibut in particular) are being caught at an increasingly higher rate than the year before.

7.4 Niche tourism opportunities exist, but services and infrastructure are limited

In 2001, Tourism was the third most significant employment generator on HG/QCI, accounting for 12% of basic sector employment (292 direct and indirect jobs), behind the public sector (41%) and the forest sector (28%). The proportion of total community income (i.e. economic dependency) was approximately 5% because of lower wages and the seasonality of employment. However, it is important to note that this 5% does not include workers who maintain their residency off-Islands. Thus, an unknown portion of the labour income associated with the fishing lodge sector would not be accounted for in this estimate.

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 hospitality sector caters to visitors and business travellers, as well as residents. There are close to 70 businesses offering these services. Sport fishing, both tidal and freshwater, is the largest tourism sub-sector in terms of visitor spending, but most of the benefits generated by this spending goes off-Islands because they are not owned and operated by Island residents. In terms of outdoor adventure, non-consumptive outdoor adventures, including camping, hiking, heritage viewing, wildlife viewing, kayaking and general sightseeing, are popular. An increasing number of visitors are attracted to the Islands for the Haida heritage, cultural experiences and arts resources.

Major challenges for tourism include the lack of community involvement in, and benefits from, the tidal fishing lodge sector, the current limited season of many products (mainly the summer high season), limited visitor services, uncertain ferry services and a general lack of coordination and marketing to visitor markets. Despite these problems, tourism has some exceptional potential because of the unique combination of landscapes, culture and communities that few other places can match. The recent completion of the Q'ay Cultural Centre (Skidegate) is a major opportunity for expanding the tourism base for the entire islands.

7.5 Other economic activities show potential for further development

According to BC Stats, there were only 20 direct and indirect agriculture/food jobs (approximately 1% of basic employment) in 2001. While contributions to employment and community income is minimal, the food and agriculture sector provides important seasonal employment for small home-farm businesses selling a variety of produce to local stores and local farmers' markets.

The major non-timber forest product (NTFP) on the Islands is mushrooms. Approximately 25 person-years of employment is generated during the August to October harvesting season, but because this is a cash-based economy there is some belief that the actual economic benefit is much larger.

Other cash-based and barter activities are an important source of wealth for residents. Carpentry, gardening, painting and the arts are not reported in the official statistics but nonetheless serve to support families in all communities.

HG/QCI is an art-dominated community. The all-island ARTROUTE marketing program encourages tourists to visit the artists in their studios and a good number of our artists exhibit and sell in Prince Rupert and beyond. Many resident artists moved here for the light, visuals and overall quality of life. The arts is highly regarded as a reason to reside on the Islands.

Visual artists, primarily Haida carvers, make up a large informal sector on the Islands. There are more than 50 artists in Old Massett alone who derive income from their art. Haida jewellery production (argillite, gold, silver) is also significant. Some of the artists have gained international recognition for their work. There is a spirit of willingness to help develop a marketing strategy for work that maintains a high level of quality and workmanship.

There is very little mining or energy sector activity on HG/QCI. This resource's potential is questionable, with conflicting reports and evaluating procedures. The Islands have had a mining history, with the last operating mine (Tasu) closed in 1983 and exploration has declined to nil in recent years. Concerns over environmental impacts in sensitive areas and lack of acceptable analysis restrains the mining industries interest in on-Islands development.

Offshore oil and gas potential is reportedly significant, but concerns of the effect of oil spills, increased ship traffic (oil tankers included) have not been addressed to the satisfaction of the majority of the Island's residents. The federal government's exploration moratorium remains in place and any prospective development would lie many years ahead. A substantial amount of work, including drilling test wells, was undertaken in the late 1960s by the oil industry.

The NaiKun Wind Farm is currently undergoing an Environmental Assessment process which began in January 2007 and plans to be concluded by the fall of 2008 with a summary report. NaiKun is proposing to construct and operate a renewable wind energy project located off the north-eastern shores of Haida Gwaii. This project, planned for construction in stages, could consist of up to 110 wind turbine towers that would produce approximately 320 MW, enough electricity to power 120,000 homes. The project could be generating electricity from its first turbines as early as 2009, providing long term construction and ongoing maintenance jobs that will diversify the local economic base.

A Community Electricity Plan is currently being undertaken by the CHN, through their consultant to address the benefits of other smaller-scale initiatives which includes identifying and investigating other alternative power generation such as wind, tidal power, run-of-river, and co-generation. During the community engagement process, the creation of a more reliable secure local power supply to the Islands' economy has been identified as a necessary step in creating employment in primary and value added industries.

7.6 Economic development recommendations in the Land Use Plan Recommendations Report emphasize more local involvement

A land use plan has not been ratified for HG/QCI, although a Land Use Plan "Recommendations Report" has been produced by the Community Planning Forum and was used as starting point for the Government to Government (CHN and province) process. The Recommendation Report framework emphasized local control of resources, cooperation among communities and building capacity for economic development. It also outlined expectations for an economic strategy in the "Community and Economic Well-Being" chapter. The recommendations are high-level and consistent with the Haida Land Use Vision which garnered majority agreement at the Community Planning Forum, with the exception of (mainly off-Islands) timber interests. These recommendations may serve as a foundation for the Community Viability Strategy, as future economic development work in the area must have extensive local participation to achieve "buy-in." The major recommendations are as follows.

Local Governance

Establishment of a more locally-controlled governance arrangement for HG/QCI with respect to control over land and resource management decisions. This will involve assessing land and resource governance

structures from around the world, which may include the establishing of a Resource Management Board to either provide local advice or to hold decision-making powers, potentially on both resource management issues as well as resource allocation matters.

Economic Opportunities Assessment

Many of the identified priorities were included in the CVS Committee's terms of reference for this project, and emphasized the allocation of more resource tenures to Haida Gwaii residents, the establishing of "local-hire" policies, increase in entrepreneurial skills, identification of transportation/infrastructure priorities, and the provision of transition funding for those affected by the Land Use Plan's implementation.

Tourism

The endorsement of the 2003 Haida-Gwaii/Queen Charlotte Islands Heritage Tourism Strategy, marketing and visitor information packages, trail maintenance, implementation of the Province's "Commercial Recreation Policy", maintenance of kayaking anchorages and establishing visual quality objectives in scenic areas were all identified as priorities.

Timber Resources

There were four recommendations for improving the management and local benefits (notably jobs) flowing from the timber resource;

- Improved and meaningful communications with the MoFR, major licensees, the Haida and small business operators, ideally within the governance model recommended above, was prioritized.
- For a steering committee funded by province and industry to pursue local processing, pursue local forest restoration activities, utilize forest practices that maximize employment (e.g., sensitive harvesting practices) Potential funding sources may include, but not be limited to the Forest Investment Account, South Moresby Forest Replacement Account and the Coast Sustainable Trust.
- Identify/maintain opportunities for local salvage operations.
- Research to better identify rotation ages that creates the most best value and market opportunities for second-growth timber is seen as a priority.

Non-Timber Forest Products (NTFPs)

- The harvest and use of NTFPs could generate far greater local benefits that will require a more active resource management plan.
- An advisory board established to oversee the harvesting and marketing of NTFPs would be a first step. In the summer of 2006, a Co-operative was established to promote a state of the art "drying process" to open up new marketing opportunities. Starting with mushrooms, plans are to test the market with shell fish and fruit products.
- A licensing system/fee schedule to provide funding to monitor and regulate the commercial harvest could be developed, as should strategies to maintain access to key NTFP areas.
- An investigation into the science and market potential for various NTFPs is required to increase productivity and revenues.

Minerals

Access to exploration and development may be maintained under either of two options:

- "Maintain access for exploration outside protected areas consistent with the province's two zone system for mining, and
- Prohibit exploration, access roads and mining in Protected Areas, ecologically sensitive reserves, and important fisheries watershed."

The Recommendation report was revisited by the Government to Government (CHN, province), Process Management Team, prior to the negotiation commencement. The Management Intent contained in the Negotiator's Copies contained the following recommendations:

1. "A secure source of argillite for Haida cultural (and economic) purposes.
2. Mineral exploration and development that respects Haida cultural values and other local values.
3. Mineral exploration and development that minimizes risks to the environment.
4. Increased benefits to local communities." (page 89)

The report went on to identify the need for the mineral sector representatives to a "work with the Haida Nation to develop a Memorandum of Understanding regarding mineral sector activities."

7.7 Stakeholders have confirmed values and priorities arising from the LUP recommendations

The consulting team met with close to 200 stakeholders during three separate visits to the Islands. A total of 55 one-on-one interviews, group meetings, public meetings and focus group sessions were conducted in the Fall of 2006, from September 11 to September 15, October 17 to 20, and November 1 to 3. Key recurring themes that reflect the thoughts put forward were as follows:

Forestry: Key problem with this sector is the general malaise affecting the coastal industry, high operating costs, low margins, loss of jobs and that virtually all the timber leaves the Islands for processing elsewhere. The high number of licence transfers over the last five years appears to some persons interviewed as sign of "churn" as fewer and fewer licensees are able to realize value.

The greatest need is for more wood to stay on island (there are in fact several small mills that have difficulty getting supply) and more longer term security of supply. It would only take a fairly small proportion of overall the Annual Allowable Cut (AAC) to stay on-island for local processing to make a significant difference to local employment.

Other issues included:

- Increase access to BCTS timber sales to Island based businesses, e.g., smaller awards
- Salvage wood permits being made more readily available for existing small mills
- Excessive wood waste
- The deteriorating relationship between loggers, contractors and licensees
- Uncertainty related to the new Forest and Range Practices Act
- Difficulties in having cutting permits issued from the MoFR District Office
- The uncertainty of markets for second-growth Spruce
- Backlog silviculture
- The implementation for more watershed restoration projects.

The Old Massett Village Council (OMVC) has requested that the province, through the Ministry of Forests and Range (MoFR Nanaimo/Victoria) to issue permits to do watershed restoration work that would help them qualify to sell carbon credits for watershed restoration work that can be sold on world markets. The key goal of this project is:

- Care of the land
- Creation of employment estimated at 50 permanent jobs. (source: John Disney, OMVC economic development officer)

There is a continued desire for some form of Community Forest(s), quotas and locations must be such that the tenure is viable from a business standpoint. The Village of Masset has been offered a community forest cut level of 25,000 cubic metre (m³) by the province, but a deal has not yet been consummated.

