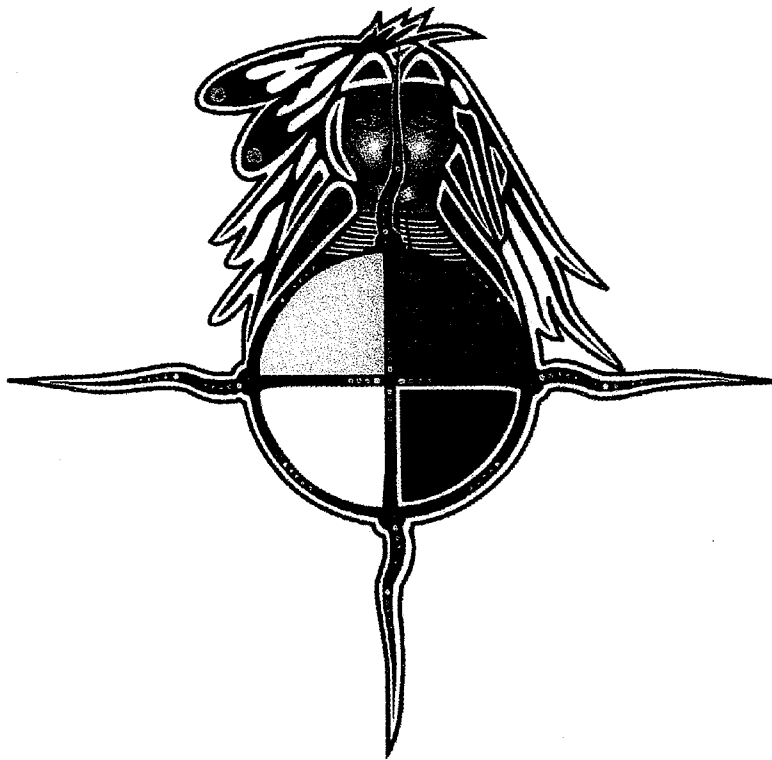


**Aboriginal Entrepreneurship in Forestry**  
**Proceedings of a conference held January 27-29, 1998,**  
**in Edmonton, Alberta**



**Conference sponsored by the  
First Nation Forestry Program,  
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# Foreword

The First Nation Forestry Program was launched in the spring of 1996 as a partnership between the Canadian Forest Service of Natural Resources Canada, Indian and Northern Affairs Canada and First Nations. The overall objective of the program is to develop the capacity of First Nation communities to participate in Canada's forest sector both on and off reserve lands. The program, while administered and delivered by the Canadian Forest Service, is managed by provincial/territorial committees which include representatives from First Nations, the Canadian Forest Service and Indian Affairs. This unique management approach is what helps make the program as successful as it is.

Where previous Canadian Forest Service programs for First Nations have focused on the development of the forest resource, this new First Nation Forestry Program is primarily focused on the development of First Nation peoples. With this objective as a guide, several conferences have been presented to provide insights for First Nations on how they and their communities can capitalize on opportunities to participate in the forest sector. The first conference, entitled *Aboriginal Business Partnerships in Forestry*, was held in Saskatoon, Saskatchewan, in February 1997. Building on the success of the first event, the second conference, the proceedings of which are reported herein, was held in Edmonton, Alberta, in 1998. These conferences are supported by the provincial/territorial management committees of the First Nation Forestry Program in Manitoba, Saskatchewan, Alberta and the Northwest Territories.

This year's conference, *Aboriginal Entrepreneurship in Forestry*, was held January 27-29, 1998, in Edmonton, Alberta. Organized by the Canadian Forest Service, with the help of the Poplar Council of Canada, it attracted over 300 participants. The majority of delegates were from First Nation communities from across Canada; however, industry, academia and various levels of governments were also well represented.

The conference included a pre-conference workshop, where a number of agencies presented materials about programs relevant to First Nations considering business opportunities. This was followed by two full days of plenary sessions designed to introduce participants to a variety of topics relevant to Aboriginal entrepreneurs in the forest sector.

These proceedings include papers provided by the speakers or summaries of their presentations where complete papers were not available. The objectives of the conference were to encourage Aboriginal people to consider opportunities in the forest sector, to meet with other forest sector entrepreneurs, and where appropriate, to contact speakers or their agencies to discuss potential business enterprises related to the forest resource. These objectives were met beyond our expectations. It is our hope that these proceedings will also stimulate its readers to consider further forestry-based opportunities for their communities.

The conference became a reality and was successfully concluded because of the commitment and efforts of a number of people. Specifically, Danielle Jolivet, Lorne West, Michael Newman, and Eugene Burnstick of the First Nation Forestry Program, Canadian Forest Service, made significant contributions to the development, organization and delivery of the conference. The Poplar Council of Canada provided invaluable assistance with financial administration. To the speakers who made presentations at this conference and to the moderators who guided the sessions we are thankful for the experiences and wide-ranging talents they shared to make the event a rewarding learning experience for all the participants. Numerous other individuals also helped with the many tasks associated with the logistics of holding such an event. The contributions of all these individuals and agencies are gratefully acknowledged.

*Joe De Franceschi  
Conference Coordinator  
Canadian Forest Service*

For further information on this conference or on the First Nation Forestry Program contact

Joe De Franceschi	Edmonton, Alberta	(403) 435-7270	(403) 435-7356 (fax)
Lorne West	Edmonton, Alberta	(403) 435-7279	(403) 435-7356 (fax)
Michael Newman	Prince Albert, Saskatchewan	(306) 953-8546	(306) 953-8549 (fax)

or write to

Canadian Forest Service  
Natural Resources Canada  
Northern Forestry Centre  
5320 - 122 Street  
Edmonton, Alberta T6H 3S5

**Pre-conference Workshop:  
Where Does My Project Fit?**

# Aboriginal Entrepreneurship in Forestry

## BDC Products/Services

Bruce Wendel  
Business Development Bank of Canada  
Alberta

### Business Development Bank of Canada

#### *Features of the New Mandate Since July 1995*

- No longer a lender of last resort – complementing chartered banks
- Increased focus on knowledge based and exporting companies
- Cutting edge lending products

#### *BDC Programs*

- Are outlined in terms of their features, use benefits, requirements, and borrower profile
- Growth capital for Aboriginal business
- Term loans
- Subordinated debt – working capital loans

### BDC Programs – Growth Capital for Aboriginal Business

#### *Purpose of Loan*

- acquisition of fixed assets
- franchise fees
- market development
- start-up costs or replenish W/C depleted by capital expenditures
- provision for management support – add-on cost to loan if client desires
- refinancing of other lenders would not normally be considered
- financing not available to replace losses

#### *Process*

- self-assessment
- follow-up interview
- customized training provided by CESO – if required
- financing: up to \$25,000 for start-ups and \$100,000 for existing businesses

### BDC Programs – Secured Term Loans

#### *Features*

Range: \$25,000 to \$5,000,000

#### *Term:*

Equipment: 4 – 7 years

Building: 10 – 20 years

Pricing: Floating or fixed or combination of both (1 to 20 years)

Base + 0 – 3%

#### *Use*

- acquiring fixed assets
- upgrading or expanding facilities
- acquiring an existing business
- replenishing W/C

### Subordinated Debt Financing

#### *BDC Subordinated Debt?*

- allows existing financial institution to take first charge security position
- do not take an equity position in the company
- return may be earned through a fixed interest and royalty on sales for technology based companies

#### *Features*

Range: \$25,000 to \$3,000,000

Term: 4 – 8 years

Pricing: fixed interest + possible royalty on sales (variable return)

- Possible interest capitalization, postponement of principal, and customized payment schedule



### *Characteristics*

- subordinated financing to existing debt
- financing associated with growth opportunities:
- larger inventory and accounts receivables
- product development/promotion
- marketing
- export growth

### *Limitations*

- refinance existing lenders
- purchase of fixed assets (unless specialized or leaving country)
- replace operating losses
- equity take-out

### *Requirements*

- support from another financial institution
- reasonable equity and cash flow
- growing sales

### **Examples: G/C for Aboriginal Business**

- Service Inc.: Loan of \$35,000
- Sales: 1997 \$100,000
- Have not reached break-even and have market growth as illustrated by significant orders or contracts
- Equity investments of \$100,000
- SBIL for \$90,000
- W/C for marketing uses, inventory, management support
- Target return base + 3 – 5%
- Examples – W/C Loans
- Alpha Software: Loan of \$245,000
- Sales 1995 \$1.2 M, 1996 \$2.1M
- Have a sustainable competitive advantage
  - projected growth of at least 15% annually for next 5 years
  - reached break even, but not enough cash flow to cover incremental CPTD & Int
  - used to finance W/C in support of inventory and marketing
  - target return of Base + 8 – 10%
- Management and Business Consulting
- Business and Financial Planning
- Human Resources Consulting
- Strategic Planning
- Export Training and Consulting
- ISO 9000
- Business Plans

### *Key areas I look for include:*

- Product description
- Market research
- Management & H/R
- Strategic planning (not the same as business plan)

### *Resources required*

- financial projections
- financial analysis
- deal structure

### **Tricks of the Trade**

Experience (supported by Stats Can study) shows

1. There is no magic formula

2. You will need:

Planning

Business plan

Strategic plan that evolves

Be able to turn on a dime

Flexibility to survive economic changes in areas such as:

H/R

Markets

Competition

Technology

Financial – variety of sources

Management – if you don't have it...find it!

Find advisors/mentors, build a network of (minimum):

Banker

Accountant

Lawyer

### *Conclusion*

Build a company that is attractive to potential financiers. Focus on:

- Management
- People (your biggest resource)
- Flexibility (both financial and operational)

If you have any questions call Bruce Wendell at: 495-2723. To find out more about BDC product/services visit our Web site at [www.bdc.ca](http://www.bdc.ca).

# CESO Celebrates Thirty Years of Service to the World

George F. Ferrand  
Regional Manager, Alberta and Western Arctic  
CESO Aboriginal Services  
Alberta

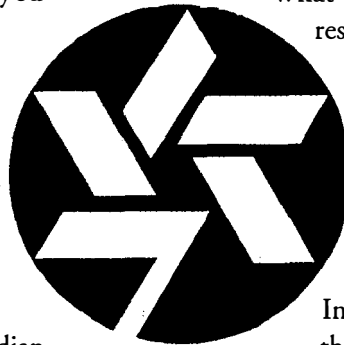
It is a pleasure for me to be here with you today and tell you about a truly remarkable organization. CESO celebrated its 30th anniversary last year. In 30 years, we have been able to accomplish a great deal and make a significant positive impact on the lives of thousands of people around the world.

Since 1967, we have transferred Canadian expertise on more than 30,000 assignments in all provinces and territories in Canada, and in more than 100 countries abroad. During these years, approximately 9,000 Canadian men and women have shared their skills and experience to help businesses, organizations and communities in disadvantaged economies survive, and thrive. This is a truly extraordinary record of achievement. And one upon which we are continuing to build.

I hope to be able to tell you during the next few minutes why we are one of the most effective and successful development organizations operating in the world today.

CESO is a unique and successful partnership of business and government. We're able to accomplish what neither of these sectors can do on its own.

Our government no longer has the financial resources to assist every community in need. Canadian businesses, facing the challenges of the times, are often only thinking about how they can keep their own heads above water, and have fewer to direct to, in a very broad sense, 'charitable' causes.



What CESO does is combine the financial resources of Canadian government and corporate contributors with the hands-on, practical experience of highly-skilled Canadians who are prepared to offer their expertise as volunteers to help meet development needs here at home and abroad.

In every case, CESO volunteers shared their skills in areas such as marketing, finance, engineering, resource management, human resource development and manufacturing with local enterprises. Let me also add that we have no political affiliations here or elsewhere. We're a business-to-business development agency motivated by humanitarian, social and economic goals. We do not give away knowledge and skills to businesses and communities that are already well established. Throughout our history, we have demonstrated that providing the right expertise – at the right time – can make a world of difference.

CESO volunteers have helped save companies from bankruptcies, they have helped companies increase their efficiency and productivity, they have helped empower thousands of people in Canada and around the world through skills training and shaping practical information and ideas. Their efforts have resulted in the creation of hundreds and hundreds of new jobs.

Every CESO project is a building block to stimulating local employment, fostering trade, and improving economic stability. We believe that strong, viable, private sectors are paramount to creating stable, healthy societies.

So, CESO is not simply about business. It's about helping people in Canada and 40 countries around the world to live more productive and dignified lives.

CESO was founded in 1967, our centennial year, when the eyes of the world were focused on Canada. With the generous help of the External Aid Office – the forerunner of the Canadian International Development Agency (CIDA) – we set out on our mission.

CESO is made up of two entities: CESO Aboriginal Services and CESO International Services.

CESO Aboriginal Services is steered by predominantly Aboriginal management and an Aboriginal board of directors. We offer advisory and training services for elected leaders and administrators in such areas as management and community development. We are able to help implement federally-supported programs in many areas at a local level. And we assist Aboriginal entrepreneurs with business start-ups, expansion and after-care. The underlying tenet to all these services is that we are there to listen to what communities and businesses need and help find the right solution that fits their situation.

I might add that CESO Aboriginal Services is committed to making assistance available to all Aboriginal peoples, including urban residents, Inuit, Metis and non-status as well as status, and is also stepping up efforts to further entrepreneurship for women.

A major event for us this year has been the release of the final Report of the Royal Commission of Aboriginal Peoples. We are now working with our Aboriginal partner organizations on a plan of action to proactively respond to the needs outlined in this report.

We are adopting many new initiatives. For example, we are working with Canadian universities to give MBA students the chance to learn about Aboriginal issues first hand by working on CESO Aboriginal assignments under the mentorship of CESO

volunteers. When we launched the CESO MBA Experience program in 1995, only two universities participated. This year, we have ten universities participating, and even more scheduled for next year. Both CESO Aboriginal Services and CESO International Services are supported by eight offices across Canada.

Today, there are over 4,600 highly qualified men and women on our roster, which has to be one of the biggest resource banks of management and technical expertise in Canada. More than 100 of them work in our offices across the country, helping with fundraising, recruitment, project evaluations, volunteer briefings, and publicity.

All 4,600 Volunteer Advisors are available to work on projects for CESO International Services and CESO Aboriginal Services. Over the course of a year, about 25 percent of them are actively involved in projects in Canada and abroad.

Volunteers range in age from about 30 to 80, with the average age being around 62. About 15 percent are women, and we're working hard to increase this number. Almost 60 percent of them are retired, while 18 percent still work full-time, and 24 percent work part-time.

Typically, CESO volunteers have had a successful track record in business, their professions or the public service. We draw upon their education and lifetime of practical experience, often in the most senior positions. They are the type of people who have been active throughout their careers. In every case, they now have the time and desire to share their particular skills with others.

Our roster of volunteers includes such well-known business people as the former vice-chairman of the Bank of Montreal; the former dean of Ryerson's Business School; and a past president of Manitoba Hydro, all lending their unique expertise to CESO and our clients.

Like all CESO volunteers, these volunteer are not paid for their services. However, their airfare and local expenses are shared by CESO and the community or organization they are working with.

I'll leave it to you to figure out how much the time of our Volunteer Advisors is worth in the regular business world. But, based on a very modest rate of \$350 per day, we estimate the value of CESO volunteer time last year exceeded seven million dollars!

As you can see, there are lots of things going on at CESO, and it may seem that we have all the help we can get. But in fact there is a great deal that each and every one of you in this room can do to advance the work of my organization. For those of you who are retired or about to retire, let me tell you how YOU can help CESO.

First, become a Volunteer Advisor yourself. Besides the satisfaction of sharing your specific expertise with those in need, you'll be furthering Canada's strong international reputation. Or, you can help bridge the gap between business and Aboriginal peoples here at home by making your experience available through CESO Aboriginal Services.

Because our experts are all volunteers, their cost-effectiveness is without question.

### **The Weyerhaeuser Canada Ltd. Forest Renewal Program**

The general purpose of this project is to provide the opportunity for people on the various reserves throughout the commercial forest area to acquire the necessary skills to compete for contracts for the planting of trees.

This was an ongoing program over the next few years as it will take time to develop expertise in this area. It is also anticipated that more areas will be planted in the future.

In subsequent years this program will be expanded to include other silviculture practices, such as stand tending (thinning).

#### *Objective*

The objectives of the program are:

- to establish a nucleus of knowledgeable people suited for employment within the forest industry for the planting of trees

- to develop the participants' work skills by providing work experience with supervision and evaluation to improve job performance
- to expand the participants' knowledge of the process of bidding on contracts
- to expand the participants' knowledge of the total forest renewal program

### **A Brief History of CESO**

#### *The First Decade: 1967 Laying the Foundations*

On December 2, 1967, Maurice Strong's vision to share an untapped national resource – the skills of retired Canadians – with the world becomes a reality. Canadian Executive Service Overseas, as it was called then, opens in Montreal with industrialist Claude Heert as its president. A few months later, Clifford Soward, the retired president of Maple Leaf Mills Limited, leaves on CESO's first assignment to help develop the milling industry in Zambia and Tanzania. Within a year, CESO appoints the first resident representatives in ten countries, including Greece, and has a roster of 700 retired businessmen. The press irreverently dubs the new organization the "Geriatric CUSO" and the "Paunch Corp." Soon enough, they would recognize just how much Grey Power would mean to the world.

In 1968, Tony Anselmo, then President of Canada Safeway grocery chain, sends staff, on behalf of CESO, to help save a grocery store on the Blood Indian Reserve in Alberta from folding. The project planted the seed for the then named Canadian Native Program which was launched in 1969 by President Cy Peachey, with the support of Jean Chretien, then Minister of Indian Affairs. By its tenth anniversary, CESO has completed 1,768 overseas assignments and has about 200 Aboriginal assignments underway at any one time. The roster numbers 2,300 volunteers.

#### *The Second Decade – 1977 The Evolutionary Years*

In 1982, CESO moves its Operations Centre to Toronto and asks volunteer Graham Henry to computerize the roster in one week. Today, Graham

is head of Management and Information Service for CESO. In 1985, Daniel Haggerty becomes president and CEO and ushers in an era of growth and change. CESO adopts a new logo and modifies its name to Canadian Executive Service Organization to reflect the broad scope of its work in Canada. An Ottawa office opens to strengthen CESO's ties with government, sponsors, and embassies.

In 1987, the annual CESO Award for International Development is launched, with David Rockefeller.

Also in 1987, for the first time, a former Aboriginal client who used CESO expertise to help him develop his fledgling clay company, becomes a CESO volunteer, and goes to Costa Rica to share the secrets of his success. That same year, the spouse program starts, primarily to help spouses accompanying volunteers to find their own enriching volunteer work on site. By its 20th anniversary, CESO has completed more than 5,000 overseas assignments and over 9,000 Aboriginal assignments.

#### *The Third Decade – 1987 Building for the Future*

In 1990, the Berlin Wall falls, and CESO starts up a program in Eastern and Central Europe which later expands to include the former Soviet Union. In 1991, CESO signs its first bilateral contract with CIDA to serve as an executing agency in Guyana. Five years later, that contract is renewed and paves the way for other bilateral contracts. The 1993

findings of the CESO Canadian Native Program Task Force inspire a major restructuring of the organization. In 1994, CESO Aboriginal Services and CESO International Services are set up as equal but distinct subsidiaries of CESO. CESO Aboriginal Services is guided by an Aboriginal management team and board. Royal Bank of Canada contributes \$100,000 to the new Aboriginal Services. That year a new logo is introduced. It incorporates the Aboriginal symbol for unity and a stylized maple leaf to represent the five continents where CESO works and the dynamism of the organization.

In 1995, CESO Business Linkages Unit is launched to facilitate opportunities between CESO clients and Canadian companies. That year, CESO International Services begins post-project reviews which confirm, in hard data, the long-term positive impact of VA assistance. Also that year, two universities participate in the newly launched CESO MBA Experience program which sends students on Aboriginal assignments under the mentorship of VAs. In 1997, ten universities participate. In the last five years alone, CESO has completed 6,069 Aboriginal assignments. In April 1997, CESO accepts its 20,000th overseas assignment request. The roster numbers 4,400 volunteer advisors from more than 150 industries. Last year, CESO celebrated its 30th anniversary as one of the most cost-effective, and efficient, development assistance agencies of its kind in the world.

# Aid from Peace Hills Trust\*

Harold Baram  
Peace Hills Trust  
Alberta

For over 12 years Harold Baram has served the Peace Hills Trust in its Northern Alberta region. Baram noted that Peace Hills Trust is not a bank, but a trust company, and that it has established a significant corporate presence and expertise through years of ground-breaking work with First Nations and government agencies with which First Nations must work.

Peace Hills Trust currently has seven branches in Winnipeg, Manitoba; Fort Qu'appelle, Saskatchewan; Saskatoon, Saskatchewan; Calgary, Alberta; on the Hobbema Reserve in Alberta; in

Edmonton, Alberta; and in Kelowna, British Columbia.

As one of the traditional financial institutions, Peace Hills Trust also looks for a strong business plan, strong management, expertise, equity position, and security position from prospective clients. Peace Hills Trust normally does not consider loans for operating capital. It will, however, consider financing, or 60-75 percent of equipment purchases, with loan terms based on fixed or floating rates.

*\*Summary prepared by the Canadian Forest Service*

# Aboriginal Business Canada

Lloyd Bisson  
Aboriginal Business Canada  
Alberta



## Our Mission and Vision

Our mission is to rebuild the Aboriginal economy and integrate it into the national and international economies through the development of a successful business and capital base.

## Youth

- 18–29 years of age
- establish, expand or acquire
- 10% cash equity
- general, 25–40% contribution
- commercial loans

## Innovation

- high knowledge companies
- information highway
  - Internet based products
  - assist and assess
- new products and processes
- productivity improvements through technology
- establish or expand
- 15% cash equity
- generally, 25–40% contribution
- commercial loan

## Trade

- expand market
- advertising, promotion
- expansion
- 15% cash equity
- generally, 25–40% contribution

## Tourism

- Aboriginal specific tourism
- 15% cash equity
- generally, 25–40% contribution
- commercial loan

## ABC Contribution Towards:

- development of business plans and feasibility studies
- development of commercially viable businesses
- development of new products, services or production processes
- marketing initiatives
- project aftercare or follow-up costs

## Information Available

Aboriginal Business Canada  
Industry Canada  
#545, 9700 Jasper Avenue  
Edmonton, Alberta T5J 4C3  
Phone: 403.495.2954  
Fax: 403.495.4172

Aboriginal Business Canada  
Industry Canada  
5th Floor, 639 – 5th Avenue SW  
Calgary, Alberta T2P 0M9  
Phone: 403.292.8807  
Fax: 403.292.4578

Apeetogosan (Metis) Development Inc.  
External Delivery Services  
12527 – 129 Street  
Edmonton, Alberta T5L 1H7  
Phone: 403.452.7951, Ext 26  
Fax: 403.454-5997





**Session 1**  
**The First Nation Forestry Program**

# The First Nation Forestry Program

Steve Price  
Canadian Forest Service  
Alberta

It is a great pleasure to see so many people in attendance at this our second Aboriginal forestry conference held under the auspices of the First Nation Forestry Program Management Committees in Manitoba, Saskatchewan, Alberta and the Northwest Territories. Our first conference was held in Saskatoon approximately one year ago. The focus of that event was on the development of ideas.

This year the focus is on turning ideas into entrepreneurial opportunities.

I know that many of you attended the Saskatoon conference. You know the value to be derived from listening to the speakers. But you also recognize the significant benefits to be derived from talking to one another and sharing your experiences. So I encourage you – talk to one another – ask questions – get the most from this conference!!

## First Nation Forestry Program

This morning I want to give you an overview of the First Nation Forestry Program, I want to give you a feeling for what was accomplished during the first year of the program, and I want to talk a bit about the next three years.

### Overview

The purpose of the First Nation Forestry Program is “to improve economic conditions in status Indian communities with full consideration of the principles of sustainable forest management”.

The objectives are :

- enhance the capacity of First Nations to operate and participate in forest based businesses

- increase First Nations co-operation and partnership
- investigate mechanisms for financing First Nations forestry development
- enhance the capacity of First Nations to sustainably manage reserve forests.

You will note that this is a national program. It's a five year program terminating in March 2001. Total budget available is \$24.9 million, but note as well that the federal contribution to the budget is declining.

### National Management Committee

The First Nation Forestry Program (FNFP) is administered at two levels. At the national level there is a National Management Committee providing overall guidance for the program, setting broad program direction, allocating funding to provinces and territories, and providing communications summaries to senior levels of government. Membership includes one representative each from Indian and Northern Affairs Canada (INAC), Canadian Forest Service (CFS), and First Nations.

