

Aboriginal Forestry Workshop Economic Development Opportunities in Atlantic Canada

February 8 – 9, 2011

Crowne Plaza
Moncton, New Brunswick

Meeting Summary Report



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MEETING SUMMARY



INTRODUCTION

A workshop was held on February 8th and 9th in Moncton, New Brunswick to discuss Aboriginal Forestry opportunities in Atlantic Canada. The Moncton workshop was one of 8 meetings which took place across the country intended to provide participants with an overview of the new Federal Framework for Aboriginal Economic Development which focuses on creating opportunities and generating results with the government taking a “whole of government” approach to Aboriginal economic development.

These sessions were held to identify potential economic development opportunities, requirements and possible partners for Aboriginal communities in forestry. Invitees included members from the private sector, the forestry industry, provincial and federal governments and First Nations who all contributed in identifying forest-based opportunities with the greatest potential to return benefits to Aboriginal communities. The workshop provided for great collaboration and idea sharing amongst participants, along with the opportunity to make new connections and partnerships which could help support future endeavours.

These meetings were also held to inform Aboriginal forest practitioners of the new strategy being undertaken by the Government of Canada and to encourage economic development via forest-based activities, the Aboriginal Forestry Initiative.

PART I - BACKGROUND

Mr. Bill Anderson, Acting Science Director, Natural Resources Canada – Canadian Forest Service (NRCan-CFS), welcomed the participants on behalf of NRCan and thanked the participants for attending on such short notice. He said the overall objective of the meeting was to work towards exploring the possibilities for economic development and identify opportunity areas in Aboriginal forestry in Atlantic Canada. He added that NRCan wished to hear the ideas of the participants and invited everyone to express their views.

He stated that NRCan was conducting a national process with similar workshops occurring across the country with meetings already held in Whitehorse, YT and Kamloops, BC and future meetings were scheduled for Saskatoon, SK, Winnipeg, MB, Edmonton, AB, Thunder Bay, ON and Québec City, QC. A final meeting would be held to bring together the ideas generated in order to develop a plan based on participant thoughts regarding forestry opportunities and economic development.

Mr. Bill McIntyre, Director, Access to Capital, Indian and Northern Affairs Canada (INAC), also thanked the participants for attending. He said INAC was pleased to work with partners at NRCan in order to bring everyone together to learn from and listen to the ideas shared. He stated that INAC wanted to be informed of what participants felt was important in order for the federal government to harness its collective resources and develop the Aboriginal forestry sector.

He added that the Federal Framework for Aboriginal Economic Development would be outlined in the first presentation. He stated that the key message for the workshop was the importance of leveraging expertise and resources that could better facilitate Aboriginal communities to take advantage of economic development opportunities.

He concluded by saying that INAC needed to hear ideas from the participants on how to facilitate moving forward with specific opportunities and that for the government, it was time to listen and learn.

THE NEW FEDERAL APPROACH TO ABORIGINAL ECONOMIC DEVELOPMENT IN FORESTRY

Mr. Neil Burnett, Indian and Northern Affairs Canada

Mr. Trevor Longpre, Natural Resources Canada – Canadian Forest Services

Please check delivery against the presentation materials distributed at the workshop. This summary offers only abridged details of what was discussed.

Mr. Longpre thanked the organizers for the invitation to the meeting. Mr. Burnett acknowledged the presence of the Elder. He said that the discussion would focus on the Framework and how it related to the Aboriginal forestry sector. He said that the Framework focused on engagement and doing things better, including what to do and how to do it. He mentioned that the last time the Framework was reviewed was over twenty (20) years ago and since that time conditions have changed a lot. He acknowledged that the government needed to take a look at how it did business. He pointed out that there was more capacity among Aboriginal leadership and

that fifteen million hectares have been added to reserves through land claim settlements.

The new strategy focused on opportunities and generating results, with the government taking a whole new approach. He pointed out that there were twenty (20) departments in government with a mandate for Aboriginal economic development and there was a need for those departments to work more closely together.

The goal was also to strengthen Aboriginal entrepreneurship and the message the government had been receiving was that it was all about access to capital. Human Resources and Skills Development Canada (HRSDC) was developing Aboriginal human capital and better program integration was occurring in all departments. Other goals included modernizing land management regimes and forging new and effective partnerships along with getting the federal family together and securing private sector investments. He mentioned that a lot of work was being done on program renovation in supporting Aboriginal economic development.

