



Journey to Economic Independence

B.C. First Nations' Perspectives



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HONOURING

Don Fast, Deputy Minister, Ministry of Economic Development, for agreeing to a partnership project to assist B.C. First Nations in pursuing economic development activities in their communities.

First Nations Leadership Council (FNLC) for their support and vision and for their untiring commitment to healthy communities for our B.C. First Nations:

- BC Assembly of First Nations
 - Regional Chief Shawn A-in-chut Atleo
- First Nations Summit Task Group
 - Chief Judith Sayers
 - Grand Chief Edward John
 - Dave Porter
- Union of BC Indian Chiefs
 - Grand Chief Stewart Phillip
 - Chief Robert Shintah
 - Chief Lynda Price

The First Nations who participated in this project. They willingly invited Ted Williams and Terry Bootsman onto their lands, made them feel welcome, and openly answered the various questions put before them regarding First Nations economic development. Without their input and guidance, the work would be meaningless, and hope for a better future for B.C. First Nations communities would be that much less.

LETTER OF INTRODUCTION

Through the New Relationship, the Province and First Nations leaders are working together to achieve strong governments, social justice and economic self-sufficiency for First Nations.

The ***Journey to Economic Independence*** Report is the result of an extraordinary and significant collaboration between the First Nations Leadership Council and the Ministry of Economic Development. Our goal for this project was to gather information from the participant First Nations on approaches to creating successful economic development in their communities.

In doing so, we have garnered important knowledge and guidance regarding how some First Nations in B.C. are building their economies and achieving economic independence. By working together, we have gained a deeper understanding of practices that contribute to self-reliance, prosperity and economic stability within First Nation communities.



Colin Hansen
Minister of Economic Development

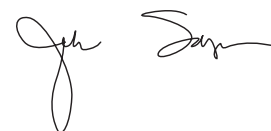
On behalf of the FIRST NATIONS SUMMIT:



Grand Chief Edward John



Dave Porter

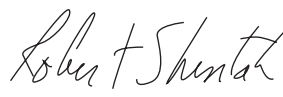


Chief Judith Sayers

On behalf of the UNION OF BC INDIAN CHIEFS



Chief Stewart Phillip



Chief Robert Shintah



Chief Lynda Price

On behalf of the BC ASSEMBLY OF FIRST NATIONS:



Regional Chief A-in-chut (Shawn Atleo)

LETTER TO THE READER

My name is Ted Williams and I am a member of the Cowichan Tribes, located in Duncan, B.C. I was raised on the reserve by my parents, Earl and Jane Williams, and did not know I was being raised in Third World conditions in one of the world's richest countries, Canada. It was not until I started school that my view of the world changed. Suddenly, everything I thought I understood was being challenged. I was laughed at and made fun of for the way I spoke and dressed. I felt the need to conform to a different standard. My saving grace was that my mom and dad were hard workers and did all they could to help me adjust to the demands being faced in the world.

My dad was self-employed in the sand and gravel industry, and my grandfather was a logging contractor. Back in the early 1900's, it was fairly common for First Nations people to be self-employed.

I remember trying to start my first business in downtown Duncan. I was six years old and I attempted to open a pop and chip stand. It did not work, but I learned an important lesson: when you have the entrepreneurial spirit in you, you can learn from your experience and do better the next time. At 18 years of age, I went to work in the forest industry, like many First Nations people on the B.C. coast.

Then, when I was twenty-four years old, I started my first real business in the forest industry. I successfully bid on silviculture (forest maintenance) contracts in the late seventies and grew my business to the point where I was making more money than I ever dreamed of.

In the early eighties, I invested in an agriculture venture, along with three business partners – a fruit and vegetable crop business on Cowichan First Nation lands in Duncan. This was my first business partnership and I learned a great deal from the experience. It was not until 1991 that I decided to work as an employee of the Cowichan Tribes. I started out as a pipeline labourer and quickly became a pipeline fuser, then a foreman. With pipeline work slowing down in 1998 and with my wife's support, I went back to school to study a combined program in Business Management and Aboriginal Community Economic Development (ACED).

After completing my second year, I went to work for the Khowutzun Development Corporation (KDC) as a business development officer. With my economic and business development experience and lessons learned about how elected leadership interacts between governance and economic development, I have come to believe that the Creator thought I was ready to lead this project. I agreed to undertake this assignment and designed the project, in part, to understand why First Nations continue



to struggle to create economic independence for their communities. In this document, you will learn why they will continue to struggle, if critical issues are not addressed. I was astounded at the amount I myself have learned from this experience.

The project commenced in late January 2007, at the same time the FNLC and Indian and Northern Affairs Canada's (INAC's) Regional Program Management Advisory Committee co-hosted a First Nations economic development conference. Representatives from over 130 of the 203 B.C. First Nations attended this event, recognized to be the starting point for the creation of an economic development strategy for B.C. First Nations, by B.C. First Nations. Conference attendees said repeatedly that they would benefit from knowing what best practices the leading First Nations were using; the failures and challenges encountered; how to deal with the mix of business and politics; principles; and visioning – basically, what works and what does not. So, I set out to do just that.

My deep involvement in this project has clearly revealed to me the barriers to First Nations economic development. But I believe we now know how to overcome these barriers with the joint participation and commitment of First Nations leaders, governments and the private sector.

I could extend this introduction indefinitely, recognizing the many trials and tribulations our First Nations have faced over the years. However, I presume that readers have their own historical understanding of the tragedy that beset First Nations people of

this land. There are reasons to be optimistic and it is important for all of us to look for the light at the end of the tunnel. The reasons for optimism are revealed in this document. To be clear, though, in no way does this report minimize the tremendous difficulties experienced by First Nations communities, as they search for economic independence.


First Nations are and have been deeply connected to the Creator. According to the beliefs of First Nations, all people great and small are significant and our pathways are directed by the Creator himself. I believe this project will provide the pathway for a different kind of future – one with optimism and enthusiasm. In short, new options that can help overcome the many barriers that have held First Nations captive within the borders of reserve lands.

A handwritten signature in black ink, appearing to read 'Ted Williams', with a stylized flourish at the end.

Ted Williams, Project Manager



EXECUTIVE SUMMARY



In October 2006, the Ministry of Economic Development offered to provide a temporary position to a person, identified by the First Nations Leadership Council, to work on a First Nations Economic Development Project. This project was intended to contribute to progress in developing economic development-related strategies and plans under the New Relationship agreement and the tripartite Transformative Change Accord of 2005. Its purpose is to bring an understanding of how B.C. First Nations can create economies for their communities, while participating more fully in regional and provincial economies. Project Manager, Ted Williams, is a member of the Cowichan Tribes in Duncan, B.C. With his entrepreneurial experience and development background, Ted is well grounded in the critical success factors necessary for economic and business development. This report relies on key information compiled from the experiences of Ted Williams and the eleven B.C. First Nations that participated in this project.

This approach to the study of First Nations economic development involved Ted Williams and Terry Bootsman visiting communities in a number of regions throughout B.C. where many First Nations are pursuing or successfully engaged in economic development activities. What differentiates this project from similar initiatives is that the best practices revealed were identified by economic development leaders in First Nations communities, and ratified by First Nations participants.

In April of 2007, letters were sent to the Chiefs of participating First Nations across the province (see Appendix A) providing information about the project and asking for the opportunity to visit their communities and gather research information on economic development. First Nations throughout the Province were asked to participate, and all of those who were asked emphatically agreed to be part of this research project. Careful consideration was given to which First Nations to visit, as time did not allow for all First Nations in the province to participate. Ted Williams selected the First Nations to ensure a wide range of issues and circumstances would be represented – from both rural and urban communities, ones which are rich in resources and those with limited access, and highly successful communities to those with minimal economic development. The purpose of the visits and community tours was to meet with relevant First Nation leaders and administrative managers to collect information on the history of economic development activities in their communities.

Based on responses to the invitation letters, the following First Nations were visited by Ted Williams and Terry Bootsman from May 15 to July 10, 2007.

- Beecher Bay First Nation
- Fort Nelson First Nation
- Hupacasath First Nation
- Kamloops Indian Band
- Ktunaxa Tribal Council
- Lake Babine Nation
- McLeod Lake Indian Band

- Osoyoos Indian Band
- Squamish Nation
- Tsleil Waututh Nation
- Westbank First Nation

In each of the communities, the Chief, Councillors, the economic development officer, executive director, or some combination thereof, were asked to respond to a set of research questions (see Appendix B). These research questions were developed in consultation with Prof. Stephen Cornell, Harvard University, based on the Harvard Project on American Indian Economic Development. Each of the participant First Nations were then asked to send one or two representatives to a roundtable forum in Vancouver in August 2007. The purpose of this forum was to examine the similarities and differences in the various First Nations governance and corporate structures, discuss the findings of the community visits and then identify the common themes in the economic development practices of B.C. First Nations.

Two approaches to community economic development were identified by participant First Nations in the study: development of First Nation community-owned and operated enterprises; and, supporting and fostering the development of First Nation member entrepreneurs and their participation in mainstream businesses.

The research identified three main areas in which participant First Nations are pursuing economic development and generating


own-source revenues: development of lands, resources and water; benefit and revenue sharing agreements; and, partnerships.

The data collected from the interviews with participant First Nations and the forum discussion identified seven themes that are being addressed by participant First Nations communities in varying degrees:

- Understanding the First Nations Communities
- Understanding the Lands, Resources and Water Opportunities
- Planning
- Leadership, Corporate Governance, and Capacity
- Benefit and Revenue Sharing Agreements
- Partnerships
- Access to Capital



PURPOSE AND APPROACH



At one time, First Nations communities were strong in manufacturing and production, governance and trade with other First Nations. For thousands of years, the First Nations of what is now called British Columbia thrived off the abundance of the land and waters, and practiced their culture, traditions and spirituality. In the last two hundred years, First Nations in B.C. have faced unparalleled challenges to adjust to a new way of life.

The use of the dollar as the primary currency to access resources, combined with multiple policy barriers, have made it challenging for most First Nations to redevelop an economy for their communities. Some First Nations leaders are developing economies for their communities, which is translating into low levels of unemployment and eliminating poverty.

The stark reality, however, is that the majority of B.C. First Nations communities exist within an environment of below-average economic performance and poverty. There is little doubt, however, that there are substantial opportunities for First Nations to build sustainable economies.

The purpose of this project was to conduct a first-hand examination of the successes and struggles in economic development within a cross-section of B.C. First Nations and shed light on the

journey of First Nations as they move toward building sustainable economies. The desired outcome of this project was to learn from First Nations communities that have established themselves as a strong economic presence in the province. Their Chiefs, Councillors, and/or economic development officers shared their economic development stories, so that other First Nation communities might learn from their experiences.¹

The approach and methodology used for this project was to engage Chiefs, Councillors and economic development representatives from First Nations across B.C. on economic development practices in their communities. The response was overwhelmingly positive and, in April of 2007 letters were sent to First Nations Chiefs (see Appendix A), outlining the initiative and asking for the opportunity to visit the community.

The purpose of each visit was to meet with senior First Nations representatives and collect information that would help us understand the history of the individual First Nation's economic development activities. Discussions centered around economic development successes and missed opportunities, lessons learned, corporate structures and approaches to governance. Participants in the study received a list of questions in advance of their interviews (see Appendix B). The Tour of the Nations section of the report describes the overall findings in relation to the participant communities.

¹ *The document is not intended to provide legal or business advice and readers are encouraged to seek independent legal and business advice.*

The range of participant First Nations in this initiative provided the opportunity to examine First Nations communities at various stages of economic development. The First Nations generally fall into three categories:

- Those with opportunities close to them but no capacity or means to seize the opportunities;
- Those who have begun to make changes in order to better develop their economic activities; and,
- Those communities that have implemented significant change and are now well along the path to sustainable economic development.


Interviews were conducted with the Chief, Councillors, economic development officers, band managers, or some combination thereof. Information was provided openly in all cases. Community tours were arranged on some of the reserves and support for this initiative was positive from the participating First Nations. The governance and economic development structures of each of the First Nations were mapped out in organizational flow charts and provided back to the First Nations for verification and authorization to use in the project report and presentations.

The participating First Nations were requested to send one or two representatives to a roundtable forum in Vancouver on August 8, 2007. Participants also included representatives from the First Nations Leadership Council,

B.C. government, federal government/Pacific Region and Ottawa, and the Assembly of First Nations national office. The purpose of the forum was to examine the differences and similarities in the various First Nations governance and economic development structures, discuss the findings from the interviews, and identify a potential B.C. First Nations best-practice business model.

The response was very supportive and enthusiastic. Forum participants agreed that the findings from the project information collected was accurate and significant. There was a strong willingness to continue to participate collectively, and a desire to see the work continue to the point of producing a tool that could be used by First Nations communities in their quest for sustainable economic development. Caution was offered not to dwell on areas that had already been studied by other initiatives.

“All the participant First Nations shared one commonality and belief: the only way to become an economically independent, self-governing nation is through the development of significant and sustainable own-source revenues.”
- Ted Williams,
Project Manager.



KEY FINDINGS

This report summarizes the key findings identified by participant First Nations that are making progress toward building and attaining sustainable economies in their communities.

Introduction

There are two approaches to economic development being pursued by the participant First Nations. One is creation of an economy through support for local entrepreneurs and the development of their individual enterprises (i.e. Westbank First Nation). The other is creation of an economy through development of First Nation community-owned and operated business enterprises that, in turn, provide for the training and capacity building of individual First Nation members (i.e. Osoyoos Indian Band).

Participant First Nations identified three key areas of revenue generation: development of lands, resources and water; benefit and revenue sharing agreements; and partnerships.

Identification and pursuit of opportunities to control and utilize resources through harvesting and extraction of resources is vital to First Nations achieving economic independence.

Although economic development activity has been slow for many communities, First Nations are gaining control and authority over land through the federal land designation process.

Support for Local Entrepreneurs

Westbank First Nation

- Create and support entrepreneurs;
- Enable land development through Certificate of Possession land owners;
- Attract local, national and international investors;
- Have self-government legislation and Land Management Act powers; and,
- Brought external business and economic development expertise to the community.