At the local/provincial level there are provincial/territorial management committees that control the solicitation, review and approval of project proposals as well as the monitoring and reporting on approved projects. Representation on these local committees varies across the country. At a minimum there must be one each from CFS, INAC and First Nations. Management Committees in this region are as follows:

### *Saskatchewan*

Vice Chief Lawrence Joseph (FSIN)  
Gordon Iron (MLTC)  
Dwayne Hiebert (PAGC)  
Wilf Nordick (INAC)  
Jerry Wolchuk (INAC)  
Henry Dejaralais (SERM)

### *Manitoba*

Chief Harvey Nepinak (Assembly of Manitoba Chiefs)  
Chief Alfred Everett (Berens First Nations)  
Michael Anderson (MKO)  
Marya Moore (Swampy Cree Tribal Council)  
Stewart Hill (INAC)

### *NWT*

Ernest Cazon (Deh Cho)  
Dean Holman (Dene Nation)  
Sharon Lafferty (NWT Treaty 8)  
Dolly Carmichael (Gwich'in)  
Seguro Ndabene (Dog Rib)  
Gordon Yakeleya (Sahtu)  
Dave Perrin (INAC)  
George Cleary (INAC)  
Bob Bailey (Resources, Wildlife, Economic Development  
and Tourism)  
Beatrice Lepine (Resources, Wildlife, Economic  
Development and Tourism)

### *Alberta*

Mitch Christopherson (Treaty 8)  
Noreen Plain Eagle (Treaty 7)  
Herb Arcand (Treaty 6)  
Tony Parrotino (INAC)  
Peter Todd (INAC)

CFS representatives on these committees include John Doornbos and Michael Newman in Saskatchewan, Joe DeFranceschi and Lorne West in Alberta and the NWT and Michael Newman and Joe DeFranceschi in Manitoba. They are supported by Eugene Burnstick and Danielle Jolivet.

So, you can see that the FNFP is a relatively new program. It's not a CFS program!! We work in partnership with INAC and First Nations. I would like to suggest it's lean and mean and close to the action – grassroots!

Now let's look at some of what was accomplished during the first year of operations.

The program generated significant interest in the first year of operation. A total of 329 proposals were submitted for consideration. Total value of these proposals was \$51 million. Of the proposals submitted, 175 were funded.

For the most part monies expended in our first year of operation addressed objectives one and four with in excess of 70% of the total allocated in these areas. And what did we achieve?

During last fiscal year, we managed to: get local management committees established; develop sound strategies for program implementation in almost all jurisdictions; hold one major economic development conference in Saskatoon; and prepare one video to highlight the program. This is on top of implementing 175 projects across the country.

Indeed our success stories are numerous. I'm not going to spend time telling you how successful you were – you know that better than me. Through FNFP you've acquired new skills and established some new business ventures. You've been able to do so because this is a good program – it has many strengths.

It's set up to recognize regional diversity; it's based on partnerships; it's open and transparent; and most of all it's grassroots.

Many of you know that we're already undergoing a mid-term review. This is a five year program subject to a mid-term review. We have representatives from the firm selected to conduct the review with us here today. I encourage you to meet with them and make your views known. The more we know, the better the program can become!

### **So what lies ahead?**

The future depends to a large extent on you – it depends on the identification of needs and opportunities for your band and yourselves.

We at the Canadian Forest Service and our cohorts at Indian Affairs are here to help – please feel free to call upon us and remember to call upon your First Nation members of the provincial and territorial management committees. BUT please remember to make the most of your participation in this conference. Talk to one another and share your ideas!



**Session 2**  
**The Basics of Entrepreneurship**

# Basic Principles of Entrepreneurship

Melodie Wilton  
Grande Prairie Regional College  
Alberta

## Entrepreneur:

An entrepreneur is one who organizes a business undertaking, assuming the risk for the sake of profit (*Webster's New World Dictionary*).

### Entrepreneurship Checklist

(from "Starting a Small Business," *Alberta Economic Development and Tourism*)

#### A. Business Skills, Attitude and Experience

1. I have previously been involved in a small business.  Yes  No
2. I have learned about running a business from close relatives or friends who are, or were, in business for themselves.  Yes  No
3. The goals I set for my new business will be realistic and achievable.  Yes  No
4. As a kid I had a paper route, sold lemonade or ice cream, and was always looking for other ways to make money.  Yes  No
5. My work experience will help me in my new business.  Yes  No
6. I understand the basics of business, including financing, record keeping, sales and marketing.  Yes  No
7. I have personal and business contacts I can turn to for advice.  Yes  No
8. I am well organized and I manage my time well.  Yes  No

#### B. Overall Health and Stress Management

1. I have a lot of energy and drive.  Yes  No
2. I rarely get uptight in stressful situations.  Yes  No
3. I see mistakes more as an opportunity than as a failure, and I don't worry unduly about the consequences of my decisions.  Yes  No
4. I can work long hours for extended periods of time.  Yes  No
5. I'm in good health and I take care of myself.  Yes  No
6. I thrive on pressure. I don't see problems; I see challenges.  Yes  No
7. I can manage several projects at one time.  Yes  No
8. I don't panic easily. I'm calm in a crisis situation.  Yes  No

### C. Confidence, Optimism and Self-Reliance

1. I believe in myself and feel that my performance will determine whether I will succeed or fail.  Yes  No
2. I like being independent, and I can count on myself to get things done.  Yes  No
3. I enjoy making decisions and solving tough problems.  Yes  No
4. The future holds great promise. I'm a positive thinker and I can envision my business succeeding.  Yes  No
5. What I think of myself is more important to me than what others think of me.  Yes  No
6. I have the courage to try new things.  Yes  No
7. I see myself as strong and in control, and I don't hesitate to express my ideas.  Yes  No
8. I think asking questions shows confidence and intelligence.  Yes  No

### D. People Skills

1. I get along with all kinds of people.  Yes  No
2. I like to get people's feedback on how I'm doing, and I don't hesitate to ask for help.  Yes  No
3. I communicate well with people and they believe what I'm saying.  Yes  No
4. I get people talking, thinking and relating.  Yes  No
5. I can manage people, including hiring, firing, and supervising them.  Yes  No
6. I can delegate tasks and responsibilities to others.  Yes  No
7. I am a good judge of people's character.  Yes  No
8. I'm a good listener.  Yes  No

### E. Determination, Dedication and Perseverance

1. I'm a doer more than a planner. I like to make things happen.  Yes  No
2. I am willing to sometimes put my work before socializing with family and friends.  Yes  No
3. I'm willing to take a drop in income to launch my new business.  Yes  No
4. I work on things until they're done or solved. I'm not a quitter.  Yes  No
5. I believe in working hard to get ahead.  Yes  No
6. If I don't have the answer, I go out and get it.  Yes  No
7. I set goals, including long-term goals; I'm not satisfied until I reach them.  Yes  No
8. I don't try to avoid difficult problems or situations; I tackle them head-on.  Yes  No

### F. Creativity and Innovation

1. I'm a problem solver, always looking for new and innovative ways of doing things.  Yes  No
2. I'm at my best when facing a challenge that requires me to use all of my personal resources.  Yes  No
3. I can usually find creative solutions when others can't.  Yes  No
4. I get bored when I'm not challenged and when I'm doing the same thing over and over.  Yes  No
5. I like to continually learn new things.  Yes  No
6. Change doesn't frighten me; I look at change as an opportunity to try new things.  Yes  No
7. I'm not satisfied with doing something a certain way just because that's the way it has always been done.  Yes  No
8. I can usually find more than one solution to a problem.  Yes  No

### *G. Lifestyle, Family and Personal Finances*

1. My family supports my plan to start a small business.  Yes  No
2. My family accepts that I will be working long and hard hours to launch my new business.  Yes  No
3. My family understands and accepts that, at least in the short term, I likely won't be bringing home a regular paycheck.  Yes  No
4. I will be able to maintain a personal and family life, as well as run a business.  Yes  No
5. My family life is stable enough to withstand even a business failure.  Yes  No
6. I am being realistic about personal and family finances and living expenses.  Yes  No
7. I have alternate sources of income/savings available for living expenses until the business is established.  Yes  No
8. My business goals are compatible with my family and lifestyle goals.  Yes  No

### *H. Reality and Risks*

1. I set realistic goals and work to achieve them.  Yes  No
2. I'm a realistic thinker and planner.  Yes  No
3. I balance enthusiasm with caution.  Yes  No
4. I'm constantly re-evaluating and adjusting my goals.  Yes  No
5. I seek out and am open to sound advice and assistance.  Yes  No
6. I am not a gambler. I will take moderate, acceptable risks to help my business succeed.  Yes  No
7. When I make a mistake, I admit it and make the appropriate changes.  Yes  No
8. I understand my strengths and weaknesses.  Yes  No

### **What Business is Right for Me?**

1. What product could I purchase the manufacturing rights for?
2. What product could I assemble, re-condition, re-build or re-manufacture?
3. What product or service could I supply to another producer?
4. What product or service could I offer to gain a small percentage of a large market?
5. How can I add value to existing products or services?
6. What products and/or services could I combine?
7. What lifestyle or fashion trends in society provide a product or service opportunity?
8. What recreational or leisure trends provide a product or service opportunity?
9. What successful products or services could I imitate?
10. What products or services could I market and/or sell?
11. What products could I distribute and/or sell wholesale?
12. What products could I import/export?
13. What types of events could I plan, promote or publicize?
14. What expertise do I have that I could market as a consulting or information service?
15. What skills and expertise could I teach to others?
16. How could I help existing businesses access important information?
17. What existing business, franchise or distributorship could I buy and operate?



## **Reality Check: Evaluating a Business Opportunity**

- Conduct market surveys
- Conduct focus groups and brain-storming sessions
- Conduct personal and telephone interviews with potential customers
- Monitor your competitors, including talking to their customers, if you can
- Test the market with your product or service
- Produce sample products or prototypes
- Talk to consultant and advisors
- Talk to retailers, distributors, agents and brokers
- Read market research reports, industry trade books, magazines and journals
- Refer to industry associations and Statistics Canada data
- Refer to ED&T's *Marketing for Small Business*

## **Business Feasibility Questionnaire**

1. What exactly is the nature of the business, and what exactly am I selling?
2. Is this business a good match for my skills and experience?
3. Who are my customers and what are their buying habits?
4. Who are my competitors?
5. Why will customers buy my products or service instead of my competitor's product or service?
6. What is the size of the market, and what do I estimate will be my market share?
7. Manufacturing or service business: how many orders or contracts can I have already in place when I launch the business?
8. Retail business: how soon after I launch the business can I expect sales revenue?
9. Who will sell and/or distribute my product or service?
10. Can I produce the product or deliver the service at a competitive price?
11. How much product can I produce, or how many customers can I serve, in the first year of operation?
12. Can I find skilled employees to work for me?
13. What are the project start-up costs and annual operating costs?
14. How much money will I need to borrow to start and operate the business?
15. Can I obtain the money to finance this business venture, and what is the level of financial risk?
16. Will the projected profits from the business meet my family's needs?

## Advantages and Disadvantages of a Sole Proprietorship

<i>Advantages</i>	<i>Disadvantages</i>
Easy and inexpensive to set up	Owner liable for all business debts and obligations, including any acts committed by employees
Directly controlled by the owner/operator	Management base narrow (success dependent on expertise of proprietor); the business dies when the sole proprietor goes out of business
Flexible and adaptable	Can be limited to ideas and creativity of one person
Some business losses may be deducted from other income	All business income is taxed as personal income (can be advantage or disadvantage)
Wages paid to a spouse are deductible from business income	

## Advantages and Disadvantages of a Partnership

<i>Advantages</i>	<i>Disadvantages</i>
Easy and inexpensive to set up	Each partner is personally liable for all debts
Flexible: new partners can easily be added	Each partner is responsible for business actions of other partners
Few formal regulations	Profits are personally taxable
Partners provide mutual support and a variety of skills	Decision-making requires group agreement, which takes more time and may result in conflict
Partners provide more sources of capital	
Risk is shared	

## Advantages and Disadvantages of a Incorporating

<i>Advantages</i>	<i>Disadvantages</i>
Owners aren't personally liable for the debts, obligations or acts of the company	It is expensive and complicated to incorporate
The company continues to exist, independent of individual shareholders	Additional paperwork, record keeping, and regular reporting to government
As income increases, so do the tax advantages of incorporation	Financial institutions may ask for personal guarantees on business loans
Capital may be easier to raise, and loans may be easier to obtain	If the net income is low, you may actually pay more taxes
Funds can be raised by selling shares, with little effect on the management of the business	Less privacy: shareholders are entitled to know the annual income and debts of the business

Note: if you decide to incorporate you must use "Limited", "Ltd.", "Incorporated," "Inc." or "Corporation" in your business name.

## Renting or Purchasing Facilities

<i>Advantages of Buying</i>	<i>Advantages of Renting</i>
Real estate may (or may not be) a good investment	You do not have large amounts of capital tied up in your premises
You will not be forced either to leave or to pay higher rent when your lease expires	You have more flexibility and can move your business to a better location or to bigger or smaller facilities. A short-term lease with an option to renew gives you the most flexibility
If you make improvements to the building, you may benefit from the increased property value	If your business fails, you don't have to worry about selling your building

*Before signing a lease, make sure you check the following details:*

- Can built-in features be installed and removed?
- Who is responsible for plumbing, electrical or air conditioning repairs?
- Who is responsible for maintenance and supplies?
- Who is responsible for insurance, including liability insurance?
- Who pays the utilities?
- Who pays for alterations?
- What are the penalties for defaulting on the lease?
- Can you sub-let all or part of the premises?
- What are the common area charges?
- Is there potential for expansion?
- Are there any tenant association fees or mandatory advertising and promotional costs?

## Start-Up Checklist

Before you start your business, make sure you have addressed the following legal requirements, regulations and technicalities:

1. Have you decided on a business structure?  Yes  No
2. Whether starting a corporation, proprietorship or partnership, have you completed a name search and registered your name with Corporate Registry?  Yes  No
3. If buying an existing business or franchise, have you researched thoroughly and received professional advice?  Yes  No
4. Have you protected your intellectual property through the use of patents, trademarks, copyrights and industrial design registration?  Yes  No
5. Have you contacted the local zoning and licensing authority in your city, town or municipality, in order to obtain all appropriate development permits and business licences?  Yes  No
6. Have you obtained all necessary provincial and federal licences and permits, including any special licences required for specific businesses?  Yes  No
7. Have you obtained the advice of a lawyer or a real estate broker before signing any lease agreements?  Yes  No
8. Have you contacted Revenue Canada in order to obtain an employer's account number for Unemployment Insurance, Canada Pension Plan and income tax deductions?  Yes  No
9. Have you contacted Revenue Canada in order to open an installment account to pay income taxes?  Yes  No
10. If hiring employees, have you registered with the Workers' Compensation Board?  Yes  No
11. If you will have a staff of five or more, have you registered with Alberta Health Care for group deductions of medicare premiums?  Yes  No
12. Have you contacted the Employment Standards Branch of Alberta Labour and the federal Department of Labour to ensure that you comply with all pertinent labour regulations?  Yes  No
13. Have you registered for the Goods and Services Tax (GST)?  Yes  No
14. If you are a manufacturer, have you contacted Revenue Canada, Customs and Excise regarding a payment of excise tax?  Yes  No
15. If you plan to import products, have you contacted Canada Customs?  Yes  No
16. Have you consulted with a knowledgeable insurance broker on the types and the amounts of insurance you will need for your business?  Yes  No

# Business Planning\*

Mike Smith  
Alberta Indian Investment Corporation (AIIC)  
Alberta

The Alberta Indian Investment Corporation, as a First Nation-owned investment company, will provide a range of services to First Nation businesses, including the provision of business loans and after-care assistance. AIIC seeks to be the lending institution which will ensure existing and potential Indian entrepreneurs access to the capital they need. One of the key advantages for Alberta First Nations in dealing with AIIC is that it requires less collateral than a regular bank.

However, First Nations must remember that each business plan is unique and each plan's variables differ.

"The basic problem in Indian country is that people just don't want to write business plans. They feel that having some contracts in hand should be enough. But we need to know what your proposal is and that you are credible. Contracts only give basic info. You need to identify yourself through a

business plan, which gives a description of the company. You don't need to do market analysis unless you are milling your logs. A banker needs to see a financial analysis. What is your break-even point? Your projections and business ratio? Sure, it's dry stuff, but it needs to be done. The banks won't give you an answer until you answer their questions," cautions Smith.

One resource that can assist First Nations in designing their own plans is the Internet, which provides a wealth of information on how to draw up your own business plan. An example is the Government of British Columbia's Web site, which shows how to develop business plans.

Another resource comes directly from the Alberta Indian Investment Corporation's Business Development Service Division. AIIC will charge you one percent of your loan amount to help you set up your business.

*\*Summary prepared by the Canadian Forest Service*

# Marketing\*

Ed Courtoreille, President  
Northeastern Alberta Aboriginal Business Association  
Alberta

*"The voice of Aboriginal businesses"*

## **Mission Statement**

To work together as a group of Aboriginal owned businesses to enhance and create an environment which promotes business, jobs and training opportunities for the betterment of all people in the region.

## **Objectives**

- Knowledge and awareness
- Market opportunities
- Careers and regional employment

## **Primary Objective**

- Building relationships with corporate Canada
  - Syncrude Canada Ltd.
  - Suncor Energy Inc.
  - Mobile Oil
  - Petro-Canada
  - JACOS (Japan Canada Oil Sands)
  - Al-Pac

## **Today's Situation**

- 25 full members and 9 associate members
- Marketing:
  - promotional video
  - hosted an economic conference in 1996
  - hosted the 1996 Native Men's Classic Golf Tournament

## **Marketing Strategies**

- third party marketing
- positioning of product
- client commitment

## **Recommending a Strategy**

A unified business voice is stronger than one single voice.

*\*Summary prepared by the Canadian Forest Service*

# Capital

Don Schultz  
Canadian Imperial Bank of Commerce  
Alberta

My topic for today is capital – What is it? Where do you get it? And what is it that financial institutions want to see in considering your request? However, before moving into these main issues, I would like to review, quickly, CIBC's commitment to the Aboriginal marketplace.

The current combination of demographic, economic and political circumstances influenced by geography and history makes Aboriginal Canada one of the single greatest market opportunities in this country.

So, as Canadian businesses, including banks, search for trade, export and new ventures abroad, we must be vigilant to ensure that a sizable opportunity is not overlooked here at home.

Let me state clearly that CIBC is keenly interested in opportunities around the world. But let me also assure you that the perceived glamour of global growth will not blind us to the very real benefits of doing business with Canada's First Nations.

As the bank of rural Canada and the north, CIBC has a long history of serving Aboriginal customers. To us, you're not just some other emerging market – newly attractive because of land claims and resource reallocation.

CIBC works to finance Aboriginal business, employ Aboriginal peoples, and reach out to your communities.

We have worked closely with First Nations on a number of successful projects including:

1. Recreational lot development
2. Petroleum projects
3. Infrastructure developments such as band offices, convention centres and recreation facilities.

Yet, despite the many successes, we realize that access to credit and capital remains a key issue within the Aboriginal economy. This is particularly true, as it is elsewhere in Canada, for small to mid-size Aboriginal businesses, which may be just starting out or hoping to expand.

Our wider objective is to promote access to opportunity and elevate awareness of Aboriginal capabilities, while working to strengthen the economy in Aboriginal communities.

CIBC supports the acknowledgment of Aboriginal achievement by sponsoring the National Aboriginal Achievement Awards. The 1998 awards will be held in Toronto on March 12th, accompanied by a two-day Aboriginal youth career fair that provides an opportunity for young Aboriginal people to meet directly with industry and business leaders while they plan their future careers. We believe these types of outreach efforts link education to employment, thereby ensuring economic prosperity.

CIBC is one of the largest employers of Aboriginal peoples in the financial services sector, and a significant number of these employees are here in Alberta and in the Northwest Territories.

We want our employment to truly reflect the demographics of the wider population. To this end, we have launched a number of initiatives to recruit and retain Aboriginal people.

Having outlined CIBC's commitment to the Aboriginal community, in today's world, to be successful at launching a new venture almost always means making a commitment to put in place a pool of capital. What is capital? Capital can best be described as:

1. An accumulation of wealth used to produce more wealth or to launch a new business enterprise, or
2. The total face value of shares of stock issued by a company, or
3. The sweat equity earned by an individual or company in its efforts to establish a new business enterprise
4. The objective being to assemble capital for the benefit of advantage or competitive gain

Capital ultimately can be converted to a capital asset, which can best be described as the machinery, tools, factories and commodities needed to produce capital gain – profit – for the owner/shareholder/investor.

Therefore, the assembling of capital and capital assets to earn capital gain or profit, describes our economic system characterized by private or corporate ownership of capital goods and by prices, production, and distribution of goods that are determined mainly in the free market. Now that I have touched on what capital is and what it can achieve when put to work, we as business entrepreneurs need to know where to go to search out this capital.

In the global marketplace today, there are huge pools of capital that are searching for an opportunity to earn a rate of return acceptable to the individual/organization that has assembled the pool. The key determination is, how do you match the investor with the investment opportunity. This brings us to the topic of sourcing out investment capital.

As mentioned earlier, the marketplace is telling us that there are large pools of capital looking for a home. So what are these sources?

1. Firstly, there are the shareholders/entrepreneurs own investment/equity which can be in the form of cash, profits earned earlier, capital assets or equipment, or possibly sweat equity.
2. A second source may be your financial institution whose role is to provide a wide range of financial products including operating financing to support your current assets and mortgage and term financing to assist with land, building and equipment acquisitions. Leasing may also be an option, with leasing companies generally willing to consider 100% financing, thereby preserving your capital base for company's growth.

CIBC is currently a participating member of the Federal Guaranteed Business Improvement Loan Program where funding up to \$250,000 is available to on-reserve businesses. Secondly, CIBC offers a second financing initiative undertaken solely by CIBC up to a maximum of \$100,000, which offers preferred interest rates if it can be substantiated that the new investment will promote job growth for Canada and the Aboriginal community.

3. Another source of capital may be raising equity through either the public or private markets. This process results in an investor acquiring a pre-determined equity interest in your company for an injection of cash or capital. Another alternative may be to secure capital through a subordinated debt transaction which means the investor will agree to invest into your company and postpone their security investment in favour of the financial institution. Generally, these sources of capital can be accessed through various investment or merchant banking organizations.



4. When you, as an entrepreneur or businessman, are searching for capital, you need to look at all of the opportunities which the marketplace may offer. This may include your friends and family members or even your First Nation, provided of course that you can demonstrate a reasonable rate of return and provide some evidence that the new business will ensure employment opportunities for the Aboriginal community.

I have spoken at length as to the sources of equity, but how and where do you find the contacts which represent these organizations? Might I suggest that you speak to your professional advisors – your lawyer, accountant, banker and government representative. Together, this group of business professionals can help identify a list of business partners who can work with you to help you meet your short and long term capital requirements.

We have walked through the process of defining capital/capital assets/ identified the types of capital available in the marketplace and we have explored what can be done to develop contacts with these potential investors. The question now is – What do you, as a business person and entrepreneur, require to entice an investor? Earlier presentations by Mike Smith and Ed Courtoreille have outlined in considerable length the concept of business planning. A comprehensive business and marketing plan is the key document required to outline your company's intentions with respect to its growth strategies and how you intend to put your new capital to work. In the preparation of your business and marketing plan, you may wish to consider involving all your business partners (being your accountant, lawyer and banker ) to assist in building the plan which must demonstrate to the potential investor why they should consider investing in your company. The rate of return is important. However, the key ingredient that all your business partners will explore is the strength of management and their ability to implement the plan with a high degree of success. Management is particularly important because, as we all know, the marketplace brings with it a high degree of cyclicity and management must be able to identify

the peaks and troughs and adjust business operations accordingly to ensure the long-term strategy of growth and profitability is maintained.

As part of analysis process by the potential investor, be it for equity or debt, key considerations will be the 5 C's of granting credit. These being:

1. Character/credibility of the business plan, management, and the proposal being presented.
2. Collateral being the acceptability of the security package and the perceived inherent risk.
3. Capacity/cash flow being the analysis of available cash to service debt payments and provide an acceptable rate of return for the investor.
4. Conditions being the terms of the transactions, are they acceptable for the lender/investor and entrepreneur, and
5. Capital – is the business properly financed with a mix of debt and equity?