Fisheries – Both major processors (Pacific Seafood and CB Island Fisheries) have suffered due to changes in the fishery itself, the regulatory regime and industry economics. Pacific Seafoods in Masset is faced with closure due to a shortage of seafood. Lower pink salmon landings (due in part to new customs' regulations limited landings from Alaska), a lower crab harvest, the implementation of quotas on ground fish and the subsequent purchase of those quotas by factory boats has limited opportunities for local processors.

In light of these difficulties, communities may be in a more cooperative mood to negotiate with DFO for community quotas, hake, pollock and turbot in particular. Alaska's progressive community quota allocation may be a model for local development. Community quotas were originally planned for the TAC (total allowable catch) but were never implemented by DFO. More local shellfish aquaculture would help the processing industry stabilize. Sea cucumbers, urchins, oysters and scallops all have potential. Two shellfish licences have been offered to the Villages of Old Massett and Skidegate. Test fisheries (involving oysters and scallops have resulted in faster levels of growth than expected. Initial analysis has been conducted on other sites which are likely to be pursued in the near future. Other opportunities include utilizing non-worked quota such as roe-on-kelp. A local pilot project for abalone also appears to be meeting with success.

Tourism - Challenges identified by local residents included:

- Making all town sites more attractive (community themes e.g. Chemainus was one suggestion)
- Improving community attitudes towards tourism
- Developing a list of tourist attractions, including tourist and business services available on Island.
- Improve tourism related signage. There are opportunities in eco-tourism, heritage tourism, lodges, sport fishing and service businesses.
- Improved visitor services both on the BC Ferries and on-Islands is required
- The artistic community is extensive but it is difficult to assess its needs beyond the commonly articulated need for marketing support. Cooperative sales and marketing would help. HG/QCI is tremendously under-marketed. It has good awareness and recognition on an international scale but this is rarely leveraged except by fishing lodges. There is a need for resources for tourism planning and marketing on a cooperative, Islands-wide basis.
- There are lessons to be learned in the Heritage Tourism Strategy. Completed in 2003, the report had broad community support, including participation from the Villages of Old Massett and Skidegate, but was never able to gain “traction” due to a lack of implementation funding and the commonly cited problem of “volunteer burnout.”

Transportation – The major complaint with BC Ferries was its reservations system and the negative impact it was having on visitation to the Islands. Many tourists are unable to reserve ahead (they are told they are on standby) and thus avoid making the trip. Anecdotal evidence indicates that standbys can board and still leave with the ferry filled to only two-thirds of its carrying capacity. The length of time it takes to load and unload the ferry is a complicating factor. This may change once the MV Sonya is deployed (sometime in April 2007, while the other B.C. Ferry, the Queen of Prince Rupert undergoes its annual refit).

One of the key issues discussed was the absence or lack of passenger and freight information available to stakeholders. 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. Commercial access to world markets will be available by the creation of a container loading facility on Haida Gwaii co-coordinated with the container site under construction by the Port Authority of Prince Rupert.

Prince of Wales Island in Alaska was cited as potential model for development of better ferry services on H/G. They established their own ferry authority, purchased their own vessel and now operate a profitable, private ferry service.

Barge services for industrial and commercial businesses on the Island began to deteriorate once Rivtow ceased operations. The weekly service was reliable in contrast to current services which are said to be sporadic. Apparently, if the current barge service is at capacity upon leaving Prince Rupert it will avoid calling on HG/QCI altogether.

Finally, another common theme was that more infrastructure is needed to take advantage of containerization opportunities in Prince Rupert. The Port of Prince Rupert has had preliminary discussions with members of the CHN executive, regarding the establishment of a barge service that is geared up to container shipping. Public meeting(s), involving representatives of the Island communities and other stakeholders are being organized.

Energy – The off-grid supply on the Islands is expensive (diesel), prone to interruption, and offers limited capacity. There are actually two separate, unlinked, networks on HG/QCI. The Community Electricity Plan being conducted by the CHN will outline the issues and options for a more reliable, environmentally friendly, and secure energy supply on the Islands. The concern is that its timeline for study completion (September 2007) is too long. There is considerable interest in exploring alternative energy sources (wind, tidal, run of river) potential, as well as cogeneration potential in conjunction with existing small mills using the large volume of local wood waste.

Business Climate - Land use uncertainty has the potential of adversely affecting investment activity. In communities like Sandspit and Port Clements, this is complicated by population loss, which has the potential for a reduction in some services currently offered., and may lead to reductions in critical infrastructure which further destabilizes communities.

Island wide, perhaps more important than lack of new business activities being started is the current conditions for retaining and attraction human resources. Barriers include a lack of entrepreneurs, lack of business skills in the labor force and a lack of youth skills and training. The high cost of living, declining school enrollments and the fact that the Northern Allowance tax allowance, does not apply to HG/QCI, despite its remoteness, contributes to recruiting difficulties. Professionals, teachers, medical personnel and skilled labour are in very short supply.

The influx of temporary, non resident workers, on the Islands, in part are a direct result of a declining work year, because of past cut levels not being sustainable. However, the current poor economic and business climate may be shifting communities into more cooperative positions. An example given was the Protocol Agreements between CHN and municipalities/regional district, which are a positive development for community cooperation.

Island-wide cooperation – Most stakeholders consider the need of Island community cooperation to be a major building block to improving the Islands' economy. Even with improved local governance, residents will have increased expectations for resolving chronic issues through more collective action.

7.8 Survey respondents have a diversity of opinions about the future economy locally

In November and December, 2006, a survey of households on HG/QCI was conducted to gather the thoughts and suggestions residents have about the current and future economic direction of the Islands. A total of 204 surveys were returned. A detailed analysis of the results is provided in Appendix C.

Islanders see the potential to grow and prosper, and are in favour of more growth (although one third of all respondents did not want more overall growth).

Figure 7-1: Response to: “Next year, I feel the HG/QCI economy has the potential to grow and prosper.”

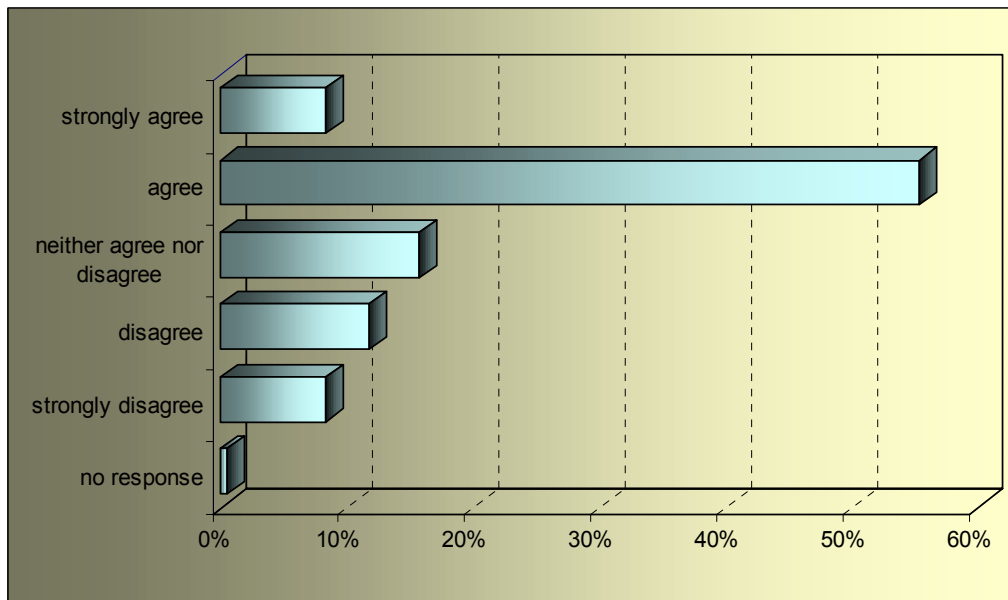
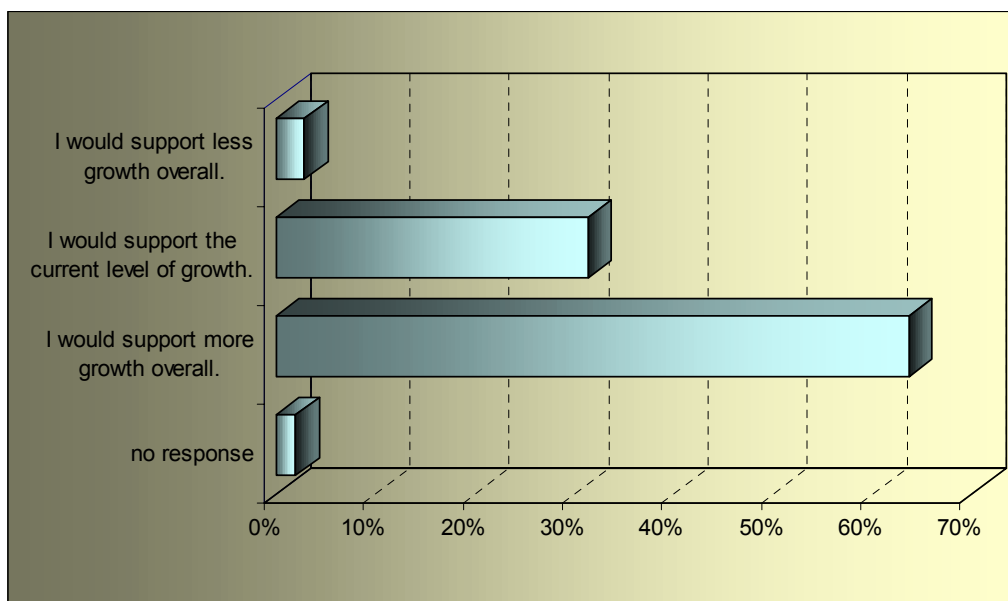
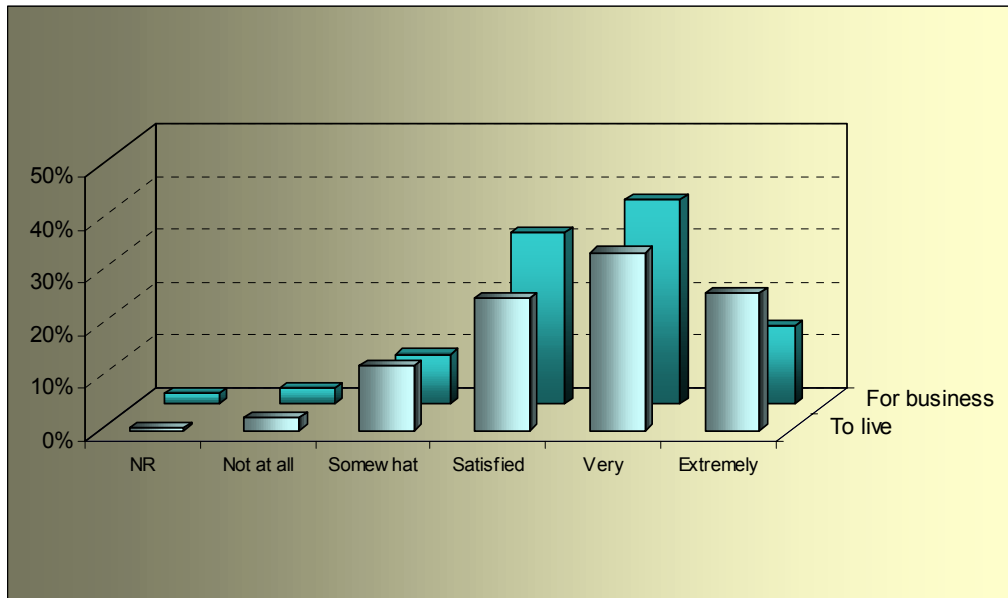