Mr. Longpre noted that to be more responsive to emerging opportunities in the forest sector, the federal government, guided by the Framework, was developing a whole-of-government approach. In contribution to that approach, the Canadian Forest Service is shifting its role, to become facilitators of Aboriginal forestry projects and partnerships.

He said communities often were not aware of existing opportunities in forestry and he felt that the government could play a role (through knowledge exchange and creation) to address that. Also, he said that they could assist communities to find funding through various government programs and through partnerships.



He added that, through the Framework, the government could move from fragmented support to better coordination, but he reminded participants that this change would not happen overnight. One of the first actions, and one purpose of the workshop, was to discuss opportunity areas and project ideas, which would develop a story to tell in Ottawa. That story would make other departments aware of the investment opportunities existing in Aboriginal forestry.

Mr. Longpre noted that once this workshop and similar sessions being held across the country were completed, the findings would be reviewed with the National Council of the First Nations Forestry Program. In addition, CFS' new approach to supporting Aboriginal forestry would be launched in April 2011. He was confident that it would be a viable approach with many benefits to communities.

Mr. Longpre concluded the presentation by highlighting some examples where CFS facilitated the development of diverse projects and partnerships that have had, or have the potential for regional-scale impacts to the economy.

The first example was a pilot housing project in three (3) remote communities, where CFS facilitated a partnership between Frontiers Foundation and HRSDC, with participating Aboriginal communities. Discussion then ensued with participants on the applicability of the presented housing model (using local materials and local labour) to the Atlantic Canada context, where it was more economical to purchase lumber from private industrial producers, rather than mill the lumber in Atlantic Canada. It was noted that despite having a court-affirmed right to harvest timber for personal use, no proven model exists that demonstrates cost-effectiveness for doing so.

Mr. Longpre replied that the presented model was one used in remote northern communities

in Ontario, Québec and Manitoba. He stated that while it was not necessarily applicable in the Atlantic region, the partnership model was still a viable example of communities (not located in close proximity to each other) working together to have significant effects on Canada's forest-based economy. Mr. Longpre also suggested that alternative models, perhaps pilots exploring means to address Atlantic opportunities and issues such as the right to harvest timber for personal use, may be of interest to First Nations in the region.

Another example of best practices was the New Brunswick Aboriginal Skills and Employment Partnership (ASEP) project, which saw many First Nations, industry, the Province and the federal government partner to offer diverse training-to-employment opportunities, even in occupations not traditionally considered forestry-specific, such as truck driving.

In closing, he suggested that those interested should not wait for a call for proposals from the CFS, but rather, begin developing their ideas and projects immediately. He said that there are many federal and provincial departments, with many funding programs, each with their own deadlines and application procedures.

There was concern expressed about the amount of reporting required for various departments and programs. The participant asked if reporting requirements would be coming into synch as well. Mr. Burnett stated that changes would be happening and there was a new policy on transfer payments and new program tools to allow government departments to coordinate their funding and reporting requirements under a single contribution agreement. Mr. Longpre reiterated that such a high level of coordination between departments will take time to implement, and should not be expected in the coming year.

PART II – ABORIGINAL FORESTRY EXPERIENCES IN THE ATLANTIC

ATLANTIC CANADA FORESTRY OPPORTUNITIES, CHALLENGES AND INITIATIVES

Dr. Don Floyd, Interim Dean, Forestry and Environmental Management, University of New Brunswick

Dr. Floyd shared his PowerPoint presentation entitled "The Forest Sector in Atlantic Canada from 5,000 Metres". He began by saying that when talking about an Aboriginal/First Nation context, there were important issues that need to be discussed but there were reasons to be optimistic while remembering the importance of caution.

He went on to say that in regards to Aboriginal issues in the forestry sector a lot of what was being done was negotiating worldviews. For many from the non-Aboriginal culture there was a different set of values regarding the forestry industry than those within the Aboriginal community, which was a good thing. However, it did present problems, which should be acknowledged from the outset. This was especially true in economic development and its definition.