I mentioned earlier, and suggested, that there would be value in involving your business partners when completing your business plan because, generally speaking, they have valuable industry knowledge which can be shared. This is particularly true for your banker who can be looked upon as your advisor/partner and advocate within the financial institution. At CIBC, we have access to our global economics division who regularly provides the account management team with industry updates on a micro and macro basis. This is important information required to assess short and long term market trends, and this information can be shared with the client.

CIBC has developed industry specialists in the forestry and oil and gas industries and this presence is particularly evident in western Canada with our Oil and Gas division in Calgary and forestry experts in Edmonton and Vancouver. These specialists understand the industry and the associated inherent risks and represent good information sources.

CIBC has a wide branch network and our account management team is available and accessible to become your partner/advisor and advocate. The CIBC network has been further expanded whereby

we are offering on-reserve banking through our branches in Hobbema, Alberta and soon to be opened branch in La Ronge, Saskatchewan and at other locations in B.C. and Ontario. To help CIBC implement its Aboriginal strategy, CIBC has placed dedicated Aboriginal regional managers in all areas across Canada to help us, as traditional bankers, to better understand and show empathy to the Aboriginal marketplace. We want to ensure that at every one of our branches, our Aboriginal customers – like all CIBC customers – are respected as individuals and treated with dignity and fairness.

### **To Recap**

If you have an idea to start a new business, expand an existing one, or make an acquisition which may require new capital, this equity or capital is available and accessible. The key determinant is, What can you do to convince a potential investor to support your idea? Focus on your business and marketing plan, develop strong management skills, and do not be afraid to ask for help and support from your business partners and advisors.

### **Closing**

The market opportunity that Aboriginal Canada represents is significant, promising, and very real. But let's face it. Market opportunities – no matter how dazzling – don't just happen on their own.

For success to match potential, there are crucial demands to be met, demands like financing, business planning, strategic management, and long-term economic development. At CIBC, we are striving to contribute to these challenges in the ways described.

But I must also emphasize that our fundamental principle with respect to risk will not change.

In terms of financing – access to credit, access to capital – those Aboriginal businesses which will best qualify will be those with the economic soundness to succeed. To imply otherwise is to be less than

honest. But to do otherwise, fails not only CIBC, but Aboriginal communities as well. For that is where the loss will be most felt.

Having said that, I believe that Aboriginal businesses are well positioned to capitalize on the wealth of opportunity that exists. For example, when it comes to resource extraction and development, who better to participate and manage the process than those who know the land so well?

I know there is an underlying feeling among some groups that banks are only now courting Aboriginals because of the potential of increased land claim settlements. But let's deal with that hypothesis straight up.

Yes, there is no doubt that the promise of managing this money was attractive at the outset. But just as attractive today is the fact that First Nations, Inuit and Metis are now all using banks for a diverse range of sophisticated financial products and services.

So whether your need is for cash management, financing, financial planning, investment management, or electronic commerce, CIBC wants to be involved. It would be nothing less than myopic to do otherwise.

Today, we've talked about the hard facts of business success – money, skills, resources. But success often depends as much on relationships, as it does on a healthy balance sheet.

Success requires trust, respect and comfort. In a global environment, it involves a recognition of diversity and a willingness to take judicious risks. Above all, it demands an ability to listen and make a long-term commitment.

At CIBC, we have both the financial capability to serve Aboriginal business needs and the unwavering commitment to build strong, rewarding relationships. We are following through with actions, not just words.

# The Story of a Successful First Nation Business

Carl Alsup  
Fort Apache Timber Company  
Arizona

Fort Apache Timber Company is wholly owned by the White Mountain Apache Tribe. The company was formed in July of 1963 and began operations the following September. When the company was formed, its net worth was about \$192,000.

Our main operations are in Whiteriver, in the heart of the White Mountain Apache Indian Reservation. Our main sawmill has two head rigs (a double cut and a single cut). Our small log mill consists of an optimizing head rig, scanner system with chipping heads and a quad. There are 11 dry kilns and four planers.

Outside the main operations we operate a remanufacturing plant and a house log sorting facility.

We have another mill in Cibecue, a small town about 45 minutes from Whiteriver on the west side of the Reservation. This mill cuts rough lumber which is trucked to Whiteriver for processing.

Today our current assets are around \$33M. Fort Apache Timber Company employs 320 tribal members with an annual payroll and benefits of about \$8M. In addition, stumpage payments are made to the tribe amounting to \$7.5M.

There are about 300 tribal members who work in the woods for our contract loggers, bringing the total employment to approximately 600 tribal members.

To make Fort Apache Timber Company a successful First Nation business, it took someone with a vision to assess the White Mountain Apache Tribe's strengths, what the tribal needs were, and how a tribal enterprise could function to meet those needs. In the case of the White Mountain Apache Tribe, those needs were as follows: to derive a stable,

perpetual income for the tribe; to develop a sustained yield forestry program, encompassing bio-diversity, wildlife protection, forest health, tourism and recreation; and to create well paying, year-round employment.

Years ago, our forests were overcut with no thought of the future. Today, we have one of the best forestry programs in the United States. We have a long-range cutting program that is put together by several tribal committees working together, with the BIA. They look at all aspects of the sale areas, similar to the Environmental Impact Statements required by the Forest Service.

But we look at a lot more, and we have set some very rigid standards for ourselves that we go by.

Some time ago I read an article concerning resource management. The article stated that resource management is the *establishment and enhancement* of our forest resources. What does this mean? It says that we should include site and species selection, genetic improvement through selective harvesting, selective planting and natural seeding, thinning and natural fuels control through controlled burning, protection from wild fire, pests, politicians and above all value optimization.

Over the years the White Mountain Apache Tribe has accomplished these goals. We only log selectively. We take out the defective and diseased trees. We thin some areas in order to promote growth. We use controlled burning to prevent wild fires and control of disease and natural enemies of the forest.

Recently we checked an area that had been thinned and found that the growth rate had increased from 1.2 inches in ten years to 2 inches in ten years. This

amounts to a 58% increase in our forest growth over a period of ten years. Our next goals are profitability, return on investment to the tribe, and tribal employment.

As General Manager of FATCO these are the most challenging goals, as one seems to contradict the other. *How do you maximize employment and still make a profit?* In order to explain this, we need to go back to the woods. At the present time I have a salvage operation in two different areas. One is a recreational site and the other is a residential area. These two areas consist mainly of thinning and the salvage of some saw timber. Normally this operation is not profitable for FATCO due to the low percentage of saw logs. I have hired a contractor for this project who has some unique equipment. All of the salvage that will not make a merchantable log will be debarked and chipped on site and sold to the local pulp mill. This accomplishes several goals. In the recreational area we will enhance tourism and diminish the fire danger, but just as important, we will have maximized the utilization of the forest products. Since it is a unique situation, it will be handled differently from our normal logging operations. FATCO will not make a large profit on this project, but we have to look at the overall picture. What will it do for the tribe? I believe that this is the key to a successful tribal operation.

In the sawmill operation, meeting goals is a real challenge. First, the Tribal Council sets goals for all the tribal enterprises on the Reservation. These goals may be very broad and take in many aspects of different operations.

Next, Fort Apache Timber Company has a Board of Directors made up of five members. One of the responsibilities of the Board is to look at the Council's goals for the Reservation and set up a plan of operations for the General Manager. Using the criteria as set forth by the Board, the General Manager then develops and implements an operating plan for the complete operation. Within this operating plan will be an operating plan for each department that seeks to accomplish the specific criteria set by the Board of Directors. These operating

plans are reviewed by the General Manager on a weekly basis and by the Board, as necessary.

Within each departmental plan the goal is to attain maximum recovery of the wood fiber, maximum return to the mill in dollar value and employment. In order to attain this goal the department foreman must set up a training program. This program must include, not only employee training in the proper use of their equipment, but also training in how to best recover the highest value of the lumber being produced. In essence, each machine operator must know lumber grade and how best to recover that grade. The foreman must also set up a preventive maintenance procedure to ensure a minimum amount of lost operating time.

The General Manager must set up a program that tracks the production of each machine center. When this procedure is properly operating you are able to spot problem areas and take corrective measures. A good thing to remember is that corrective measures should be taken only after consulting with the plant superintendent, the foreman in charge of that machine center as well as the operators. Employee opinions are very valuable. A manager does not have all the answers, although sometimes we tend to think we do.

In today's market we have to look beyond just the production of lumber. If we stop at this point, we might have made a profit, but I doubt it.

We need to look at the whole picture.

What can we do with the "waste" or, as I like to call it, the by-products of manufacturing lumber. We have lots of saw dust, green trim ends, dry trim ends at the planer, planer shavings, and broken log tops in the log yard. What is the best way to dispose of them? Some companies pile them up and burn them, others convey them to a burner for disposal, but is this total utilization? No! There is a market for every single part of the log when it comes in from the woods.

As General Manager, my job is to make money for the company, so I must look at every aspect of where or how I can be more profitable. For years all of our

waste was piled in what we call the "South 40." Today there is a contractor reclaiming those years of accumulation which we sell by the ton. All of our bark is sold at a premium price. Our green trim ends are chipped and sold to the pump mill. All of our sawdust is sold to a contractor, the planer shavings are sold to a particle board plant. The planer trim ends are reclaimed and sent to the remanufacturing plant, cut up, and finger jointed into moulding blanks, door cores, window components and various other products. We are trying to find a niche for every item that we bring in from the forest.

We just recently remodelled the small log mill and in the engineering process a part of the criteria I set was to utilize more of the log, or more of the top end. Now what was left in the woods as slash is being utilized as a merchantable product!

Last fall I visited one of our timber sales and discovered that we have a large number of dead spruce trees. These dead spruce trees will not make lumber, because as they dry out they develop large cracks that spiral down and around the tree. It soon became obvious to me that this was a huge waste of some of our forest resources. During discussions with some of our people we realized that we could utilize these trees for house logs or fire wood. After consulting with the BIA and my own supervisors we made the decision to log these dead trees or "snags." I also instructed one of our managers to investigate and develop a market for this product. To our amazement there is a very large market out there for house logs. We now not only have a house log market but we have also developed a firewood market (including those broken log ends). This will give FATCO an additional profit of about \$500,000 per year.

We designed a portion of our Whiteriver log yard as a "house log sort yard." As these logs are brought in we inspect them, sort to grade and size, and take out the obvious culls which are sold as firewood. New homes are now being built from a product that was previously being wasted.

This project accomplishes several goals for us. First, we have taken a product from the woods that would not normally be harvested, and we are making a

profit from it. Secondly, we have removed a potential fire hazard from our forest. Third, these areas will be cleaned up as we work through them. Some areas will be replanted with young trees and seeded with new grass.

Last year, Fort Apache Timber Company had a gross income of about \$30M. Out of this amount approximately \$25.5M was paid to the tribe and employees in the form of stumpage, wages and benefits, tribal taxes, and logging contracts. After operating expenses, we had retained earnings of about \$1.5M. If we had not had the by-products program in place, FATCO would have just broken even. I think this should show how important total utilization of our forest is.

A few moments ago I mentioned that it is a great challenge to maximize employment and at the same time make a profit. It can be done, but in order to do so we have to continually look ahead for new projects that will enhance our employment as well as our bottom line.

It takes vision to understand what the tribal resources and tribal needs are. That vision needs to be translated into a broad range of goals, which can in turn generate a business plan or operations plan for a tribal enterprise. The tribal enterprise must operate as a business to be successful with a review process to ensure that the goals of the tribe are being met.

In closing, I would like to give you a brief overview of how the White Mountain Apache people regard the land and forest.

The land and all its resources are a sacred gift from the Creator. This gift not only provides all of our material needs but also our spiritual needs. We in turn must take care of this gift. We return what we take from it. We protect and nourish it. We have special places that are very sacred, where one can go and seek spiritual healing. A hunter will not take the first game that appears on the trail but will allow it to go on its way and wait for the second one to appear. We set aside special areas as game reserves, buffer zones for the spotted owl. We protect our rivers and streams even as they give to us.

# First Nation Forestry Program: *Gathering Strength*

Boyd Case  
Regional Director General  
Canadian Forest Service  
Alberta

I would like to extend, on behalf of Natural Resources Canada and our partners at Indian Affairs and Northern Development, greetings and good wishes to all the participants in this event. Let me also extend a particularly warm welcome to Aboriginal and other representatives among us who have come here from other regions of Canada and from the United States. I also want to congratulate the organizers and sponsors of the conference: the First Nation Forestry Program management committees of Manitoba, Saskatchewan, Alberta and the Northwest Territories.

Many interests and groups are represented here – but we have a common goal and it can be expressed this way: when we look at forests, we remember that forests are more than trees. We have learned that all earth is interconnected. Forests to Aboriginals are part of Mother Earth and deeply significant – spiritually. Forests are also a traditional source of food, medicine and shelter. Also in today's world, forests are assets of tremendous economic and social value – resources that will be renewable forever if we use them wisely and well. We agree that forests are a base on which Aboriginal people can derive economic benefits. And we all know that to realize the full potential of these assets we must work together as partners.

We know too that partnerships start with communication. This conference provides a meeting place for Aboriginal people who are actively working to realize the full potential of the forests.

There are many ramifications to that challenge – as a glance at the conference agenda shows. They

range from forest management to business planning; from mastery of the basic principles of entrepreneurship to silviculture; from the negotiation of access to off-reserve timber to the building of partnerships with industry and government.

This event marks a modest but significant milestone in the response to that challenge. The First Nation Forestry Program, or FNFP, is now in its second year of a scheduled five years. And from this vantage point we can say with confidence that the program has succeeded beyond expectations.

That assessment is confirmed in the first Annual Report on the program which was released today in Ottawa by Ralph Goodale, the Minister of Natural Resources, and Jane Stewart, the Minister of Indian Affairs and Northern Development. The program's success has also led to a change in government funding arrangements – from three years definite and two years conditional to definite for the five years of the program. This change has important benefits for First Nations in planning their projects.

As my contribution to this event, I propose to briefly review the progress recorded in the first Annual Report and to look at some examples of the successes achieved. I will also touch briefly on the other initiatives, namely Canada's Forest Strategy and the Government's response to the Royal Commission on Aboriginal Peoples.

Let me start with some background. Reliance on and respect for natural resources have always shaped the lives of North America's Aboriginal people. That importance continues today – particularly in relation to forests. In Canada, close to 80 percent of

First Nations live within the boreal and temperate forest regions.

According to the most recent figures available, there are over 600 First Nations in Canada with about 2,350 reserves occupying 3 million hectares of land. The productive forest land on these reserves totals about 1.4 million hectares. The three prairie provinces and the Northwest Territories account for about 38.3 percent.

In short, forests are significant to Canada's First Nations – not only economically but in terms of social, spiritual and traditional uses. That is one fact. The other is that these forests require urgent attention both in terms of protection and in realization of their potential. In many cases, the most urgent need is rehabilitation following long periods of intense harvesting and management neglect. In others, the reserve forest base is too small to sustain economic development. While in others, economic opportunities already exist: in timber harvesting, in value-added wood processing, in eco-tourism, in recreation, and in traditional uses.

It will take sustained effort on many fronts to realize this potential. The challenge extends from basic forest management planning to the development of new financing mechanisms through which First Nations can find capital for forestry development; to encouraging First Nations to investigate opportunities to enter into forestry-related businesses, whether in single ownership or partnerships. In fact, the latter is the First Nation Forestry Program's primary objective, to encourage First Nations to investigate the opportunities in forest-related businesses. At every stage, however, the challenge is to build partnerships between First Nations, governments, the forest industry and others.

Also, challenges lie with First Nations to become more involved in forest sector business operations such as single business, joint ventures and partnerships. The FNEP helps First Nations to realize some of these opportunities.

And here we arrive at the rationale for the First Nation Forestry Program. It exists to help meet needs in all these phases of development and to do so in a co-operative way. It is a partnership for progress between the Government of Canada and First Nations. Its basic aim is to realize, in a sustainable way, the potential of the forests to improve the economic condition on reserves.

To achieve these goals, the program must also succeed in a more general objective, the building of First Nations leadership in forestry.

The Annual Report shows that we have moved forward and seen progress in some of these areas.

To begin with, the report confirms the economic importance of the forests to First Nation communities. In the first year, 329 proposals were submitted, and 175 projects were approved. First Nations and other partners shared in project costs, contributing \$6.1M to the \$5.9M the FNEP received in federal funding. In this region alone, the management committees of Manitoba, Saskatchewan, Alberta and the Northwest Territories approved 46 projects at a total value of about \$1.3M. First Nations and other sources contributed almost \$1.2M toward these project costs.

The report also shows that we have made excellent progress toward some more fundamental and far-reaching goals. One is the development of strong First Nations leadership in the program. The other is the building of partnerships. One obvious example of the success of this partnership approach is the smooth and productive teamwork of the program management committees in every province and territory.

You will find some interesting stories in the Annual Report. For instance, the establishment of the Ochre Lake Logging Company by the Grand Rapids First Nation in Manitoba, the business-related initiatives being undertaken by the Wikwemistong Unceded First Nation in Ontario, the forest management initiatives by Quebec First Nations and so on.

Having said that, we must recognize that many First Nations are not ready to enter into business-related operations. Therefore, most projects in the Annual Report focus on challenges associated with pre-commercial stages of development. They include forest management and capacity-building projects, as well as other projects in which First Nations are working to get depleted and desecrated reserve forests back into productive shape.

A good example of this is the Eel Ground First Nation in New Brunswick. For 150 years or so the forest had been subjected to unmonitored, uncontrolled use by both Aboriginal and non-Aboriginal people. Rehabilitation began six years ago under the previous Indian Lands Forestry Program with the development of a forest management plan. In 1996-97, the First Nation Forestry Program provided funding to the Eel Ground First Nation for road construction, thinning operations, reforestation and related activities. It is interesting to see that even this early in the game there has been a modest economic return from rehabilitation. The First Nation now processes sawlogs generated in its thinning operations and has won a contract to produce stringers for Eagle Forest Products Ltd. It is currently negotiating a contract to provide silvicultural service within crown land management areas of Miramichi Pulp and Paper and Eagle Forest Products. And most importantly, the quality of the forests has improved.

There are good examples in this region as well. The FNFP allocated funds to the Dene Tha' First Nation to develop a Geographical Information System to help the First Nation make informed decisions on resource management.

In Saskatchewan, the FNFP helped establish a partnership training venture involving the Saskatchewan Indian Institute of Technology, industry, organized labour and the federal government. This project gave 24 band members the training required to help build an oriented strandboard plant in Hudson Bay, Saskatchewan.

This is just a sampling of successful projects across the country. You will find more examples in the Annual Report.

I'd also like to call your attention to another program milestone. Today, we officially launch the First Nation Forestry Program Internet site. This is one of many information tools for First Nations. We have set up an FNFP display booth to demonstrate the Web site. You will find it has a number of uses.

- One is to keep participants in projects up to date on program developments in other parts of Canada.
- A second is to assist First Nations who want to get involved to make contact with those doing similar projects.
- A third function is to serve as a clearing house of information, ideas and experience on various aspects of business and forest management.
- Last but not least, the Web site will help build awareness among Canadians in general about First Nations' involvement in forestry and about the program in particular.

Let me turn now to another important forestry initiative under way in which Aboriginal people and government are working in partnership toward sustainable development, the National Forest Strategy.

A successor to the 1991 National Forest Strategy is currently being developed through public consultations held across Canada, under the leadership of the Canadian Council of Forest Ministers. The National Aboriginal Forestry Association is participating in these consultations.

To date, the consultations have included five regional forums across the country and a National Forum in Winnipeg. A discussion draft based on the forums will be distributed to over 1,400 people for review and comments before the end of the month.

The new, revised Strategy will reiterate the vision, beliefs and strategic directions Canadians are pursuing. It will also present new and revised principles, objectives and commitments aimed at the goal of sustainable forest management across Canada.



As with the 2001 Strategy, the new one will have nine "strategic directions" – nine fronts on which we need to move ahead – each with guiding principles, objectives and a framework for action. One of these, Strategic Direction 7, *Aboriginal People: A Unique Perspective, Not Just Another Stakeholder*, relates specifically to Aboriginal forestry issues.

A National Forest Congress will be held in Ottawa from April 29 to May 1, 1998, at which the new, revised strategy will be presented. Government and non-government partners are also expected to sign the *Canada Forest Accord* at the conference, confirming once again their commitment to working, both individually and collectively, toward implementing the strategy and its action items.

The partners to the elements of the strategy, including the Aboriginal element – Aboriginal people, government, industry, local communities and others – will then develop and refine their action plans for the next five years and see them through.

These are exciting times in the development of the relationship between Aboriginal people and other Canadians.

The Government of Canada's response to the Royal Commission on Aboriginal Peoples signals a renewed effort and comprehensive approach to address the fundamental issues of relationships between peoples, community healing and capacity-building. As you know, it embodies an action plan which calls for the renewal of partnerships, the strengthening of Aboriginal governance, the development of a new fiscal relationship, and support for strong communities, people and economies.

The essence of the plan and its objectives are summed up in its title: *Gathering Strength*.

That also sums up what we are trying to achieve with the First Nation Forestry Program. We are committed to help First Nations build strength and self-sufficiency in the forest sector. The record shows that we are on the right track. We have momentum. We look forward to continued progress and co-operation.



**Session 3**  
**Investing in Forest Based Businesses**

# **Silviculture Contracting**

## **A Saskatchewan Forestry Company**

Randy Nelson  
Nelson Silviculture Ltd.  
Saskatchewan

### **Introduction**

Tanisi and good afternoon, ladies and gentlemen. My name is Randy Nelson and I am the owner/manager of a silviculture contracting business. My business is located in my hometown of Weyakwin, Saskatchewan. It can be said that my workplace is the forested area of central Saskatchewan.

I am here today to speak about silviculture contracting and how my company, Nelson Silviculture Ltd., has been somewhat successful and today remains in operation after over ten years in this business.

### **The Creation of Nelson Silviculture Ltd.**

- In 1986 I attended a meeting with Weyerhaeuser Canada Ltd. and listened when they explained that they would like to involve more Aboriginal people in the silvicultural sector.
- In 1987, after developing a business plan, I formed a small silviculture company and bid on a small stand tending contract of 63 hectares. I was awarded the contract and had eight employees trained through a Saskatchewan government program. This course lasted for two weeks and consisted of the basic skills needed for brush saw operation and maintenance. We successfully completed the initial contract and were awarded extra work. A total of 89 hectares were completed that year.
- In 1988, I worked for a company called Woodland Enterprises Ltd. as a supervisor of one of their tree planting operations. Approximately 40 local people from the Hamlet of Weyakwin were hired to do a tree planting

contract. Most people from this hamlet are members of the Montreal Lake Cree Nation. The first contract was 280,000 seedlings and as years went by we planted as many as 675,000 seedlings with about 65 men employed.

- In the fall of 1989, Nelson Silviculture Ltd. did tree thinning for Weyerhaeuser. The contract consisted of 210 hectares and after that contract did as many as 550 hectares per year. I continued to work as a supervisor for Woodland Enterprises until 1994 when Nelson Silviculture Ltd. was successful in getting a contract from Weyerhaeuser and the Province of Saskatchewan.
- Nelson Silviculture started its own planting in 1994 with a small contract to plant 58,000 seedlings. Today current contracts run as high as 458,000 seedlings.
- In 1997 I was informed by Weyerhaeuser Canada Ltd. that due to past work performance they would commit a percentage of their total silviculture work (tree planting and tree thinning) to Nelson Silviculture Ltd.

### **Types of Contract Work for Silviculture Contractors**

- tree planting contracts
- stand tending (tree thinning): applies mostly in jack pine
- cleaning; when trees are planted, aspen grows and chokes spruce so you go in and take out aspen, just leaving a small percentage for canopy; this releases the spruce
- site preparation: drum chop, disc trench, bracke, scarifying with anchor chains

## Estimating Costs

### *Labor*

- When estimating labor costs, I try to make sure each employee makes at least \$100 per day for an average 8-hour day. To make a more stable contract cost, I figure out the number of trees an average planter can plant per day times 8 hours per day in a given area. This means if it's a rougher planting area, fewer trees will be planted that day and price per tree paid will be higher.

### *Equipment*

- pay half-ton vehicles by the km
- figure out tools and equipment needed for your contract area
- estimate about 5 percent loss on tools annually
- figure out daily cost for all equipment and estimate the number of days the contract takes; for example, a 200,000 tree contract with 20 planters will take 10 days if planters average 1,000 trees each per day

## Benefits of Training

- safer working environment which gets a better performance rating with Weyerhaeuser which may result in getting more work in the future
- the job gets done faster = higher profits
- there is less time redoing work
- you get a better quality of work
- less down time for equipment
- less time spent supervising as your employees gain the ability to work alone

## Preparing the Bid

- When preparing your bid, you may want to add a percentage to cover the risk involved. You may also want to add 5 to 10 percent for unforeseen expenses, and/or 15–20 percent for your profit.