Figure 7-2: Response to: “Support for Growth.”



Islanders tend to be somewhat satisfied with the Islands as a place to do business.

Figure 7-3: Response to: “Satisfaction with HG/QCI as a place to live and do business”



Survey respondents saw average potential for logging and silviculture growth opportunities, excellent potential for wood processing on-Islands, and some potential for mining and further agricultural investment. The highest potential expressed by Islanders was in the opportunities in Tourism and Alternative Energy Development for the Islands.

Islanders felt that assisting entrepreneurs and existing businesses are important strategies for economic development on-Islands, and that it was important to attract new businesses and develop off-Island export market for goods produced there.

Of the two most important economic development opportunities, tourism-related development was shared by 36% of people responding, 19% agreed on forestry-related industry, and 10% thought fisheries-related development (including processing) was a priority. Energy, manufacture and business development shared equal footing, garnering 6% support for growth and development from survey respondents. Other development-related ideas mentioned were: environmental/conservation work, arts and culture, mining, government, education, agriculture, construction, servicing retiree communities, improved transportation, health and communications.

Over 55% of survey respondents are between 45-64 years old, 32% were between the ages of 18-44, and 13% were retired. Almost half of the respondents have lived on HG/QCI for more than 20 years, and

another 20% for at least 11 years. Survey response by community was roughly proportionate to community size, except for Old Massett with only 4% of the survey response.

7.9 Local economic development efforts are important, but lack a regional focus

Table 7-1 lists organizations who either directly or indirectly provide economic development services to communities, business and residents on HG/QCI. The services are classified into six primary areas and include training, promotion/brokering, infrastructure, planning/research and capital (debt and equity). The type of service that an organization delivers is of course directly related to its mandate and mission. For some, this can be purposefully restrictive and focused on a specific outcome (e.g. Gwaii Tel, Gwaii Trust). For others (for example local and provincial government) the opportunities for engaging in economic development can be wide-ranging. What is evident from a review of the list is that there are only two examples of what would normally be considered economic development offices on the Islands.

Table 7-1: Economic Development, Promotion and Training Services on HG/QCI

	Training	Promotion & Brokering	Infra-structure	Planning & Research	Debt Capital	Equity Capital
North West Community College	✓					
Bill Reid Teaching Centre	✓					
Skeena Native Development Society	✓					
Hecate Strait	✓					
School District	✓		✓			
Haida Gwaii Tourism Association		✓				
HG/QCI Chamber of Commerce		✓				
Visitor Information Centres		✓				
Parks Canada		✓				
Community Futures		✓		✓	✓	
Local & regional government			✓	✓		
Band government			✓	✓		
Gwaii Tel			✓			
BC Hydro			✓			
BC Ferries			✓			
Ministry of Transportation			✓			
Council of Haida Nation				✓		
Credit Union & banks					✓	
Municipal Financing Authority					✓	
Gwaii Sustainability Trust						✓
South Moresby Forest Replacement Account						✓

There is one full-time economic development office on the Islands, operated by the Old Massett Village Council. It is involved in numerous projects in different sectors. Major projects include a five-year Community Development Plan, the Haida Gwaii Climate Forest Pilot Project and the creation of the Klulu Laana Community Development Corporation, but there are numerous other projects on the go in forestry, tourism, fishing, band administration, gravel extraction, construction and environmental assessment/engineering.

Haida Gwaii Community Futures is a federally sponsored program that offers services to all on-island communities. Services include small business assistance (e.g. business/marketing plans, assistance with local permitting, access to financing, etc.), training programs and a number of community economic

development projects. For example, it sponsored, in cooperation with CHN and Gowgaia Institute, the All-Islands Symposium in 2003 that explored community development on the Islands.

With the exception of the HG/QCI Chamber of Commerce and private sector financial institutions, all of the other organizations listed are either government agencies or supported primarily by public finances. Local, provincial, federal and band governments are all represented. This is instructive because it hints at the relatively small regional business base. The other interesting feature is that most agencies have a single service focus and do not engage in broad economic development programming. There is some networking and shared initiatives amongst communities and 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.

7.10 Government economic development services are available, but access is poor

A number of government agencies and non-government organizations (NGOs) deliver services aimed at assisting economic development from the national down to the local community level. A review of major sponsors and programs appears below.

- **Provincial Investment Attraction** – In its creation of the Ministry of Economic Development (MED), government has listed investment attraction as one of its core objectives and program areas. This core business area is led primarily by the Marketing, Investment and Trade Division. It focuses on leading the Asia Pacific initiative by including support for the Asia Pacific Trade Council; implementing initiatives for communicating British Columbia's advantages and opportunities; managing the province's economic immigration programs; managing trade missions; showcasing British Columbia at industry events; and, providing potential investors with business location information and services. MED also works closely with Invest BC and Linx BC on sector specific investment attractive efforts.
- **Business Development** - The majority of programs at the federal level have a business development focus. Organizations such as the Business Development Bank of Canada (BDBC), Western Economic Diversification (WD) and Community Futures Development Corporation (CFDC) have different mandates, but generally deliver services and provide a variety of resources and tools aimed at entrepreneurs and small and medium-size business (SME).
- **Regional Community Economic Development** – At the provincial level, through their On The Ground Regional Economic Development Service, MED now has field staff dedicated to assisting regions with their economic development programs, the first time this has occurred in over a decade. However, the closest offices are in Smithers and Nanaimo.

7.11 There are significant gaps, but many opportunities, for economic development on Haida Gwaii

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. Some examples of communities working together for the betterment of the Island community are:

1. Creation and operation of the Gwaii Trust Society, whose mandate includes:
 - Accepting funds from any donor, grantor or contributor;
 - Assisting in promoting the cultural and economic health of the (Island) community; (words in brackets inserted by the writer);
 - Assisting in developing strategies to promote the well-being of the (Island) community;
 - Fostering the spirit of co-operating, cultural understanding and trust by promoting the concept of the Islands as the Community;
 - Stimulating employment in the Community through improvements in Island infrastructure;
 - Making the Community a better place to live through improvement of the Island's infrastructure thereby making the Island a more desirable place to visit and do business;
 - Assisting in the promotion of education and Artistic expression in the Community;
 - Providing (funding) for research into the land and marine eco-systems and Archaeology sites of the Islands;
 - Providing (funding) for conserving and sustaining the land and marine eco—systems and Archaeology sites of the Island;
 - Providing (funding) for research into planning and implementation of strategies for a long-term sustainable economy for the Community; and
 - Providing (funding), where appropriate, local municipal services in lieu of a municipality do so. (Source: Gwaii Trust Constitution and Bylaws)

2. The Island Protocol Agreement between the CHN and on-island Communities and the Skeena-Queen Charlotte Regional District. Under Section 1, subheading Recognition and Affirmation the basis for the Protocol Agreement are clearly defined:
 - Section 1.1- The (signing) Parties intend to improve the quality of life and stability of the Island Community through responsible management of the resources of Haida Gwaii.
 - Section 1.2 – The Communities respect the hereditary responsibilities and the relationship of the Haida people to Haida Gwaii.
 - Section 1.3 – The CHN accepts that the people who call the Islands home are most affected by land use and title disputes and invite the participation of the Communities to represent their interests in talks regarding conciliation of Crown and Haida aboriginal title and accept the offer of the CHN to participate in conciliation talks. (Resource: word for word, from the Protocol Agreement signed by the CHN and the Skeena-Queen Charlotte Regional District Electoral

The basis of the PAs are as follows:

- The people who live on Haida Gwaii have a vested interest in the present and future wellbeing of the land, waters and people of Haida Gwaii and that we all seek security for our family and homes.
- The parties intend to improve the quality of life and stability of the island community through responsible management of the resources of Haida Gwaii.

The purposes of the agreements include:

- To work together in designing a future that will support a healthy environment and create a sustainable Islands' economy.
- To initiative a series of discussions regarding the possible outcomes and implication of Haida aboriginal rights and title, strategic land and coastal resource use planning, islands governance, economic development and other related topics.