First Nations Owned and Operated Businesses

Osoyoos Indian Band

- Create First Nations-owned and operated enterprises;
- Designated First Nations Lands on reserve;
- Training for employees;
- Attract partners for on reserve business development;
- Have had consistent political and economic development leadership; and,
- Brought external business and economic development expertise to the community.

Water is another important renewable resource and has significant potential to create viable economic opportunities in aquaculture and energy generation. Three examples of land, resource and water development include:

- The Beecher Bay First Nation has completed the land designation process for 45 hectares of reserve land and has successfully developed a Land Code under the First Nations Land Management Act. The First Nation has a strong interest in developments within its traditional territory.
- The Hupacasath First Nation has been involved in aggregate extraction off reserve and formed a corporation to house this activity.
- The Lake Babine Nation has numerous waste water treatment plants, freshwater wells and pump stations on their reserve lands.

Revenue sharing agreements are agreements between the Province and individual First Nations. Benefit agreements can take many forms and are generally agreements between industry partners, government and First Nation communities. They represent an exchange whereby the investor and First Nation work together to access assets on reserve or traditional territory lands in exchange for a combination of jobs, training, ownership and revenues or other benefits to the community. Governments can also be a party to those arrangements.

Partnerships between industry and First Nations are instrumental to developing tangible economic and business opportunities for

First Nation communities provided that those partnerships align and support First Nation community economic goals and interests. Effective partnerships can result in mutually beneficial arrangements whereby First Nations advance economic independence by acquiring increased expertise and financial resources.

The barriers and best practices identified in this report reveal seven themes important to the participant First Nation in their journeys to achieving significant own-source revenues and a sustainable economy. These themes are:

- Understanding the First Nations Communities
- Understanding the Lands, Resources and Water Opportunities
- Planning
- Leadership, Corporate Governance and Capacity
- Benefit and Revenue Sharing Agreements
- Partnerships
- Access to Capital

These themes are outlined in detail in the next section. The final section of this report, "Tour of the Nations: Analysis of Key Findings," portrays these findings in relation to each of the First Nations participating in the project.



“Relationship building is a priority for the Westbank First Nation to move forward in Economic Development.”

*- Jayne Fosbery
Westbank First Nation Economic Development Officer*

SEVEN THEMES: BUILDING ECONOMIC INDEPENDENCE IN FIRST NATION COMMUNITIES

Understanding the First Nations Communities

B.C. First Nations once had a vibrant trade system established over thousands of years between neighbouring communities as well as international traders. Over the years, B.C. First Nations have experienced prohibitions, restrictive policies and laws that have constrained economic development for First Nations and leave them unable to engage on a level playing field in the B.C. economy.

The historical relationship between First Nations communities and other levels of government and industry reveals that since the 19th Century, First Nations have effectively lost control over their governance and traditional trade practices. Communities were placed under rigid governance systems by government Indian Agents and bans were implemented to prohibit major cultural and trading ceremonies such as the Potlatch. These historical events are crucial to understanding First Nations communities.

First Nations have historically not been afforded the opportunity for meaningful participation and engagement in economic development projects in the province of B.C. In 2005, the New Relationship was announced acknowledging that “the historical Aboriginal-Crown relationship in British Columbia has given rise to the present socio-economic disparity between First Nations and other British Columbians.” The document also sets forth the respective strategic visions of First Nations and of the Provincial Government to move forward.

Also in 2005, the Transformative Change Accord was signed by the former federal government, the B.C. government and the First Nations Leadership Council, which includes “recognition that this new agreement is intended to support social and economic well-being of First Nations and recognition that accountability for results is critical.”

No one can change the past; however, together we can change the future. The principles and objectives laid out in the New Relationship and the Transformative Change Accord documents speak very clearly about the areas that will enable First Nations to take our rightful place in the B.C. economy and move forward on relationships built on trust and mutual respect.

UNDERSTANDING LANDS, RESOURCES AND WATER DEVELOPMENT OPPORTUNITIES

Lands:

First Nations have an interest in pursuing economic development opportunities throughout the province on reserve and within their traditional territory lands.

Reserve lands are made up of two different categories: **Band Land and Certificate of Possession Land (CP)**. Band land is controlled by and used for the benefit of all First Nations members. Individual interests in land can be granted under the Indian Act. For example, sections 20-28 set out a framework by which individual band members may obtain and exercise possession over reserve lands. Where a CP is issued, the band member acquires something close to private property rights to that land, with the limitation that it can only be pledged to another band member.

There are five ways that a First Nation member or a First Nation can create economic opportunities with respect to reserve lands in B.C.

These were identified by participant First Nations as:

- A 49-year lease approved by Chief and Council.
- Land designation with a 99-year head (primary) lease.
- Designation under the federal Land Management Act.
- Delegated authority under sections 53 and 60 of the Indian Act.
- Self-government arrangements.

The 49-year lease was identified by participant First Nations as a method to develop First Nations lands. This 49-year lease process is still in use; however, it can take up to six months or more for approval.


Indian and Northern Affairs Canada (INAC) will approve leases less than 49 years, contingent on approval by the Chief and Council. Leases for 49 years or more are approved by INAC under the land designation process.

The Land Designation process with a head lease is the preferred method of investors; however, approval time can take as long as three to four years on reserve, with costs up to ten times more than the equivalent process off reserve. This equates to a significant lost opportunity cost based on calculation of the loss of potential revenue during the approval period.

The majority of First Nations visited launched their economic development activities through land designation. The process is long and costly. First Nations who are successful in securing an initial land designation are frustrated with the fact that the process never gets shorter or less expensive when repeated.

Land development is as important to an economy on reserve as it is off reserve. A piece of highway frontage on reserve without a long term lease is virtually worthless to an outside investor. With a 99-year lease in place, that parcel of land on reserve would have value comparable to land off reserve.





The First Nations Land Management Act (FNLMA) was passed by the federal government in 1999 on the initiative of 14 Indian Act First Nations wishing to exercise greater control of land management on reserve land in order to improve their capacities and opportunities for economic development. It recognizes a greater degree of First Nation authority over its lands; however, the land management process is lengthy. Part of the process is to acquire a majority vote in favour of the FNLMA designation from all the registered First Nations members in the community.

Delegated Authority under section 60 of the Indian Act provides authority to First Nations to approve transactions on behalf of the Minister of Indian and Northern Affairs. The Kamloops Indian Band has this authority.

Self-Government Act.

The Westbank Self Government Act is one example of a self-government arrangement. This Act was negotiated under the federal government's Inherent Right to Self-government Policy under Section 35 of the Constitution. This agreement takes the form of legislation passed in Parliament and allows Westbank to exercise jurisdiction over the structure and accountability of Aboriginal governments, law-making powers; financial arrangements; and responsibility for providing programs and services to their members. It also enables First Nations governments to work in partnership with other governments and the private sector to promote economic development, improve social conditions and secure land development.

Barriers related to land development identified by the participant First Nations:

- No equity accumulation for First Nation homeowners.
- Lengthy and uncertain timelines, and high costs for land designation decisions and delegated authority.
- Limited opportunities for self-government.

Best Practice Example:

The Tsleil-Waututh Nation has successfully negotiated their Land Management Act and now require all registration and recording of interest or licenses be carried out by the Tsleil-Waututh lands office.

Resources:

The control and use of natural resources by First Nations is fundamental to their economic development success. The economic opportunities associated with resource development on reserve and within traditional territory lands are substantial, but there are barriers. For example, project developers for sand and gravel extraction projects are responsible for securing all necessary regulatory approvals and cannot work on reserve land without the consent of the First Nation, a permit from the federal government and a completed environmental assessment. First Nations experience significant challenges with the cost and timelines associated with these approval processes.

The parameters of this economic development project did not allow for a full study of land and resource issues. However, several situations are well documented by communities who have

experienced serious challenges when attempting to secure revenue sharing agreements for renewable and non-renewable resources.

Barriers to resource development identified by participant First Nations:

- Limited access to revenue and benefit sharing agreements for B.C. First Nations.
- Resource permitting process on reserve is lengthy and costly.

Best Practice Example:

The Tsleil-Waututh First Nation owns and operates a crab license boat and helps to manage renewable resources with their business, Inlailwatash Forest Products.

Waters:

Water use for revenue generation and quality of life is fundamental to the future success of B.C.'s First Nations. Several First Nations are already developing water resources on their traditional lands and on reserve by developing green power through run of the river water sources. The B.C. aquaculture industry for First Nations is also showing promise. The aquaculture industry generated an estimated \$272.2 million wholesale value of salmon,

shellfish and trout in 2003². The extent of First Nations participation in this industry and many others is largely undocumented at this time. Participant First Nations identified a number of barriers to accessing and undertaking opportunities in water development.

Barriers to water development identified by participant First Nations:

- Limited expertise, training and capacity among First Nations related to water resource management.
- A lack of information to help First Nations identify opportunities in power production or aquaculture.
- The application process for aquaculture licenses and tenures is challenging in terms of the timeline and costs.

Best Practice Example:

The Hupacasath First Nation has entered into the production of green electrical power production using run-of-the-river water as an energy source. There is strong evidence of similar opportunities for First Nations throughout the province.

“Land development is the priority focus of the Squamish Nation.”
- Toby Baker, SOO

²B.C. Ministry of Agriculture and Lands – Aquaculture Statistics - http://www.agf.gov.bc.ca/fish_stats/statistics-aqua.htm

With respect to planning, Chief Liz Logan of the Fort Nelson First Nation notes, "... if you do not have the support of the community, you have nothing."

PLANNING

Comprehensive Community Planning is widely accepted as an essential tool for achieving a vision for the future, initiating action, embracing and managing change, and for measuring outcomes and results. Planning shows an organization where it can go and how to get there. Two types of plans relate to First Nations economic development: the Comprehensive Community Plan (CCP), and the Economic Development Plan (EDP). Comprehensive community planning is a holistic process that enables a community to build a roadmap to sustainability, self-sufficiency and improved governance capacity³. The process is steered by the community and the plan addresses all the key planning areas, including governance, land and resources, health, infrastructure development, culture, social issues and the economy. The economic development plan is a component of the CCP and can also be a stand-alone plan. The EDP is focused on how to achieve the community's vision for developing a sustainable economy.

Of the First Nations visited in the course of this project, seven either had a CCP and EDP, or were going through the process. All seven First Nations were moving forward, to varying degrees in their economic development

activities. These First Nations shared three common reasons for devoting the time and resources for developing plans;

- First, planning engages the whole community. Communities want to have a say in where their leadership is taking them;
- Second, planning creates accountability and achievable outcomes. Community members and leadership are provided a baseline from which progress can be measured. The clearer the plan, the more measurable it is, all of which leads to better performance. First Nations also indicated that good planning is an ongoing process, which can address new opportunities or unforeseen obstacles;
- Third, planning also points toward a set of clear and community supported directions. Leadership and the community know where they are going, and in turn, create a road map for achieving the community's goals.

First Nations not engaged in the planning process were able to document the reasons for their lack of success. One had developed a plan a number of years ago but experienced challenges executing the plan and eventually abandoned it. Another Chief recognized an

³Indian and Northern Affairs Canada B.C. Region – Comprehensive Community Planning Handbook - http://www.ainc-inac.ca/bc/proser/fnal/ccp/ccphb/ccphb01_e.html

opportunity for the community and was focused on pursuing it as the community leader. Still others could see the value of planning, but had limited resources to initiate the planning process and were unsure of where to go for expertise and funding.

Barriers to planning identified by participant First Nations:

- A shortage of First Nations expertise and capacity to execute the planning process.
- Limited access to funding for First Nations to carry out the planning process.



*“If Human Resources
are not going to be
developed, forget about
developing land.”*
- Leonard George,
Director

LEADERSHIP, CORPORATE GOVERNANCE, AND CAPACITY

Although overall governance is not the focus of this project, the question remains: how do you ensure sustainable economic development within a First Nations community without addressing governance at some level? Business operations need to be conducted in accordance with sound business principles and carried out by staff with the necessary capacity to meet those principles. Chief and Council have the ultimate responsibility for the success of economic activities in their communities, but they need to fulfill that responsibility without interfering in day-to-day business operations.

There is a potential threat to the stability of economic development in all First Nations communities, as a result of a change in Chief and Council after an election. First Nations elections take place every two to three years. Given the common tendency among participant First Nations for Chief and Council to function as the board of directors for First Nation-owned enterprises, the potential threat among these communities is ever present. All of the First Nations interviewed were aware of this issue. Some have addressed it to the extent they felt possible. For example, Osoyoos has an independent business advisory council, and a bylaw that no significant change to corporate structure or senior officers can be effected without the majority support of Chief and Council.

A few First Nations have taken other steps. McLeod Lake Indian Band's Board of Directors for its pipeline company consists of Chief and Council, as well as representatives from the minority shareholder.

In many First Nations, though, the Chief and Council operate without business advisors. Managers of First Nations owned and operated companies either report directly to the Chief and Council or the First Nation administrator/manager. Revenues and expenses associated with companies are managed by the First Nation administration.

Barriers to corporate governance and capacity identified by participant First Nations:

- Lack of expertise to develop corporate governance models.
- Lack of resources to develop and implement economic development activities.

Best Practice Example:

The Westbank First Nation has successfully addressed the issue of governance continuity by implementing laws that provide detailed roles and responsibilities for Chief and Council, and that make them accountable for their actions. Staff is measured on their performance in all levels of the business organization.

BENEFIT AND REVENUE SHARING AGREEMENTS

Participant First Nations provided information on their experiences with benefit and revenue sharing arrangements .

Benefit agreements are arrangements between industry proponents and First Nations communities, which bring economic value to the community. These agreements represent an exchange of opportunities between the business proponent or investment partner and the First Nation. In exchange for providing employment, training and other benefits to the First Nation community, the business proponent will be able to create a business venture on reserve or within the First Nation's traditional territory. Governments may also play a role in benefit agreements.