## Things to Consider

When implementing the contract, you may want to consider:

- number of employees required
- equipment needed
- where to establish your work camp (if there is water available, if you're on higher ground, etc.)
- transportation to work area; is it rocky, muddy, etc.)
- the distance from the planting area (should be as close as possible to the camp area)
- roads (accessibility)
- your employees' ability to work on their own

## Pitfalls

Some of the problems involved with silviculture contracting are:

- seasonal nature of work
- employee turnover; for example, if offered a steady job, my trained employee will usually take the job
- deadlines/commitments are sometimes affected by unforeseen problems such as weather
- poor performance = poor profits

## Conclusion

In concluding my presentation, I would like to say that operating a silviculture company is a lot of work. It took me ten years to get it to where it is today. I saw this opportunity to create employment for local people and to contribute jobs towards my home community.

# Logging Contracts\*

Gene Kimbley  
Woodland Cree Resources Ltd.  
Saskatchewan

For the Montreal Lake Cree Nation (MLCN) the Model Forest Program started the ball rolling so that the First Nation could establish a foothold in a Model Forest with only seven partners. The enhanced Aboriginal involvement concept was created to involve First Nations not involved in a Model Forest and to involve First Nations in all Model Forests.

## **The Prince Albert Model Forest**

When this Model Forest was established MLCN was able to secure a number of logging contracts, which in turn accelerated obtaining contracts for Woodland Cree Resources. As a result of these contracts a \$25 million sawmill will open in the area.

The key to securing a logging contract for First Nations, says Kimbley, is to continually meet industry officials and to keep talking to them. More importantly, when a contract is secured, your company should do its job well and establish a

good performance rating for the company, which in turn leads to further contracts and even more jobs. Kimbley cautions that it is best to start small and be realistic. He stresses that companies should match their equipment to the job and not try to outdo the job with too much equipment.

“There’s no profit in it; however, the move is towards larger contracts, so the need for mechanized equipment is growing.” For Woodland Cree, knowing that it will be doing 80,000 cubic metres a year under the new program, the need to subcontract the trucking portion of the contract was obvious and integral to ensuring it could satisfy its contract. Other essentials in operating a successful business, says Kimbley, are knowing insurance and workmen’s compensation regulations.

For First Nations considering entering the business it is essential that they focus on the following functions: knowledge and skills development, organization, equipment maintenance, and personnel.

*\*Summary prepared by the Canadian Forest Service*

# Investing in Forest Based Business – Log House Building\*

George Kemp and Ron Desrochers  
Berens River First Nation  
Manitoba

For the Berens River First Nation, log house building held a lot of allure, particularly in the area of developing significant job skills in the community and the potential to one day perhaps export those skills to other First Nations communities entering the log house building field.

Surrounded by rich forests itself, the community saw the natural fit of the project. The resource was available, the need to develop marketable and useful skills in the community was ever present and the need for appropriate, versatile and quality housing was also an indication that log homes made a perfect fit.

In order to fully realize the benefits of log house building the Berens River First Nation started their

students out building scale projects to develop their conceptual and practical skills. On rainy days students used the time to develop skills in reading blueprints. For the instructor, Desrochers, the enthusiasm of the First Nation trainees was contagious. To date the community has built one home and plans to expand that number this year. Sources of funding for the Berens River project came from:

Indian Affairs	\$76,000
Community	\$8,000
FNFP	\$25,000
Pine	\$5,000
CMHC	\$42,000
Total	\$156,000

*\*Summary prepared by the Canadian Forest Service*

# How to Negotiate Forest Fire Fighting Contracts Based on NWT Models

Dave W. "Yogi" Heron  
Thebacha Forestry Company  
Northwest Territories



Thebacha Forestry Company from Fort Smith, NWT, is a joint venture between the Salt River First Nation #195 and the Metis Nation Local #50. The concept of the company is to participate in forestry related issues and secure long term contracts for all aspects pertaining to the co-management of such resources. This company is new in the sense that the two Aboriginal groups became a joint venture in April of 1997, but this type of contract has been in existence since 1977 in the Fort Smith area.

## A Brief History

The first company in Fort Smith to successfully secure a fire contract was a local company known as Trans North Firefighting Services. They started out with a supply of fire crews; they later went on to supply not only fire crews but catering services, crew supervisors, people for lookout towers and a program to send individuals south for smoke jumper training. The owners decided they needed to expand their operation into the winter months. This included a hazard abatement program around the community and a log salvage operation from one of the burnt out areas northwest of Fort Smith known as the Grand Detour area. The company also had a variety of contracts during the Slave River Hydro Study. The company operated successfully from 1977 to 1981.

In 1981 it was decided by the Salt River First Nation (SRFN) that they wanted a piece of the

action and started their own contracting company. This new company was successful in securing a contract for the supply of two fire crews and supervisors with the Department of Indian Affairs and Northern Development (DIAND), from 1982 to 1987. The GNWT's Department of Renewable Resources took over the management of this program in 1987, which included the transfer of the contract from DIAND to the GNWT. The SRFN continued to manage this contract from 1987 to 1996. It was decided by the leadership of the SRFN and Metis Local of Fort Smith that it would be in the better interests of both groups to form a joint venture company, and that is how Thebacha Forestry Company was formed.

I would like to briefly explain how these types of contracts are negotiated. It starts with a letter of interest, followed up by a letter of intent. Once the two parties involved have reached an agreement stating that a contract is viable, the negotiations begin. The party seeking a contract then must come up with a proposal that includes what they want to supply and what price this service will cost. The GWNT is one of the other parties with whom we have negotiated a contract to supply personnel for the summer fire season. These negotiations are quite a lengthy process, so it is better for both parties involved to start the process in the fall or early winter. There are numerous details to work out between the two parties, such as what type of insurance the contractor must carry, what type of



training their employees must have pertaining to the operation, the supply of crew transportation, who will supply what type of safety gear for the job, whether or not there is a requirement for the employees to meet standards that pertain to the rest of Canada (such as the standards set out by the Canadian Interagency Forest Fire Centre (CIFFC) for the national standard) and what type of physical fitness standards are required. The details of how long the contract will be in place and optional extension years must be part of the negotiations. The yearly start-up dates are worked out on a per-season basis with a period for pre-season training being put into consideration. The contractor must also work out a schedule for all crews prior to the beginning of the season for submission to the contract administrator (GNWT). The way most contracts read in the NWT is for seven-day-a-week coverage during the peak of the fire season. There must also be an extension for services clause included in the contract as we all know the fire season varies from year to year. When doing a proposal of this type, one must think about the ways in which you as a contractor can save expenditures in order to operate as a private enterprise.

The way we operate Thebacha Forestry Company is with the concept of private enterprise in mind. We have a board of directors which consists of three individuals from the SRFN and three members from the Metis Nation Local #50. From these six individuals a president, vice-president, and secretary treasurer are selected. All matters pertaining to the operation of the company are discussed at board meetings and voted upon. The board of directors are volunteers and only receive monetary funds when they are required to travel on company business.

In summary, I would just like to say when an Aboriginal group decides to go into the contracting business alone or with another Aboriginal group such as we have done in Fort Smith, there is a lot of work to be completed. But the end results are jobs now and for the future in the forestry related field. Last but not least one must not forget we can do the job just as well as any other individuals with the proper training and insight for the future.

## **Aboriginal Forestry Companies in the NWT**

### *Thebacha Forestry Company, Fort Smith*

Initial attack crews, towermen, cooks, cooks helpers, initial attack officers, fire bosses, line bosses, sector bosses, instructors for initial attack crew training, hover exit  
Contracts with GNWT/RWED, Parks Canada

### *Evergreen Forestry Company, Hay River*

Initial attack crews, towermen, cooks, cooks helpers, initial attack officers, fire bosses, line bosses, sector bosses, instructors for initial attack crew training, hover exit  
Contract with GNWT/RWED  
Contract for the supply of intermediate helicopters with GNWT/RWED

### *Nogha Enterprises Ltd, Fort Simpson*

Initial attack crews, towermen, initial attack officers, fire bosses, line bosses, sector bosses  
Contract with GNWT/RWED

### *Nishi-Khon Forestry Service Ltd, Rae Edzo*

Initial attack crews, initial attack officers, cooks, cooks helpers, towermen, fire bosses, line bosses, sector bosses  
Contract with GNWT/RWED

### *Others*

There are many other Aboriginal groups presently negotiating with the GNWT pertaining to fire contracts throughout the NWT. It is estimated within the next two years all fire crews and supervisors will be contract. Many of the Aboriginal groups also see the economic spinoffs of joint ventures with fixed wing and rotary wing companies within the NWT. All of the groups realize there is more to the forest than just fire fighting and are looking toward the future of forest based projects from all aspects. We realize we must look to the future for jobs which will provide the children of today with a stable future. We as teachers must also educate these children that there is not only economic value within the forest, but also strong traditional values which we can benefit from.

# Non-Timber Forest Products\*

Len Donais  
The Root Cellar  
Saskatchewan

Located along the banks of the North Saskatchewan River near Prince Albert, Saskatchewan, Len Donais' "The Root Cellar" boasts an impressive 26,000 square feet of greenhouse where he sells a wide assortment of bedding plants, is involved in northern wild harvests, a blueberry business, and non-timber forest products.

Attributing his success in developing a host of alternative crops and uses for non-timber forest products to the ever-changing whims of the market, Donais notes the amazing diversity of the forest lends itself to developing alternative opportunities.

Donais says that in the case of berries, chokecherries and loganberries have found new markets and begun to rival many of the traditional berries such as blueberries and saskatoons, in terms of importance and value. For First Nations developing a berry-picking operation holds some significant potential as the work requires pickers, cleaners and packers, which translates into employment opportunities for the community.

While competition is also significant, coming in the form of managed fruit farming operations in Nova Scotia, New Brunswick and Quebec, forests provide a marketing edge in that its fruit is a wild fresh-fruit resource that holds definite allure for many consumers. The forest also provides numerous other advantages to the managed farms, says Donais. In the case of wild mushrooms, for example, they cannot be grown commercially because of the symbiotic relationship between the trees in the forest and the mushrooms.

But more than simply providing a marketing opportunity, such symbiotic relationships underline and illuminate the interconnections of the forest.

For First Nations looking at developing alternative opportunities from the forest, Donais implores everyone to "look at the entire forest, not only at the trees." He noted that birchbark became a necessity for florists in the U.S. who wanted this type of bark for floral decorations and that the market provided a solid opportunity for several years. Other examples included harvesting feather moss and green moss for shipment to florists in the United States who, for reasons only known to them, were enamoured with the idea of using dried moss in their arrangements.

The lessons are clear, says Donais. "This business is the same as all others – your opportunities will always and should always be market driven."

One of the greatest opportunities for First Nations in developing non-timber resources is the alternative medicine, herbal and homeopathic areas. The First Nations traditional and cultural connection to the land, and knowledge of the uses of plant life and medicinal herbs, provides an excellent opportunity to develop local growing and harvesting opportunities. The naturally-occurring *Akinesia* is the Canadian equivalent to the oriental herb *ginseng* whose properties are renowned as a natural restorative herb. The European markets, which have long been homeopathic and herbal centres, are clamouring for supplies of *Akinesia* which provides an opportunity for anyone savvy enough to mate product with a market-driven need.

For First Nations the opportunities provided by the forests are limitless, according to Donais, who has also harvested boughs and needles to sell to businesses that extract the pine oil used in a plethora of products, from soaps to cleansers to

medicinal herbs. "The key to capitalizing on these markets is to keep a keen eye on developing trends across the world and then contacting people in the industry."

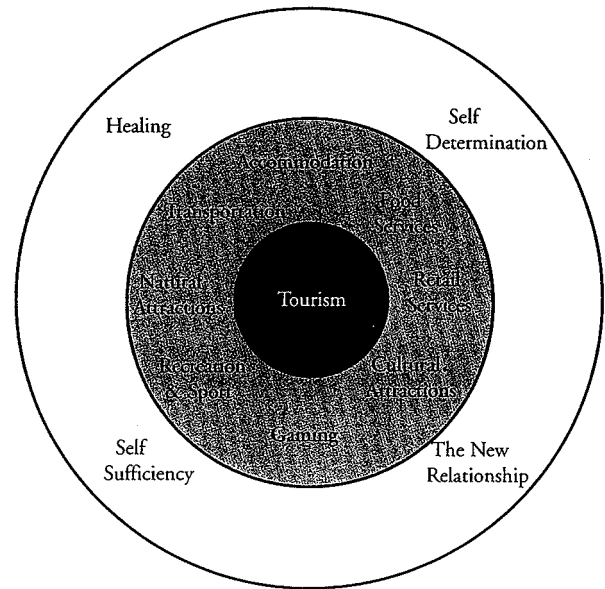
*\*Summary prepared by the Canadian Forest Service*

# Ecotourism

Aubrey Steadman  
KPMG Consulting  
Saskatchewan

## Why Aboriginal Tourism? Benefits to Aboriginal Peoples

- Aboriginal tourism is one of Canada's best new tourism product opportunities. It is an icon for Canada.
- Canada needs new products to improve its competitiveness internationally.
- Development would bring economic and cultural benefits to both Aboriginal peoples and Canada's tourism industry in general.
- Labour intensive industry based on available resources – nature and culture.
- Fastest growth segment of world tourism industry with 15 to 25% growth per year versus 3 to 6% growth in mainstream industry

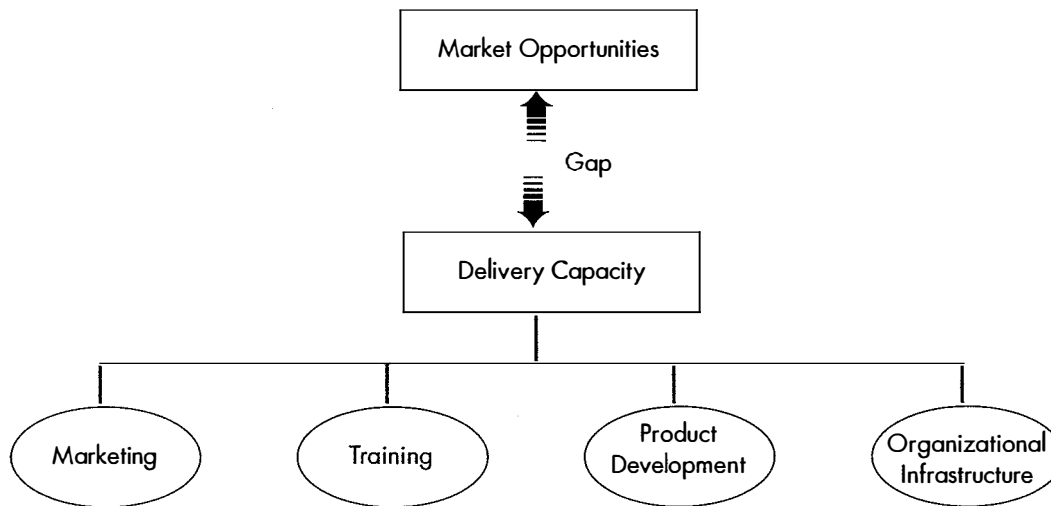


*Estimates of potential market size for Canada's Aboriginal tourism products (selected market origins, in '000s)*

Markets	Total Visitation	% Interested in Aboriginal Products	Potential Market for Aboriginal Products
Canada			
Overnight	76,599	1	775
Same Day	58,500	0.2	117
United States	13,005	16	2,080
United Kingdom	641	55.4	355
Japan	589	32.4	191
France	430	72.2	310
Germany	421	68.9	290
Italy	101	70.7	71
Switzerland	102	69.9	71
<b>Total</b>	<b>150,388</b>	<b>2.8</b>	<b>4,260</b>

*(Source: KPMG estimates based on 1995 Native/Aboriginal Travel Market Analysis, 1994 (Alberta) Ecotourism Market Study and Statistics Canada data)*

## *Development Gap in Aboriginal Tourism*



- Significant domestic market potential, 46% of Canada's international receipts from outdoor, nature, and culture tourism
- However not a stand-alone product – it should be packaged with other tourism opportunities.

There is significant potential for Aboriginal tourism in Canada, as shown in the table on the previous page.

### *State of Canada's Aboriginal tourism industry today*

- 1% of Canada's tourism industry receipts are from Aboriginal businesses, \$270,000,000
- Less than 2% of Canada's tourism businesses Aboriginally owned (4% of Canada's population is Aboriginal)
- Approximately 1000 – 1200 Aboriginally owned tourism businesses in Canada with 10,000 to 12,000 employed
- Less than 150 of these products are "export ready"
- Need to have a focus on the domestic as well as international industry

### **Development Gap in Canada's Aboriginal Tourism Industry**

- the market opportunity is significant, however
- there are insufficient products available
- there are insufficient numbers of trained staff
- there is insufficient community awareness and infrastructure
- there is insufficient marketing undertaken

### **Critical Development Areas**

#### *Product Development*

Build new products and support acquisitions and joint ventures by Aboriginal peoples/organizations.

#### *Market Development/Marketing*

Attracting key target markets

#### *Organizational Infrastructure*

Build support for Aboriginal tourism development at the community level.

#### *Training and Development*

Build skills amongst Aboriginal peoples for industry.

Successful Aboriginal tourism requires:

- a focus on commercial outcomes
- measures to ensure cultural integrity is retained
- efforts to ensure that it be industry driven
- developing a strong community mandate
- governments to be supportive

### **Potential Opportunities for Aboriginal Entrepreneurs**

- ecotourism and Aboriginal culture product gap
- financial institutions providing more lending for Aboriginal tourism developments
- FSIN, Tourism Saskatchewan, several Manitoba Tribal Councils, and the CTC Waterway Initiative are underway
- groups such as CFS, ABC, CTC, INAC and provincial tourism organizations are supportive

The bottom line is that Canada's First Nations are well positioned to take advantage of tourism trends.

### **Tourism and Forestry Co-existing**

- tourism should be considered in integrated resource management plans
- strategies chosen will impact forestry operations differently depending on a variety of factors
- level of development and alternate uses of the forestry resource should be considered
- fit with regional goals and sustainability important for both forestry and tourism

### **Financing Mechanisms**

Financing mechanisms are becoming available:

- ABC's project specific funding of which tourism is a focus (upwards of \$50 million per year)
- TLE settlements
- BDC's Tourism Industry Loan Fund (\$500 million over 5 years)
- investment funds, private investors
- financial institutions' small business loans

### **Final Thoughts**

*To market your product internationally in 2000 it must be ready by the fall of 1998 as wholesalers set their itineraries over a year and a half in advance.*

Terry Gainer, VP,  
Trade Relations, CTC

*At one time it was believed that in business the big ate the small. Today it is the quick who eat the slow.*

Tourism is a business where this trend is a reality.

# What Mistik Management Requires of a Contractor

Jim Herculson  
Mistik Management  
Saskatchewan

## Who is Mistik Management?

Mistik manages the Norsask Forest in Northwest Saskatchewan, and supplies 400,000 cubic metres of softwood to the Norsask sawmill and 800,000 cubic metres of wood to the Millar Western BCTMP pulp mill.

## What Kind of Contractors Does Mistik Use?

All of the harvesting, hauling, road construction and road maintenance done by Mistik is done by contractors. The annual cost of our harvest is about \$12M, haul \$12M, road construction and maintenance \$6M. We spend about \$30M per year on contractors.

## Basic Operating Philosophy

Our basic operating philosophy is "don't let the mills run out of wood!" Wood hauling is a highly seasonal activity. We haul wood in the summer, but the bulk of our haul is in the winter months, over frozen roads.

The mills operate around the year, consuming 67,000 cubic metres of hardwood and 33,000 cubic metres of softwood every month. Wood cannot be hauled during break-up (April and May), so mills need to have enough wood to carry production through the break-up period.

When the trucks go out to haul wood, the wood has to be there, and the roads have to be passable. This brings us to the first requirement for a Mistik contractor.

## Reliability

The contractor has to be there when we need him. His machines have to be working. His men have to be there, ready to work. The success of our harvest, haul and road efforts are 100% dependent on contractors. **The mills get really mad if they don't have wood!**

## Good Management

### *Business Management*

Before a contractor gets into business, we need to know that he has thought through the cash flows from his business, and the funding he is going to need to get going. In day-to-day operations, we need to know that the contractor has the funds to pay his men and maintain his equipment. We like to think that the contractor is in the business for the long term, that he's going to be around long enough to form a dependable relationship with Mistik.

### *Operations Management*

The contractor needs to ensure that he has the right mix of men and equipment for the job. Too much equipment or the wrong kind affects profitability. The equipment has to be maintained to the point where it is ready to go every day – **reliability**.

The contractor needs to know that the right people are there at the right time – **reliability**.

### **Trust – The Basic Building Block**

This has to be built over time, both by Mistik and by the Contractor. It is the single most important factor in a good contractor/Mistik relationship.

With trust in place, the contractor becomes a part of Mistik – as important to the operation as Mistik's employees and management.

With mutual trust in place, the contractor knows that he can rely on Mistik to honour its commitments and to keep the contractor informed about developments that affect his operating commitments and to keep the contractor informed about developments that affect his operation.

Mistik knows it can depend on the contractor to be there when they need him/her. If there is a conflict – the work gets done first – trust means that both Mistik and the contractor know they can work things out.

### **Communication – The Channel That Builds Trust**

Both the contractor and Mistik have to keep each other informed. Mistik can be a source of advice to the contractor and vice versa. Nobody knows better than the contractor what's actually going on out on the land base. He is a vital source of information.



## **Session 4**

# **Access to Forest Resources**

# The Fine Art of Negotiating

Mike Robinson  
Executive Director and Professor, Arctic Institute of North America  
and  
Principal Investigator, Socio-economic Sustainability Theme  
Sustainable Forest Management Network of Centres of Excellence  
Alberta

## Introduction

Negotiation is a strange beast. Some swear it is an art, others are convinced it is a rational science. Webster's New Collegiate Dictionary (1980) defines negotiation as either *to confer with another so as to arrive at a settlement,* or *to arrange for or bring about through conference, discussion and compromise.*

Clearly the process involves conferencing, talking, discussing, arguing and compromising. It implies that some kind of closure is necessary to bring an arrangement into being. We often hear of negotiations getting underway, breaking down, or being sidelined for some reason, generally evoking the sense of an unpleasant trip from one place to another. When government is involved we start to hear the acronyms MOUs, DOIs, BAs, PAs, etc. (or for the uninitiated, memoranda of understanding, declarations of intent, bilateral agreements, and protocol agreements). Probably most of us here have at one time or another signed one of the above, usually in concert with lots of other listed officials, chiefs, DGs, ADMs and SOBs. Some of us have probably come to think of the whole process of negotiating as synonymous with air travel to Edmonton or Saskatoon or Regina or Ottawa; of smoky hotel rooms, deep fried food, too much cheap coffee, little or no exercise, and nights and days away from husbands, wives, partners, children and the normal rhythm of daily life. I certainly reach the point from time to time when I think of negotiations as hell, filled with insults, tactical cheap shots, unreturned phone calls, and hard to collect invoices. Occasionally, however, the negative

emotions are overcome by a communal sense of victory, of achievement against tough odds, and even a new found feeling of rapprochement between old adversaries. The emotional highs can certainly tower above the lows when the god of negotiations is pleased. The questions are: what does it take to please this god, and how do we go about delivering the goods?

## About Pleasing and Delivering

James E. Crowfoot and Julia M. Wondolleck (1990) in their book *Environmental Disputes: Community Involvement in Conflict Resolution* give a useful guide to those entering into natural resource based negotiations. They emphasize first the need to analyze whether or not negotiation is the desired mode of travel. For instance, why negotiate if you are wary of the other party? Perhaps third party mediation or court actions are better options. Historically, many non-governmental organizations (e.g., environmental groups, unions, and community associations) have been afraid of the co-optation into corporatist<sup>1</sup> process and culture that negotiation may involve. Also, these groups have been wary of the expertise that corporatists deploy in negotiations. How can small business, not-for-profit or community-based organizations hope to deal effectively with multinational corporations with their public relations and legal departments, high priced outside counsel, and frequent attendance at "Chester Karres" effective negotiation seminars? Canadian development history is filled with small communities' failures to oppose such corporate interest. But we can learn from this history one very important thing, Corporate interest may often simply be profit; and specifically

maximizing return to the shareholders (generally as quickly as possible).