Agenda items in the PAs that have implications for economic development include:

- Investigate and discuss options and design an all island governance model.
- Identify and discuss economic development opportunities and needs for future growth including but not limited to community forestry, access to timber for local mills and manufacturers, reestablishment of a local marine economy and tourism.
- Define infrastructure, social development needs and opportunities and identify their solutions. As such, these principles and objectives embodied in the agreements set as a foundation for this economic development strategy. (Area D, PA, dated February the 27th, 2006)

On page 2 of the document, subheadings Purposes of Agreement are listed:

- To work together in designing a future that will support a healthy environment and create a sustainable Islands economy;
- To initiate a series of discussions regarding the possible outcomes and implication of Haida aboriginal rights and title, strategic land and coastal resource use planning, Island governance, economic development and other topic described in section 4 of the Protocol Agreement (which are listed above);
- Section 4.3, Investigate and discuss options and design an all Island governance model;
- Section 4.4, Discuss areas of interest to communities and residents related to the reconciliation of Haida aboriginal and Crown title, such as property rights;
- Section 4.5, Identify and discuss economic development opportunities and need for future growth, including but not limited to:
 - ▶ Community Forestry
 - ▶ Access to timber for local mills and manufacturers
 - ▶ Re-establishment of a local Marine economy
 - ▶ Tourism

The Protocol Agreement is a process that is solution based, with emphasis on dealing with matters up front. It is also a forum that any of the Protocol signing communities call for a meeting to deal with important matter, including sharing and supporting in economic issues, including funding applications.

In spite of these successes, the capacity for economic development that addresses regional issues is inadequate and is resulting in lost opportunities for communities, businesses, workers and residents. For example, the uptake of government funding and technical assistance programs, (e.g. infrastructure funding, capital assistance for business, worker training programs, trade development services) falls well short of its potential. The fact that very few agencies have offices on the Islands underlines the extent of this challenge.

Economic development is best approached from a regional level when there is enough common interest and potential for joint action among the communities that constitute the region. As regional government would tend to cooperate on the delivery of municipal services and development of infrastructure, a regional economic development agency would want to focus on program areas that leverage the resources while serving the mutual needs of member communities.

Given this broader economic development environment, a single Islands-wide economic development organization on HG/QCI could fulfill a valuable function by:

- Assuming program responsibility in areas identified as requiring significant regional coordination. This would include, but not be limited to, marketing and investment attraction, workforce development, infrastructure, business development (e.g. access to capital, trade or export development) and government relations.
- Creating access to government programs and funds that specifically require a regional approach.
- Articulating policy positions, and lobbying senior governments, on issues that require a regional response.
- Providing assistance to other local organizations on initiatives that may benefit by understanding and sharing the experiences of other communities both inside and outside the region.
- Establishing key enterprises in those cases where local entrepreneurs have not come forward, for example a community forest or shellfish aquaculture operations.

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.

8 Appendix C – Plan Recommendations and Government Policy

During the focus groups, interviews and workshop, participants expressed a clear interest in gaining greater say in how the province manages lands and resources, and particularly for increasing local economic activity. Historically, the industrial development of natural resources, particularly forestry, has been tilted toward harvesting activities and involved only a limited amount of on-island processing. As long as the employment generated by harvesting was sufficient to support community needs, the lack of processing, although a lost opportunity, was not unduly harming community health and welfare. However, once the Islands' fishing and forest sectors began their long-term decline in the 1990s, the crucial benefits that used to go to communities in terms of employment and income began to disappear. The fact that there was no available, alternative jobs that would support Island resident workers and their families was indicative of the lack of processing activity and more generally the lack of economic diversification. Now that the formerly mutually beneficial relationship between the resource industries and the local economy has fundamentally changed, communities must seek new mechanisms for re-establishing those benefits.

The province, as the owner of all public lands, has control over how they are managed, used and preserved. The Community Planning Forum and its resulting Recommendations Report presented a strategic, multi-agency, integrated resource plan, based on the principles of enhanced public involvement, consideration of all resource values, consensus-based decision making, and resource sustainability. It included a vision for how the land base was to be managed. Once the LUP is approved, various legislation and policy tools will be used to implement the plan. The economic development objectives recommended by the CPF in the Recommendations Report, and further elaborated on in this Strategy, are difficult to measure and have no legislation to make them legally binding, so their main purpose will be as policy guidance for Government to Government consideration and decisions that may be required for decision-making authorities (e.g. Island Forest Council, Eco-system Implementation and Monitoring Team, etc.).

Table 8-1 summarizes strategies or actions in Chapter 5 that have a public policy element and which may, directly or indirectly, be linked to the LUP. As shown, the majority of strategies concern policy matters not related to the LUP. This is because the business climate and economic activity, while undoubtedly influenced by the overarching uncertainty in not having a land use plan, is nevertheless more directly affected by non-land use policies, as well as by other factors that have little to do with government, such as economic conditions, markets, industry trends, even local strengths and weaknesses. To this end, this plan does not have any significant recommendations for the land use plan process other than those listed in the table, those being:

- To secure future settlement and development lands, develop an Official Community Plan (OCP) for rural Graham Island that sets out the goals and objectives of a council and board. While they are binding, they have no regulatory effect. This means that if communities or boards wish to control the use of land then they must back up the plan with by-laws;
- Develop strategies for NTFPs on the land base such that future commercial potential may be exploited; and
- Protection of routes and trails with high recreation and tourism values from future decommissioning.

Table 8-1: Plan strategies that have implications for provincial government policy

No.	Strategy	Objectives or Policy Guidance	Primary role in the Recommendations Report	Responsible Agencies
12.	Identify new development lands required for present and future uses	Ensure LUP allows for future settlement, commercial and industry land needs.	Yes	MAL
13.	New development lands	Transfer of crown lands to Band Councils, Incorporated Municipalities and to the Skeena/Queen Charlotte Regional District (to be held in trust for the remaining communities currently represented by elected, Area Directors) for housing and other economic development purposes.	No	MAL
15.	Community forests	Obtain community forest tenures and maximize volumes through the reallocation of planned woodlot apportionments	No	MOFR
16.	BCTS pricing policy	Request the Ministry establish (BCTS) timber pricing and sales policies become more reflective of local the Island socio-economic needs.	No	MOFR
18.	Forestry financial model pilot	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.	No	MOFR
19.	NTPF	Conduct a NTPF licensing pilot project	Yes	MAL MOFR
31.	Floating fishing lodges	Changing and enforcing policies to restrict illegal uses.	No	MAL
32.	Roads and trails	Prioritize tourism routes.	Yes	MOFR MTSA
49.	Worker transition funding	Provincial to reallocate the Central Coast Trust Fund monies to the HG/QCI for worker transition related to LUP. Amend trust to eliminate matching funding requirement.	No	Coast Sustainability Trust
59.	Return of stumpage revenues for economic development support	The Council of the Haida Nation and the province to jointly design options for sharing and shared decision making of a percentage of stumpage revenues from a portion of the HG/QCI timber harvest with local interests that could be used for core funding support directly to CVSC or through a related trust.	No	MOFR ILMB

9 Appendix D - Regional Economic Development Case Analyses

The following three case analyses are provided as examples of cooperative development involving First Nations and non-First Nations communities. They are meant as ‘food for thought’ to illustrate that other regions of the country have collaborated at various levels on a variety of economic development initiatives.

9.1 Wilp Sa Maa'y Harvesting Co-operative

This is a case study of how a group of people can come together in a respectful manner to build a self supporting venture. Northwestern British Columbia Abbreviated from Case Study Analysis Prepared by Carla Burton, and Phil Burton Symbios Research and Restoration on INAC website: www.ainc-inac.gc.ca/bc/fnbcl/sucsty

Introduction

The Wilp Sa Maa'y Harvesting Co-operative is a community-based co-operative located in northwestern British Columbia. This enterprise was designed to support sustainable harvesting, processing, and marketing of wild berries and other forest products indigenous to the region, while providing supplemental income (especially to First Nations people) in an area of high unemployment. The business of the co-op was conducted in Hazelton, with space that was provided by the Gitksan Treaty Office for meetings of the board and the general membership. Berries were picked by members of the co-op mainly on the traditional lands of the Gitksan, Gitanyow, and Wet'suwet'en peoples.

Getting Off the Ground

It was decided to base an enterprise on co-operative principles because of the belief that a co-operative is a democratic way for a community group to run a business. Half of the original organizers were First Nations people affiliated with the Gitksan Treaty Office, and they liked the idea of clan-like, communal organization. For those involved, the idea of pooling resources and ideas, but in a co-op, in which only one vote per member is allowed, regardless of the number of shares held, was attractive. This is different from a standard corporation, in which there is one vote per share (allowing a single shareholder to sometimes have a lot of power), and assures equitable community participation at all levels.

Membership was opened to the public and anyone could become a member by purchasing at least one share. It was decided that all people picking berries, processing them, or helping with the distribution and marketing of jam would have to be members of the co-op. Holding one share would allow members to participate in its business activities, to vote on issues brought forth at the annual general meeting, to participate in the election of a board of directors who make decisions about the co-op throughout the year, and to receive updates on the co-op through newsletters. People were encouraged to buy more than one share if possible, in order to provide working capital.

It was not a goal of Wilp Sa Maa'y to create an exclusively First Nations co-op. Membership was open to all members of the immediate community and to anyone else who wants to purchase shares. An open membership will help to build the relationship between Native and non-Native people as they work towards a common goal in their community. In mid-2000, membership stood at 106 people, 46 of whom are Native. The second elected board had three Native and three non-Native directors. Previously, the board was comprised of four Native people and three non-Native. Any member of the community is welcome to attend our annual general meetings and any member could stand for election to the board.

First Nation Traditions and Concerns Promoted by the Co-op

Since our greatest demand for soapberries is from Coastal Natives (because soapberries do not grow on the coast), our sale of soapberry preserves re-institutes traditional trade links between Coastal and Interior First Nation Peoples. Managing the land for resources other than timber is also a First Nations tradition. The co-op helped to focus the tradition of reaping sustainable benefits from the forest without destroying or degrading the forest ecosystem. Finally, the idea of a co-operative fits in well with the Gitksan people's traditional economic unit of huwilp (houses). Traditionally, goods were shared amongst members of individual houses and were bartered amongst houses and nations.