Dr. Floyd mentioned that when listening to Mr. Harry Lickers, a colleague from the Akwesasne Mohawk Territory in Ontario, it struck him that with forestry there were obligations and responsibilities, not only to companies but also to extended families, and that should be kept in context. He said another thing to remember was to keep a sense of humility; forestry was a science and ecosystems are complicated and it was important to keep in mind that nobody

knows everything. He said the last thing to consider was that it takes a keen intellect in order to complete tasks that need to be done regarding economic development and it requires the best effort to be successful.

Dr. Floyd also discussed the reasons for being optimistic. The first reason was that forests across North America were becoming more valuable; the forestry industry had remained stable compared to other sectors of the economy. There were also values other than the fibre values of forests such as water and watersheds. He mentioned that if one considered the replacement value of drinking water in the province of New Brunswick and Nova Scotia, it exceeds by far the value of the fibre; if Moncton had to find a new water source, it would require a lot of money.

He went on to discuss reasons to be cautious with respect to forestry and he referred to the United States housing market, which was still one-third (1/3) of where it was five (5) years ago particularly since New Brunswick's forest industry was an export-driven market. Dr. Floyd stated that it was also important to consider the long-term outlook on medium-skilled labour. He reminded participants to be cognizant of how ecosystems were affected by forestry, particularly with respect to the re-forestation of areas and how that was undertaken.

He described invasive species, which have been appearing including the Emerald Ash Borer and the Butternut Canker, which may affect Aboriginal cultures. These species have first appeared in the southern Great Lakes area and were working their way north and eastward. With climate change and globalization, forests would become more susceptible to these sorts of threats.

There was also not a lot of confidence in forest-based businesses in terms of investment and



there was currently a fiscal bottleneck making it difficult to raise capital in the private sector.

He mentioned that the Forest Stewardship Council (FSC) was up for renewal in 2013 and discussion needs to occur on developing new standards. It was important that First Nations and other Aboriginal groups participate in that process. He invited those in attendance to participate by contacting him at the University of New Brunswick.

In response to a question about the Acadian forest being considered endangered, he stated that no official designation had been made to its status. He felt that while there was some concern, the Acadian forest was not endangered.

There was also a comment from a participant that New Brunswick had no ash so there was no need to worry about the Emerald Ash Borer being a threat to New Brunswick. He added that greater sustainability in forestry was needed and stated that an area north of Bathurst was currently sixty-five per cent (65%) overcut. There was also a danger to medicinal plants and many

species were being depleted and that “forest management” was causing havoc on the traditional way of life of Aboriginal people.

Another participant commented on how monocultures may result in diseases or major infestations and that lumber lost quality when forests were not given enough time to grow properly before being harvested. He also stressed the importance of non-timber forest products and asked how small Aboriginal lumber companies could hope to compete with the big companies.

There was a comment that each First Nation community in New Brunswick must not be individualized, but should be looked at as an entire industry in order to avoid situations where mills on a First Nation did not receive any help from the province, who seem more interested in helping industry. All First Nations in the provinces should be treated as one entity. He suggested that perhaps an organization representing all First Nations should be formed in order for First Nations to have more of a voice in the provincial forestry industry.

PART III - SMALL GROUP SESSIONS

SELECTING THE RIGHT OPPORTUNITY

The first small group session asked participants to identify opportunities that were available in terms of Aboriginal forestry in their region. The following information was provided by the groups in the form of flip charts and presentations to plenary.

GROUP 1

- Forest/Watershed Management (eco-system based)
 - Multi-year planning
 - Inventories
 - Conservation
 - Training
 - Non-timber forest products
 - Value-added (berries, mushrooms, ethanol, assembled wooden products, procurement)
 - Entrepreneur support (training centre)
 - Co-ops
 - License

- First Nations mill
- Personal use/housing
- Biomass
- Herbs
- Packaging/shipping
- Eco-tourism
- Branding (Aboriginal sustainable)
- Non-Timber Forest Products
 - berries, mushrooms, ethanol, training, herbs, medicines, hides, rice
- Co-ops
 - multiple First Nations projects
 - pool resources
 - biomass
 - entrepreneur training centre
 - Aboriginal branding/packaging/shipping
 - procurement
 - eco tourism
- Management
 - Multi-year planning
 - inventories
 - conservation
 - training

The presenter said that their group discussed four (4) potential opportunities including Forest/Watershed Management; Non-Timber Forest Products; Co-ops; and, Management. The Group discussed a number of potential opportunities with respect to Forest/Watershed Management, including conservation, training and Non-Timber Forest Products and value-added products. The discussion on the Non-Timber Forest Products focused on berries, mushrooms, herbs and medicines. Co-ops were discussed as an opportunity because they provided communities with an opportunity to pool resources and co-ops could administer multiple First Nation projects. Co-ops could also be places where training was provided. Finally, the Group discussed opportunities in Management, which included multi-year planning, conservation and training.