If negotiations between small community interests and corporate interests are to be made more equitable, a better understanding of mutual positions, interests and principles is a good place to start. Both parties to a negotiation start with opening positions. These generally take the form of what is desired from the negotiation. They are openly declared and may appear to be irreconcilable. At best they represent a place to start. But they are really only the tip of the negotiation iceberg. Beneath the position waterline lurk the interests of the parties. As we have seen, corporatist interests can be pretty straight forward – profit. Community based enterprises and non-profit associations are more complex. They may even internalize conflicting interests, for instance, both profit and strict environmental stewardship. Band council and Metis settlements and locals cannot negotiate without due care and attention to extended family histories, community experience with conflict resolution, local environmental concerns, and a keen eye for local employment opportunities. Very often corporatist negotiators have no idea about the complexity of community interests, and the start of the negotiation process gives them their first glimpse of some startling new realities.

And it gets more complex. Underneath the rich community tradition of competing interests lie principles. Many of these are non-negotiable. When a strongly held principle links with community interest and finds expression as a negotiation position, look out! I have seen this triple link forced around sacred areas like the Twin Sisters mountains in northeastern British Columbia, where three local communities have argued against the interests of a multinational oil and gas tenure holder and a provincial government ministry. At the root of the communities' success was a simple principle: there can be no drilling for oil and gas in the sacred heartland of their treaty area. The closer the company and the government got to the principle area, the hotter the flames of conflict became. The issue was resolved, through third party mediation, when the spiritual elders of these three communities drew a

line around the Twin Sisters, indicating where sacred territory began and profane territory ended.

### **Some Tricks of the Trade**

In my experience, and I suspect in yours, much negotiation is carried on with few accepted guidelines, and without established traditions. While conflict is often an integral element of the process, rarely is a strategy in place to move it off the table to mediation or some other form of non-adversarial dispute resolution. Many negotiations begin without a clearly shared fact base, in the absence of well-defined issues with only positions articulated, and interests and principles deeply hidden. Moreover, one party (or both) may have entered the process as a delaying tactic, while they secretly contemplate running out the clock or court resolution of issues that they are pretending to negotiate.

Given all or any of the above, we would be better negotiators if we were goal-oriented, and planned our participation from start to finish. The process I advocate for negotiation planning is often called "road mapping", and the Arctic Institute of North America of the University of Calgary has been practising it for over ten years. Simply put, you need to plan what you want, set clear objectives, and choose judicious strategies to obtain them. A negotiation road map contains a clear *vision* of the desired future, the *values and beliefs* that will guide the negotiation, the *principles* which underpin the process, the *objectives* to be achieved, and the *strategies* for their attainment, inclusive of responsibilities, timelines, milestones and budget consequences. A road map can be compiled by one or both sides to the process, separately or as a combined pre-negotiation ice-breaker activity.<sup>2</sup>

Once the road map is in place, the negotiation team knows who is responsible for what components, and implementation can begin. An important first objective is the gathering of sufficient resources to negotiate successfully. If the people and budget cannot be matched, it is doubtful that the negotiations can be concluded. It is simply unfair to expect negotiations between two

parties to be successful, when one party is on salary or retainer and travelling first class, and the other is there as a volunteer with no travel budget and perhaps even foregoing income for the good of the community. In such cases there are too many incentives to seek early closure, to forego process, and to achieve a one-sided deal. It would be better not to negotiate.

Even a well funded negotiation team will have to be adaptable, however. The road map is the guide, but unpredictable circumstances always crop up in negotiations, and many of them have budgetary consequences. Delays can occur that stretch schedules beyond foreseen limits. I have never seen a complex negotiation concluded within the timeline adopted in the first weeks of talks. It is not uncommon for one year to become two, or for closure to stall months after formal negotiations are completed. Conflict often grows from unpredictable sources, such as a change in local government, the collapse of a foreign currency, the decline of commodity prices, or personality and inter-organization conflicts. When the temperature of conflict rises, time-outs should be called so that cooling off can occur. It is unwise to continue talking when the negotiations are shedding more heat than light.

Occasionally a side-bar activity can be created to move contentious issues off the table for subsidiary reconciliation. This technique can be especially effective when two people cannot rise above a small but pernicious conflict at the table, and the teams cannot advance. Simply get the two opponents to meet over dinner (and overnight if need be) in the presence of a jointly chosen neutral party, and have them report the next morning to the full table. Quite often this is all that is needed to settle accounts and proceed. The root of this kind of intense inter-personal conflict is often a misunderstood fact base, or a lack of awareness of the position–interest–principle linkage.

Another technique that can serve negotiations well is to have the principals of both sides meet for dinner on a regular basis. “Chief to chief” dinners allow the leaders’ personalities to be mutually

understood, serve to demystify the position–interest–principle linkage, and often create friendships. They can also be structured so that the technical table (i.e., the negotiating teams lacking their leaders) can continue its work while the chiefs dine. Sometimes the separation of “church and state” is a good thing for negotiation progress, allowing more than one line of thought to develop for testing and application.

Closure is the goal of all negotiations, and hopefully the best ones also favour a degree of equity. A one-sided closure is not balanced and does not auger well for smooth implementation. A signal of negotiation success is a shared sense of pain between the parties. If one side is all smiles and the other all frowns, the negotiation has really become a railroad.

If closure involves a contract, then the language of the agreed upon terms and conditions of closure is of paramount importance. Too often in corporatist deal-making, the entrepreneurs negotiate verbally, shake hands over dinner, and leave the rest to the lawyers. Tight contracts require clear terms and conditions, and considered mutual consent. For this reason, it is not a bad idea to involve lawyers at all important closure points, right through the entire process. Just bringing them in at the close of the deal is not enough to guarantee success, and may only result in everyone having to go back to the table after they have celebrated the end of the process. At a minimum, the lawyers should be involved whenever consensus text has to be developed, reviewed and initialled as the negotiations develop.<sup>3</sup>

If text has to go from the table to a political or corporatist board for final review and approval, it should only go after preliminary legal review and table consensus. Ideally, in all such cases, the negotiators were at the table with the authority to “almost conclude” the deal. The worst case scenario at the end of a long negotiation is for one party to reveal that “the minister has to approve this after review by the Department of Justice,” or “the president wants a full report on what we have been doing at the table before we can sign anything.” In

both instances, the party at fault has entered into a process without full disclosure of their negotiation capabilities and mandate. For this reason, *No negotiation should begin before full disclosure of both party's mandates and authorities has occurred.*

### **Characteristics of a Great Negotiator**

Emmet C. Murphy in his book *The Genius of Sitting Bull* (1993) goes into rigorous analytic detail about the characteristics of what he calls "heroic democratic leadership." All of what he says in my opinion applies to great negotiators as well. Murphy styles leadership not as a science, but as a craft, and the principles that guide it are all rooted in a delicate balance. In particular he views the balance between the rights of the individual and the commitment to the welfare of the whole community as essential. I see crafting this particular balance as the core principle underlying successful community based negotiations. To their peril they ignore environmental stewardship and favour profit, or favour individuals over the collective. The success of community negotiations is typically rooted in a negotiated balance, which is true to the power roots of the culture. The democratic leadership skill set that Murphy identifies in *Sitting Bull*, should be mandatory for those seeking heroic negotiating skills. In basic terms a democratic negotiator should:

- create commitment
- build trust
- increase power
- live the experience of the people
- be a healer
- communicate on many levels
- think strategically
- respect the competition
- redefine the rules of battle
- know the terrain
- rightsize the forces
- welcome crisis, and
- measure results

In all of the above respects *Sitting Bull* was a wonderful role model, and General George Armstrong Custer a dilettante, a racist, and a terrible negotiator. Had he a better understanding of balance, the true respect for the competition, the Battle of the

Little Big Horn might have been resolved without bloodshed, and known as Custer's Best (rather than Last) Stand.

The challenge for us negotiators 122 years later is to think like *Sitting Bull*, to favour strategic approaches to balance, and to act with respect for our negotiating adversaries, even if they do not do so for us. Ultimately generosity of spirit will triumph over greed, and common sense, imagination, creativity and moral balance will best serve the fine arts of negotiation.

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### **Notes**

1. Corporatist: an exponent of corporatism, a member of a professional or expert group devoted to the exercise of power through bureaucratic structures rather than as individual citizens in the democratic state (Saul, 1995:74-75).
2. While involving both sides at the start is ideal, the author has never succeeded in this task in 20 years of negotiations! In all cases the parties have been too wary to participate jointly at the start of the process.
3. Lawyers are not necessarily the best negotiators, and the author (a non-practicing lawyer) thinks that well-versed generalists with lots of creativity and common sense do a better job at the table. The corporatist training and expertise of lawyers is best reserved for scrutiny of the written output of the negotiations as they develop.

# Forestry Opportunities

Murray Little  
Murray Little Consulting  
Saskatchewan

## Introduction

The topic for this forum is most appropriate. The objectives of the treaty fulfillment are of course:

- long term ventures
- job creation
- generating income

Forestry enterprise can meet these objectives, and in the north these objectives can be provided in the local areas.

In fact, these were the topic of the workshop held in Saskatoon in February 1997 on *Aboriginal Business Partnerships in Forestry*. I would advise you to try to get a copy of the proceedings as there were some great examples discussed worldwide.

For this presentation, we will keep to Saskatchewan specifically. I will look at the province-wide opportunities, and Shane Vermette will talk in more detail about one good example, the First Nations involvement in Meadow Lake Sawmills Ltd.

In discussing the potential for such enterprises, we will look at the following:

### *What Is the Forest Resource?*

First we will discuss the different resources found in a forest, and also the range of jobs that might be available.

### *The Timber Resource*

Next we will review the resources which may be available in the commercial forest zone and south. It is not all in the north. There is wood available – the trick is to know how to access it.

### *What Industry Is in place*

Next we need to know where industry is already, and whether they are using all their wood supply.

### *How an FMA Fits*

Then we need to understand some of the clauses in the document which the government has signed to allocate wood to the companies in Crown land. By knowing these clauses, we know how to approach this.

### *Partnership Examples*

We will explore some of the alternative business arrangements which are currently working.

## What Is the Forest Resource?

Although today we will focus on trees, we must remember that the forest is not just trees. More activities can go on inside a forest, and more resources can be obtained from a forest. The forest consists of vegetation and animal life and is suitable for recreational pursuits.

The wildlife resource, including animals, birds and fish gives opportunity for outfitting, guiding and hunting, fishing, and trapping. The current interest in recreation makes it possible to think about things such as ecotourism, canoeing, hiking and camping.

The vegetation includes forest products, and also a whole lot of other materials and products. It includes items used for food, for herbs, as medicine, and for crafts and decoration. A study made on these products in 1993 referred to them as *Special Forest Products*, and the report is available through the Canadian Forest Service.

These sorts of items are definitely of interest, but are beyond the scope of my presentation. I mention them in passing because they are well worth following up.

This discussion today deals with the traditional forest products such as pulp, lumber, posts and rails, veneer and plywood, and board products such as waferboard.

Let's consider for a moment the variety of jobs which the harvest alone will provide. This is just to show that they are not just chainsaw jobs. In addition to harvest, they include

#### *Planning*

- inventory
- research and analysis
- environmental planning
- forest management
- cutting plans
- public consultation

#### *Forest Resource*

- tree nursery
- fire prevention and suppression
- insects and disease
- silviculture and planting
- block and road layout
- harvest supervision
- monitoring results

#### *Transport*

- road building
- hauling chips and logs to the mill
- hauling out primary products
- hauling secondary products

#### *Conversion*

- primary products (trees to 2 x 4)
- secondary products (2 x 4 to furniture)

### **The Timber Resource**

If you look at maps of forests in Saskatchewan, you will see that the forests are drawn in on the top half of the province. We usually concentrate on the strip in the middle, known as the "commercial forest

zone" (CFZ). Fifty-five percent of Saskatchewan is in the CFZ and north.

But you and I both know that trees grow all over the province – but not in huge concentrations – and the ownership is different. South of the CFZ, ownership is private except for communities, parks, grazing pastures and so on. But for you who come from the south, do not "turn off" just yet. Private timber is available, under certain circumstances.

For instance, Saskatchewan wood is being hauled from private land to sawmills in B.C. The mills in B.C. are desperate enough to offer a good price for the wood. The wood here is mostly conifers, but is good enough to haul all that way. Also, there is dutch elm disease in the south and east of the province, and every year about 2,000 trees are being cut down and burned at great expense. There is no reason why these should not be used under the correct conditions. The insect is only in the outside layers of the stem, and the fungus it carries is killed by drying the lumber. Elm is high quality wood and traditionally used for coffins, cupboards and furniture.

SERM has no information on the availability of wood from private woodlots and has no funding for any inventory here. But Weyerhaeuser at one point was accepting 100,000 cubic metres/year from farmers, so we know that there is lots of wood around.

When we talk about CFZ, it is too easy to get too detailed. We don't need to do that.

I am reminded by what they say:

Liars can figure and  
figures can lie.

Precise numbers have to be worked out, and may change, depending on the type of facility. A plywood mill needs a different supply than a pulp mill.

Also, before any development, there needs to be an environmental assessment done. This will consider what areas need to be laid aside for environmental

reasons, fire losses, etc. and these changes always reduce the numbers.

The only time these numbers may increase, is after a disaster such as a huge fire or something like dutch elm disease. And these increases are short-term and may be poorer quality and expensive to access.

So we should not get too worried about individual numbers. Suffice it to say that on a provincial level there is a lot of room to move.

We are currently harvesting about 4 million cubic metres. This produces a provincial product value of over \$500 million and employs about 10,000 people.

The sustainable level is 6.9 million cubic metres. There is lots of room for investment and employment. The trick is to have a market for a product which uses the right type and size of wood.

### **What Industry is in Place**

The CFZ is a diagonal belt across the province, north of which has not been regarded as "commercial", but there are more people becoming interested in those areas every year.

On the west is the Meadow Lake Sawmill lease. This surrounds the small lease of L & M Wood Products, just north of Glaslyn. The core of the Meadow Lake Sawmills FMA is around Meadow Lake, and most of the volumes on this are being harvested. On the Turnor Reserve timber supply area, further north, the volumes are less certain, but there is very likely surplus timber in this area. The timber here is mainly pine and is on the whole quite small.

Weyerhaeuser is in the centre, again the area closer to Prince Albert being more fully harvested and the reserve areas Besnard and Suggi not having reached their sustainable volume potential.

The areas in the east are proposed for FMAs. Around Hudson Bay is that of the SaskFor MacMillan Limited Partnership, which has an aspenite mill, a sawmill, and a plywood mill. It

intends to build a larger waferboard mill to replace the current one. They have just finished a 20-year environmental plan and I know that they will be gearing the size of the mills to consume the total wood supply.

The area around Creighton is being discussed with the Peter Ballantyne Cree Nation, who are working towards an FMA for that area, with a requested reserve supply area going almost to Reindeer Lake. They are in the early stages of assessing the ecological needs, and what the sustainable available volumes will be. I suspect that their plans will include using all the available sustainable wood supply and building up towards that over a number of years.

Where then are there volumes which are not being used?

1. On the NorSask lease, on the Turner reserve TSA, but NorSask is gearing up towards using those. They have a couple of sawmills which are currently sawing fire-killed material but which could well be moved to northern locations.
2. On the WCL lease. You may remember that a couple of years ago Weyerhaeuser Saskatchewan developed a plan for major development at Prince Albert. But the parent company could not devote their assets to this project at that time. WCL have been looking at ways to have those volumes used. These volumes are largely poplar or small conifers and are in their reserve TSAs.
3. In the Creighton area. But we know that PBCN is planning for this timber.
4. Nemeiben area. This is the area just north of La Ronge. It is currently not allocated to anyone but SERM intends to ask for proposals. I expect that they will be releasing a call for proposals soon.
5. Fire-killed timber. When sustainable volumes are calculated, they have traditionally been "green" volumes. In other words, volumes allocated are reduced by the usual amounts lost to fire. Then if a fire does occur, the volumes may be made available to other mills. This happened after the disastrous fires of 1995 and in fact two sawmills



moved in to saw the huge volumes which the fires made available. Fire volumes may be available, but the first chance is given to the licensee.

6. North of the Churchill. There is interest being shown but inventory is poor. Access will be expensive and it will need environmental assessment.

### **How an FMA Fits**

An FMA, or Forest Management Agreement, allocates to the licensee for 20 years the rights to the sustainable timber volumes in an area. Sustainable volumes are generally calculated over two or three rotations, but the FMA covers only the first 20 years of those. The land remains public land and other resources are available to others from the FMA area.

In return for the wood volumes, the industry agrees to manage the area sustainably and to prepare various plans for submission to the Minister. Every 10 years they present a 20-year management plan and every year they present a five-year harvest plan and a forest renewal plan. The industry is also expected to share these plans with the local communities before submission to the Minister. Companies do this in different ways but as long as they do it, that's fine. Let's look at how these may work to your advantage. Firstly, for resources other than trees, you can access the areas.

Secondly, although the timber volumes are the licensee's, there is pressure put on to "use it or lose it." WCL is feeling the heat on this. This is the same as with the fire-killed when WCL could not use it, and so another sawmill was allowed into the lease area.

Third, the industry is expected to work with the local communities in their planning process. This creates pressure on them to provide for local communities, and to work with them. They not only work out what areas should not be harvested, they also work what areas should be and HOW they should be. This provides mutual solutions for their concerns.

Although it may look as though most of the CRZ is allocated to the industry, partnering with the present industry is possible and has advantages. Major industry has the expertise for planning, management, extraction, renewal and processing the timber. They can also assist with the financial arrangements. And they have experience and the contacts in the market place for selling the product. This is very important in a very competitive, global-scale marketplace.

### **Partnership Examples**

There are several which we can list. They may not all apply or be to your liking; nevertheless, they are there.

- contract
  - money for a job done
  - the usual way for harvest, planting, thinning, but no long term assurances
- partnership with a contractor
  - a way of using his experience, as done by Magee and MLTC on the haul of chips
- partnership in facility ownership with an FMA holder
  - using the wood supply from the FMA, as done by Wappawekka Lumber company with WCL
- partnership in FMA
  - as done by MLTC with the Meadow Lake Sawmills Ltd, where they are a partner in the FMA as well as the sawmill
- timber (FMA, permit, contract)
  - as planned by PBCN
  - or agreement with landowner

### **Summary**

In summary, then, there are timber volumes available. Although these may all require special conditions, they are all possible and worth investigation.

Some are on private land, which is not inventoried and which will require making agreement with the owner.

Some may require special provision, such as the elm infected with Dutch Elm Disease.

Some new areas (the Nemeiben area or north of the Churchill) may require a lot of effort, including preparation of an extensive environmental assessment.

Some areas currently under lease will require working with the licensee. But today we have gone through some examples of these and it is well worth you following them up.

Also secondary processing is another potential area for development. And remember – a forest is more than just trees. There are other resources out there too. Don't forget them.

# Negotiating Partnerships with Industry and Government – An Industry Perspective\*

Patrick Lane  
Weyerhaeuser Canada  
Alberta

Weyerhaeuser Canada started operation 35 years ago and now has operations in three provinces: B.C., Alberta, and Saskatchewan. Over 4,500 people are directly employed by the company in three large pulp and paper mills. The company has worked to develop relationships with Aboriginal people in the following areas: silviculture, harvesting, log supply, and investment in a sawmill.

When Weyerhaeuser Canada enters into business with First Nations it looks for potential to enhance its position and strengthen the profitability of the company. Some factors that the company looks for when determining the merits of entering into a partnership are:

- does the proposed venture offer new business opportunities?
- will it improve Weyerhaeuser's business?
- ventures that focus on providing value added opportunities
- partnerships in areas that overlap with First Nations traditional use areas
- does the band possess a good business acumen and understanding of the venture?
- will the venture provide the opportunity to create a workforce that reflects the local community?

Wapaweka Lumber Company is one example of a partnership with First Nations that met many of these requirements. It is Weyerhaeuser's largest joint venture with three bands in Saskatchewan that have reserves and treaty areas covered by Forest Management Areas. The bands had an established trade record and a solid understanding of the

proposal, and provided a strong source of capital to invest in the venture. The communities were also looking to achieve a solid rate of return to provide on going long-term benefits for their communities.

Partnerships are appropriate, says Lane, if they make business better, provide access to a skilled workforce when the partners possess sound knowledge of the business, when it provides access to material, if the partner provides manufacturing and marketing expertise, when the partner shows sound management expertise. Partnerships should also provide security to raw material.

Characteristics of a good partnership include well defined common business goals, knowledge of who your partners are, a vested interest by each party, a defined process in place, competent management in place and the isolation of "investor" politics from the business.

For starting a partnership the prime focus must be on making a profit, finding partners with a track record of performance, finding partners who are competent and professional, developing opportunities which add value and compliment your expertise, and the ability to think with vision.

From a First Nation perspective a good partnership means looking for companies operating in areas with a high Aboriginal population, looking for companies operating in your community's traditional use territories, looking for companies which exemplify sound business practices and looking for companies which are dynamic, growing and profitable.

Key abilities required to assist in negotiating partnerships are that parties must bring competent professionals into the process who have the mandate and the ability to negotiate deals. It is also important to ensure that you have complete documentation and support to show your position and how your organization is structured.

Other ingredients include

- ensuring management has access to competent legal advice
- ensuring the proposal is focused, logical and clearly defined
- knowing what the variables are. Will there be any third parties involved in establishing such a partnership such as governments, tribal councils
- the ability to plan for contingencies and the unexpected, to think ahead.

*\*Summary prepared by the Canadian Forest Service*

# Negotiating partnerships with Industry and Government – First Nation Perspective\*

Dave McIlmoyl  
Kitsaki Development Corporation (KDC)  
Saskatchewan

Current KDC partners include Tri-mac, since 1986, I.W. Campsite caterers, Pro-Con Mining, and Weyerhaeuser Canada

The benefits of such partnerships, says McIlmoyl, are:

- to create revenue
- to create jobs
- to increase leverage into economy
- to transfer job skills, and
- to allow faster growth for the company.

Finding a partnership is only possible when a First Nation has an economic development strategy and can identify opportunities. Finding credible business partners and reason for a partner to join you are also necessities. Building a partnership is possible only by developing an understanding of your partner, by knowing your goals, and by thinking strategically.

A good partnership is possible when you can find a project suitable for development, and it must provide a market opportunity. It is also essential that there is a clear understanding between partners and that they know what issues are involved. Partners must also insist that there is no political interference.

Negotiating a partnership is a challenging task and can only be accomplished by someone with a mandate to see the process through, if you know what you want, if you understand what your partners want, if you are prepared to compromise, and if you know what your limits are and when to say no.

Your interests are best protected when you hire a good lawyer to assist you in the negotiation but don't let lawyers take over the negotiation. And finally, it is critical for the parties to understand that they will be bound by the agreement for a long time to come.