It was not a goal of Wilp Sa Maa'y to create an exclusively First Nations co-op. Membership was open to all members of the immediate community and to anyone else who wants to purchase shares. We believe that an open membership can help to build the relationship between Native and non-Native people as they work towards a common goal in their community. In mid-2000, membership stood at 106 people, 46 of whom are Native. The second elected board had three Native and three non-Native directors. Previously, the board was comprised of four Native people and three non-Native. Any member of the community was welcome to attend our annual general meetings and any member could stand for election to the board.

Currently the cooperative is dormant; however, efforts to revitalize the organization are underway. The primary challenge to ensure on-going operation of the cooperative has been securing market for the product that the Co-op produces. If the appropriate markets can be developed, it will provide an opportunity to revitalize the organization and further encourage this cooperative cross culture approach to business development.²

9.2 Burns Lake Community Forest

This case study looks at how First Nations and a municipality are able to combine objectives and share resources in developing a viable forestry venture. Burns Lake Community Forest Ltd. webpage at the Village of Burns Lake website: www.burnslake.org/siteengine.

Introduction

Burns Lake Community Forest Ltd. is a community-owned corporation tasked with managing approximately 26,000 hectares of Crown forestland surrounding Burns Lake. Burns Lake Community Forest Ltd. has a long-term community forest agreement with an annual allowable harvest of 62,631 cubic metres.

Burns Lake Community Forest Ltd. has nine seats on the board of directors, three of which are reserved for representatives from the Office of the Wet'suwet'en Hereditary Chiefs, the Burns Lake Band, and the Village of Burns Lake. The other six seats are filled from the community at large through a public nomination process.

Corporate History

Burns Lake Community Forest Ltd. (BL ComFor) was incorporated in December 1998 as part of the Village of Burns Lake's application for a Community Forest Pilot Project. At the time, the authors of Burns Lake's community forest proposal envisioned BL ComFor being the agency responsible for managing the community forest pilot project on behalf of local residents.

² Personal communication, Russell Collier, (250) 851-1690.

Today BL ComFor is a community-owned corporation whose shares are held in trust by the Village of Burns Lake. Its operations are guided by a very specific Mission Statement and Emerging Strategy which states in part that:

Burns Lake Community Forest Ltd. (BL ComFor Ltd.) will manage and operate its Community Forest licence in a manner that will enhance the forest resource while respecting the principles of integrated use, environmental stewardship, and public consultation. The corporation's activities will provide the following benefits to the community on a sustainable basis:

- Local management of resources;
- Local processing;
- Local employment;
- Forestry training and education;
- Outdoor recreation activities;
- A lasting relationship with the land that comprises the Community Forest;
- Culturally significant economic and educational opportunities for First Nations; and,
- Revenue (to sustain the corporation and to support the community).

Corporate Activities - 1999

For the first seven months of its existence, BL ComFor was a company in name only, an inactive firm without assets or liabilities. All this changed with NDP Forests Minister David Zirnelt's June 1999 announcement that Burns Lake and BL ComFor had been conditionally selected to test BC's new community forest tenure.

At the same time, the Minister's discussions with First Nations made it clear that the Burns Lake Band wished to assume a larger role in management of the corporation and its proposed forest licence. In response to these requests, BL ComFor's board of directors entered into discussions with representatives of the Burns Lake Band, the Office of the Wet'suwet'en Hereditary Chiefs, the Ministry of Forests, and the Burns Lake Native Development Corporation.

These meetings resulted in several changes to BL ComFor's articles, memoranda and policies, including:

- The addition of an eighth seat on the corporation's board of directors, which is reserved for a member of the Burns Lake Band;
- The adoption of a consensus-based approach to corporate decision making, whereby all directors must agree on a course of action before it can be undertaken; and,
- The approval of a dispute resolution mechanism that can be employed by the company's chairman to obtain board consensus.

However, perhaps the key understanding that drives the success of the BL ComFor is the focus on business opportunities and development and the strict avoidance of political issues that the various governments may be involved in.

On the business development front, the board did not restrict its activities to discussions on governance matters. On September 30, 1999 BL ComFor was awarded Timber Sale Licence A62597, a document that authorized the company to undertake various "forest health" activities within the proposed community forest. With assistance from Cliff Manning Forestry Services, board members and contractors "probed" sections of the community forest for spruce bark beetle and their activities identified several relatively small pockets of infestation.

The awarding of TSL A62597, with all its associated duties and responsibilities, made it clear to BL ComFor's board of directors that although the corporation still lacked a formal community forest

agreement, it could no longer operate with volunteers. Shortly after, the board of directors hired a part-time general manager to handle the corporation's day-to-day operations. Following a lengthy advertising and interview process, local resident Ken Guenter was hired as BL ComFor's first general manager.

Corporate Activities Since 1999

Burns Lake Community Forest Ltd. (BL ComFor) has expanded its operations since 1999, and has made significant contributions to the community. With the success of the venture, the BL ComFor has been able to sponsor or promote a variety of recreation-related activities. BL ComFor is a key sponsor of the Lakes Outdoor Recreation Society, an organization that manages two provincial parks, more than two dozen Forest Service recreation sites, and numerous trails.

Recently the participation by First Nation communities has grown with Wet'suwet'en First Nation (formerly Broman Lake Band) recently joining the Burns Lake Community Forest and adding their forest licence to the mix. Also Babine Lake Band is now exploring joining the Community Forest, further expanding and diversifying the partnership among all local governments.³

9.3 Muskeg Lake Cree Urban Reserve Development

This is a case study of municipal and First Nation communities working together for the betterment of both communities. Indian and Northern Affairs Canada – Best Practices www.ainc-inac.gc.ca/nr/ecd/ssd.

Introduction

A ground-breaking agreement established new guidelines for Saskatchewan First Nations working with a municipality to create success for both partners.

What has fixed the experience in the minds of Saskatoon residents was not only the complexity of what Muskeg Lake Cree Nation was attempting but its ground-breaking nature. Just over a decade ago, the band secured approval to launch Canada's first urban reserve created explicitly for commercial development.

The Project

Today, the 35-acre reserve within municipal boundaries has just seen the \$3.6-million Cattail Centre office building and the \$1.2-million Kocsis Transport Ltd. headquarters added to its expanse. The new structures join McKnight Commercial Centre and Veterans' Plaza, the first tangible results of the Muskeg Lake venture which were erected in 1993. This fresh phase of development creates work space for another 200 employees, most of them Aboriginal, in what has rapidly become Saskatchewan's model centre for Aboriginal businesses.

What has made the Saskatoon effort a meaningful case study for others, however, is not only that Aboriginal professionals and business people have been drawn to the park, but that the municipality at large has supported the undertaking from the start - and drawn pride from it.

Approach

Establishing a taxation approach that allows the band to collect revenues on its property at a rate comparable to other commercial developments has ensured that the park pays its way. Forty percent of

³ Personal communication, Wesley Sam, District of Burns Lake, (250) 692-7587.

tax dollars from the site go to the city to defray service costs, equalling what municipal property tax would amount to. Well beyond getting its water and garbage collection expenses covered, Saskatoon now has in the reserve a prominent success story in what is an increasingly vital demographic for the province. Registered Aboriginal people, the youngest and fastest-growing population segment in Saskatchewan, will comprise 14 percent of the general population in a decade.

Economic development in the province is thus in no small part reliant on the kind of advances made by the Muskeg Lake Cree. "The business community at large gets a higher visibility when Aboriginal business succeeds," notes former Muskeg Lake Chief Harry Lafond. "We've had visitors here from all over Canada."

The steps that led to the development of Canada's first urban reserve created solely for economic development are:

- Most important of federal criteria for allowing the project was that the Muskeg Lake Cree Nation get an agreement from the City of Saskatoon relating to municipal services, taxes and by-laws. That was a complicated matter, requiring intensive negotiations over a period of two years to arrange municipal services such as sewage and fire protection. But Lafond cites the matter of off-site development fees normally required by a municipality as an example of the attitude the City of Saskatoon took from the outset. Normally, a developer has to pay the off-sites immediately; however, working with the City, the Band was able to work out a deferral on the off-sites. The city was very helpful in many ways in seeing this development got going.
- The process had to follow Indian Act regulations, which stipulate that reserve land cannot simply be leased for commercial development, but requires consent by the Aboriginal community through a designation process first, which includes a referendum. This effort was successful.
- Attracting commercial tenants to a development on a reserve was hardly an automatic process. Companies had concerns about zoning, taxation and financing, all of which are usually different on the reserve than elsewhere. At the time of the initial development, one of the lawyers working for the band council explained that, "we structured everything so it would track as closely as possible with the situation you'd find yourself in if you developed anywhere else in the city. By-laws, taxation structure, type of development, the general appearance of roadways and sidewalks."
- Financing has always been a significant hurdle for Aboriginal businesses, which are not allowed to put lands or properties on the reserve up as collateral. The historic Indian Act, which may see revision in years to come, could not have anticipated an undertaking like a commercial park on the reserve. In this case, Aboriginal business came forward to advance Aboriginal business, with the Peace Hills Trust, owned by Alberta's Samson Cree Nation, lending early development funds. That seemed to fit with everything that was intended for the project.

Success

The City of Saskatoon and Muskeg Lake Cree Nation have similar goals and these are communicated loud and clear. In this project they were defined as:

- Compatible zoning;
- Taxation model that ensures the development pays for City services;
- Promote economic development for the benefit of all;
- An Aboriginal success story; and,
- Work out detailed development and services agreements that both sides can live with.

Overall, it was important that there was a protocol agreement in place between the two communities and that there was a strong working relationship developed.

10 Appendix E – Survey Results

The initial work plan for carrying out the community consultation process of the Community Viability Strategy consisted of individual and group interviews, focus groups, public meetings and a planning workshop. At a September, 2006 meeting between the consulting team and the CVSC, the idea of a community survey was discussed as a way of ensuring the process was more inclusive yet by giving the public another opportunity to participate in, and contribute to, plan content. A direct mail to all households on the Islands was thought to be the most inclusive, and cost effective, method for the survey, which was conducted in November and December of 2006. The survey requested get feedback from Island residents about the economy of the region, its future potential and suggestions for how economic development might be promoted to achieve economic stability and sustainability.