GROUP 2 – BLACK ASH

- Biomass/biodiversity
 - wood pellet mill
 - man power
 - capital
 - resource
- Eco Tourism
- Commercial Harvesting
 - Cape Breton currently had access opportunity
- Value-Added Products
 - Commercial/eco tourism



- Flooring
- Baskets
- Canoes
- health/beauty
- Forest Management/Services - planning
- District Heating (community-based)
- Silviculture
- Sawmill Flooring
 - biomass opens door to new hardwood opportunities
- Forestry Certification
 - audits
- Non-timber Forest Products
 - berries, mushrooms, ginseng
- Christmas Trees
 - partner with a power company?
- Land Claim Settlement
 - could provide opportunity

The presenter said that the Group discussed a number of opportunities. He mentioned that there was one particular instance where a First Nation saw an opportunity for a Christmas tree business and grew their trees under the hydro line. However, the hydro workers then went through the area and unknowingly clear-cut all of the Christmas trees. He said that that situation would not have occurred if the First Nation had a partnership with the hydro company to do the clear-cutting within their First Nation area. It was also mentioned that land claim settlements could provide an opportunity for those communities with limited acreage.

GROUP 3 – FORREST STUMP

- Value-Added
 - research into existing products, what was working in other areas
- Bio Energy
 - district heating, co-generation
- Housing
 - PNE/CAB/Manpower
 - PNE-energized homes
 - SFI/FSC/LEED certified
 - building components of housing/trussing
- Current Asset
 - increasing human capacity, training
 - the human capacity
- Where were the markets?
 - find the markets
 - what products were coming to New Brunswick
- Higher End Products
- Eco Tourism
 - tourism in conjunction with manufacturing
 - exposure to culture/medicinals
 - rules for some things

- how to sell it (marketing)
- Non-Forest Timber Products
- Capacity Building
 - identify skill sets and train for them
 - need to move beyond employee to employer
 - require business training – marketing/human resources etc.
 - bring training to the communities
- Eco/Cultural Tourism
- Step 1: Policy/Consultation
 - representative committee to develop policy about what could and could not be shared – what it was that you were going to offer
 - ask and answer sustainability questions i.e., sustainable harvest – how much and where
 - carry out consultations with community
 - inventory of skills in community i.e., basket makers etc
- Step 2: Business develop and feasibility study
 - what services to offer – tours, accommodation, hunts, sweats, spiritual retreats

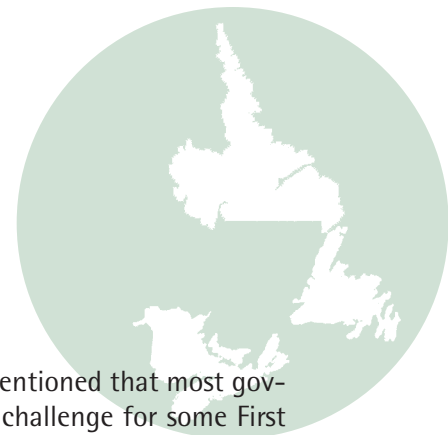
The Group stated that identifying markets and value-added products would be a potential opportunity. The presenter said that First Nations could essentially determine what products were being imported into New Brunswick and take those ideas and sell the products to local markets.

The participant mentioned that the Group had a long discussion on eco-tourism. He said that there were many tourists from Europe and Asia and other parts of the world interested in Aboriginal culture. However, by offering retreats, communities may be exposing tourists to traditional plants and medicines for example, which could be exploited. He stated that there was a need for guidelines and rules within that particular area.

He said that with respect to capacity building, First Nations had the fastest growing young population and there was a need to identify skill sets and training for young Aboriginal people. There was a need for business training and to move communities from employees to employers where First Nations ran their own businesses.