Revenue sharing agreements refer to arrangements between the federal or provincial government and First Nations communities. Revenues directed to the government, as a result of resource extraction of renewable or non-renewable resources, are shared with the First Nations community through these agreements.

Through discussions with participating First Nations, it is evident that the value to communities derived from either benefit or revenue sharing agreements depends on the capacity to negotiate, whether industry, government or First Nations. The benefits to the community from these agreements vary on a case-by-case basis, even between similar sectoral resources or types of agreements. A First Nation with access to internal or external capacity, such as business and economic development experts, could fare significantly better than one that does not.

First Nations also noted the lack of access to, and awareness of, broader procurement opportunities to procure goods and services. Procurement is often a component of benefit agreements between industry proponents, government and First Nations, whereby industry proponents offer First Nations opportunities to procure goods and services.

Barriers related to Benefit and Revenue Sharing Agreements identified by participant First Nations:

- Lack of clear guidelines for benefit and revenue sharing agreements.
- No standards related to benefit sharing negotiations or access to negotiating resources.
- Limited access to opportunities for First Nations procurement.

“If First Nations are going to move forward, we are going to have to partner with Corporate Canada.”
- Chief Alec Chingee





“Partnerships are the key for development.”
- Chief Judith Sayers

PARTNERSHIPS

First Nations recognize that playing a significant role in the surrounding economy is an important contributor to community economic development. They want to protect their values, communities and natural environment, but may also have to work with well financed outside partners who have different interests or values. If a community tries to “go it on their own,” it frequently lacks business or management experience, or the venture is too large for its available resources. First Nations often also lack the resources to effectively negotiate a partnership arrangement with an industry proponent that delivers benefits for the community.

First Nations’ communities have partnership relationships with municipal governments and other First Nations communities. The piece missing in many First Nations communities is business partnerships. If a clear pathway is identified for First Nations toward land development or resource sharing agreements, opportunity for partnership relationships will be developed.

The majority of successful First Nations interviewed have been involved in partnerships as their first economic venture, and/or on a continuing basis. The CEO of the Osoyoos Indian Band strongly believes that partnerships

are the only way for First Nations to successfully participate in large ventures and engage in business opportunities in a timely fashion. Good partners bring expertise and capital, directly or through the strength of their balance sheet and track record. Partnerships reduce financial risks and barriers to the entry of First Nations into some industries. They also provide timely access to opportunities, such as procurement, that may be unavailable otherwise.

One of the most significant challenges for many First Nations is the ability to determine if the partner has some interest in the values of the community, and that a fair and equitable deal can be achieved. Many corporate and industry entities realize that it is good business in the short and long term for a prospective First Nations partner to have the expertise to address First Nations’ interests and achieve mutual benefits. It is common practice for industry proponents to provide funding for First Nations to acquire appropriate independent expertise to represent the First Nation at the negotiating table.

One of the First Nations interviewed had, on two occasions, negotiated its own agreement with outside partners. In both cases, the First Nation received little or no benefit from the partnership agreement. This resulted in a Chief and Council who are reluctant to engage in business with non-First Nations proponents, as well as a

community that is skeptical of pursuing partnership approaches. There are other First Nations in B.C. receiving significant long-term benefits from effective and mutually beneficial partnership agreements. In every such case, the agreement had been negotiated by the First Nation with the required internal expertise. However, in some cases, a First Nation is approached by a single potential partner to pursue a business venture, but does not have access to expertise to assess the opportunities against other possible partners that would allow for a lucrative, mutually beneficial agreement. The result is often missed opportunities and many potential developments that do not materialize.

Barriers related to partnerships identified by participant First Nations:

- Industry and First Nations are unsure of how and where to find prospective partners.
- Lack of First Nation expertise related to the negotiation of agreements in a range of different economic sectors.

The Kamloops Indian Band (KIB) has entered into partnerships with the B.C. Government, municipalities and businesses. These partnership arrangements have allowed the Kamloops Indian Band to participate in large on-reserve residential developments.



“Self-sustainability to the Kamloops Indian Band is Economic Development.”
 - Chief Shane Gottfriedson

ACCESS TO CAPITAL

The feedback from the participant First Nations was unanimous that sources of capital for economic ventures are limited, unaffordable, restrictive and insufficient.

Existing programs for projects under 20 million dollars are typically directed towards small business ventures and entrepreneurs. In addition, demand for this funding always exceeds supply. Financial institutions tend to have prohibitive security and collateral requirements and section 89 of the Indian Act eliminates the ability of a First Nation community or individual to pledge real and personal property on reserve as security for financing.

With large-scale projects over 20 million dollars, a new source has appeared -- investment fund managers looking to place their capital in large and secure projects that offer attractive rates of return. The project manager has dealt personally with one such fund management company based in the United States. They recognize the untapped value of First Nations assets and have opened a Canadian office with First Nations as their primary market. As previously mentioned, the minimum project size is 20 million dollars, with no designated maximum. Their security is typically obtained from the project, rather than the First Nation. Under the right circumstances, this allows a relatively small First Nation, or any size First Nation for

that matter, to participate in a large project in an equity role. However, these investment managers are unaware of First Nations opportunities and First Nations are equally unaware of the existence of pools of capital.

Another source of capital, briefly mentioned in the previous section, comes through partnerships. Large and credible partners can bring significant pools of capital to a project, either directly from the partner, or indirectly as security for financing based on the partner's financial strength and credibility.

Barriers related to capital identified by participant First Nations:

- Limited conventional sources of capital.
- Lack of information for investors and First Nations on potential partners.
- Limited opportunity for First Nations and potential investors to communicate with each other.

Best Practice Example:

For the Hupacasath First Nation, the ability to develop an off-reserve wood lot came from a combination of leveraged program monies and funding from the Canadian Forest Association. The profits from the woodlot were, in turn, leveraged together with grants from the federal government, and cash from three of the partners. Capital was raised through a softwood initiative loan, and debt syndicate of credit unions brought together by Van City Capital.

TOUR OF THE NATIONS





WESTBANK FIRST NATION

STATISTICAL INFORMATION:

Lands

5342.4 acres of reserve land
 Indian Reserve (IR) # 9 and #10 are held 85 % by Certificate of Possession and 15 % by community. The undeveloped lands of Indian Reserve #8, 11, 12 are completely community held.

Population

65% on reserve
 35% off
 Total: 652
 (Source: Registered Indian Population by Sex and Residence October 2005, Indian and Northern Affairs Canada)

Geographic Location

Westbank First Nation is located in the Okanagan Valley in South Central Interior of B.C.

Initial Opportunity

Land designation of residential subdivision in 1972.

Who Developed Opportunity

Chief and Council

Partnerships

WFN actively pursues partnership opportunities in a wide variety of areas – including business and land development, forestry and mining.

ECONOMIC APPROACH

Westbank First Nation (WFN) has chosen to develop a stable and desirable business environment on reserve that encourages member entrepreneurs and attracts external investors and businesses.

Economic Development Areas:

1. Lands, Resources and Waters

Lands:

WFN has five reserves totaling 5342.4 acres on the serviced land of Indian Reserve #9 and #10. 85% of the land is CP land and 15% of the land is community held.

Resources:

WFN has developed renewable resources in a Community Forest License of 55,000 cubic meters per year within the First Nations- owned company, Heartland Economics. WFN is actively investigating non- renewable resource opportunities within their treaty claim area.

Waters:

WFN owns and operates a private water utility and is utilizing the water from the Okanagan Lake for their commercial and residential developments.

2. Benefit and Revenue Sharing Agreements

WFN has negotiated many benefit agreements with industry and Government to date.

3. Partnerships

WFN currently has business partnerships that are being negotiated.

Seven Themes:

1. Understanding the First Nation

WFN are governed under their WFN Self Government Act since April 1, 2005. WFN is a member of the Okanagan Nation which totals seven First Nation communities.

Residents have traditionally spoken the Nsyilxcen language and are members of the Interior Salish.

2. Understanding the Lands, Resources, and Waters Opportunities

Lands:

Since the WFN self government legislation there has been rapid development on IR #9 and #10. This has enabled WFN to fully service all the lands with infrastructure. The reserve lands are adjacent to Okanagan Lake which adds to the desirability. WFN implemented one of the most comprehensive sets of community laws in Canada that cover the development and regulation of reserve lands. All persons residing or conducting business on reserve are subject to WFN laws.

3. Planning

WFN has a land use plan that is kept up to date by new and changing demands for development and is one of the laws required under the WFN Constitution.

WFN has an economic development commission and an economic development department with economic development officers who manage their economic development plan.

4. Leadership, Corporate Governance & Capacity

WFN is governed under the WFN Self-Government Act. This means all persons residing or conducting business on reserve are subject to Westbank First Nation Law. Administration is structured much like mainstream government. Staffing of 120 is both First Nation and non-First Nation, and is based on pre-set competency and qualification standards.

5. Benefit and Revenue Sharing Agreements

Community Forest License agreement signed with the B.C. government.

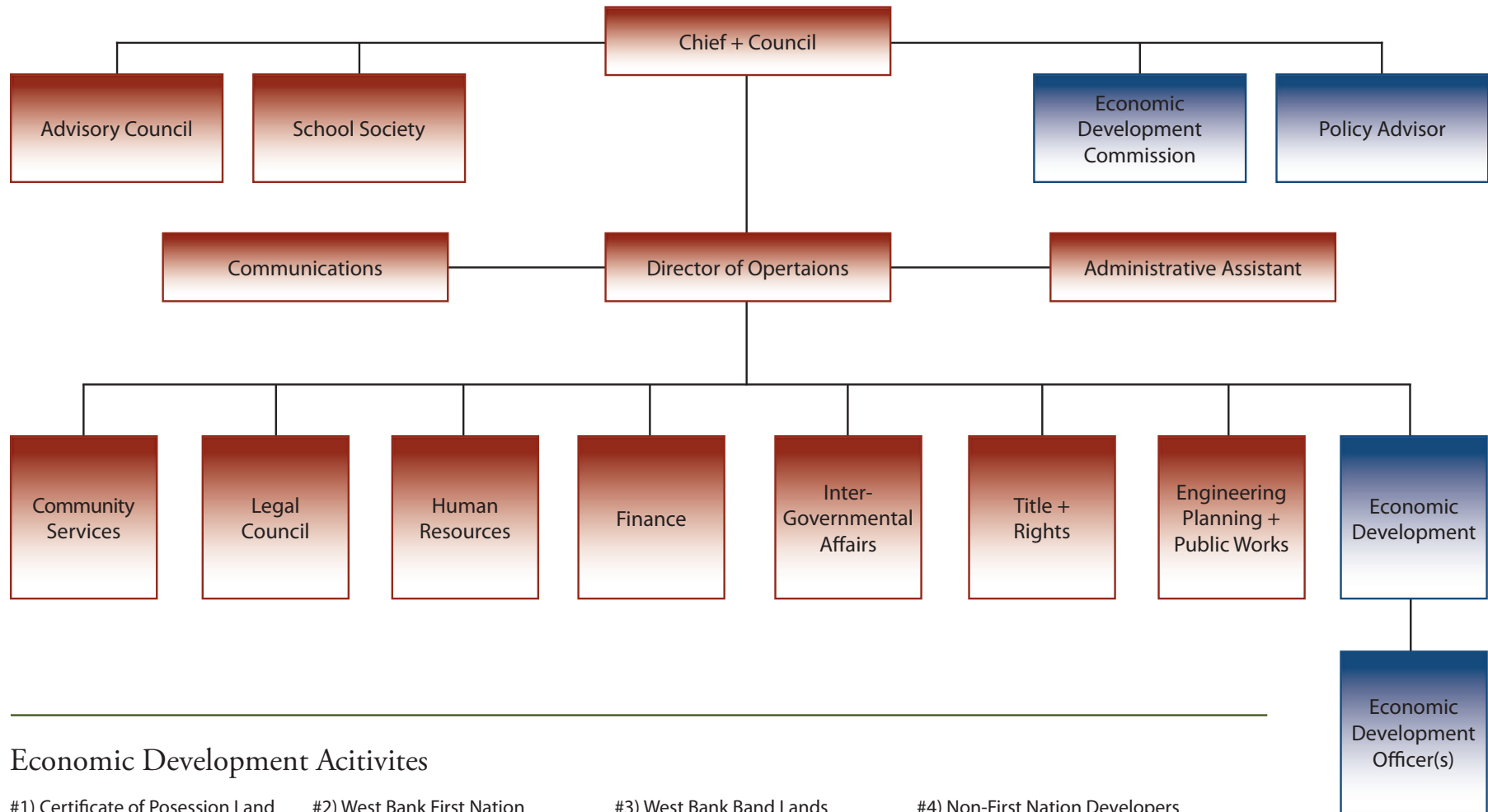
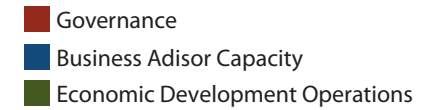
6. Partnerships

WFN currently has business partnerships that are being negotiated.

7. Access to Capital

An early source of capital was leveraging through the initial land leases and highway development. WFN has good working relationships with mainstream banks, INAC and commercial lenders.

Westbank First Nation



Economic Development Activities

#1) Certificate of Possession Land Holders
 a) Land lease income
 b) WFN member developers

#2) West Bank First Nation Business Owners
 a) Civil construction
 b) Structural construction
 c) Tourism
 d) R.V. Park
 e) etc.

#3) West Bank Band Lands
 a) Lease hold income
 b) Taxation
 c) Permit
 d) etc.

#4) Non-First Nation Developers + Investors
 a) Residential development
 b) Commercial
 c) Business
 d) Industrial



HUPASACATH FIRST NATION

STATISTICAL INFORMATION

Lands

573.3 acres
 20% of land is Certificate of Possession land
 80% Band land
 Land is divided into five reserves
 Territorial size: 232,000 Hectares

First Nation Members

257 total
 150 on reserve
 107 off
 Number of First Nation Members: 257 (Source: Registered Indian Population by Sex and Residence December 2006, Indian and Northern Affairs Canada)

Geographic Location

Located in and around Port Alberni, B.C.