10.1 Methodology

A blanket mail of all households on HG/QCI by Canada Post resulted in a total distribution of approximately 2,600 surveys, itemized by postal code in Table 10-1. A total of 204 responses were received and analysed giving a household response rate of 7.8% percent. Since this was a blanket survey that included residents and businesses, and possibly non-residents, the results are not considered statistically significant. Nevertheless, the overall response rate is considered high for a community survey, while the responses have provided the CVSC and the consulting team with invaluable feedback.

Table 10-1: Household Counts on HG/QCI

Post Office	Houses	Apart-ments	Farms	Total Resid-ences	Business	Total Distri-bution
MASSET PO - V0T 1M0	765	13	0	778	85	863
PORT CLEMENTS PO - V0T 1R0	219	0	0	219	28	247
QUEEN CHARLOTTE PO - V0T 1S0	1,079	26	0	1,105	122	1,227
SANDSPIT PO - V0T 1T0	213	0	0	213	50	263
Total HG/QCI	2,276	39	0	2,315	285	2,600

Source: Canada Post

10.2 Results

The following pages provide response distributions for multiple-choice and discrete (yes-no) questions. Cross-tabulations according to place of residence, age and years residing on the Islands are also given.

For open-ended questions #6, #7 and #8, responses are summarized into categories to help with the analysis of results. Survey respondents gave close to 550 individual answers, covering a tremendous variety of ideas and suggestions, were given to these three questions. Although summaries are given in this appendix, individual responses were all read and considered for input into the plan.

For question #11, which asked respondents for a future vision of GH/HG/QCI, verbatim comments are listed.

HG/QCI Community Viability Strategy – FINAL REPORT APPENDICES

1. Please indicate your level of agreement with the following statement: "Over the next year, I feel the HG/QCI economy has the potential to grow and prosper." (Mark one only)

	no response	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	total
N	1	17	113	32	24	17	204
%	0.5%	8.3%	55.4%	15.7%	11.8%	8.3%	100%

Residence	no response	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	grand total
Queen Charl't			29	7	6	2	44
Sandspit		1	17	2	5	5	30
Skidegate		2	7	1	1		11
Tlell	1	1	9	2	2	1	16
Port Clements		4	15	7	7	3	36
Masset		5	26	10	2	5	48
Old Massett		1	4	2			7
Other		1	6	1		1	9
No response		2			1		3
Grand Total	1	17	113	32	24	17	204

Age	no response	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	grand total
18-24		2					2
24-34		2	11	9	2		24
35-44		3	22	8	4	1	38
45-54		2	25	8	5	7	47
55-64	1	4	38	3	9	8	63
65+		2	16	4	3	1	26
No response		2	1		1		4
Grand Total	1	17	113	32	24	17	204

Term of Residence	no response	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	grand total
< 1 year		1	5	3	2	1	12
1 - 2 years		3	4	3	2		12
3 - 5 years		2	13	2		1	18
6 - 10 years		1	13	5	2		21
11 - 20 years	1	2	26	5	4	2	40
> 20 years		6	51	14	13	13	97
No response		2	1		1		4
Grand Total	1	17	113	32	24	17	204

HG/QCI Community Viability Strategy – FINAL REPORT APPENDICES

2. Which statement best describes your views regarding future growth on HG/QCI? (Mark one only)

	no response	I would support more growth overall.	I would support the current level of growth.	I would support less growth overall.	total
N	4	130	64	6	204
%	2.0%	63.7%	31.4%	2.9%	100.0%

Residence	no response	I would support more growth overall.	I would support the current level of growth.	I would support less growth overall.	grand total
Queen Charl't	1	30	12	1	44
Sandspit	1	22	7		30
Skidegate		8	3		11
Tlell		9	6	1	16
Port Clements		24	11	1	36
Masset	2	27	17	2	48
Old Massett		4	3		7
Other		4	5		9
No response		2		1	3
Grand Total	4	130	64	6	204

Age	no response	I would support more growth overall.	I would support the current level of growth.	I would support less growth overall.	grand total
18-24		2			2
24-34		16	7	1	24
35-44		24	13	1	38
45-54	1	33	12	1	47
55-64	2	39	21	1	63
65+	1	14	10	1	26
No response		2	1	1	4
Grand Total	4	130	64	6	204

Term of Residence	no response	I would support more growth overall.	I would support the current level of growth.	I would support less growth overall.	grand total
< 1 year		9	3		12
1 - 2 years		7	5		12
3 - 5 years	1	13	4		18
6 - 10 years		11	10		21
11 - 20 years		27	12	1	40
> 20 years	3	60	30	4	97
No response		3		1	4
Grand Total	4	130	64	6	204

3. How satisfied are you with HG/QCI as a place to live? (Mark one only)

	no response	not at all satisfied	somewhat satisfied	satisfied	very satisfied	extremely satisfied	total
N	1	5	25	51	69	53	204
%	0.5%	2.5%	12.3%	25.0%	33.8%	26.0%	100.0%

Residence	no response	not at all satisfied	somewhat satisfied	satisfied	very satisfied	extremely satisfied	grand total
Queen Charl't		1	8	11	12	12	44
Sandspit		1	5	5	8	11	30
Skidegate		1	1	3	3	3	11
Tlell				3	11	2	16
Port Clements		1	6	13	14	2	36
Masset	1		4	10	18	15	48
Old Massett		1	1	2	1	2	7
Other				3	2	4	9
No response				1		2	3
Grand Total	1	5	25	51	69	53	204

Age	no response	not at all satisfied	somewhat satisfied	satisfied	very satisfied	extremely satisfied	grand total
18-24					1	1	2
24-34		2	5	3	10	4	24
35-44		2	5	14	13	4	38
45-54		1	7	15	12	12	47
55-64	1		4	12	26	20	63
65+			4	6	7	9	26
No response				1		3	4
Grand Total	1	5	25	51	69	53	204

Term of Residence	no response	not at all satisfied	somewhat satisfied	satisfied	very satisfied	extremely satisfied	grand total
< 1 year			4	4	2	2	12
1 - 2 years		1	3	1	4	3	12
3 - 5 years	1		1	3	10	3	18
6 - 10 years		2	2	6	7	4	21
11 - 20 years			4	9	14	13	40
> 20 years		2	10	27	32	26	97
No response			1	1		2	4
Grand Total	1	5	25	51	69	53	204

4. How satisfied are you with HG/QCI as a place to do business? (Mark one only)

	no response	not at all satisfied	somewhat satisfied	satisfied	very satisfied	extremely satisfied	total
N	4	6	19	66	79	30	204
%	2.0%	2.9%	9.3%	32.4%	38.7%	14.7%	100.0%

Residence	no response	not at all satisfied	somewhat satisfied	satisfied	very satisfied	extremely satisfied	grand total
Queen Charl't	1	1	2	15	21	4	44
Sandspit		2	3	4	10	11	30
Skidegate		1	1	4	3	2	11
Tlell			3	4	7	2	16
Port Clements			4	11	15	6	36
Masset	3	1	3	19	19	3	48
Old Massett			1	2	3	1	7
Other			2	6		1	9
No response		1		1	1		3
Grand Total	4	6	19	66	79	30	204

Age	no response	not at all satisfied	somewhat satisfied	satisfied	very satisfied	extremely satisfied	grand total
18-24		1	1				2
24-34	1		2	10	8	3	24
35-44		1	1	13	16	7	38
45-54	1		2	15	22	7	47
55-64		3	8	18	25	9	63
65+	2		5	8	7	4	26
No response		1		2	1		4
Grand Total	4	6	19	66	79	30	204

Term of Residence	no response	not at all satisfied	somewhat satisfied	satisfied	very satisfied	extremely satisfied	grand total
< 1 year		1	1	4	6		12
1 - 2 years				4	5	3	12
3 - 5 years	2		1	7	6	2	18
6 - 10 years				8	9	4	21
11 - 20 years		2	5	13	13	7	40
> 20 years	2	2	12	29	39	13	97
No response		1		1	1	1	4
Grand Total	4	6	19	66	79	30	204

5. What percentages of your total shopping purchases are spent locally?

	Almost all	60-80%	30-60%	15-30%	0-15%	total
N	68	97	30	7	2	204
%	33.3%	47.5%	14.7%	3.4%	1.0%	100.0%

Residence	Almost all	60-80%	30-60%	15-30%	0-15%	grand total
Queen Charl't	14	20	6	3	1	44
Sandspit	9	14	5	2		30
Skidegate	6	5				11
Tlell	6	7	3			16
Port Clements	15	15	6			36
Masset	12	26	8	2		48
Old Massett		5	1		1	7
Other	5	4				9
No response	1	1	1			3
Grand Total	68	97	30	7	2	204

Age	Almost all	60-80%	30-60%	15-30%	0-15%	grand total
18-24	2					2
24-34	6	12	4	1	1	24
35-44	8	21	8	1		38
45-54	12	23	9	2	1	47
55-64	26	28	7	2		63
65+	13	11	1	1		26
No response	1	2	1			4
Grand Total	68	97	30	7	2	204

Term of Residence	Almost all	60-80%	30-60%	15-30%	0-15%	grand total
< 1 year	2	6	3	1		12
1 - 2 years	5	5	1		1	12
3 - 5 years	7	9	2			18
6 - 10 years	6	11	3		1	21
11 - 20 years	11	23	5	1		40
> 20 years	35	42	15	5		97
No response	2	1	1			4
Grand Total	68	97	30	7	2	204

6. In your opinion, what are the two most important economic opportunities on HG/QCI today?

n	% of total	Opportunity
128	36%	Tourism and Accommodation
67	19%	Forestry
36	10%	Fisheries
26	7%	Energy
21	6%	Manufacture
20	6%	Business
12	3%	Environmental
9	3%	Art and Culture
9	3%	Mining
7	2%	Government
4	1%	Education
4	1%	Agriculture
3	1%	Construction
3	1%	Retirees
2	1%	Transportation
2	1%	Health
1	0%	Communications
354	100%	

Note: Total is greater than number of respondents due to multiple mentions.