*\*Summary prepared by the Canadian Forest Service*

# Negotiating with Resource Developers

Colin Edey  
Nova Gas Transmission  
Alberta

## Negotiation

Finding solutions among differing interests

## Overview

- Nova's business
- History of involvement
- Business benefits
- Social benefits
- The future

## Mission Statement

"As the natural gas transportation service of choice, we help make Western Canada the supply of choice for North Americans

## Nova Gas Transmission Ltd.

- 80% of Canadian gas
- 18% of North American gas
- 22,000 km of pipeline
- 1000+ receipt/delivery points
- \$75M municipal tax contribution

## Nova's Alberta Pipeline System

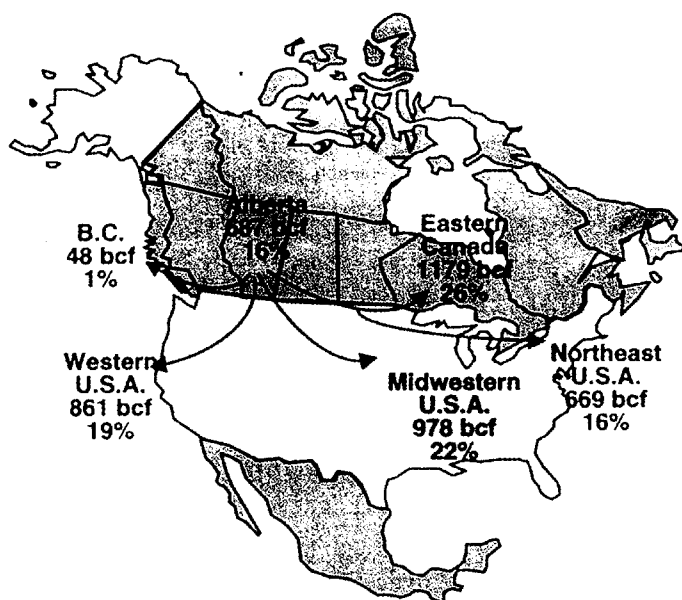
- operates pipelines and facilities on or adjacent to 22 First Nation reserves and 4 Metis settlements
- \$622K taxation payments in 1997
- \$200K payments made in 1997 for existing agreements

## History of Involvement

- beginnings in the early 1970s when sponsoring major pipelines in Northern Canada
- Berger Commission shapes a view of the future
- by the early 80s our programs were established with the corporate goal to involve Aboriginal people in all aspects of our business
- policy: "...to assist in a practical way the native community's participation in the growth and development of the industrial, resource, and utility sectors of the Canadian economy ..."  
(1982)
  - business
  - education
  - employment

## Commitment to Business

- most of our pipeline clearing and revegetation contracts reserved for Aboriginal business
- flexible contract strategy
- 800 contracts totalling \$100M since 1976



## **Employment**

- in the early 1970s we established recruitment and employment objectives
- today we have approximately 75 Aboriginal employees representing 3% of our employee population
- provide work-term opportunities and graduate placements
- awareness programs

## **Business Benefits**

- through relationship building, developed the knowledge to do our business effectively
  - no direct interruptions of construction or operations
  - able to deliver service to Alberta's gas producers on time and on budget
- 52 approved Aboriginal construction contractors, representing 25% of all construction contractors

## **Social Benefits: Promoting education**

- educational awards programs established in 1981
  - seven awards of \$3,500
- in 1995 we expanded the program to include three universities
- since 1981 annual college and university awards to 108 students
- "Stay in School" program developed and delivered to more than 9000 students in some 360 schools
- focus on the involvement of our employees and their communities

## **Social Benefits: Create Good for Others**

- \$1 million to Aboriginal Diabetes Program
- \$1 million to Aboriginal MBA Program at University of Saskatchewan
- traditional land use studies
- local contributions to not-for-profit Aboriginal associations
- working with SAIT, Government of Alberta and 19 companies on the Peace Arch Oil and Gas training program

## **Future**

- a commitment to stay informed, develop knowledge and build relationships
- demonstrate leadership in issues which influence our business and Aboriginal communities
- roster partnerships with industry, Aboriginal communities and government for mutual benefits
- diversify our presence in communities

# Traditional Lands and Development of Natural Resources

## A First Nation Perspective

Chief Johnsen Sewepagaham  
Little River Cree Nation  
Alberta

We are meeting here today on land which is the traditional territory of First Nations who entered into Treaty No. 6 with the Crown in the year 1876. Accordingly, I thank the Enoch First Nation and the other Treaty 6 First Nations for entry into their territory.

I have been asked to provide a *First Nation perspective about traditional lands and development of natural resources*. In acknowledging that the City of Edmonton is sitting on traditional lands of the Treaty 6 Nations, I want to advise all here that all lands on this continent are the traditional lands of our peoples, and to remind everyone that our shared history over the last three hundred years has been about access to the natural resources within these traditional lands.

Earlier today, we were given an *account* or explanation of the provincial government's ownership of these lands and the administrative regime put in place by The Government of Alberta to manage resource development within this province. The Government of Alberta *asserts* that their administrative regime is legitimate. As a First Nation leader, I must *assert* that Crown title to the traditional territory of my peoples is, at best, imperfect. These assertions reflect a fundamental difference of opinion between our Nation and the Crown about the nature of Treaty No. 8 which was negotiated in 1899.

Many of our people, including myself, would prefer the traditional territory remain in its natural state with very little disturbance. Others, typically non-native, point out the value of the natural resources and propose that these resources are needed to support Alberta's economy. These are different ways

of viewing resources. Much of what I say today is directed at our achieving a better balance between environmental protection and resource development.

Anyone considering the development of natural resources within the Treaty 8 territory should first take the time to make themselves aware of the implications which this fundamental difference of opinion could have for their development plans. From our perspective, until this difference of opinion is resolved, resource development proponents will be negotiating and operating in a *climate of uncertainty*.

In proposing that developers could face an *uncertain future*, our Nation is not suggesting that all development initiatives be abandoned. We advocate that government, industry and First Nations approach resource development initiatives through *interim co-operative processes* which afford prospective developers with certainty while the Crown and First Nations resolve this difference of opinion in a government-to-government dialogue.

The current *co-operative forest management planning initiative* between Little Red River Cree Nation, Tallcree First Nation, Government of Alberta, DMI (Daishowa-Marubeni International Limited) and Footner Forest Products Ltd., provides one model for such an interim co-operative process. Time does not allow full exploration of this model during this presentation, but I would like to present a brief overview.

Our two First Nations have an on-reserve population of well over 2,500 members who live within a 30,000 square kilometre forest area in the lower Peace River watershed.



Over the last 10 years, our two First Nations have negotiated a set of interrelated Memorandums of Understanding, Letters of Intent and long-term timber tenures with the Government of Alberta and a corresponding set of Memoranda of Understanding, Letters of Intent and long-term timber supply agreements with two large forest corporations which the Government of Alberta has licensed to construct and operate mills in northwestern Alberta.

These negotiations have focused on timber dispositions and forest-management processes within what has been designated as the *Caribou-Lower Peace Special Management Area*. This area includes seven provincial Forest Management Units:

- F10 encompasses the Caribou Mountain Plateau, a sub-arctic area which does not have large volumes of merchantable timber, but which constitutes the upper watershed area of the SMA and vital habitat for woodland caribou. The Province has licensed the area for exploration of natural gas, oil and minerals. We insist that this environment be protected and that oil and gas activity be co-ordinated with forestry operations so that their cumulative impacts do not cause damage which the environment cannot recover from.
- F3, F4 and F6, where the Government of Alberta has awarded coniferous and mixed-wood stands to corporations owned by LRRCN, and reserved the pure deciduous tenures to support a future expansion of the Peace River pulp mill in 2006. Negotiations are under way to determine control over these pure stands of deciduous timber.
- F2, where the Government of Alberta has awarded the coniferous, mixed-wood and pure deciduous stands to DMI and its subsidiary High Level Forest Products through two Forest Management Agreements; and
- F5, F7, where the coniferous and mixed-wood stands are held through the FMAs awarded to DMI/HLFP, while the pure deciduous stands are to be awarded to Footner Forest Products Ltd. and a corporation owned by the Tallcree Tribal Government, respectively.

This *Special Management Area* was established by an MOU between LRRCN/Tallcree and the Government of Alberta in May 1995 and a *Letter of Intent* dated December 5, 1996. These two First Nation/Provincial agreements provide the co-operative framework for establishment of this tenure system and for development of a co-operative forest management planning board which has a mandate to influence forest management planning practices through recommendations to the Minister for Alberta Environmental Protection. The Board responsible for the SMA includes representatives from:

- Alberta Timber Management
- Alberta Fish and Wildlife
- Alberta Water Management
- Tallcree Tribal Government
- Little Red River Cree Nation
- Municipal District of MacKenzie

Alberta and our Nations are currently revising the MOU to allow HLFP/DMI and FFPL to become members of the Board.

The 1995 MOU provides that *sustainable development* will be the fundamental principle guiding forest management planning within this SMA and provides the Board with a mandate to prepare a plan which will:

1. protect treaty rights
2. establish resource-use priorities that are compatible with sustainable development and traditional use of the area by First Nations
3. develop objectives and guidelines for the use of forest resource within the SMA
4. identify and foster employment and training opportunities for the First Nations associated with the management of natural resources within the area
5. set out special initiatives to address all wildlife and wildlife habitat concerns within the SMA.

The 1996 Letter of Intent between the Government of Alberta and our Nations was negotiated subsequent to decisions by Alberta to encourage large-scale industrial expansion of the forest sector in northwest Alberta:

- the proposed \$900 million phase one expansion of Daishowa's Peace River pulp mill
- the proposed \$150 million construction and operation of an OSB Mill at High Level, Alberta by Footner Forest Products Ltd.

From our perspective, the 1996 Letter of Intent provides the framework for First Nation acquiescence to the decisions by the Government of Alberta to offer DMI and FFPL forest tenures within our traditional lands, provided that:

1. the planning and management processes implemented by these forest corporations were made subject to the co-operative forest management planning process established through the 1995 MOU
2. our two Nations were awarded an equitable tenure over mixed-wood and pure deciduous timber volumes upon the condition that we enter into long-term timber sales agreements with DMI/HLFP and FFPL, respectively
3. the Board responsible for the Special Management Areas serve as a vehicle providing input to the government regulation of forest practices.

Our two First Nations have been negotiating with the Government of Alberta and with these two forest corporations over the last 12 months about the details of how we can work co-operatively within this framework to develop and implement a sustainable forest management regime within our traditional lands. I believe that our Nations, the government, and these two forest corporations share a cautious optimism that what we have jointly undertaken will provide enough certainty for these corporations to commit their money to develop the proposed mill projects. At the same time, we must ensure that our peoples will share in the economic benefits derived from resource development and that these traditional lands will continue to exist as a forest eco-system which can support our traditional use.

In this presentation, I have used two terms which need explanation. For the last ten years, our two First Nations have practised a co-operative, interim approach to government and industry. Until now, we have not been confrontational nor have we forced government and industry to litigate. We are cautiously optimistic that co-operative management will be successful, but this optimism is tempered by our realization that many people within government and industry consider this approach as heresy, and would prefer that First Nation interests be abolished so that business as usual could continue. Our peoples, for the moment, have not mounted a legal challenge to the decision by Alberta to offer DMI and FFPL forest tenures. It is important to understand that this is different from *approval* or *endorsement*. Within the context of our interim co-operative management process, it means that our Nation will not intervene in these government-industry agreements so long as both industry and government live up to their commitments to our Nations. The willingness of industry and government to "walk the talk" is being tested during our ongoing negotiations, and will be examined as we proceed through the regulatory review and approval processes for these projects.

The MOUs and Letters of Intent which chart the interim co-operative processes are not static, nor are they carved in stone. Rather, the agreements and understandings are living documents which continue to evolve and develop over the passage of time. Third parties place a strained interpretation upon the documents. The parties themselves may disagree on the pace of the process or upon the interpretation of particular sections of the documents. Disagreements arise concerning such diverse issues as water, caribou, buffalo and access to non-renewable resources. Throughout, our environmental monitors are careful to ensure that the spirit and intent of the agreements are met. We will be vigilant in our demands that development of natural resources on our traditional lands do not destroy these lands, our relationship with these lands, and our ability to use these lands to support our peoples' way of life.

# Environmental Protection

## Opportunities in Alberta's Forest

Cliff Henderson  
 Assistant Deputy Minister  
 Alberta Environmental Protection  
 Land and Forest Service  
 Alberta



### Opportunities in Alberta's Forest

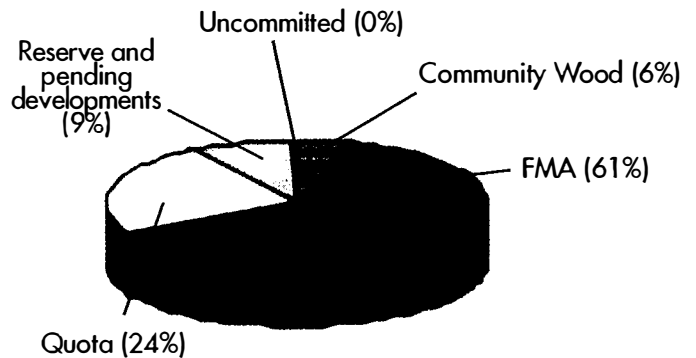
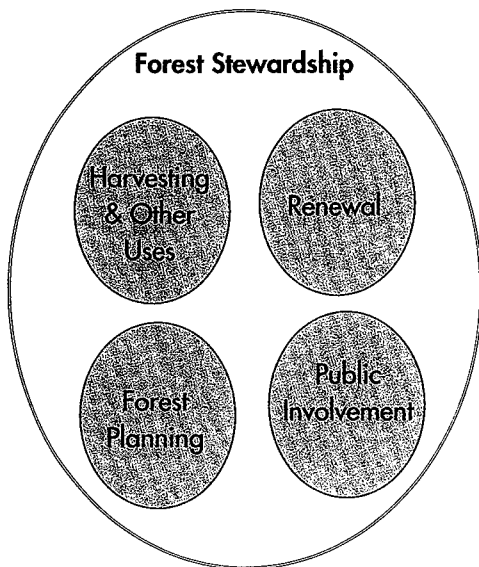
- Overview of Alberta's forests and sustainable forestry
- Current timber allocations
- Partnerships with industry and government
- Forest land use
  - Industrial
  - Special Places
  - Traditional

### Alberta's Timber Allocation

Provincial AAC

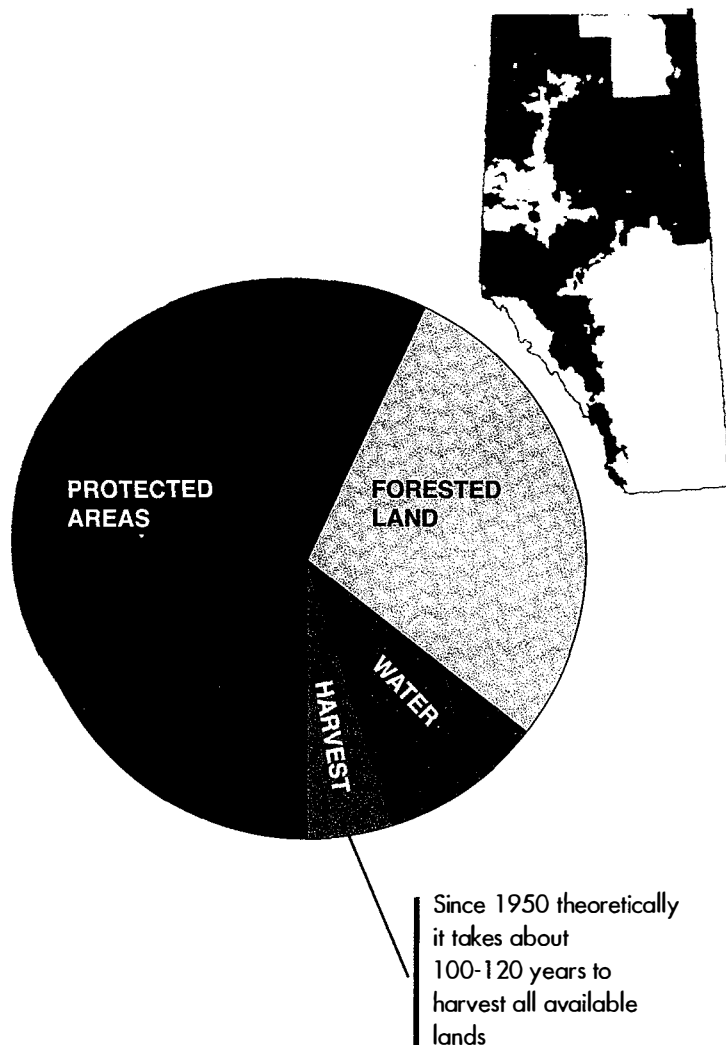
- Gross provincial AAC 43,000,000 m<sup>3</sup>
- Portion allocated for timber harvest
  - Conifer 13,307,826 m<sup>3</sup>
  - Deciduous 9,719,285 m<sup>3</sup>
  - Total 23,027,111 m<sup>3</sup>
- AAC almost fully committed

### Sustainable Forestry



## Alberta's Green Area

Total 125,126,089 ha



## Forest Operations

- harvest and road building
- AOP work (harvest layout, inventory)
- scaling

## Forest Renewal

- renewal has been law in Alberta for over 30 years
- government approves all regeneration plans
- objective: ensure that new forest growth perpetually equals or exceeds harvested volumes
- 75 million seedlings planted annually
- deciduous areas generally renew naturally
- coniferous areas:
 

natural seeding	20%
direct seeding	20%
seedlings (planted)	60%
- opportunities
  - site preparation
  - stand tending
  - regeneration surveys
  - enhanced forest management

## Forest Manufacturing

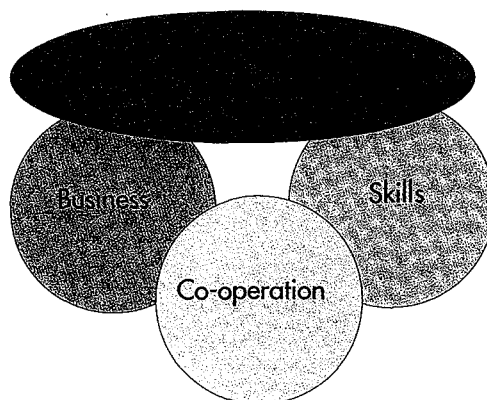
- Future in secondary and value-added forest industries

## Jobs

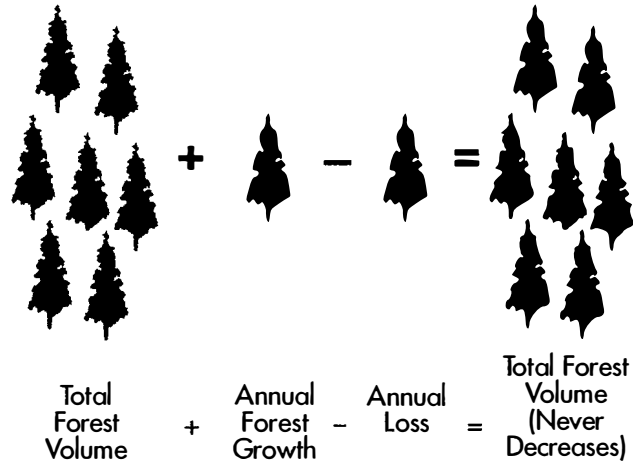
- secondary manufacturing
- logging contractors
- forestry workers
- co-operative management and research

## Alberta's Timber Disposition System

- Forest Management Agreements
- Coniferous and Deciduous Quotas
- Commercial Timber Permits
- Permit wood dispositions are associated with department memorandums of agreement for co-operative management of natural resources



## Sustained Yield Forest Management



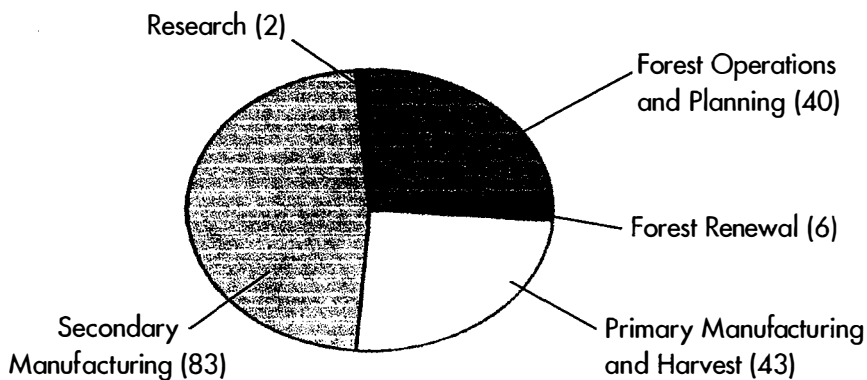
### Timber Opportunities with the Forest Industry

- community timber programs
- local employment and training initiatives
- wood purchase agreements
- FMA holders required to provide timber to support community permit

### Employment Opportunities

- great opportunities for Aboriginal communities in Alberta's forest industry
- every cubic metre of wood creates about \$209 of value to Alberta's economy
- that means \$4.8 billion of forest product related values and potentially 40,000 jobs
- 175 jobs for every 100,000 m<sup>3</sup> of harvest

Employment arising from 100,000 m<sup>3</sup> of wood harvest



### Research

- key to community and forest sustainability
- major research initiatives underway in Alberta
  - Network of Centres of Excellence
  - Foothills Model Forest

### Other Opportunities in the Green Area

- fire fighting- now three levels of fire fighter organization
- ecotourism
- maintenance and management of parks
- guiding and outfitting

### Aboriginal Opportunity

- future Success

# **Traditional Lands and Development of Natural Resources Perspective from Industry**

Bob Wynes  
Forest Resource Co-ordinator  
Daishowa-Marubeni International Ltd.  
Alberta

## **Introduction**

Daishowa-Marubeni International Ltd. (DMI) owns and operates three wood processing facilities in northwestern Alberta. High Level Forest Products (HLFP), High Level, and Brewster Construction Ltd. (BCL), north of Red Earth, are dimension sawmills processing softwood. The third facility is a primarily deciduous pulp mill, Peace River Pulp Division (PRPD), which is located just north of the town of Peace River. The company's wood supply is held in a variety of tenures, including HLFP's coniferous Forest Management Agreement (FMA), PRPD's primarily deciduous FMA, green area quotas, white area quotas and permits. Other sources of wood include purchase from private land and other quota holders, and incidental volume from other operators. Operations are generally within the area of 56° to 60° north latitude and 114° to 118° west longitude.

Construction of the pulp mill near Peace River was commenced in 1988, and the company subsequently purchased the existing coniferous sawmills in High Level and Red Earth to secure the supply of residual coniferous chips for the pulp mill.

## **Forest Management Planning**

Two levels of planning are undertaken by the company for its FMAs. The first level of planning is the Detailed Forest Management Plan (DFMP). This is a very critical step in forest management planning as it addresses the resource management

objectives to be achieved, and establishes a sustainable harvest level. Through this planning process the land base is netted down from consideration of other resource values and limitations (e.g., steep slopes). The Alberta Vegetation Inventory (AVI) is a 1:20,000 scale vegetation inventory that has been completed for most of the PRPD FMA. This digital inventory is a key component of forest management planning.

The plan identifies strategies to address other resource management concerns such as wildlife, fisheries, and social values. These strategies, applied to the netted down land base, are utilized in the calculation of the sustainable harvest level (annual allowable cut or AAC). This plan addresses at least one forest rotation (70 to 100 years depending on deciduous vs. conifer). The compartments containing the first 20 years' worth of wood supply are identified in the DFMP. The plan is subject to review every 10 years.

Detailed Forest Management Planning for quota areas is generally undertaken by the Land and Forest Service; however, a transition to more involvement by companies in long range planning on non-FMA lands is currently taking place.

DMI is currently making some significant changes to the Detailed Forest Management Planning process. The company is developing an ecological based management plan which will use the natural variability of the forest as a model for future forests. The DFMP will consider the size range of stands, the natural age class distribution of stands in the

forest, as well as the structure (dead standing and fallen wood components) of natural, forest fire origin stands. The distribution of these attributes on the landscape will also be considered.

The second planning level is the General Development Plan (GDP). The GDP addresses a six-year planning horizon, and is more operational in nature. For compartments that are to be harvested three to six years in the future, the general compartment is shown on the map. This provides an opportunity for the government agencies and the public to provide input into the harvest plans regarding resource management concerns or issues that will affect human values (e.g., trapline cabins, aesthetics).

For compartments that appear in the GDP two years prior to harvest, a Preliminary Annual Operating Plan (AOP) is included which addresses the cutblock design for the compartment. The company planners have considered the information which has been collected by the company on the forest and other values, as well as the input received from the public and government staff in the development of the preliminary block design.

For compartments in the GDP which will be harvested in the following year, a Final AOP is presented, which incorporates changes resulting from the review the Preliminary AOP. At this point the blocks are flagged in the field. The GDP is updated annually, with each compartment moving ahead one year in the planning process.

The General Development Plan addresses all sources of fibre to the mill, not just the FMA.

## **Planning Considerations**

A wide variety of information sources are considered in the development of DFMPs and GDPs. Some sources of data are quite current and complete, other sources of data are in very preliminary stages and work is ongoing to update them.

Some examples of information that are considered in the development of the plans include:

- *Vegetation inventory.* Data being used in PRPDs FMA is state of the art AVI inventory which has been developed by DMI. This vegetation inventory is derived from 1:20,000 aerial photography and is supplemented by a number of ground truthing plots. This data provides an important basis for all forest management planning and wildlife and fisheries research. This inventory also contains important information on road and steep terrain.
- *Volume Sampling Program.* Several thousand ground plots were established by DMI to evaluate the volume and growth rate of trees in the FMA. Additional components were added to the sampling protocol to assess other ecologically important attributes such as soil, standing dead wood, fallen dead wood and understorey plants.
- *Floodprone watersheds.* Many local residents have expressed concern that logging in the forested hills adjacent to farmland which already experiences flooding will result in increased flooding problems. DMI has compiled an inventory of watersheds in northwestern Alberta which undergo periodic flooding which affect human property.
- *Wildlife.* Much of the data which has been compiled, particularly moose and trumpeter swans, has been collected by Natural Resources Service and provided to the company planners. DMI has played a significant role in enhancing this information through the NorthWest Region Standing Committee on Caribou.
- *Fisheries.* Important information regarding the pattern of forests in watershed basins can be derived from the AVI. Recently, information regarding the distribution of fish in streams has been collected by NRS with support from the forest industry. The information will be available in a format compatible with the company's GIS system to allow future analysis and incorporation into planning initiatives.
- *Traplines.* NRS has provided company planners with a digital map of trapline boundaries.