Initial Economic Development Opportunity

Negotiated Woodlot Agreement in 2001

Who Developed the Opportunity

Chief and Council

Partnerships

Upnit Power Production
 Eagle Rock Materials Aggregates
 Island Corridor Foundation

Sole Proprietorships

Choo Kwa Ventures: Canoe Tours and Gift Shop
 Organic gardening
 Woodlot and salvage

In Development

Interpretive Centre construction target: Spring 2008

ECONOMIC APPROACH

Hupacasath First Nation (HFN) has chosen to develop First Nation owned and operated businesses on behalf of its Nation.

Three Economic Development Areas:

1. Lands, Resources and Waters

Lands

There has been no major focus to date by HFN on land development. HFN has 573 acres of land on five reserves.

Resources

HFN has been involved in aggregate extraction off reserve and has formed a corporation to house this activity. HFN has a First Nation operated woodlot and salvage. Two HFN reserves have areas that have been set aside for woodlots. HFN has operated Choo Kwa Ventures off the reserve on Highway 4 going to the West Coast for four years, but found the location was not ideal. For the past two years, it has been operated from their interpretive site located in the city.

Waters

HFN found significant economic value in its fresh waters with the development of a run-of-the-river power production facility and currently have another project underway. HFN has aggressively inventoried their run-of-the-river power production opportunities and plan to build more projects.

2. Benefit and Revenue Sharing Agreements

HFN has negotiated many benefit agreements with industry and

government over the years. HFN has not negotiated a revenue sharing agreement with government to date.

3. Partnerships

The HFN led and developed their first Run-of-the-River Project. HFN used the right expertise for the project and had the investment arm of the Engineering Company become a partner in Upnit Power Corporation for their knowledge and experience. HFN has gone on to develop two more projects based on their experience and will do many more. Upnit power is a unique partnership with another First Nation, private company and the City of Port Alberni.

HFN also helped form a corporation with another First Nation and their industry partner who had experience in developing aggregates. The plan involves shipping aggregates to California. HFN has received its permitting in B.C. and is working on California where one shipping terminal has been built and several others are in development.

Seven Themes:

1. Understanding the First Nation

HFN operates under the Indian Act political governance model of an elected Chief and two Councillors, with elections every two years. HFN is a member family of the Nuuchah Nulth Nations and was previously directed by hereditary leadership. HFN speaks a dialect of the Nuuchah Nulth language.

2. Understanding the Lands, Resources, and Waters Opportunities

Lands

20% of land is CP land and 80% is Band land. HFN is in the treaty process and has title and rights within their traditional territory lands.

Resources

No non-renewable resource developments on reserve at time of visit. HFN operates their woodlot which encompasses two of the HFN reserves.

Waters

HFN has access to fresh water and salt water in their traditional territory and have inventoried their assets.

3. Planning

HFN has both a Comprehensive Community Plan and an Economic Development Plan. HFN also has a Community Energy plan. HFN has a Comprehensive Land Use Plan and standards which can be found on their website at www.hupacasath.ca.

HFN has also completed a comprehensive cedar strategy which allows them to retain enough red and yellow cedar for their needs. The HFN is involved in the Sustainable Cities Network and is working with the City of Port Alberni and their neighbouring First Nation in planning for the next 100+ years.

4. Leadership, Corporate Governance & Capacity

HFN has a development corporation, Hishinkshilth Economic Development Corporation (HEDC) and currently operates Choo Kwa Ventures. They are looking at future business activities of the First

Nation. Management of other business activities through various other entities.

Corporate structures are in place for the aggregate activities under Eagle Rock Materials and Eagle Rock Aggregates Ltd. Upnit Power Corporation is governed by the Board of Directors, comprised of Chief and Council, and representatives from Synex Energy, the City of Port Alberni, and the Ucluelet First Nation.

Other Energy projects are under Tiickin Corporation. The Chief and Council are on this board. The woodlot and salvage program and organic gardening project are run through the HFN under the direction of Council.

Tsu-ma-uss Transformation Society is developing the waterfront and the interpretive site. The HFN is represented on the Island Corridor Foundation (ICF) Board of Directors has a member who is Co-chair of the Foundation as well. The ICF owns the rail line on Vancouver Island and is a unique structure of Regional Districts and First Nations on the Island. Reporting of all business activities flow up through the HFN CEO to Chief and Council.

5. Benefit and Revenue Sharing Agreements

HFN does not have any revenue sharing agreements with the provincial or federal governments to date. HFN does enter into protocols and accommodations with corporations and governments that provide benefits to the HFN.

6. Partnerships

The Upnit power production is housed within a general and limited partnership. Tiickin is a HFN Corporation.

Eagle Rock Materials Ltd. and Eagle Rock Aggregates Ltd. are corporations with the Ucluelet First Nation and Polaris Minerals.

Tsu-ma-uss Transformation Society is a HFN entity operating on a long term lease from the City of Port Alberni and is in essence a partnership.

ICF includes the Regional Districts on the Island and the Chemainus, Cowichan, Snuneymux, Comox and HFN First Nations, although any First Nation with land along the rail line can be a member of the Foundation.

7. Access to Capital

The ability to develop an off-reserve wood lot came from a combination of leveraged program monies and funding from the Canadian Forest Association. The profits from the woodlot were, in turn, leveraged together with grants from the federal government, and cash from three of the partners. Capital was raised through a softwood initiative loan, and debt syndicate of credit unions brought together by Van City Capital.

A softwood initiative loan and Van City Capital loan, with a debt syndicate of credit unions provided the capital to be a partner in the first power production project. HFN was able to access matching equity dollars from INAC and ANCAP programs for equity, as well as the Green

Municipal Enabling fund. They accessed ABC, and NEDC for grants. HFN, Ucluelet and Synex also put in their own money for equity.

Eagle Rock has been developed at the expense of the industry partner based on an agreement that that would be their accommodation to the First Nations. The First Nations will be putting in their own equity at construction decision.

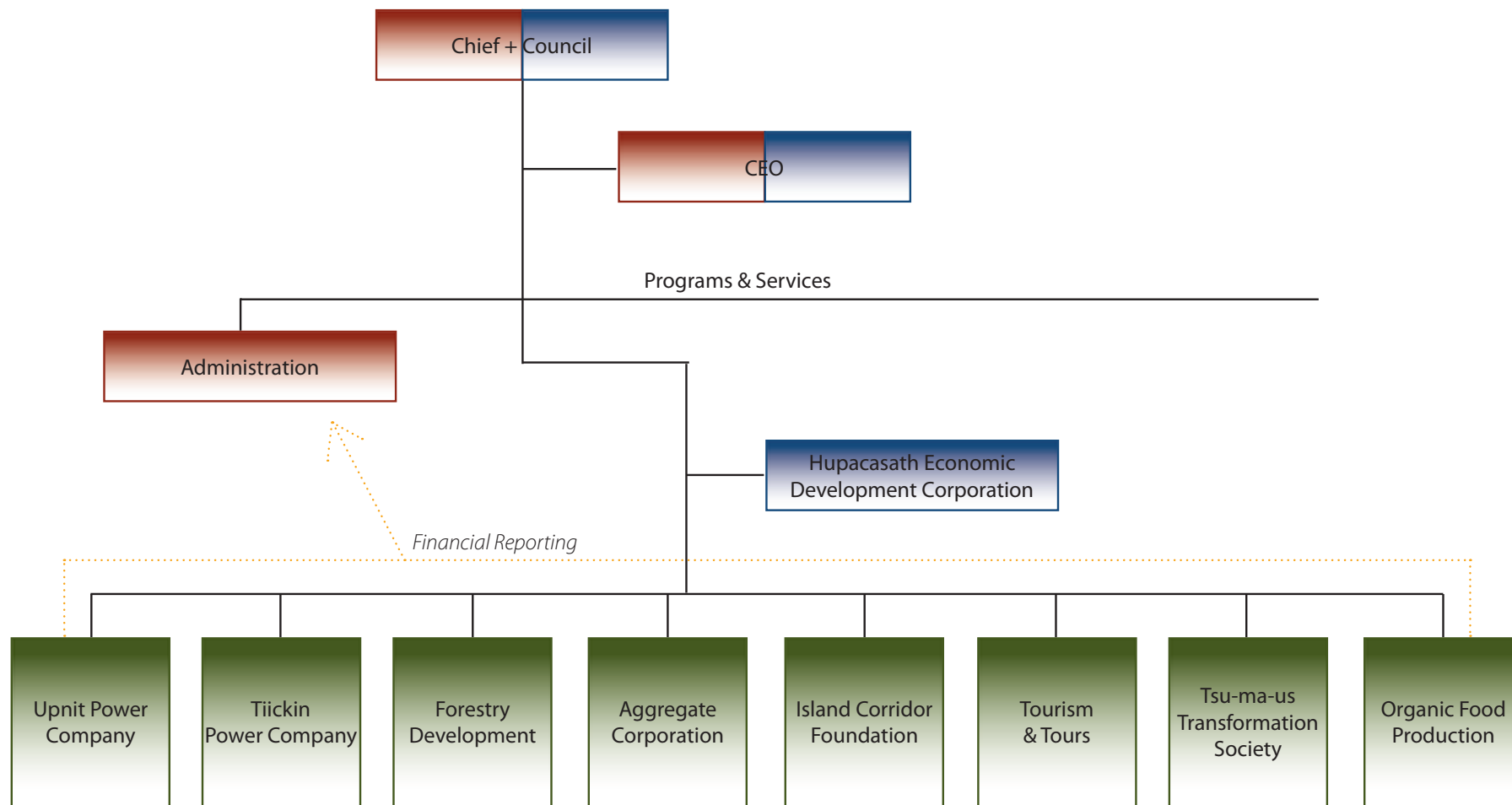
Choo Kwa Ventures has operated on grants from the Province, NEDC, and other sources and with a loan from NEDC.

The Tsu-ma-uss Transformation Society has had funding from the Softwood Initiative, NEDC and a large grant from the Municipal Rural Infrastructure Fund which will allow HFN to construct their Interpretive Centre.

Through a reconciliation agreement, the Province provided funds to help with economic development and a large share went to soft costs for developing Corrigan Creek run-of-the-river project.

Hupacasath First Nation

- Governance
- Business Advisor Capacity
- Economic Development Operations



LAKE BABINE FIRST NATION



STATISTICAL INFORMATION

Lands

7413.2 acres

Clear majority is Reserve land

28 parcels of land

Much of the land is based around Lake Babine

Population

1200 on reserve

1007 off reserve

Total population: 2,207 (Source: Registered Indian Population by Sex and Residence December 2006, Indian and Northern Affairs Canada)

Geographic Location

Main reserves are Fort Babine, Tachet, and Old Fort. The Woyenne reserve is minutes from the Village of Burns Lake

Initial Opportunity

Burns Lake Native Development Corporation

Who Developed Opportunity

Chief and Council

Partnerships

Under development

ECONOMIC APPROACH

Lake Babine Nation (LBN) is presently in a First Nations-owned and operated business approach.

Three Economic Development Areas:

1. Lands, Resources and Waters

Lands

The community has not designated any of the reserve lands for commercial development to date. There is one leased land for private use by a private cottage owner on Nilkitkwa Lake.

Resources

LBN is not extracting any renewable or non-renewable resources from their reserve lands at this time.

Waters

LBN has numerous waste water treatment plants and numerous freshwater wells and pump stations on their reserve lands. Power production opportunities have not been fully explored for LBN at the time of this report.

2. Benefit and resource sharing agreements:

LBN has negotiated numerous benefit agreements with government. LBN has not negotiated a resource sharing agreement to date.

3. Partnerships

LBN has no partnership agreements.

Seven Themes:

1. Understanding the First Nations

LBN currently operates the community under the INAC political governance system. They also have over one hundred hereditary Chiefs in their traditional territory. LBN is made up of five Nations that have consolidated to form the LBN, and is an independent Nation. LBN hereditary leadership plays a strong role in governance decision making.

2. Understanding the Lands Resources and Waters Opportunities:

Lands

LBN lands are all reserve lands; there are no CP lands at all. LBN has approximately 7413.2 acres of reserve lands with 28 separate pieces of property. The community maintains an interest in the Crown and traditional territory lands and in treaty negotiations.

Resources

Research is needed to determine the extent of the Nation's renewable and non-renewable resources. LBN currently has an opportunity in the mining sector within their traditional territory. This resource sector development was being researched at the time of our visit.

Waters

LBN has access to Babine Lake where some of the best rainbow trout fishing in the world takes place. The area is known as "Rainbow Alley" and is believed to be the best rainbow trout fishing on the planet.

3. Planning

LBN is currently undertaking a Comprehensive Community and Economic Development process to secure membership involvement.

4. Leadership, Corporate Governance & Capacity

LBN Chief and Council manage economic development activities and are commencing a project under a funding envelope, "Community Economic Opportunities Program" to establish the LBN Economic Development Venture and Corporate Status for Profit.

5. Benefit and Revenue Sharing Agreements

Numerous benefit agreements have been negotiated over the years. No revenue sharing agreements have been negotiated to date.