7. In your opinion, what are the two most important economic threats facing HG/QCI today?

n	% of total	Opportunity
36	13.2%	Land use uncertainty
35	12.9%	Decline in resource economy
23	8.5%	Political uncertainty
23	8.5%	Poor ferry service
22	8.1%	Off-island control of resources
22	8.1%	Over harvesting
16	5.9%	High cost of living
13	4.8%	General economic instability
13	4.8%	Oil exploration and development
10	3.7%	Poor transpiration and freight links
9	3.3%	Access to Islands
8	2.9%	Lack of skilled workers
7	2.6%	Loss of population
7	2.6%	Unstable infrastructure
5	1.8%	Community cooperation
4	1.5%	Employment opportunities
4	1.5%	Anti-development views
3	1.1%	Racism
3	1.1%	Poor government management of resources
3	1.1%	tourism
2	0.7%	Decline in government services
2	0.7%	Social problems
1	0.4%	Absentee land owners
1	0.4%	Pollution
273	100%	

8. In your opinion, what types of social or capital infrastructure, processes, or institutions should be provided or implemented on Haida Gwaii in order to enhance community viability?

n	% of total	Opportunity
25	12.1%	Health, wellness and treatment programs
24	11.6%	Increased investment in recreation facilities
23	11.1%	Transportation policies that lower cost and improve services
15	7.2%	Increased access to training programs
13	6.3%	Sustainable energy use
13	6.3%	Assistance to small business
12	5.8%	Education services, programs and facilities
11	5.3%	Cooperative government planning
11	5.3%	Tourism, convention and meeting infrastructure
11	5.3%	Town infrastructure, beautification and improvement
10	4.8%	Mechanisms to increase local control over resources
7	3.4%	Access to funding for students
5	2.4%	Move forward on community forests
4	1.9%	Roads and trail development
4	1.9%	Youth services and programs
4	1.9%	Encourage local food production
4	1.9%	Better use of Gwaii Trust funds
3	1.4%	Research and development of resource uses
3	1.4%	Cooperative marketing among business
3	1.4%	Make more land available for development
2	1.0%	Build entrepreneurship
207	100.0%	

Note: only multiple responses are listed.

9. Which of the following basic sectors of the economy do you feel hold the greatest opportunities for the Islands?

	no response	excellent potential	good potential	average potential	some potential	no potential	Total	sector
n	17	32	46	53	43	13	204	Forestry
%	8.3%	15.7%	22.5%	26.0%	21.1%	6.4%	100.0%	
n	16	50	59	29	43	7	204	Forestry processing
%	7.8%	24.5%	28.9%	14.2%	21.1%	3.4%	100.0%	
n	21	13	20	31	88	31	21	Agriculture
%	10.3%	6.4%	9.8%	15.2%	43.1%	15.2%	10.3%	
n	5	106	60	19	12	2	204	Tourism
%	2.5%	52.0%	29.4%	9.3%	5.9%	1.0%	100.0%	
n	20	83	56	17	18	10	204	Alternative Energy
%	9.8%	40.7%	27.5%	8.3%	8.8%	4.9%	100.0%	
n	35	16	66	57	10	20	204	Mining
%	17.2%	7.8%	32.4%	27.9%	4.9%	9.8%	100.0%	

10. Which development priorities do you feel are important for the Islands?

		extremely important	somewhat important	important	very important	not important	Total	Strategy
n	21	30	35	56	45	17	204	Attract businesses
%	10.3%	14.7%	17.2%	27.5%	22.1%	8.3%	100.0%	
n	18	83	53	35	10	5	204	Help businesses expand and grow
%	8.8%	40.7%	26.0%	17.2%	4.9%	2.5%	100.0%	
n	20	75	48	43	15	3	204	Assist entrepreneurs and business start-ups
%	9.8%	36.8%	23.5%	21.1%	7.4%	1.5%	100.0%	
n	26	49	39	55	27	8	204	Assist firms develop exports
%	12.7%	24.0%	19.1%	27.0%	13.2%	3.9%	100.0%	
n	28	41	36	49	29	21	204	Build public and private partnerships
%	13.7%	20.1%	17.6%	24.0%	14.2%	10.3%	100.0%	

11. If you have a vision for the future development of the Islands, please share it with us in a few short sentences.

1. A little (just a little) more development with modern alternative industries and steady employment for all.
2. Eco tourism is going to be very important
3. We need to somehow "market" the islands as a whole. Someone getting off the ferry only know "Haida Gwaii" not just Masset, Port, Tlell etc. We have to communicate and connect more.
4. Farming community
5. I see a future where residents have the opportunity to take advantage of the resources in the area. Small business related to the forest industry, using already filled wood and "junk" wood e.g. alder. Abolishment of the huge TFL blocks. Development of eco tourism based businesses. Resolution of land claims fair to all residents of HG/QCI
6. Finalize land claims
7. I would like to see the islands as a leader in alternative energy resources and environmental protection this is the last unpolluted place in North America - Let us keep it that way!
8. We need more local employment especially with the fishing lodges. I only know of a few people who worked there this year. Everyone else is from Vancouver.
9. I can see the HG/QCI's as a center for retreats for conventions and/or rest.
10. I have a vision of HG/QCI being completely self sufficient with regards to energy and basic requirements i.e.: food production so that in the event we are cut off from the main land we can sustain ourselves.
11. Diversity, diversity, diversity: small, med, large: raw & 2nd stage processing, a little bit in all sectors, alignment of education to economic development. (secondary & post secondary)
12. There are enough pellet stoves on HG/QCI to support this. Much more fish hatcheries. Pellet factory there is so much waste in the bush. More local charter fishing instead of those big corp. from Vancouver. Keep the roads graded so the tourists can go sight seeing!!! What happened to the wind farm of rose spit? What happened to samona mines (gold) They all so had to move. We are probably a bunch of losers. Meaning us on the Island.
13. Settle land claims. Let all the people on the islands get the same opportunities.
14. Locally owned logging. Wood stays on island for processing and supplying jobs to keep the next generation here.
15. Get Gwaii Trust to get into commercial loan business for local businesses.
16. Consider environmentally friendly with processing done on island and promote carbon credit initiative. Develop eco tourism. Ban bear hunting and protect unique island animal species.
17. Due to the location the Islands have the greatest advantage geographically to create/sustain a world class post secondary educational institute both marine and land based. There is a vast economic based tied to the uniqueness of this vision and it would be environmentally viable.
18. Other communities have tapped into tourism - we need to follow their lead. By the way we need cell phones on the island!!
19. I think we really need to promote tourism. I am a business owner and when the tourist come I make money but this year with all the problems here fewer tourists came and I did not make the money as in past years. This year my business went down 40-45%.
20. Small business needs economic help/incentives.
21. Future development on the islands looks pretty grim (sorry)
22. More summer tourism - widen shoulder months to include may and September. Winter opportunities, including storm watch, eco tourism etc.
23. Haida and non Haida interests working together to create business opportunities and island economy to offer jobs to our young people as well as all islanders.

24. Tourism walks and treks on islands, better accommodation and facilities for the tourists.
25. A tourism walk similar to the West Coast trail i.e.: from Yan to Kiusta.
26. I'd love to see the Island communities work together. Join in making the entire island a destination, not just one town or the other. We need to work together in making our communities beautiful and appealing.
27. Lifting of the moratorium on off shore drilling would be a disaster to an island that is already suffering from shoddy ferry service.
28. A place where we can all live and grow together. Right now were 80% wards of the state tarred with personal politics and blockades. We need a provincial government willing to stand up for everybody.
29. Settling land claims and creating an environment of equal opportunity for all islanders. Building relationships encourage investment (large and small business) and develop communities offering affordable living and amenities.
30. All island community leaders format for addressing collective concerns, approaches to gov't, funding requests, etc. A ferry system between island that is considered essential service.
31. People that are in business should keep regular hours not open one minute and closed the next.
32. There can be no future developments for the islands until the Haida issue is dealt with. Secondly to develop her also means to travel to other places. It cost just as much to get off these islands as it does to get here. This should be recognized and a break giving to permanent residents and companies - lower rates by the ferries and airlines could help.
33. We need better transportation to and fro and not so expensive. Geographic position and climate. Make tourism viable. However small business needs to be open when they are supposed to be. Be clean and courteous, and provide good service. There is potential in all Communities.
34. I would like to start my own business BUT!
35. More services for tourists, more parking areas, more walking places, more benches for sitting and viewing.
36. Well diversified communities with amenities available and future goals obtainable without having to leave HG/QCI.
37. Eco orientated and sustainable.
38. To become the most handicapped friendly place in British Columbia - possibly Canada - the World.
39. Make all of the Islands a "tax free" port.
40. The least amount of "development" is best! TAX the fishing lodges /foreign hunters and fishers should pay at least 3x what they pay currently for a licence!
41. Lets expand and promote earth conscience activities! Wind/solar/hiking/bird watching. Tours of Haida ancestral land
42. Nothing to add doing good.
43. I think that business practice needs to improve to encourage on island shopping and keeping the money on island as well as producing more in terms of food and products for our use and export to the mainland. To have the islands become more self reliant.
44. Senior citizens home or lodge to encourage more people to move here and retire.
45. Tourism needs to be made a go and help businesses advertise.
46. Preservation of fish stock through proper (tight!) management of resource. Equal access to jobs by Haida and non Haida. Better education resources on Islands - open to all. Good incentives to develop alternative energy.
47. Development must proceed at a manageable pace for Islanders.
48. Our economy will contract. All efforts should be toward developing a subsistence culture.
49. Quality education and training is needed to properly produce a quality product - either as a secondary industry, or as in a tourism experience - Tofino, not Las Vegas. Quant, quiet, classy.
50. Shared economic and social viability with native and non native communities.