## Information Gaps

First Nations communities occur across northwestern Alberta. The large areas of traditional use of the various bands create almost a complete overlap with DMI's timber interest. First Nation peoples' knowledge and concerns are an important part of the information that needs to be considered in forest management planning. It is a major undertaking to try to understand all of the concerns of First Nations people and inventory all of the sites of concern so they can be considered in the various levels of planning. Some of the specific information which could be of immediate use in the planning process include identification of grave sites, trappers cabins, band affiliation of trapline holders, and traditional campsites.

## Dene Tha' Traditional Land Use and Occupancy Study

Recently a study was completed by the Dene Tha' people in co-operation with the Arctic Institute. The purpose of the study was to document the peoples' traditional knowledge and land use patterns for use by the band. A report has been released by the Dene Tha' people entitled the *Dene Tha' Traditional Land Use and Occupancy Study*. The study compiled a wealth of information from band members regarding their historical use of the land. Knowledge such as grave site locations, traditional campsites, trapline cabins, trapline ownership, spiritual sites, movement corridors, hunting and fishing areas has been compiled and recorded for future generations.

For the purposes of forest management planning, it is important to have accurate information so that concerns can be appropriately addressed in the various levels of planning. I have taken the liberty

of reproducing some of the general maps provided in the report published by the Dene Tha'. While these maps are very useful to providing general knowledge and understanding, it is generally not accurate enough in itself for proper inclusion in the planning process. An important aspect of the information is that all of the sites that have been recorded have had the actual location of the sites determined in the field and recorded with a GPS unit. This increases the value of the data many-fold. DMI uses an ARC Info GIS system and an Oracle database to store forest cover and other resource data. The format which the Dene Tha' data has been collected and stored in, makes it very compatible with GIS systems.

## Implementation

There are at least two options that could be considered to incorporate this knowledge into the forest planning system. The first is for the band to provide input into the various planning levels utilizing the information they have assembled. This is a significant commitment of time as planning at some level is ongoing continually and timely information is required to ensure it is considered at the appropriate level in the planning.

The second option is to provide a copy of the information to the forest company so that the company can access the data when it needs to be incorporated into the planning process. The band needs to continue to provide an educational role for forest planners to ensure that the concerns are understood and appropriate management strategies are implemented. This educational role will be ongoing due to staff turnover over time, and will also help to strengthen relations between the band and company.



## **Session 5**

# **Closing Remarks**

# Closing Remarks

Steve Price  
Canadian Forest Service  
Alberta

Well, it has been a busy two days and I know that you're tired. I know you're tired because I'm tired as well. But what a conference – great speakers, great presentations, thought provoking, informative and educational!

Yesterday we started with a presentation from Melodie Wilton on the basics of entrepreneurship. In my estimation the key message was that it takes hard work and commitment on your part to become an entrepreneur – and it involves risk.

We then heard from Mike Smith, who talked about business planning. You found out that there are many sources of assistance. The business plan is the key to your success, but make sure that it reflects your aspirations.

Ed Courtoreille then told you about marketing and talked about “team work” as being a facilitator of success.

Don Schultz told you that Aboriginal communities are well positioned to capitalize on new opportunities; however, you need a business plan and a marketing plan.

We heard about some successful initiatives. Carl Alsup told you about Fort Apache Timber. It's worth visiting, and you can have the opportunity to do so this June when the Inter-Tribal Timber Council annual meeting is held in Whiteriver, Arizona.

Randy Nelson and Gene Kimbley related the success of Woodland Cree Resources in silvicultural and logging contracting. Their basic message: start small and grow with your success. They told you that staff training facilitates success, and Randy

made brief reference to the need for “passion” for your work.

George Kemp identified the success in log-home construction in Manitoba and talked about the importance of support from Chief and Council as well as the importance of partnerships.

Len Donais demonstrated the importance of being six feet tall and went on to tell you about the many opportunities in the field of non-timber forest products. He cautioned you, however, to be *hyper-cautious!*

Dave Heron reported on his experiences in the NWT with fire suppression contracting. His advice: keep politics out of the business. But, he reminded us that you can do the job as well as anyone else.

We then heard from Aubrey Steadman on the opportunities for authentic ecotourism. Ecotourism is the fastest growing segment of world tourism. He advised that we need more product, more trained staff, more community awareness and more marketing. He reminded you that it takes time and hard work to be successful and it needs community buy-in.

Jim Herculson from Mistik Management talked about the importance of trust and reliability in contracting relationships.

Mike Robinson talked about negotiating. He mused about the fact that it's sometimes tough to please the gods but suggested that before you commence negotiations you must know what you want – plan your negotiations. And most important of all, know when to back off.

Murray Little identified the many opportunities for accessing forest resources – whether on Crown land, reserve land or private land. He advised that you consider the broad spectrum of partnership options available to you.

Patrick Lane from Weyerhaeuser identified that competent management is very important to a prospective industrial partner. An industry/company partner will only enter into a partnership when it makes good business sense. And Patrick too talked about the importance of separating business and politics!

Dave McIlmoyl from Kitsaki Development Corporation advised that you develop a strategy, develop a relationship, know what your partner wants, and avoid political interference. He too advised that you know when to back off from a contract or partnership arrangement.

Colin Edey from Nova Gas talked about his company's commitment to engaging First Nations in opportunities. His company, like many others, has been listening to First Nations concerns and is sensitive to community and First Nations interests.

Chief Johnsen Sewepagaham talked about the co-management initiative involving First Nations, the forest industry, and the Province of Alberta. It exemplifies the partnership opportunities available and the need for hard work, commitment, and trust.

Cliff Henderson then talked about forestry in Alberta. Always at the forefront of progressive forest management, Alberta has now embraced adaptive management. Opportunities are plentiful in many areas including fire fighting, parks management, ecotourism, and guiding/outfitting. However, he admits that the Province must develop a better understanding of traditional knowledge and traditional land use.

Bob Wynes provided you with an overview of DMI's operations and planning processes. It is evident that forest management planning has been extended beyond the simple consideration of fiber.

Bob talked about DMI's efforts to include non-timber information in Daishowa's GIS database to facilitate better management. He also expressed a strong desire to include traditional knowledge in the database.

It has indeed been a great conference and we owe much to many people.

Thank you to the suppliers that provided displays of their products and services.

Thanks to the White Braid Society and the traditional dancers.

Thanks to the Chateau Lacombe Hotel staff.

Special thanks to our session moderators – all members of the FNFP management committees in Manitoba, Alberta, and the NWT.

Thanks to the Poplar Council of Canada and to Carol Mardell.

A big thank you to CFS organizers including Michael Newman, John Doornbos, Eugene Burnstick, Judy Samoil, Bob Newstead, and Lorne West.

To Danielle Jolivet, the wonder woman at the reception desk: *where would we be without you?* Many thanks for the hours spent preparing for this conference.

To conference co-ordinator Joe De Franceschi: sincere thanks for an excellent job!

And to you the audience: we could have the best speakers in the world at this podium but without you there would be no conference. Thank you! You met old friends. You made new friends. You shared your ideas with one another. Keep those lines of communication open. Remember, we will soon be soliciting project proposals for 1998. Build on what you've learned here.

See you next year!

Thanks to Indian and Northern Affairs Canada for its support in this partnership program.



## Participants

Albert, Mr. Allan, Mistahtik Industries, Norway House Cree Nation, Box 250, Norway House, MB R0B 1B0

Albert, Ms. Freda, Mistahtik Industries, Norway House Cree Nation, Box 250, Norway House, MB R0B 1B0

Alexis, Mr. Dwayne, Alexis First Nation, Box 7, Glenevis, AB T0E 0X0

Allaire, Mr. Daniel, Pehdzeh Ki First Nation, General Delivery, Wrigley, NT X0E 1E0

Allen, Mr. James, FNFP Management Committee-YUKON, c/o Council of Yukon First Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Allen, Mr. Rick, Bigstone Cree Nation, Box 990, Desmarais, AB T0G 0T0

Alsup, Mr. Carl R., Fort Apache Timber Company, P.O. Box 1090, Whiteriver, AZ 85941

Andersen, Mr. Per, Synergistics Institute (Canada), #200, 8414-109 Street, Edmonton, AB T6G 1E2

Anderson, Mr. Michael, Manitoba Keewatinowi Okimakanak Grand Council, #515, 70 Arthur Street, Winnipeg, MB R3B 1G7

Anderson, Mr. Ron, PFRA-Agriculture and Agrifood Canada, Box 1079, Vegreville, AB T9C 1S2

Antoine, Mr. Jonas, Liidlii Kue First Nation, P.O. Box 469, Fort Simpson, NT X0E 0N0

Arcand, Mr. Ed J., Alexander First Nation, Box 3419, Morinville, AB T8R 1S3

Arcand, Mr. Herb, Confederacy of Treaty Six First Nations Representative, c/o Alexander First Nation, P.O. Box 3419, Morinville, AB T8R 1S3

Arcand, Jr., Mr. George, Alexander First Nation, Box 3419, Morinville, AB T8R 1S3

Arès, M. Michel, Forester and geomatic specialist. Resources Kitaskino XXI Inc., (Atikamekw nation), 3675 Chanoine-Moreau Blvd, Suite 101, Trois-Rivières, QC G8Y 5M6

Augustine, Mr. Kevin, CFS-Fundy Model Forest, RR#4, Alton Road, Sussex, NB E0E 1P0

Babin, Ms. Elizabeth, Band Manager, Abitibi Model Forest, Wahgoshig First Nation, P.O. Box 629, Matheson, ON P0K 1N0

Balsillie, Chief Don, Deninu Ku'e First Nation, Box 1899, Fort Resolution, NT X0E 0M0

Bamsey, Mr. Colin, Clear Lake Ltd., 4310-97 Street, Edmonton, AB T6E 5R9

Bannon, Mr. Gord, Matawa First Nations Management Inc., 233 S. Court St., Thunder Bay, ON P7B 2X9

Baptiste, Mr. Brad, Samson First Nation, P.O. Box 159, Hobbema, AB T0C 1N0

Baptiste, Ms. Lori, Human Resources, Samson First Nation, P.O. Box 551, Hobbema, AB T0C 1N0

Baram, Mr. Harold, Peace Hills Trust Company, Main Floor, 10011-109 Street, Edmonton, AB T5J 3S8

Barrett, Mr. Billy, FNFP Management Committee-YUKON, c/o Council of Yukon First Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Beauer, Ms. Nora, Salt River First Nation, Box 357, Fort Smith, NT X0E 0P0

Beaulieu, Mr. Robert, Cree Regional Authority, 277 Duke Street, Montreal, QC H3C 2M2

Beckingham, Mr. John, Geographic Dynamics Corp., 10368B-60 Avenue, Edmonton, AB T6H 1H1

Bernard, Ms. Carol, Meadow Lake Tribal Council, 8003 Flying Dust First Nation, Meadow Lake, SK S9X 1T8

Bigchild, Mr. Kenneth, Sunchild First Nation, Box 747, Rocky Mountain House, AB T0M 1T0

Bighetty, Mr. Brian, Mathias Colomb Cree Nation, General Delivery, Pukatawagan, MB R0B 1G0

Billy, Mr. Winston, FNFP Management Committee-YUKON, c/o Council of Yukon First Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

- Bilowus, Ms. Yvonne, Geographic Dynamics Corp.,  
1068 B-60 Avenue, Edmonton, AB T6H 1G9
- Birkett, Mr. Ken, Stanley Environmental, Tsuu T'ina  
First Nation, Box 712, Cochrane, AB T0L 0W0
- Bisson, Mr. Lloyd, Aboriginal Business Canada, #725  
Canada Place, 9700 Jasper Avenue, Edmonton, AB  
T5J 4C3
- Blesse, Mr. Lorne, Little Red River Cree Nation, Box  
1165, High Level, AB T0H 1Z0
- Bonnetrouge, Mr. Joachim, Evergreen Forestry  
Management Ltd., Box 3056, Hay River, NT X0E 1G4
- Boorse, Mr. David, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4
- Bouvier, Mr. Howard, Canoe Lake Co-Management  
Board, General Delivery, Cole Bay, SK S0M 0M0
- Bouvier, Mr. Robert, Federation of Saskatchewan Indian  
Nations, P.O. Box 8003 Flying Dust Reserve, Meadow  
Lake, SK S9X 1T8
- Boylen, Ms. Diana, Canadian Forest Service, 5320-122  
Street, Edmonton, AB T6H 3S5
- Brown, Mr. John, Cree Nation of Eastman, 147 Chabow  
Meskino, Eastmain, QC J0M 1W0
- Bruha, Mr. Jamie, Consultant, Forestry Consultant, 315,  
10357-109 Street, Edmonton, AB T5J 1N3
- Buggins, Mr. George, Evergreen Forestry Management  
Ltd., Box 3056, Hay River, NT X0E 1G4
- Bull, Mr. Francis, Paul Band, Box 89, Duffield, AB  
T0E 0N0
- Burnstick, Mr. Ed, Confederacy of Treaty Six First  
Nation, 10025-106 Street, Suite 601, Edmonton, AB  
T5J 1G4
- Burnstick, Mr. Eugene, Canadian Forest Service,  
5320-122 St., Edmonton, AB T6H 3S5
- Burnstick, Mr. Joe, Alexander First Nation, Bag 10, Fort  
Assiniboine, AB T0G 1A0
- Caine, Mr. Ken, Extension Forester, Forest Management  
Division, NWT-Department of Resources, Wildlife and  
Economic Development, Box 4354, Hay River, NT  
X0E 1G3
- Calliou, Mr. Robert, Horse Lake First Nation, Box 303,  
Hythe, AB T0H 2C0
- Cameron, Mr. Del, Economic Development, Peguis  
Development Corporation, Box 159, Peguis, MB  
R0C 3J0
- Campbell, Ms. Janice, Canadian Forest Service, C.P.  
4000, Fredericton, NB E3B 5P7
- Campioux, Ms. Martha, White Braid Society Native  
Dancers, 10715-152 Street, Edmonton, AB T5P 1Z2
- Canadian, Mr. Xavier, Evergreen Forestry Management  
Ltd., Box 3056, Hay River, NT X0E 1G4
- Cant, Mr. Timothy, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4
- Cardinal, Ms. Christine, C.R.C. Enterprises Ltd., Box 33,  
Perryvale, AB T0G 1T0
- Cardinal, Mr. Joseph, Councillor, Woodland Cree First  
Nation, General Delivery, Cadotte Lake, AB T0H 0N0
- Carmichael, Ms. Dolly, Gwich'in Tribal Council, Box  
1509, Inuvik, NT X0E 0T0
- Case, Mr. Boyd, Director General, Canadian Forest  
Service, 5320-122 Street, Edmonton, AB T6H 3S5
- Cazon, Mr. Ernest, FNFP NWT Management  
Committee, Deh Cho First Nation, P.O. Box 469, Fort  
Simpson, NT X0E 0N0
- Cazon, Mr. Gilbert C., Nogha's Forest Fire Operations &  
Management, Liidlii Kue First Nation, P.O. Box 508, Fort  
Simpson, NT X0E 0N0
- Chalifoux, Mr. Charlie, Swan River First Nation, Box  
270, Kinuso, AB T0G 1K0
- Chalifoux, Ms. Ethel, Fort Smith Metis Nation, Local 50,  
Box 1107, Fort Smith, NT X0E 0P0
- Chalifoux, Mr. Leon, Swan River First Nation, Box 270,  
Kinuso, AB T0G 1K0
- Charles, Mr. Fred, Prince Albert Grand Council, Box  
480, La Ronge, SK S0J 1L0
- Charlie, Mr. Bruce, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Chaytor, Mr. Keith, Prince Albert Model Forest, P.O.  
Box 2406, Prince Albert, SK S6V 7G3

Cheechem, Mr. Michael, Fort McMurray First Nation,  
Box 6130, Fort McMurray, AB T9H 4W1

Chingy, Mr. Harley, Duz Cho Logging Co., McLeod  
Lake Indian Band, General Delivery, McLeod Lake, BC  
V0J 2G0

Christophersen, Mr. Mitch, Alberta Treaty 8  
Environmental Secretariat, 18178-102 Avenue,  
Edmonton, AB T5S 1S7

Cook, Mr. Jason M., First Nation Natural Resource  
Management, Keewatin Community College, Rm 192,  
Box 3000, The Pas, MB R9A 1M7

Cooper, Ms. Lena, Opaskwayak Cree Nation, Box 1000,  
The Pas, MB R9A 1K8

Cooper, Ms. Lena, Opaskwayak Cree Nation, Box 1000,  
The Pas, MB R9A 1K8

Copley, Mr. John, Alberta Native News, #330, 10036  
Jasper Avenue, Edmonton, AB T5J 2W2

Courtoreille, Mr. Ed, Northeastern Alberta Aboriginal  
Business Association, Box 205, 9913 Biggs Avenue, Fort  
McMurray, AB T9H 1S2

Crate, Mr. Darryl, Fisher River First Nation, Ochekw-  
Sipi Economic Development Corporation, Box 367,  
Koostatak, MB R0C 1S0

Crevier, Mr. David, Indian and Northern Affairs  
Canada, 10 Wellington, Hull, QC K1A 0E4

Crooke, Mr. Clell, Metis Nation-Northwest Territories

Crowshoe, Ms. Lorna, Treaty Seven Economic  
Development Corporation, 9911 Chula Blvd., Tsuu  
T'ina, AB T2N 6H6

Damecour, Mr. Gaston, Consultant, AGFOR Inc.,  
Fredericton, NB

Daniels, Ms. Margaret, Economic Development, Buffalo  
Lake Metis Settlement, P.O. Box 20, Caslan, AB T0A  
0R0

Daniels, Mr. Noel, Mistawasis First Nation, Box 250,  
Leask, SK S0J 1M0

Daniels, Ms. Thelma, Mistawasis First Nation, Box 481,  
Leask, SK S0J 1M0

Daniels, Ms. Margaret, Leask, SK

David, Mr. Richard, Mohawk Council, Eastern Ontario  
Model Forest, P.O. Box 579, Cornwall, ON K6H 5R7

De Franceschi, Mr. Joe, Canadian Forest Service,  
5320-122 St., Edmonton, AB T6H 3S5

Derocher, Mr. Patrick, Federation of Saskatchewan  
Indian Nations, #200, 103A Packham Avenue,  
Saskatoon, SK S7N 4K4

Desjarlais, Mr. Dean, Saskatchewan Northern Affairs,  
Box 5000, La Ronge, SK S0J 1L0

Desjarlais, Mr. Henry J., Saskatchewan Environment and  
Resource Management, P.O. Box 3003, Prince Albert,  
SK S6V 6G1

Desrochers, Mr. Ron, Berens River First Nation, General  
Delivery, Berens River, MB R0B 0A0

Diamond, Mr. Daniel, Economic Development, Abitibi  
Model Forest, Wahgoshig First Nation, P.O. Box 629,  
Matheson, ON P0K 1N0

Dickson, Mr. Gerald, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Didzena, Mr. Fred, Dene Tha' First Nation, Box 120,  
Chateh, AB T0H 0S0

Didzena, Mr. Gabriel, Dene Tha' First Nation, Box 120,  
Chateh, AB T0H 0S0

Dillon, Mr. Elliot, Onion Lake First Nation, Box 100,  
Onion Lake, SK S0M 2E0

Dixon, Mr. James, Mistahik Industries, Norway House  
Cree Nation, Box 250, Norway House, MB R0B 1B0

Domak, Ms. Linda, Treaty Seven Economic  
Development Corp., 400, 9911 Chula Blvd., Tsuu T'ina,  
AB T2N 6H6

Donais, Mr. Leonard, Northern Wild Harvest, The Root  
Cellar, Box 154, Prince Albert, SK S6V 6R5

Doornbos, Mr. John, Canadian Forest Service, 1288  
Central Avenue, Prince Albert, SK S6V 4V8

Dorion, Ms. Diane, Opaskwayak Education Authority,  
Box 90, The Pas, MB R9A 1K3

Dumas, Mr. Gord, Natural Resources-Operations, Box  
28, 59 Elizabeth Drive, Thompson, MB R8N 1X4

- Durocher, Mr. Robert, Pine Falls Paper Company, Box 10, Pine Falls, MB R0E 1M0
- Durvissau, Mr. Ron, Berens River First Nation, General Delivery, Berens River, MB R0B 0A0
- Eagle Tail Feathers, Mr. Pat, Standoff Economic Development, Blood Tribe, Box 2028, Cardston, AB T0K 0K0
- Earl, Ms. Kathlin, Canadian Forest Service, 5320-122 St., Edmonton, AB T6H 3S5
- Ebbs, Mr. Keith, Weyerhaeuser Canada Ltd., Box 7739, Hwy 22 South, Drayton Valley, AB T7A 1C6
- Edey, Mr. Colin, Senior Advisor, Nova Gas Transmission, Aboriginal Relations, Calgary, AB
- Edwards, Mr. Ivor, Canadian Forest Service, 5320-122 Street, Edmonton, AB T6H 3S5
- Ferland, Mr. William, Grand Rapids First Nation, Box 500, Grand Rapids, MB R0C 0E0
- Ferrand, Mr. George, C.E.S.O./SACO, Aboriginal Services, 1724 Midland Walwyn Tower, Edmonton Centre, Edmonton, AB T5J 2Z2
- Firth, Ms. James B., Gwich'in Tribal Council, Box 1509, Inuvik, NT X0E 0T0
- Fox, Mr. Elliot, Coordinator, Blood Tribe Forest Management, Box 350, Stand Off, AB T0L 1Y0
- Freeman, Mr. Peter, Driftpile First Nation, Box 30, Driftpile, AB T0G 0V0
- French, Mr. Butch, Stoney Nakoda First Nation, General Delivery, Nordegg, AB T0M 2H0
- Gal, Ms. Ruthann, Aurora College, 199 McDougal Road, Box 1290, Fort Smith, NT X0E 0P0
- Gargan, Mr. Dave, Noghá's Fire Operation, 'íídl'K' First Nation, P.O. Box 595, Fort Simpson, NT X0E 0N0
- Ghebremichael, Mr. Asghedom, Canadian Forest Service, 5320-122 Street, Edmonton, AB T6H 3S5
- Giroux, Mr. John R., Driftpile First Nation, Box 30, Driftpile, AB T0G 0V0
- Giroux, Mr. John, Swan River First Nation, Box 270, Kinuso, AB T0G 1K0
- Glover, Mr. Ken, Boreal Concerns Inc., 92 Pine Crescent, Sherwood Park, AB T8A 1G8
- Gravel, Mr. Mike, Economic Development and Tourism, NWT, Bag Ser #1, Inuvik, NT X0E 0T0
- Green, Mr. Herman, Southeast Tribal Council, 600-360 Broadway Avenue, Winnipeg, MB R3C 0T6
- Green, Mr. Herman, Southeast Resource Development Council, 600, 360 Broadway Avenue, Winnipeg, MB R3C 0T6
- Greene, Mr. Steve, Mackenzie Economic Development Corporation, Box 210, High Level, AB T0H 1Z0
- Greet, Mr. Rick, Canadian Forest Service, 1219 Queen Street East, Sault Ste. Marie, ON P6A 5M7
- Hahn, Mr. Dave, Government of NWT, Department of Resources, Wildlife and Economic Development, Box 7, Fort Smith, NT X0E 0P0
- Halcrow, Mr. Nick, Cross Lake First Nation, General Delivery, Cross Lake, MB R0B 0J0
- Hansen, Mr. Luciel, Fisher River First Nation, Ochekwisipi Economic Development Corporation, Box 367, Koostatak, MB R0C 1S0
- Harry, Mr. Gerald, Little Black River First Nation, General Delivery, O'Hanly, MB R0E 1K0
- Hart, Mr. Charlie Joe, Nisichawayasihk Cree Nation, (Nelson House), General Delivery, Nelson House, MB R0B 1A0
- Hayes, Ms. Louise, Manager, Alberta Intergovernmental and Aboriginal Affairs, 1301 Commerce Place, 10155-102 Street, Edmonton, AB T5J 4G8
- Head, Mr. Don, Swampy Cree Tribal Council, Box 150, The Pas, MB R9A 1K3
- Head, Mr. Lorex, Red Earth First Nation, Box 109, Red Earth, SK S0E 1K0
- Head, Chief Roy, Red Earth First Nation, Box 109, Red Earth, SK S0E 1K0
- Henderson, Mr. Cliff, Assistant Deputy Minister, Land & Forest Service, Department of Environmental Protection, 9915-108 Street, 10 floor, South Petroleum Plaza, Edmonton, AB T5K 2G8