6. Partnerships

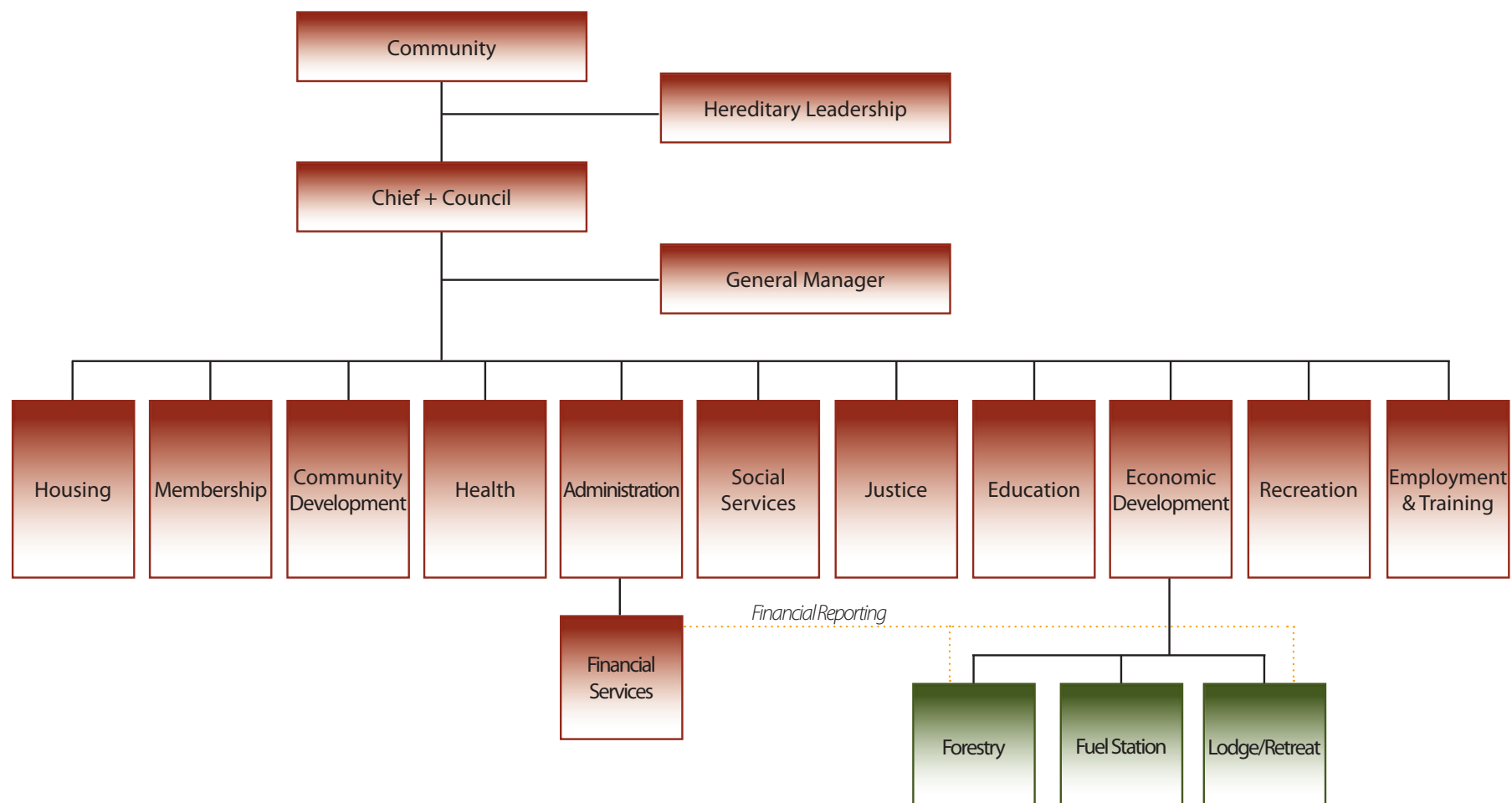
LBN has no partnership agreements.

7. Access to Capital

LBN works closely with INAC and their commercial banking facility. LBN has had difficulty in accessing capital for projects.

Lake Babine Nation

- Governance
- Business Advisor Capacity
- Economic Development Operations



FORT NELSON FIRST NATION

STATISTICAL INFORMATION

Lands

24,099.2 acres reserve land
 100% of land is reserve land
 Land is divided into 10 reserves
 2,200 acres of fee simple lands

Population

500 on reserve
 274 off reserve
 Total population: 774
 (Source: Registered Indian Population by Sex and Residence December 2006,
 Indian and Northern Affairs Canada)

Geographic Location

FNFN is located 7 KM south of the town of Fort Nelson

Initial Opportunity

Benefit agreement (settlement dollars)



Who Developed Opportunity

Chief and Council

Partnerships

FNFN have a 50/50 drill rig partnership with Ensign Drilling

ECONOMIC APPROACH

Fort Nelson First Nation (FNFN) has chosen to develop First Nations owned and operated businesses on behalf of its Nation.

Three Economic Development Areas:

1. Lands, Resources and Waters

Lands:

FNFN has approximately 24,099.2 acres of reserve land.

Resources:

A number of operating oil and gas wells exist on the reserve.

Waters:

No power production projects or aquaculture projects being developed.

2. Benefit and Revenue Sharing Agreements

FNFN has revenue sharing agreements with the B.C. Government on several gas wells, in addition to property taxes levied on the well sites.

3. Partnerships

FNFN is in a partnership with Ensign Drilling and owns 50% of a drilling rig. FNFN has secured a use agreement with EnCana for the rig.

Seven Themes:

1. Understanding the First Nation

FNFN operates under the INAC political governance model of an elected Chief and four Councillors. The principal language is Slavey; however, some members speak Sekani and Cree.

2. Understanding the Lands, Resources, and Waters Opportunities

Lands:

FNFN does not have any CP lands and the reserve lands have been developed for business purposes for the FNFN members only.

Resources:

On-reserve aggregate deposits are being utilized by the FNFN-owned road construction company. FNFN is not developing their forest resource opportunities at this time.

Waters:

FNFN has access to many streams, rivers and lakes throughout their reserves. FNFN has a partnership, a municipal-type agreement with the local town of Fort Nelson.

3. Planning

FNFN has developed a comprehensive community development plan that is comprised of an economic development plan, a housing plan, land use plan and a physical development plan. FNFN refers to this comprehensive plan as the "Reaching for our Vision" project.

4. Leadership, Corporate Governance & Capacity

FNFN has developed a Comprehensive Community plan and an Economic Development Plan. All business activity is run by Chief and Council. The intention is to incorporate a parent company with a series of limited partnerships for each of their business activities. The Board of Directors will consist of one Councillor, two community members, two business experts and the EDO.

5. Benefit and Revenue Sharing Agreements

FNFN, along with five other Treaty 8 First Nations in NEBC, is presently negotiating a revenue sharing agreement with the Province of B.C.

6. Partnerships

FNFN is not pursuing any further partnerships at this time. They recognize they have partnership opportunities; however, FNFN economic development plan addresses the partnership opportunity issue.

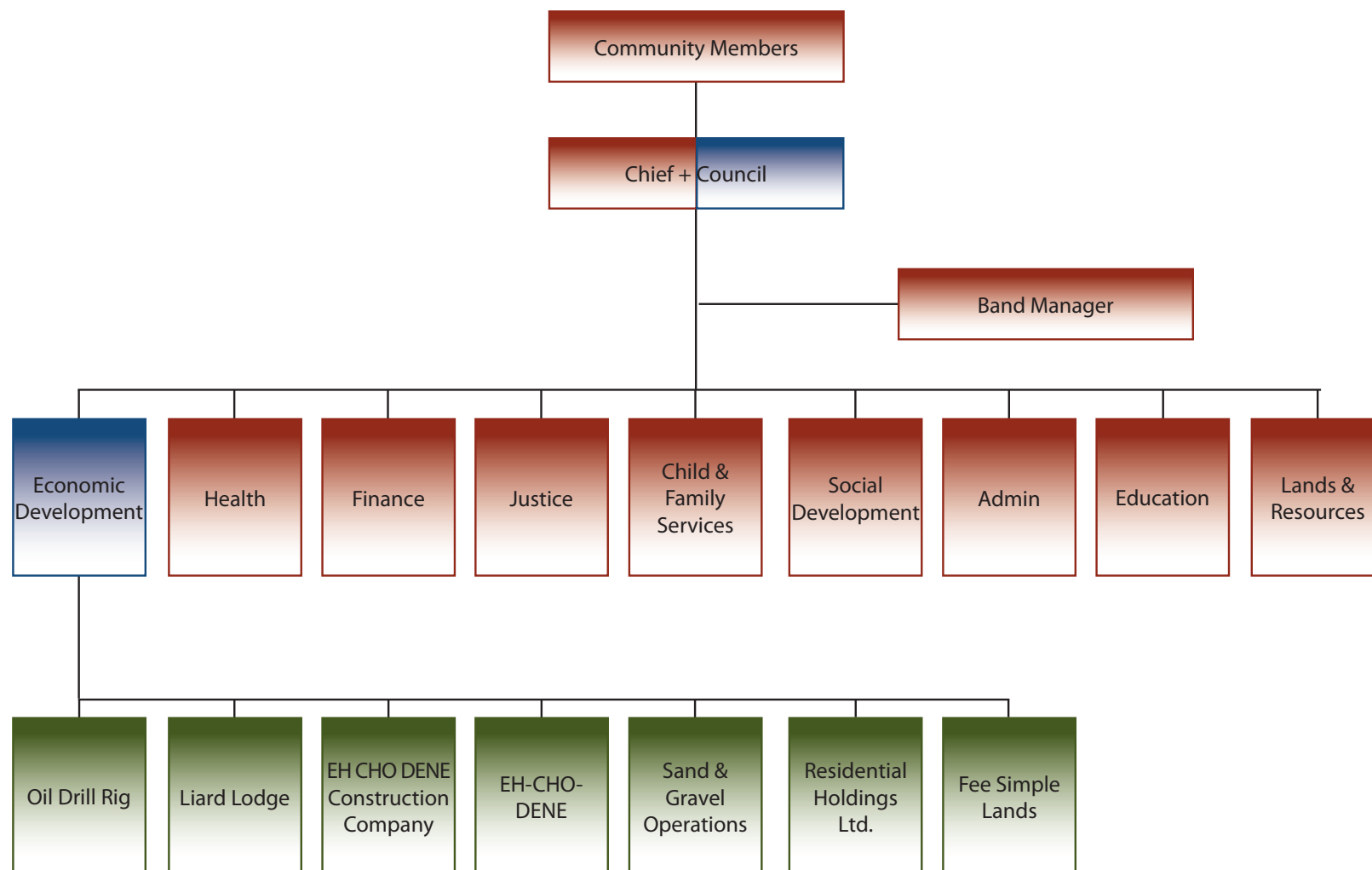
7. Access to Capital

Early source of capital was a 1980 lump sum mineral sharing settlement. Only the interest is being used by the Nation for their operations.

FNFN has a good working relationship with mainstream banks and was able to purchase 50% of a drilling rig and now realize 50% of total revenues from that rig FNFN also use INAC programs to access funds.

Fort Nelson First Nation

- Governance
- Business Advisor Capacity
- Economic Development Operations



McLEOD LAKE FIRST NATION

STATISTICAL INFORMATION

Lands

49,000 acres
99.7% Band lands
.3 % CP lands

Population

350 off reserve
100 on reserve
Total population: 450

Geographic Location

40 minutes south of McKenzie, B.C.

Initial Opportunity

Forest Benefit Agreement, initiated by leadership and supported by community members



Who Developed Opportunity

Chief and Council

Partnerships

Summit Pipeline

ECONOMIC APPROACH

McLeod Lake Indian Band (MLIB) has chosen to develop band owned and operated businesses on behalf of its Nation.

Three Economic Development Areas:

1. Lands, Resources and Waters

Lands:

MLIB has 49 thousand acres of reserve land and the majority of the land is reserve land. A small piece of the land is CP.

Resources:

MLIB logs 200 thousand cubic meters annually from reserve lands as a result of the Mountain Pine Beetle infestation through its own company, Duz Cho Logging. The sustainable annual cut will drop down to approximately forty thousand cubic meters per year for many years before being brought back to 58 thousand cubic meters per year in the future. MLIB plans to contract for other companies in the future to create a sustainable annual cut for the Duz Cho Logging forest company.

Waters:

MLIB has access to many fresh water streams as well as lakes.

2. Benefit and Revenue Sharing Agreements

MLIB has negotiated numerous benefit agreements with industry and government at the time of our visit. There were no revenue sharing agreements at the time of visit. MLIB has negotiated a final agreement (treaty) with Canada and is currently looking at revenue sharing agreements with the B.C. government.

3. Partnerships

MLIB has entered into a partnership agreement with a pipeline company (Summit Pipelines).

Seven Themes:

1. Understanding the First Nation

MLIB operates under the INAC political governance model of an elected Chief and six Councillors. MLIB were a nomadic people who followed the seasonal production cycles as well as the wild game in the area. MLIB are members of the Tse'Khene people and speak the Sekani language. MLIB traded moose and caribou skins with the Carrier Nations for salmon and other goods.

2. Understanding the Lands, Resources, and Waters Opportunities

Lands

MLIB is in the Treaty 8 area with no land developments to date. MLIB has their Land Management Act/Land Code.

Resources

MLIB has significant aggregate and timber resources.

Waters

While MLIB has access to the water, there are no run-of-the-river power projects to date. They have aquaculture opportunities; however, they are undeveloped at this time.

3. Planning

MLIB has a Comprehensive Community Plan; the development of a strategic business plan is in progress.

4. Leadership, Corporate Governance & Capacity

MLIB has a development corporation; however, it is not actively used in management of the business activities. Business activities are contained within limited partnerships.

The Board of Directors is comprised of Chief and Council, two community members and one or two mainstream businesses.

The exception is Summit Pipeline, whose Board also has representatives of the external minority shareholder. Reporting on business activity flows through the First Nations administration to the Chief and Council.

5. Benefit and Revenue Sharing Agreements

See above comments.