51. Have talked repeatedly to tourist who spend fortune on the ferry to come here and there is not really clean sunny RV park near Charlotte City for them with facilities such as showers and Laundromat, electrical etc.
52. Respect the Haida's love for these islands and the sea that surrounds them, this is the foundation.
53. If the Haida enter in to a treaty, and the 4 main communities form a single community (single governing body) there is hope for progress. Otherwise, the Queen Charlottes will continue to reason stagnated by lack of leadership and economic certainty.
54. To make sure there is enough trees, fish, animals, resources to last this lifetime and more to come.
55. I would like to see more viable businesses have the ability to grow by having opportunity. Everything is still so unstable here that the risk far exceeds the possible rewards for a small business to expand. Having said that, I don't agree with hand outs as I've seen so much waste when money is given "just because". What I would like to see is opportunity. Then may the best business person succeed.
56. Diminish reliance on logging. Diversify.
57. Would like the medical improve better service in shopping. I really can't express my self to clearly.
58. Sustainability
59. Subsidized businesses generally don't make it.
60. If oil could be taken form Hecate Straits safely, I think that would be really good for the Queen Charlotte Islands.
61. More and better business opportunities for local persons.
62. Settle claims issues ASAP. Provide financial assistance to help small business grow or start up. Develop long range strategy in cooperation with all interest parties to manage natural resource use and development.
63. Equality of opportunity, no double standard.
64. We are all volunteers and we are tired out. Too tired out to thing anymore - this is why we need help. Home based high-speed internet based jobs. Like GIS. Need some of Victoria's and Ottawa's STABLE gov't jobs here as Sandspit is almost all private investment and we need help. Digital, internet jobs, etc.
65. With centralized high school more opportunities for the kids a better school, all island communities working together supporting their children. Alternate energy providing self sufficiency and jobs. Making our high quality, beautiful wood into finished products creating self sustainability and pride.
66. I feel more retirees will be wanting to come here to live.
67. Something clean - set an example for the country or the world. This is one of the last chances to start doing things very differently than in the past. Experimental projects towards future sustainability.
68. I would like to see the Islands treated as the rare treasure that it is, with as little development as possible, within the limitations of allowing people to live and work here.
69. Make us all equal.
70. Equality: clam digging on North Beach should be opened commercially to everyone. Furthermore the quota should be removed. There is hundred of km's of sand in the ocean and all the clams get pushed into two small beaches. It's a non depleting resource. Seal hunting.
71. Gov't should take a stand on CHN issues, no double standard. We should all have same rights and responsibilities.
72. The simplest solution I can see is to postpone the L.U.P. Create a HG/QCI company to manage all the forest, tenures. Company board representation by AAC contribution. Company board to set AAC, EBM rules, FSO result or strategies.
73. A pristine wilderness destination for the world, with protected water, air ,forests and land, with no more clear-cut logging (only sustainable shelter wood logging with natural reforestation). A conference centre to increase tourism to the islands.

74. I would like to see Haida Gwaii being enjoyed as a showcase for environmental awareness and action. We are in a unique position with our diverse and special ecosystems which are know world wide. I believe this is our greatest asset as people would travel from all over to experience and cherish it.
75. We could: show the world how 2 cultures collaborate in a new style, creatively, productivity. Develop a new style of collaborative government relationship. Own cooperatively or privately our own managed businesses.
76. Preservation of fish stock through strict and proper management of our resources. Equal opportunities by Haida and non Haida. Better education opportunities and resources open to all.
77. Greatly improve tourism marketing. Encourage - subsidize small entrepreneurs. Develop business in tourism and other endeavours communities must work together.
78. Natural resources are not a good business due to the short supply. I believe, with the proper infrastructure, it would be a very good retirement area.
79. Haida Gwaii could be a world leader in eco tourism providing a unique cultural and geographical experience. I also believe there is great potential to build a specialized university on Islands.
80. Islands uniqueness is key, people who seek this will come if they know about it: for instance fungus abundance. Mushroom societies abroad. - do they know about HG/QCI, some do, niche advertising perhaps a Fungus Festival celebrate a few key thing that make HG/QCI unique or special. Forget big Ad campaigns - focus on small committed groups. Forget big banners and sign the people that will come don't need these. Bird watching - wintering species - combined with storm tossed beaches will appeal to adventure tourists who aren't on a schedule.
81. Big is not better. No grandiose schemes.
82. I've had visions for 30 yrs but same one shit happens more studies and exploitation of local resources by corporations!
83. A place where the people who chose the islands as a unique/alternative lifestyle place are supported and coordinated to maximize their opportunities for success.
84. To further develop tourism making HG/QCI a major eco-tourism destination.
85. Real estate needs to be promoted, but we need an attraction to the islands. Oil drilling so prop values can rise. Advertising to attract more tourists.
86. We have to regain access to our own resources. We need support developing, climate change projects and alternative energy plans.
87. The only real future left here is in tourism. It needs to be developed, but not to the point of destroying the attraction of the islands. People from all over the world come here because it is unique.
88. More low income housing.
89. An environmental tourism island, self sustaining, teaching conservation and Haida heritage.
90. Respect Haida values/history/ownership always; draw on residents frequently, as valuable resource to give input, ongoing, to proposed growth; Prevent mass development without proper planning and consensus and this place is spectacularly beautiful/unspoiled - protect at all costs.
91. Enforce by laws for healthier communities. Assist small business with direction/expertise. Find funds for all people to have jobs. Town beautification.
92. Healthy diet. Good exercises egg: morning walk etc. Continuing education e.g.: religious studies.
93. Local control/involvement. Survey island youth - re: their vision for our economic growth.
94. Communities must work together - artists need to be advertised. They are world class artist's - more processing products here. Get cheaper/cleaner power.
95. Take good care of the beauty and resources and 1st people be thankful. Have faith.
96. With the logging industry dwindling the opportunity for people to be tour guides, charter fishermen, retrain to serve the tourism industry.

97. Dynamic and vibrant communities supported by a stable and diverse economy that is grounded locally and is designed within the inherent limits of Haida Gwaii lands, water, and eco systems to provide islanders are strongly linked to the land and sea, and are self sufficient.
98. World destination for eco tourists and baby boomers with disposable income.
99. Again, build an all island multi use recreation centre with a pool and ice rink maybe in Tlell to encourage young families to continue to stay her to raise their children.
100. Better partnership with CHN and gov't.
101. Sustainable community forest operations tied with tourism.
102. We need lessons on how to work together in spite of differences. People skills should be taught in the schools. The islands should "open up" then they will prosper!!
103. HG/QCI can become a national leader in ecotourism (true to definition, not "catch phrase"). Stop exporting raw logs and start exporting finished products.
104. community pool. "Haida Gwaii" art marketing (& culture). Off island accessibility.
105. Tourism is the most important. Ferry service does enhance or deter tourist. No one wants to drive thousands of kilometres for a standby position.
106. Somehow to keep the unique nature of the Islands but provide opportunities for people who love the islands to be able to "survive" here - i.e. - job!.
107. Affordable & appropriate housing for working class or single families. If you have no viable place for people to live, how are you going to have any growth?
108. Future development will be far sighted and have an excellent memory of what hasn't worked in the past and why. It will be based on a comprehensive ec-dev strategy that all of the Islands elected leaders understand and support.
109. Stabilize harvesting and give more or encourage wood processing. Obtain better energy input through developing some alternative source of energy (wind, tidal, hydro) in order to satisfy or accommodate processing sector.
110. Gwaii in the Haida language means LAND. This suggests that the Queen Charlotte Islands are all Haida Land - not so.
111. Turn the islands into the Galapagos Islands of North America.
112. No Comment.
113. Diversification to relieve reliance on forestry and fishing; and to provide training and jobs in service industry sector and all other sectors that are developed.
114. Economic development must include consideration and development of social structures for sustainability, by taking holistic approach for healthy and effective community growth. It is vital for humans of all ages to have positive and easy access to social programs.
115. I would love to watch our islands grow. I believe with so major changes these islands can be a happy home for everyone. Constant work is a good START!!.
116. I would like to see the population grow instead of continuing to decline; we need jobs to attract people which will develop its own small business infrastructure.
117. Hopefully not under water. Providing food and NR6 and jobs for the people on HG/QCI with lots of visitors to enjoy the islands.
118. We have huge potential but islanders need access to resources to develop goods and services. We need cheap power and help with transportation. We need tourism infrastructure and marketing, high-speed internet and cell.
119. Become more self sufficient with power. Train persons to maintain electrical system, mechanics and in all facets of construction and building maintenance and repair so off island contractors are not needed.
120. Equality for all HG/QCI residents including equal access to land and water.
121. My vision is for steady growth in visitors to HG/QCI who are respectful of the culture and our magnificent surrounding.

122. Equality for all of Canada and the islands, not until then will we be able to all work together. A fair playing field for all to gain the respect necessary to truly co-operated. How is it a blonde hair, blue eyed, freckled faced girl can hold a Native status card and reap the benefits.

123. I feel that there needs to be a communities wide shore clean up and beautification project done so that we can attract the tourism dollars to a place that is aesthetically appealing.

124. More development of Moresby Island source of Gwaii trust. Pavement to Gray Bay world class camping and recreation. Develop Copper Bay. Water and sewage - year round.

125. Local councils must support environmental protection initiatives and support local business and tourism, especially as it relates to arts and crafts both Caucasian and 1st Nation/other ethnic groups.

12. Are you employed?

	n	%
Yes	127	62.3%
No	22	10.8%
Retired	36	17.6%
Other	14	6.9%
No response	5	2.5%
Grand total	204	100.0%

13. What is your age?

	n	%
18 – 24	2	1.0%
25 – 34	24	11.8%
35-44	38	18.6%
45-54	47	23.0%
55-64	63	30.9%
65+	26	12.7%
No response	4	2.0%
Total	204	100.0%

14. How many years have you lived on the HG/QCI?

	N	%
Less than 1 year	12	5.9%
1 to 2 years	12	5.9%
3 to 5 years	18	8.8%
6 to 10 years	21	10.3%
11 to 20 years	40	19.6%
More than 20 years	97	47.5%
No response	4	2.0%
Total	204	100.0%

15. What area, or community, do you live in?

	n	%
Queen Charl't	44	21.6%
Sandspit	30	14.7%
Skidegate	11	5.4%
Tlell	16	7.8%
Port Clements	36	17.6%
Masset	48	23.5%
Old Massett	7	3.4%
Other	9	4.4%
No response	3	1.5%
Grand Total	204	100.0%