- Henderson, Mr. John, RPF, Canadian Forest Service, P.O. Box 4000, Fredericton, NB E3B 5P7
- Henry, Mr. Brad, Canadian Forest Service, 580 Booth Street, Ottawa, ON K1A 0E4
- Herculson, Mr. Jim, Mistik Management, Box 9060, Meadow Lake, SK S9X 1V7
- Heron, Mr. David, Manager, Thebacha Forestry Company, Box 1048, Fort Smith, NT X0E 0P0
- Heron, Mr. J.A. (Jake), Metis Nation-Northwest Territories, Box 2351, Yellowknife, NT X1A 2P7
- Hiebert, Mr. Duane, Prince Albert Grand Council, Box 2350, Prince Albert, SK T6V 6Z1
- Highway, Mr. Francis, Councillor, Peter Ballantyne Cree Nation, General Delivery, Pelican Narrows, SK S0: 0E0
- Hiratsuka, Mr. Yasu, CESO Aboriginal Services, c/o CFS, 5320-122 St, Edmonton, AB T6H 3S5
- Hnatiuk, Mr. Stan, Environment Officer, Indian and Northern Affairs Canada, 1100, 275 Portage Avenue, Winnipeg, MB R3B 3A3
- Holehouse, Mr. David, Media Match, 50, 51561 Range Road 224, Sherwood Park, AB T8C 1H5
- Horseman, Mr. Dean, Horse Lake First Nation, Box 303, Hythe, AB T0H 2C0
- Horseman, Ms. Karen, Horse Lake First Nation, Box 303, Hythe, AB T0H 2C0
- Hudson, Mr. Charles, Ochekwi-Sipi Economic Development Corporation, Fisher River First Nation, Box 367, Koostatak, MB R0C 1S0
- Hunter, Mr. Jeffery, Nisichawayasihk Cree Nation, (Nelson House), General Delivery, Nelson House, MB R0B 1A0
- Iron, Mr. Gordon, Meadow Lake Tribal Council, 8003 Flying Dust Reserve, Meadow Lake, SK S0X 1T8
- Iron Shirt, Mr. Douglas, Peigan Nation, P.O. Box 70, Brocket, AB T0L 0H0
- Itsi, Ms. Stanley, Gwich'in Tribal Council, Box 1509, Inuvik, NT X0E 0T0
- Jacobs, Mr. Archie, Millar Western Industries Ltd., 5004-52 Street, Whitecourt, AB T7S 1N2
- Jaswal, Mr. I.S., Evaluation Manager, Natural Resources Canada, 580 Booth Street, 14 Floor, Ottawa, ON K1A 0E4
- Johnson, Mr. Ed, Dene Tha' First Nation, Box 120, Chateh, AB T0H 0S0
- Johnston, Ms. Carol, Southeast Resource Development Council Corp., 200, 208 Edmonton Street, Winnipeg, MB R3C 1R7
- Jolivet, Ms. Danielle, Canadian Forest Service, 5320-122 St., Edmonton, AB T6H 3S5
- Jozsa, Mr. Joseph, CanQuest Consulting Ltd., 63 Empress Drive, Regina, SK S4T 6M7
- Kachuk, Mr. Brad, Horse Lake First Nation, Box 303, Hythe, AB T0H 2C0
- Kemp, Mr. Brian, Berens River First Nation, General Delivery, Berens River, MB R0B 0A0
- Kemp, Mr. George, Berens River First Nation, General Delivery, Berens River, MB R0B 0A0
- Keto, Mr. Phyllis, Synergistics Institute (Canada), #200, 8414-109 Street, Edmonton, AB T6G 1E2
- Key, Ms. Mariella, , 11632-86 Street, Edmonton, AB T5B 3J6
- Kimbley, Mr. Gene, Woodland Cree Resources Ltd., #205, 1804-15 Avenue East, Prince Albert, SK S6V 7V2
- King, Mr. D. Ross, Stensrud's Sawmill Ltd., Box 332, Choceland, SK S0J 0M0
- King, Mr. Raymond, Deninu Ku'e First Nation, Box 1899, Fort Resolution, NT X0E 0M0
- Kitchen, Mr. John, The Cree First Nation of Waswanipi, Diom Blacksmith Building, Waswanipi, QC J0Y 3C0
- Knockwood, Mr. Andrew, CFS-Fundy Model Forest, RR#4, Alton Road, Sussex, NB E0E 1P0
- Korber, Ms. Dianne, Canadian Forest Service, 5320-122 Street, Edmonton, AB T6H 3S5
- Kruzenga, Mr. Len, Taiga Communications, 209-65 Dewdney Avenue, Winnipeg, MB R3B 0E7
- LaBoucan, Mr. Adrian, Driftpile First Nation, Box 30, Driftpile, AB T0G 0V0

LaBoucane, Mr. Richard, Weldwood of Canada Ltd.,  
760 Switzer Drive, Hinton, AB T7V 1V7

Ladue, Mr. Johnny, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Lafferty, Ms. Sharon, Akaitcho Territory Tribal Council,  
NWT Treaty 8 Tribal Council, General Delivery, Fort  
Resolution, NT X0E 0M0

LaFleur, Mr. Wilfred, Evergreen Forestry Management  
Ltd., Box 3056, Hay River, NT X0E 1G4

Lane, Mr. Patrick, Weyerhaeuser Canada Ltd., P.O. Bag  
1020, Grande Prairie, AB T8V 3A9

Lariviere, Chief Guy, Meadow Lake Tribal Council, 8003  
Flying Dust Reserve, Meadow Lake, SK S9X 1T8

LaRose, Mr. Blaine, Buffalo Lake Metis Settlement Fire  
Department, P.O. Box 20, Caslan, AB T0A 0B0

Larouche, Mr. Jacques, Canadian Forest Service, Quebec,  
QC

Leary, Ms. Kathleen, Mistahtik Industries, Norway  
House Cree Nation, Box 250, Norway House, MB R0B  
1B0

Ledoux, Mr. Wayne, Mistawasis First Nation, Box 185,  
Mont Nebo, SK S0J 1X0

Lennie, Mr. Winter, Metis Nation-Northwest Territories

Lepine, Ms. Beatrice, Forest Management Division,  
NWT-Resources, Wildlife and Economic Development,  
Box 4354, Hay River, NT X0E 1G3

Lepine, Ms. Pamela, Canoe Lake Co-Management  
Board, General Delivery, Cole Bay, SK S0M 0M0

Linklater, Mr. D'Arcy, Nisichawayasihk Cree Nation,  
(Nelson House), General Delivery, Nelson House, MB  
R0B 1A0

Little, Mr. Murray, Murray Little Consulting, 1345  
Lacroix Crescent, Prince Albert, SK S6V 6R2

Little Mustache, Velma, Peigan Nation, P.O. Box 70,  
Brocket, AB T0K 0H0

Loe, Mr. Billy, Metis Nation-Northwest Territories,  
General Delivery, Fort Liard, NT X0G 0A0

MacDonald, Mr. Sonny James, Thebacha Forestry

Company, Box 1048, Fort Smith, NT X0E 0P0

MacKenzie, Mr. James, Head of GIS, Western Regional  
Operating Centre, Natural Resources Canada, Legal  
Surveys Division, 605- 9700 Jasper Avenue, Edmonton,  
AB T5J 4C3

Manyheads, Mr. Tom, Siksika Land and Resource  
Management, Siksika Nation, Box 1580, Siksika, AB  
T0J 3W0

Mardell, Ms. Carol, Poplar Council of Canada, c/o  
Canadian Forest Service, 1288 Central Avenue, Prince  
Albert, SK S6V 4V8

Martel, Mr. Pat, Evergreen Forestry Management Ltd.,  
Box 3056, Hay River, NT X0E 1G4

Mason, Mr. Clarence, St. Theresa Point First Nation,  
General Delivery, St. Theresa Point, MB R0B 1J0

Mason, Reggie, St. Theresa Point First Nation, General  
Delivery, St. Theresa Point, MB R0B 1J0

Matwie, Mr. Larry, Fox Creek Development Association  
Ltd., #204, 211 Pembina Avenue, Hinton, AB T7V 2B3

Mayappo, Mr. Lloyd, Cree Nation of Eastman, 147  
Chabow Meskino, Eastmain, QC J0M 1W0

McGillivray, Ms. Ida, Opaskwayak Cree Nation, Box  
1000, The Pas, MB R9A 1K8

McGillivray, Mr. Robert, Paskwayak Business  
Development Corporation Ltd., Box 960, The Pas, MB  
R9A 1K9

McIlmoyl, Mr. Dave, Kitsaki Development Corporation,  
Box 480, La Ronge, SK S0J 1L0

McIntyre, Mr. Lawrence, Meadow Lake Tribal Council,  
8003 Flying Dust Reserve First Nation, Meadow Lake,  
SK S9X 1T8

McKay, Mr. Bill, CFS-Fundy Model Forest, RR#4,  
Alton Road, Sussex, NB E0E 1P0

McKay, Mr. Gerald, Berens River First Nation, General  
Delivery, Berens River, MB R0B 0A0

McKay, Mr. Ian, Red Earth First Nation, Box 109, Red  
Earth, SK S0E 1K0

McKay, Mr. Courtney, Cross Lake First Nation, P.O.  
Box 10, Cross Lake, MB R0B 0J0

McLean, Mr. Winston, Federation of Saskatchewan Indian Nations, Suite 200, 103A Packham Avenue, Saskatoon, SK S7N 4K4

McLeod, Mr. Ernie, Metis Nation-Northwest Territories

McNab, Ms. Ruth, Ruth McNab, C101, 9505-182 Street, Edmonton, AB T5T 2Y6

Meguinis, Mr. Jim, Tsuu T'ina First Nation, 9911 Chula Blvd., Calgary, AB T2W 6H6

Meneen, Mr. Frank, TallCree Band #446, P.O. Box 100, Fort Vermilion, AB T0H 1N0

Mercredi, Mr. Patrick, Alberta-Pacific Forest, Box 8000, Boyle, AB T0A 0M0

Mervyn, Mr. Simon, FNFP Management Committee-YUKON, c/o Council of Yukon First Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Mizanski, Mr. Peter, Saskatchewan Northern Affairs, Box 5000, La Ronge, SK S0J 1L0

Moody, Mr. Collin, Geographic Dynamics Corp., 1068 B-60 Avenue, Edmonton, AB T6H 1G9

Moore, Ms. Maria, Swampy Cree Tribal Council, Box 150, The Pas, MB R9A 1K3

Morrison, Mr. James P., Daishowa-Marubeni International Ltd., 1530 Midland Walwyn Tower, 10205-101 Street, Edmonton, AB T5J 2Z2

Moses, Mr. Albert, Pehdzeh Ki First Nation, General Delivery, Wrigley, NT X0E 1E0

Mueller, Mr. Herbert A., Aboriginal Business Canada, 7th Floor, 123-2nd Avenue South, Saskatoon, SK S7K 7E6

Munro, Mr. Andrew, Alberta Vocational College, Bag 3000, Grouard, AB T0G 1C0

Muswaggon, Mr. David, Cross Lake First Nation, General Delivery, Cross Lake, MB R0B 0J0

Napier, Mr. Lorne A., Metis Nation-Northwest Territories, Fort Simpson Metis Development Corporation, Box 408, Fort Simpson, NT X0E 0N0

Natcher, Mr. David, Canadian Circumpolar Institute, U. of A., 8820-112 Street, Rm. 303, Edmonton, AB T6G 2E1

Ndabene, Mr. Seguro, Dogrib Treaty 11 Council, P.O. Box 284, Rae-Edzo, NT X0E 0Y0

Neigel, Mr. Andy, Alberta-Pacific Forest Industries Inc., Box 8000, Boyle, AB T0A 0M0

Nelson, Mr. Randy, Woodland Cree Resources Ltd., #205, 1804-15 Avenue East, Prince Albert, SK S6V 7V2

Nelson, Ms. Shirley, Intergovernmental and Aboriginal Affairs, 1301 Commerce Place, 10155-102 Street, Edmonton, AB T5J 4G8

Newman, Mr. Michael, Canadian Forest Service, 1288 Central Avenue, Prince Albert, SK S6V 4V8

Newstead, Mr. Bob, Canadian Forest Service, 5320-122 Street, Edmonton, AB T6H 3S5

Norn, Mr. Leslie, Evergreen Forestry Management Ltd., Box 3056, Hay River, NT X0E 1G4

North Peigan, Mr. Roderick, Peigan Nation, P.O. Box 3101, Brocket, AB T0K 0H0

North Peigan, Mr. Fabian, Peigan Nation, Box 2068, Fort MacLeod, AB T0L 0Z0

Noskiye, Mr. Floyd, Little Red River Cree Nation, Box 1165, High Level, AB T0H 1Z0

O'nabigan, Mr. Leslie, Matawa First Nations Management Inc., 233 S. Court St., Thunder Bay, ON P7B 2X9

O'Soup, Mr. Peter, Key First Nation, Box 70, Norquay, SK S0A 2V0

Olson, Mr. Harvey, Brokenhead First Nation, General Delivery, Scanterbury, MB R0E 1W0

Opekokew, Mr. Barry, Forest Management, Canoe Lake First Nations, 70 Dunfield Crescent, Meadow Lake, SK S9X 1C4

Opekokew, Mr. Shane (Norman), Federation of Saskatchewan Indian Nations, Resource Management Personnel Program, Box 455, Spiritwood, SK S0J 2M0

Opikokew, Mr. Robert, Canoe Lake Co-Management Board, General Delivery, Cole Bay, SK S0M 0M0

OwlChild, Mr. Emil Alexander, Siksika Land and Resource Management, Siksika Nation, Box 1580, Siksika, AB T0J 3W0

Parenteau, Mr. Kevin, Federation of Saskatchewan Indian Nations (FSIN), 228-25 Street West, Prince Albert, SK S6V 4P3

Pariseau, Ms. Thelma, T.P. Entreprises, Box 351, Enoch, AB T7X 3Y3

Parrottino, Mr. Tony, Indian and Northern Affairs Canada, 6300 Canada Place, 9700 Jasper Avenue, Edmonton, AB T5G 4J2

Paul, Mr. Marcel, Alexander First Nation, Box 3419, Morinville, AB T8R 1S3

Pechawis, Mr. Leslie, Mistawasis First Nation, Box 91, Mont Nebo, SK S0J 1X0

Peebles, Mr. Jonas, Little Black River First Nation, General Delivery, O'Hanly, MB R0E 1K0

Peebles, Mr. , Manitoba Model Forest, P.O. Box 10, Pine Falls, MB R0E 1M0

Penerowsky, Mr. Bill, Kehewin First Nation, c/o Box 3419, Morinville, AB T8R 1S3

Person, Mr. Dennis, Aboriginal Business Canada, 4th Floor, 400 St. Mary Avenue, Winnipeg, MB R3C 4K5

Plain Eagle, Ms. Noreen, Peigan Nation, P.O. Box 70, Brocket, AB T0K 0H0

Porter, Mr. Ken, Alexander First Nation, Bag 69, Fort Assiniboine, AB T0G 1A0

Potts, Mr. Percy, Alexis First Nation, Box 7, Glenevis, AB T0E 0X0

Potts, Ms. Margaret, Peigan Nation, Box 3150, Brocket, AB T0K 0H0

Prairie Chicken, Mr. Evans, Peigan Nation, Box 70, Brocket, AB T0K 0H0

Price, Mr. Steve, Canadian Forest Service, 5320-122 St., Edmonton, AB T6H 3S5

Quill, Ms. Caroline, Sapotaweyak Cree Nation, General Delivery, Pelican Rapids, MB R0B 1L0

Rain, Ms. Doreen, Paul Band, Box 89, Duffield, AB T0E 0N0

Rain, Mr. Johnson, Paul Band, Box 89, Duffield, AB T0E 0N0

Rain, Mr. Keith, Paul Band, Box 89, Duffield, AB T0E 0N0

Raven, Mr. Gary, Hollow Water First Nation, General Delivery, Wanipigow, MB R0E 2E0

Rekmans, Ms. Lorraine, Mamaweswen North Shore Tribal Council, 1 Industrial Park, Blind River, ON P0R 1B0

Rivard, Mr. Ron, Consultant with AGFOR

Robinson, Mr. Michael, Arctic Institute of North America, 2500 University Drive N.W., Calgary, AB T2N 1N4

Robinson, Mr. Raymond, Cross Lake First Nation, General Delivery, Cross Lake, MB R0B 0J0

Ross, Ms. Monique, Canadian Institute of Resources Law, Faculty of Law, University of Calgary, Calgary, AB T2N 1N4

Royal, Mr. Jack, Siksika Land and Resource Management, Siksika Nation, Box 1580, Siksika, AB T0J 3W0

Salopree, Mr. Stanley, Dene Tha First Nation, General Delivery, Meandre River, AB T0H 2P0

Samoil, Ms. Judy, Canadian Forest Service, 5320-122 Street, Edmonton, AB T6H 3S5

Sark, Mr. Willie, CFS-Fundy Model Forest, RR #4, Alton Road, Sussex, NB E0E 1P0

Saxena, Mr. Amit, Geowest, Edmonton, AB

Schindelka, Mr. Kevin, Executive Director, Alberta Indian Investment Corporation, Enoch Development Building, Stony Plain Reserve, Box 180, Enoch, AB T7X 3Y3

Schultz, Mr. Don, Canadian Imperial Bank of Commerce, Edmonton, AB

Scott, Mr. Ronald David, Keewatin Community College, Box 3000, The Pas, MB R9A 1M7

Scott, Mr. Ronald David, Keewatin Community College, Box 3000, The Pas, MB R9A 1M7

Scullion, Mr. Kenneth John, Alberta Vocational College, Forestry Program, Box 417, Lac la Biche, AB T0A 2C0

Semmler, Ms. Mardy, K'asho Got'ine Charter Community, P.O. Box 23, Fort Good Hope, NT X0E 0H0

Sequin, Mr. Mike, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Sewepagaham, Mr. Harvey, Little Red River Cree  
Nation, Box 1165, High Level, AB T0H 1Z0

Sewepagaham, Chief Johnsen, Little Red River Cree  
Nation, Box 1165, High Level, AB T0H 1Z0

Seymour, Mr. Barry, McGregor Model Forest, Cheidli  
T'enneh Nation, 3745 Highland Drive, Prince George,  
BC V2K 3W3

Shade, Mr. Hank, Director, Blood Tribe Economic  
Development, Box 350, Stand Off, AB T0L 1Y0

Short, Mr. Paul, Alberta Economic Development, Forest  
Products Development Branch, 5th Floor, 10155-102  
Street, Edmonton, AB T5J 4L6

Simpson, Mr. Pierre, Metis Nation-Northwest  
Territories, , NT

Sinclair, Mr. Wally, Swampy Cree Tribal Council, P.O.  
Box 20, Pukatawagan, MB R0B 1G0

Smith, Mr. Mike, Alberta Indian Investment  
Corporation, Stony Plain Reserve, Enoch Development  
Building, Box 180, Enoch, AB T7X 3Y3

Smyth, Mr. Jack, Canadian Forest Service, 580 Booth  
Street, Ottawa, ON K1A 0E4

Snowshoe, Ms. Charlie, Gwich'in Tribal Council, Box  
1509, Inuvik, NT X0E 0T0

Soloy, Mr. Glenn, Northwest Territories Development  
Corporation, #701, 5201-50 Avenue, Yellowknife, NT  
X1A 3S9

Spence, Ms. Edith, Opaskwayak Cree Nation, Box 1000,  
151 Fisher, The Pas, MB R9A 1K4

Spence, Mr. Ron D., Nelson House First Nation, Box  
393, Nelson House, MB R0B 1A0

St. Arnault, Mr. Ernest, Little Red River Cree Nation,  
box 1165, High Level, Ab T0H 1Z0

Standing, Ms. Barb, Wahpeton Dakota Nation, P.O. Box  
128, Prince Albert, SK S6V 5R4

Standing, Mr. Garry, Wahpeton Dakota Nation, P.O.  
Box 128, Prince Albert, SK S6V 5R4

Steadman, Mr. Aubrey, KPMG, 600, 128-4th Avenue S.,  
Saskatoon, SK S7H 4K3

Sundown, Mr. Archie, Joseph Bighead First Nation, Box  
309, Pierceland, SK S0M 2L0

Sutherland, Mr. Albert, Band Councillor, Peguis First  
Nation, Box 10, Peguis, MB R0C 3J0

Taylor, Mr. Darren, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Taylor, Mr. Ian, Mikisew Cree First Nation, P.O. Box 90,  
Fort Chipewyan, AB T0P 1B0

Tetso, Mr. John, FNFP Management Committee, Sahtu  
Dene Council, Box 155, Deline, NT X0E 0G0

Thom, Mr. Jim, Evergreen Forestry Management Ltd.,  
Box 3056, Hay River, NT X0E 1G4

Todd, Mr. Peter, Indian and Northern Affairs Canada,  
630 Canada Place, 9700 Jasper Avenue, Edmonton, AB  
T5G 4J2

Toole, Mr. Dean, CFS-Fundy Model Forest, P.O. Box  
4000, Fredericton, NB E3B 5P7

Trudeau, Mr. Don, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Vullings, Mr. Frank, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Waldram, Mr. J. Mike, Manitoba Model Forest, P.O. Box  
10, Pine Falls, MB R0E 1M0

Walker, Mr. Robert, Chemawawin Cree Nation, Box 009,  
Easterville, MB R0C 0V0

Walmark, Mr. Brian, Lake Superior First Nations  
Development Trust, 2 South Court Street, Thunder Bay,  
ON P7B 2W3

Warrington, Ms. Blanche, FNFP Management  
Committee-YUKON, c/o Council of Yukon First  
Nations, 11 Nisutlin Drive, Whitehorse, YK Y1A 3S4

Webb, Mr. Jim, Little Red River Cree Nation, Box 1165,  
High Level, AB T0H 1Z0

Welsh, Mr. Dan, Canadian Forest Service, 580 Booth  
Street, Ottawa, ON K1A 0E4

Wendell, Mr. Bruce, Manager, Emerging Markets,  
Business Development Bank of Canada, 200 First  
Edmonton Place, 10665 Jasper Avenue, Edmonton, AB  
T5J 3S9

West, Mr. Lorne, Canadian Forest Service, 5320-122  
St., Edmonton, AB T6H 3S5

West, Ms. Vivian, Canoe Lake Co-management Board,  
General Delivery, Canoe Narrows, SK S0M 0K0

White, Mr. Julian, Saddle Lake First Nations, Box 100,  
Saddle Lake, AB T0A 3T0

White Head, Mr. Weldon, Red Earth First Nation, Box  
109, Red Earth, SK S0E 1K0

Whitehead, Mr. Elzear "Punch", Punchy's Chainsaw  
Safety Training, Woodland Cree First Nation, Box 5278,  
Peace River, AB T8S 1R9

Whiten, Mr. Reg C., Interra Planning Services, P.O. Box  
108, Moberly Lake, BC V0C 1X0

Whynes, Mr. Bob, Daishowa-Marubeni International  
Ltd., Alberta

Willier, Mr. Dion, Lesser Slave Lake Indian Regional  
Council, Box 1740, High Prairie, AB T0G 1E0

Wilson, Mr. Terry, Matawa First Nations Management  
Inc., 233 St. Court St., 2nd Floor, Thunder Bay, ON  
P7B 2X9

Wilton, Ms. Melodie, Grande Prairie Regional College,  
10726-106 Avenue, Grande Prairie, AB T8V 4C4

Wolchuk, Mr. Jerry, DIAND, Lands and Trust Services

and Environment, 2221 Cornwall Street, Regina, SK  
S4P 4M2

Wolfe, Mr. Stuart, Onion Lake First Nation, Box 100,  
Onion Lake, SK S0M 2E0

Wolfleg, Mr. Allan, Siksika Land and Resource  
Management, Siksika Nation, Box 1580, Siksika, AB  
T0J 3W0

Wood, Mr. Eddy, St. Theresa Point First Nation, General  
Delivery, St. Theresa Point, MB R0B 1J0

Wood, Mr. Philip, St. Theresa Point First Nation,  
General Delivery, St. Theresa Point, MB R0B 1J0

Yatkowsky, Mr. R.F., Pine Falls Paper Company, Box 10,  
Pine Falls, MB R0E 1M0

Yellow Horn, Mr. Edwin, Peigan Nation, General  
Delivery, Brocket, AB T0K 0H0

Yellowknee, Mr. Richard, Bigstone Cree Nation, Box  
990, Desmarais, AB T0G 0T0