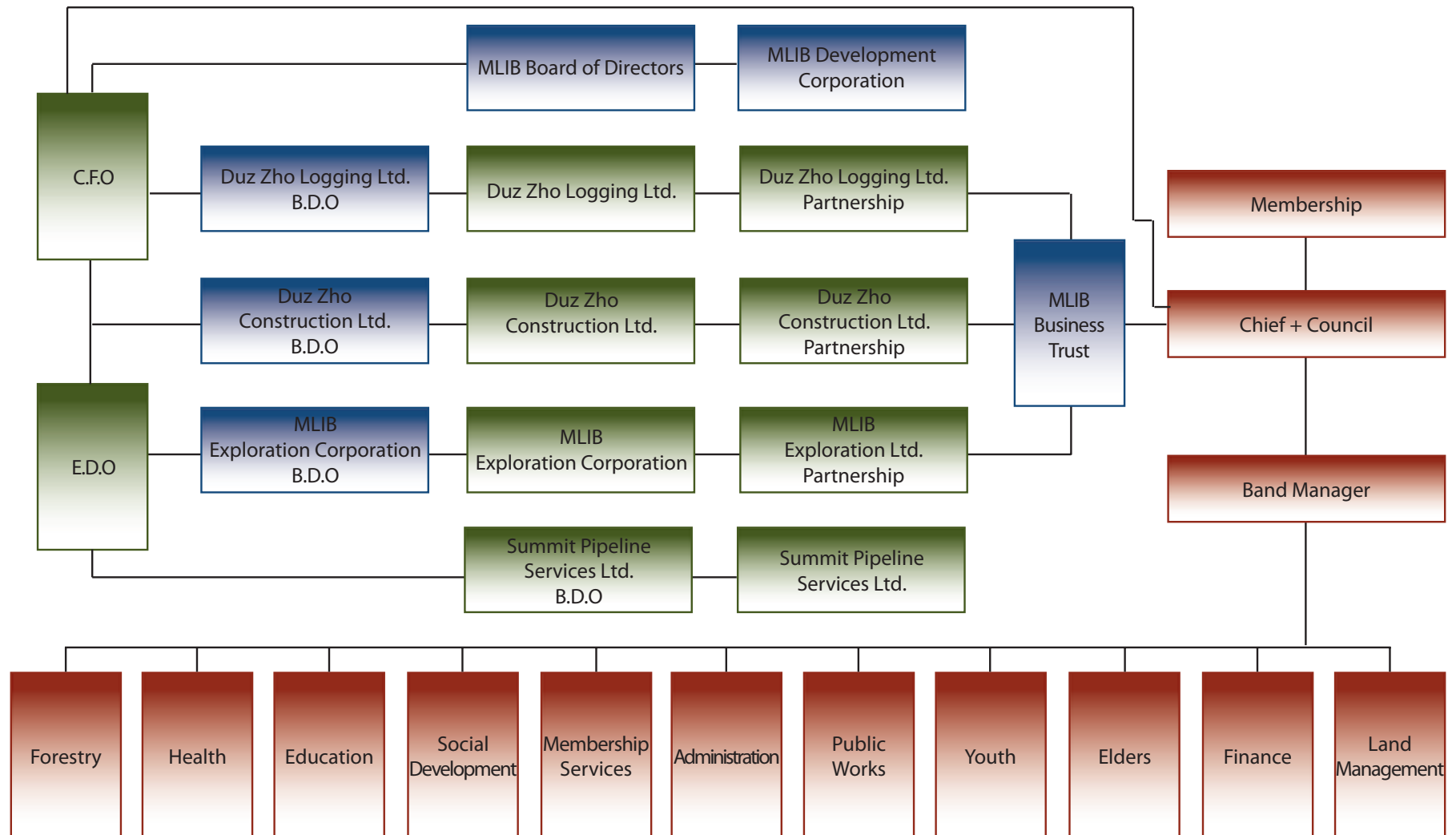
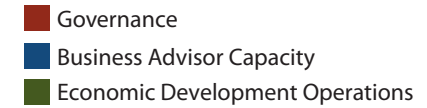
6. Partnerships

Partnership with a logging company in the late 1980s provided the momentum for MLIB to get into business.

7. Access to Capital

Loans from government program funds. MLIB has a good working relationship with mainstream commercial banks and other partners as well as own source revenues.

McLeod Lake Indian Band



BEECHER BAY FIRST NATION



STATISTICAL INFORMATION

Lands

691 acres of land

100% of land is Band land

Land is divided into eight reserves

Six of the Indian reserves are on Islands located close to the main BBB I.R.

All lands are oceanfront

Population

110 on reserve

120 off reserve

Total population: 230

(Source: Registered Indian Population by Sex and Residence May 2007, Indian and Northern Affairs Canada)

Geographic Location

30 KM West of Victoria, B.C.

Initial Opportunity

Land designation

Who Developed Opportunity

Chief and Council

Partnerships

None

ECONOMIC APPROACH

Beecher Bay First Nation (BBFN) has chosen to develop First Nations-owned and operated businesses on behalf of its Nation.

Three Economic Development Areas:

1. Lands, Resources and Waters

Lands:

BBFN has eight reserves totaling 691 acres of land mostly located on islands near the main reserve. There are no CP lands.

Resources:

BBFN did not have any resource developments at the time of our interview.

Waters:

BBFN has extensive oceanfront property and has a foreshore license for their marina.

2. Benefit and Revenue Sharing Agreements

BBFN has negotiated numerous benefit agreements with the B.C. Government in the past. The Nation has not negotiated any revenue sharing agreements at this time.

3. Partnerships

BBFN has not yet entered into a business partnership at this time.

Seven Themes:

1. Understanding the First Nation

The BBFN is a member of the Coast Salish group of families. The political governance system is the INAC system, with an elected Chief and two Councillors. There is no hereditary governance in the community. The BBFN is comprised of four language groups: SENCOTEN, Clallum, Hul'qumi num and Nu Cha Nulth.

2. Understanding the Lands, Resources, and Waters Opportunities

Lands

BBFN completed the land designation process for 111.1 acres of reserve land and has successfully negotiated their Land Management Act. The Nation has a strong interest in developments on Crown lands and within its traditional territory.

Resources

BBFN did not have any resource developments at the time of our interview; however, the Nation does have a forestry crew that is currently undertaking environmental protection, evasive species types of activities rather than stump to dump logging at this time. The BBFN has attempted resource development projects in the past and experienced problems with the developments because of specialized capacity issues and are working to resolve these issues at this time.

Waters

BBFN has not developed any aquaculture or power production opportunities; however, the Nation is interested in reviewing these types of developments.

3. Planning

BBFN completed a Comprehensive Community Plan. The BBFN is implementing their five year business plan.

4. Leadership, Corporate Governance & Capacity

BBFN Chief and Council manage all economic development activities and have developed a governance policy that addresses staff training. BBFN works with the Nation's legal counsel when developing economic opportunities. All business is reported up through the band office to the Chief and Council. BBFN Chief and Council fully support and encourage their membership to strive toward creating their own economic ventures.

5. Benefit and Revenue Sharing Agreements

BBFN has negotiated numerous benefit agreements in the past; however, have not negotiated any revenue sharing agreements to date.

6. Partnerships

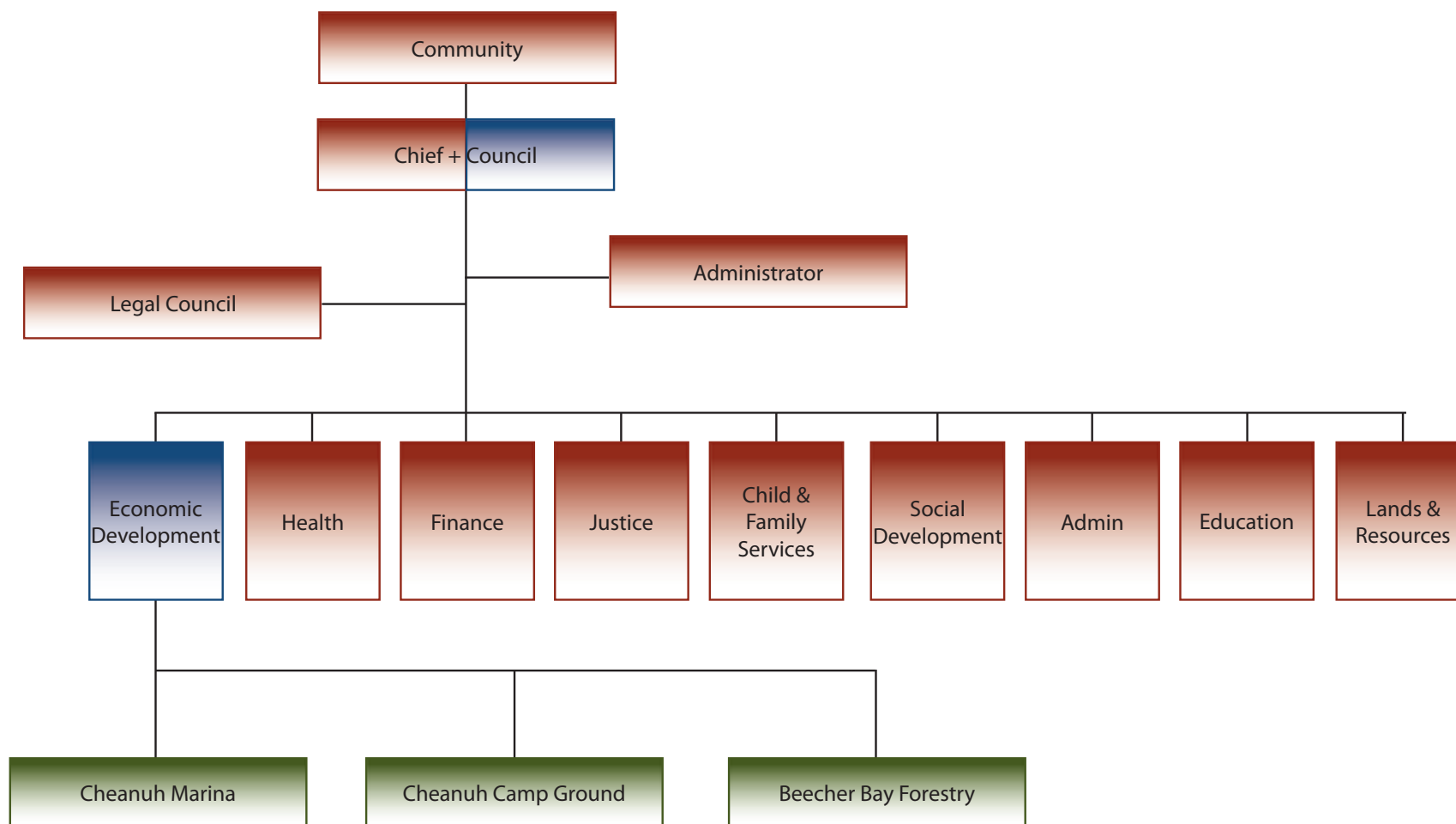
BBFN has not yet entered into a business partnership. BBFN have been approached, and are willing to go into partnerships; however, the Nation is presently building on their community capacity to engage into these types of negotiations.

7. Access to Capital

BBFN presently works with a major mainstream commercial bank. The Nation has worked closely with INAC in the past for some of their developments. BBFN has struggled to gain access to capital for projects in the past; however, due to administration efforts and employee support, the Nation is steadily improving their financial position.

Beecher Bay First Nation

- Governance
- Business Advisor Capacity
- Economic Development Operations



KAMLOOPS INDIAN BAND



STATISTICAL INFORMATION

Lands

35,000 acres reserve land
 45% CP land
 55% Band land
 5,500 acres fee simple Land
 14,500 acres Crown land held through a lease for grazing and water rights for the ranch

Population

600 on reserve
 450 off reserve
 Total population: 1050 (Source: Registered Indian Population by Sex and Residence December 2006, Indian and Northern Affairs Canada)

Geographic Location

Kamloops

Initial Opportunity

Land designation

Who Developed Opportunity

Chief and Council

Partnerships

There are many partnerships with the Province of B.C., municipalities and businesses.

ECONOMIC APPROACH

Kamloops Indian Band (KIB) has chosen to develop First Nations-owned and operated businesses on behalf of its community.

Three Economic Development Areas:

1. Lands, Resources and Waters

Lands:

KIB has approximately 35,000 acres of reserve land. KIB land is mostly band land; however KIB also has prime CP lands.

Resources:

No renewable or non-renewable resource developments at this time.

Waters:

KIB utilizes the South Thompson River for its fresh water access and also has waste water treatment facilities.

2. Benefit and Revenue Sharing Agreements

KIB has negotiated numerous benefit agreements with industry and government.

3. Partnerships

Partnership arrangements have allowed the First Nation to participate in large on-reserve residential developments.

Seven Themes:

1. Understanding the First Nation

KIB operates under the INAC political governance model of an elected Chief and seven Councillors. It is the largest member of the Secwepemc group of families.

KIB is located in a well known traditional trade centre. The name Kamloops is derived from Tk'emlups or "where the rivers meet". KIB members speak the Shuswap language.

2. Understanding the Lands, Resources, and Waters Opportunities

Lands:

Land development has become the single largest focus of KIB. They have purchased a twenty thousand acre ranch. KIB went through the land designation process a number of years ago in order to have an industrial park built on reserve land. That project has provided significant lease revenues to the community over the years.

KIB has increased its focus on streamlining and managing their land development processes, both residential and commercial. The First Nation is currently proposing a significant infrastructure project, including water treatment, which will support further land development. KIB is not in the treaty process.

Resources:

No renewable or non-renewable resource developments at this time.

Waters:

KIB uses the South Thompson River as a marketing tool for both residential and commercial developments.

3. Planning

KIB has both a Comprehensive Community Plan (CCP) and an Economic Development Plan (EDP).

4. Leadership, Corporate Governance & Capacity

Although KIB has a development corporation, it is not actively used in management of the business activities. Corporate structures are in place for the business activities with the Chief and Council as the Board of Directors. Business reporting activity flows from the community Administration CEO to Chief and Council.

5. Benefit and Revenue Sharing Agreements

KIB negotiated a forest revenue sharing agreement with the B.C. Government.

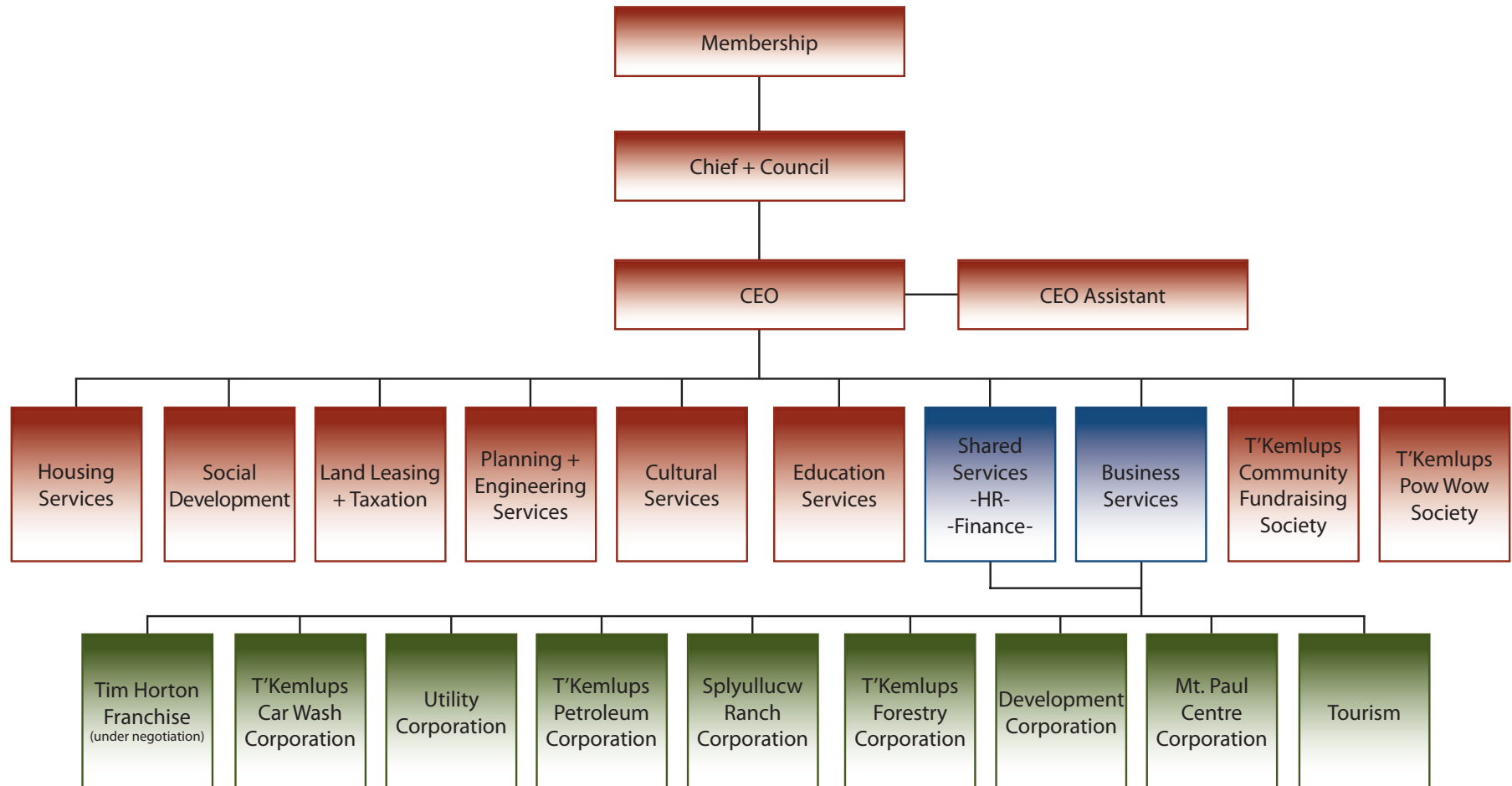
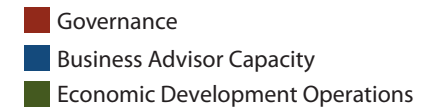
6. Partnerships

See above comments.

7. Access to Capital

KIB has used government program funds to meet planning needs. KIB believes it now has a track record to allow it to borrow for their proposed infrastructure project based on the First Nations' merit.

Kamloops Indian Band



SQUAMISH FIRST NATION



STATISTICAL INFORMATION

Lands

5,238.23 acres reserve lands
 Traditional territory total size: 6,732 km²
 Fee simple approx 2700 acres
 25 Parcels of reserve land
 Majority of lands are ocean front

Population

	On Reserve	Off Reserve
Minors	745	421
Adults	1524	840
Total	2269	1261
Grand Total		3530

Reserve Location

North Vancouver, West Vancouver and the Squamish Valley

Initial Opportunity

Land designation

Who Developed Opportunity

Chief and Council

Partnerships

2010 Winter Olympic and Paralympics Games
 Four Host First Nations
 Standard Building Supply
 Newhaven Construction

ECONOMIC APPROACH

The Squamish Nation (SN) is a First Nation that reports to its membership through Chief and Council. Land and community services are owned and operated through the SN membership and administered by the band office. Economic development is managed through the Intergovernmental Relations Natural Resources and Revenue division, which is mandated by Chief and Council to act on the Nation's behalf.

Three Economic Development Areas:

1. Lands, Resources and Waters

Lands:

The majority of SN lands are band lands. SN has a few small CP land holders. SN has approximately 5,238 acres of reserve lands.

Resources:

SN controls and operates forestry interests within its traditional territory including Tree Forest License 38.

Waters:

Ashlu run-of-the-river project.

2. Benefit and Revenue Sharing Agreements:

SN signed a Strategic Land Use Agreement with the Province of B.C. which will see the protection and economic development of their traditional territory through the consultation process, ensuring private and public partnerships will focus on land use and economic development for the Nation. The Land Use Agreement also

designates culturally significant areas for preservation (Wild Spirit Places) to ensure their protection for generations to come.

3. Partnerships:

The SN worked closely with the Olympic Organizing Committee during the bid process of the 2010 Winter Olympic and Paralympics Games in Vancouver/Whistler. The partnership the Squamish Nation formed with three other First Nations (Four Host First Nations) was key to the success of the Olympic bid. Through the Legacy Agreement the SN and Lil'wat Nation have signed with the Province of B.C., land and development opportunities are available to the Nations. Both Nations are moving forward in partnership in the building of a world class cultural centre in Whistler.

The SN operates in partnership, a construction supply company (Standard Building Supply) and a construction company (Newhaven Construction). The SN also owns and operates Mosquito Creek Marina, a gas station located in North Vancouver, a driving range, and a trailer park.

Seven Themes:

1. Understanding the First Nations:

SN currently operates under the INAC governance model, holding elections with 16 Council seats, and also recognizes their traditional hereditary Chiefs. 16 Nations amalgamated to form the SN in 1923.

SN is a member of the Coast Salish Nations and speaks the Squamish language.

2. Understanding the Lands, Resources and Water Opportunities:

Lands:

SN owns 1200 acres of fee simple lands and has designated a large portion of their reserve lands. SN also has 23 separate villages. They are in the treaty process and negotiations, having identified their traditional territory land and shared territory issues with other First Nations. SN has signed a Strategic Land Use Agreement with the Province of B.C.

Resources:

SN is not extracting any non-renewable resources at this time.

Waters:

SN has significant ocean frontage and fresh water rivers and streams running through their reserve lands.

3. Planning:

SN has completed a Comprehensive Community Plan and Master Plan. The Economic Development Plan is currently underway.

4. Leadership, Corporate Governance & Capacity:

SN Board of Directors is made up of the Chief and the Senior Operating Officer. Some economic business advice is provided to SN from an independent business advisory council. Reporting of all economic development activities flows up through the department of Intergovernmental Relations, Natural Resources and Revenue to Chief and Council.

5. Benefit and Revenue Sharing Agreements:

See above comments.

6. Partnerships:

The SN is working closely with other government groups such as municipalities, districts, and city planners to realize economic partnerships which will be of benefit to the communities in and around its reserves.

7. Access to Capital:

SN has access to capital through commercial financing, partnerships, Aboriginal Capital Corporations, and federal government programming.



TSLEIL-WAUTUTH FIRST NATION

STATISTICAL INFORMATION

Lands

276 acres reserve land
 Mostly reserve land, 95%
 Small piece of CP Land, 5%
 Located ocean front or ocean view, Burrard Inlet
 800 acres fee simple land purchased by the First Nation

Population

240 on reserve
 190 off reserve
 Total population: 430 (Source: Registered Indian Population by Sex and Residence December 2006, Indian and Northern Affairs Canada)

Geographic Location

In North Vancouver

Initial Economic Development Opportunity

Land Designation

Who Developed the Opportunity

Leonard George and Matt Thomas, TWN Economic Development

Economic Partnerships

Takaya Developments Ltd
 SPAL General Constructors Company
 Inlailwatash Forest Products

Takaya Tours Inc.
 Crab Boat License
 Four Host First Nations

Other

Ministry of Transportation and Highways
 Ministry of Forests
 Ministry of Environment Lands and Parks
 Canadian Parks and Wilderness Society
 Interfor
 Simon Fraser University
 Ecotrust Canada
 District of North Vancouver

ECONOMIC APPROACH

TWN has chosen to develop First Nations owned and operated business on behalf of their community.

Three Economic Development Areas:

1. Lands, Resources and Waters

Lands:

95% of the reserve land is band land, 5% is CP land. TWN lands are approximately 276 acres in total. TFN has designated approximately 90 acres of their lands for economic development use.

Resources:

TWN was not extracting any renewable or non-renewable resources at the time of our visit.

Waters:

TWN has ocean front property and is utilizing access to the ocean front property for their tour businesses.

2. Benefit and Resource Sharing Agreements:

TWN has negotiated many benefit agreements in the past. TWN has a forestry revenue sharing agreement with the Province of B.C.

3. Partnerships

TWN has been an industry leader in partnership development, the most prominent being the Takaya Developments partnership formed 15 years ago. It was formed with two industry players for the development of 800+ premier townhouses and condominiums. This partnership has

also influenced the development of such projects as the Takaya Golf Centre, TWN Community Centre, the TWN Community Day Care and the expansion of community housing, as well as the purchase of nearly 800 acres of fee-simple land in the Indian River Valley.

SPAL ("s-pol") General Constructors Company is a general construction and project management contractor formed through a partnership between the Tsleil-Waututh and Tsawwassen First Nations. SPAL services are focused on project management for large public construction and development projects. SPAL bases its services on partnerships with leaders in the construction industry, such as ATCO Structures, Matcon Excavating, Vancouver Pile Driving, PHH Arc Environmental, Quantum Environmental Group, to name a few. By partnering for the management of construction and development projects, SPAL brings its unique human and capital resource capacity to all of its projects.

The TWN works hard to develop partnerships with industry stakeholders within their traditional territory. Agreements with the Ministry of Transportation and Highways, Ministry of Forests, Ministry of Environment Lands and Parks, the District of North Vancouver, Simon Fraser University, Interfor, Ecotrust Canada, Canadian Parks and Wilderness Society, and the 2010 Olympics are a sampling. Most economic development projects are formed with industry partners. For example, TWN has recently negotiated a partner to facilitate the expansion of their tour business. The TWN operates a small store on reserve.

Seven Themes:

1. Understanding the First Nations

TWN operates under the INAC political governance model, with a Chief and four Councillors. However, they do not work with a band manager. Four Directors, from four departments manage the TWN Administration and report to the leadership. TWN is a member of the Coast Salish people. TWN traditionally spoke the Halkomelum language. TWN does recognize heads of families in their community through an Elders Council.

2. Understanding the Lands, Resources and Water Opportunities

Lands:

TWN is in treaty, stage 4, and have identified their crown land and traditional territory lands. TWN has successfully negotiated their Land Management Act and now require all registration and recording of interest or licenses be carried out by the Tsleil-Waututh lands office.

Resources:

The Tsleil-Waututh First Nation owns and operates a crab license boat, and helps to manage renewable resources with their business, Inlailwatash Forest Products.

Waters:

TWN has ocean front property.

3. Planning

TWN has a comprehensive community plan as well as an economic development plan.

4. Leadership, Corporate Governance & Capacity

TWN has created a development corporation for their real estate initiatives with in-house business advisors. Reporting of all business activities flow up through the administration to Chief and Council.

5. Benefit and Revenue Sharing Agreements

TWN has negotiated many benefit agreements in the past with industry and government. TWN has negotiated a forest revenue sharing agreement with the Province of British Columbia.

6. Partnerships

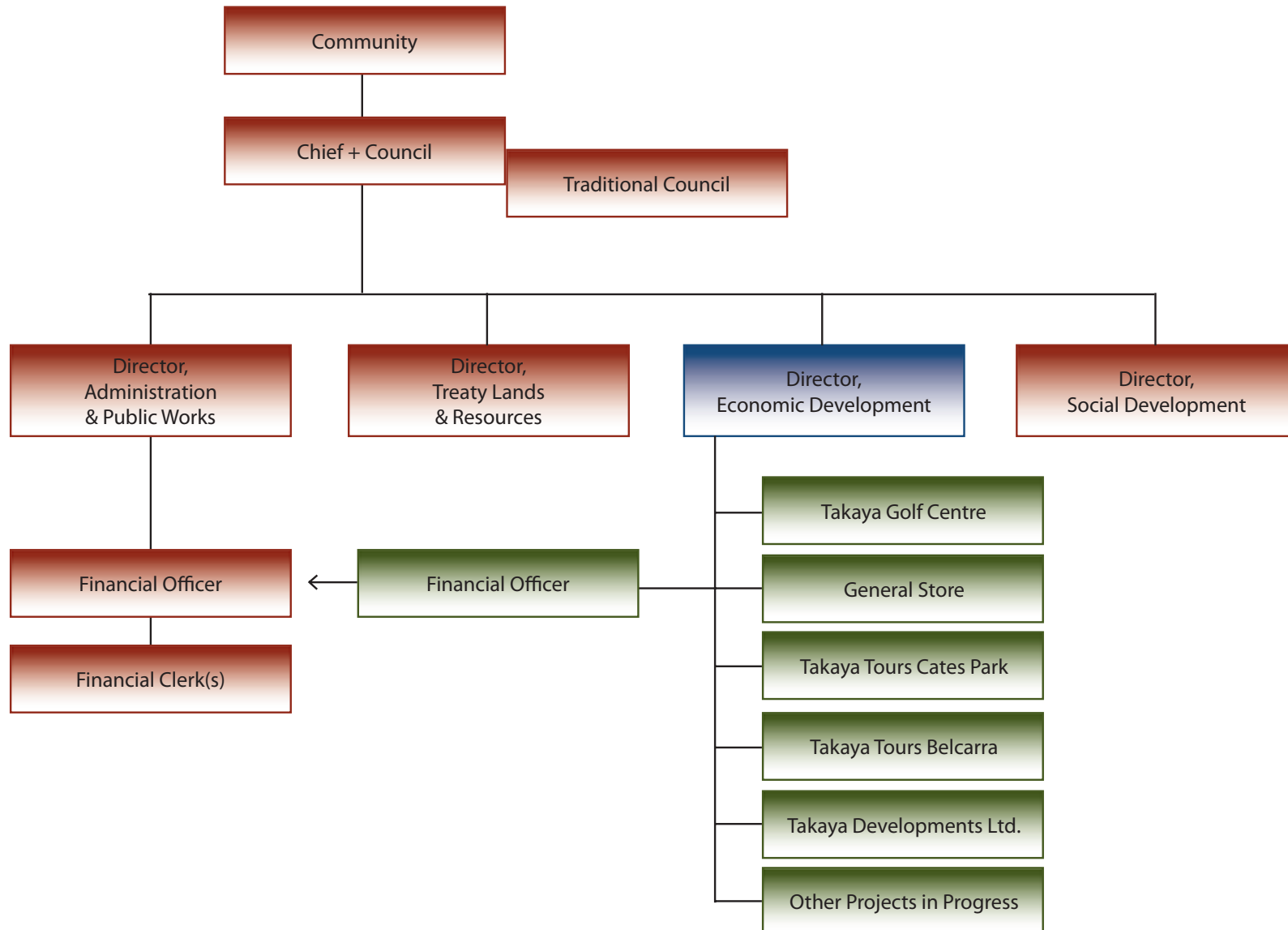
See above. TWN also has co-management agreements for Say-nuth-khaw-yum Provincial Park and Whey-Ah-Wichen Park in North Vancouver.

7. Access to Capital

TWN has accessed capital through partnerships, commercial banks, and Aboriginal Business Canada federal funding; one project has been subsidized through INAC. There is economic opportunity through Aboriginal Capital Corporations, however, TWN has not accessed this as of yet.

Tsleil-Waututh Nation

- Governance
- Business Advisor Capacity
- Economic Development Operations





OSOYOOS FIRST NATION

STATISTICAL INFORMATION

Lands

32,215 acres of Reserve Land
 2 Reserves
 30,000 acres Band Land
 2215 acres of CP Land
 Significant piece of land is Lake Frontage

First Nation Members

451 Members
 350 on reserve
 111 off reserve

Geographic Location

Adjoining the town of Oliver and the town of Osoyoos

Initial Economic Development Opportunity

Land Designation

Who Developed the Opportunity

Chief and Council

Partnerships

Vincor/Constellation
 BellStar Hotels
 Mt. Baldy Ski Corporation

ECONOMIC APPROACH

Osoyoos Indian Band (OIB) has chosen to develop First Nations-owned and operated businesses on behalf of its community.

The Economic Development Areas:

1. Land, resources and Waters

Lands

OIB has 32,200 Acres of Reserve Land and approximately 90% of the land is band land and 10% CP land.

2. Benefit and Revenue Sharing Agreements

OIB has negotiated numerous benefit agreements with government and industry.

OIB has a Forest and Range Agreement with the province and also operates a Woodlot License.

3. Partnerships

Most of OIB's significant businesses have been accomplished through partnerships with large industry players.

Seven Themes:

1. Understanding the First Nation

The OIB operates under the INAC political governance model, with an elected Chief and three Councillors. They are members are part of the Okanagan group of families and speak the Okanagan language. OIB members who speak the traditional language are in decline.

The OIB does not have custom elections and hence the Chief and Council positions are voted on every two years. OIB has strong history of business people in their community.

2. Understanding the Lands, Resources and Water Opportunities

Lands:

Over the years OIB successfully negotiated numerous land designations including a residential development on Tuc el Nuit Lake, agricultural land designations, and winery (Brights/Vincor) commercial land designations and more recently the designation of over 230 acres of land to allow for the development of NK'MIP Resort which includes a vineyard and winery, golf course, resort and heritage centre. Commercial, residential and agricultural land leasing is by far the greatest revenue generator for OIB. Nearly 25% of the entire VQA grape production takes place on OIB lands-either leased, farmed by OIB owned company or under a farm management contract. OIB has managed to designate over 1000 acres for agricultural purposes and an additional tract of land for resort development. OIB has also been involved in the purchase of fee simple lands that are strategic to the long term growth requirements. A portion of these lands will be in time put back into reserve lands. OIB is not in the treaty process; however, the community has a demonstrated interest in the Crown and Traditional territory lands in their region.

Resources:

OIB successfully negotiated a right-of-way benefit agreement with Terasen Gas and Fortis BC. These agreements have led to significant

lease and taxation benefits which in turn have helped fund the many economic opportunities OIB is involved with.

Waters:

OIB has two lakes which adjoin their reserve – Osoyoos Lake and Tue el Nuit Lake. There are also smaller lakes which dot the reserve. Both the view of Osoyoos Lake and access to the lake has been strong business marketing tools for OIB. In addition, the lake supplies critical irrigation needs for the OIB vineyards.

3. Planning

OIB has a Comprehensive Community Plan which it is updating to meet the needs of the community. The Development Corporation is also developing a five year Strategic Plan to deal with the economic, social and community needs of the community.

4. Leadership, Corporate Governance & Capacity

Chief and Council are the Board of Directors for the Osoyoos Indian Band Development Corporation (OIBDC). The Chief is also the CEO of the OIBDC.

Advice and direction are provided to the Board by a business advisory council, comprised of independent, successful business people who are paid an honorarium for their expertise. Competent external individuals with demonstrated skills and experience have been placed into the positions of Chief Operating Officer (COO) and Chief Financial Officer (CFO).

Existing and potential projects are measured and evaluated by pre-determined minimum internal rates of return. The various business operations are now being restructured under limited partnerships. Managers all report to the COO and bookkeepers report to the CFO. Accountability at all levels is performance based.

5. Benefit and Revenue Sharing Agreements

See above comments.

6. Partnerships

The Chief Operating Officer (COO) believes that partnerships are the better way for First Nations to get involved in large business ventures. Some partnerships include Mt. Baldy Ski Resort, Nk'Mip Desert and Heritage Interpretive Centre and Vincor International.

7. Access to Capital

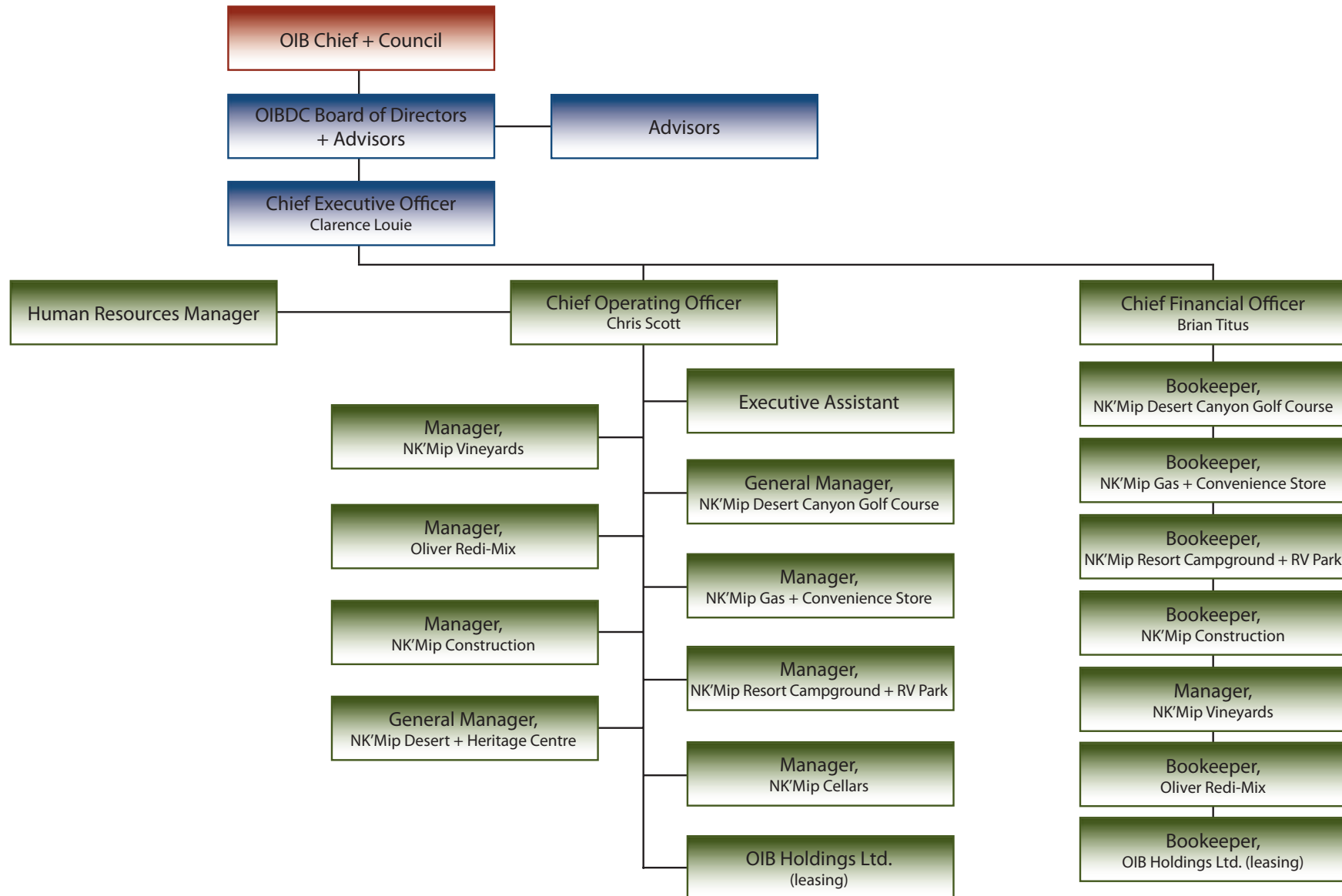
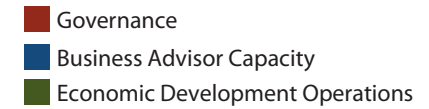
OIB successfully negotiated a large right-of-way benefit agreement that has paved the way for further investments in the community.

The OIBDC has demonstrated real strength in obtaining and leveraging significant INAC funding, along with maintaining solid relationships with the banks based on a strong credit rating.

The balance of OIB's access to capital has come through partnerships with large industry players.

OIB maintains a strong relationship with their commercial financial institution.

Osoyoos Indian Band



CONCLUSION

The creation of economies and sustainable economic development in First Nations communities is incremental and evolutionary. This project reveals a snapshot of experiences and practices in First Nation communities with regard to the creation of successful economies and wealth generation.

None of us can change history, but we can decide the future. Now is the time to begin dismantling the elements of old design, to use the findings of this report to build a new and positive design, and ultimately return First Nations to their rightful place in society and the economy.

One of the clear messages given by all the participating First Nations on our B.C. tour was “Let’s not re-invent the wheel.” This is important, but we must first understand what that mainstream wheel looks like, and adapt our economic strategies to it. Done properly, First Nations can reduce their dependency on government transfers and become a healthier community by restoring our working culture.



APPENDIX A

Participant First Nations

Larry Derrickson, Councillor
Westbank First Nation

Chief Judith Sayers
Hupacasath First Nation

Chief Shane Gottfriedson
Kamloops Indian Band

Chief Clarence Louie
Chris Scott, COO
Osoyoos Indian Band

Chief Alec Chingee
McLeod Lake Indian Band

Chief Gibby Jacob
c/o Lisa Wilcox
Squamish Nation

Chief Russ Chips
Beecher Bay First Nation

Chief Liz Logan
Fort Nelson Indian Band

Chief Betty Patrick
Lake Babine Nation

Helder Ponte, EDO
Ktunaxa Nation

Chief/Director Len George
Lori Simcox
Tsleil Waututh First Nation



APPENDIX B

Research Questions

General:

1. What similarities have been identified between your traditional First Nations economy (i.e. potlatch economy etc.) and the market economy in your traditional territory?
2. What is the role of First Nations leadership in economic development?
3. Describe the key initiative or business opportunity that started your community on the path to success.
4. What key factors for economic success have been identified in your economic development experience to date?
5. What are some of the hard lessons you have learned in pursuing economic development for your community?
6. What agreements have been made or discussed with local governments as related to economic development?

Business Governance and Corporate Structure:

1. What corporate structures are presently being used for economic development? What is working well? Not working well?
2. What are the key factors for sound business governance for First Nations?
3. What innovative business solutions have worked for your community?
4. Business Governance (i.e. Board of Directors) - how does the reporting process to leadership work?

Marketing, Partnerships and Business Attraction:

1. What have you done to successfully market and promote economic opportunities in your community?
2. What have you done to attract private investment or partner with industry in your community?
3. Have you successfully marketed your goods or services internationally?

Human Resources, Training and Skills Development

1. How do you ensure adequate capacity, education and training is available to members of your community for economic development? What are some of the education, training or other initiatives that have worked well in this regard?
2. What have you done to encourage business knowledge and entrepreneurs in your community?

Lands and resources, Financing and Access to Capital:

1. What economic development planning has been done in your community?
2. How has this planning been successfully implemented into tangible results?
3. What barriers have you experienced with land developments and or resource extractions and what benefits have you realized through this process?
4. Describe creative ways or agreements that you have made with your neighbouring First Nations to address challenges (e.g. overlaps, conflicts)?

5. Describe your creative financing experiences as it relates to the projects/business start-ups within your community.

Follow-up:

1. It is intended that this information will be provided to B.C. First Nations to inspire and advise them on “how to” achieve economic success. What are your thoughts on how best to accomplish this?

Note: This information will be returned for your review and any additional recommendations you may have. It will not be shared without your full consent and approval.