GROUP 4 – TEAM AWESOME

- Access to Resources
 - Human capital
 - Tenure
 - Capital and financing
- Facilitations (services)
- Sustainable Health Care
- Sustainable Income
 - Royalties to First Nations
- Sustainable Education and Training
- Sustainable Jobs
 - Management to value added



- Sustainable Housing
 - Combination of domestic and commercial use


There was a need for planning in order to access funding. The presenter mentioned that most government programs looked at the investment of equity, which could be a challenge for some First Nations. The presenter said that sustainable income was essential for First Nations; First Nations could generate funding from commercial allocations, for example. He said that sustainable jobs, income, education, etc. would lead to healthier communities. Finally, the presenter stated that sustainable education and training involved looking towards the future.

GROUP 5 – A-TEAM

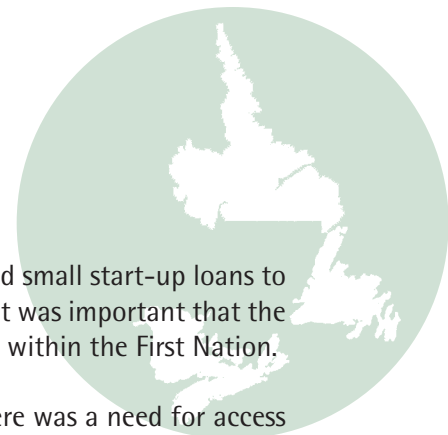
- GIS consulting firm
- Non-timber related products: R&D different species
 - Nutraceutical
- Seed collection
- Co-ops (export)
- NTFP's/branding and marketing
- Secondary value added production, i.e. furniture, flooring
- Land management certification
- Forestry service company (value added)
- BIOMASS
- Leveraging access to crown lands
- Investing Human Capital (training to the communities)
- Forestry Fire Fighting Brigade
- Ecotourism i.e. golf, traditional activities such as storytelling/retreat
- Team building opportunities (among companies)
- Identification of assets to identify opportunities (community consultation)
- Co-management crown lands
- Identifying market trends/gaps (community consultation)
- Maritime's First Nation Company
- Trade Mission
- Micro Capital
- Agricultural Forestry Initiative
- Greenhouses to produce seedlings aka nursery
- Fiddleheads, wild mushroom production
- Procurement opportunities
- Brokerage company
 - Matching of products

Themes

- New Business Opportunities
1. Nursery
 2. Government procurement opportunities
 3. Establishment business/corporate retreats
 4. Ecotourism
 5. GIS Company (services)
 6. Secondary Value Added Production, i.e. furniture flooring

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7. Land Management Certification
 8. BIOMASS i.e. pellets, chips
 9. Silviculture Services
 10. Forestry Services
- Non-Timber Forest Products
 1. Nutraceutical
 2. Seed collection
 3. Fiddleheads, mushroom production
 4. Agri-Forestry, i.e. hiking, eco-tourism
 5. Branding and marketing
 6. Syrups and jams
 7. Wreaths and garlands
 8. Crafts
 9. Trapping
 - Collaboration
 1. Co-ops
 2. Forestry Service Company
 3. Trade Mission
 4. GIS Firm
 5. Forest Fire Fighting Brigade
 6. Co-management crown land
 7. Maritime's First Nation Forestry Company
 8. Brokerage Company
 9. Human Capital – Youth Engagement
 - Business Start-Up Requirements
 1. Investing Human Capital
 2. Inventory of Assets
 3. Identifying market trends (R&D)
 4. Micro-Capital
 5. Community consultation
 6. Leveraging access to crown lands
 7. Government engagement
 8. Start-up and operating capital

The presenter stated that with respect to business start-up requirements there was a need to invest in human capital and take an inventory of assets, including human resources and materials because many First Nations were not aware of the resources available within their own communities. The presenter said that there was also a need to identify market trends. He stated that one community had purchased a sawmill, however, there was no market for woodcutting within their area.



The Group discussed the need for Micro-Capital where institutions provided small start-up loans to purchase tools, for example. Community consultation was also important; it was important that the community supported the economic development opportunities occurring within the First Nation.

The Group discussed "collaboration" as an opportunity and stated that there was a need for access to Crown lands. He noted that Prince Edward Island was attempting to enter into co-management Agreements for access to Crown lands, but negotiations were still underway. The Group also mentioned creating a Trade Mission where communities developed a product and then traveled to Europe, for example, to promote the Aboriginal "brand", as another potential opportunity.

The presenter mentioned that the Group had talked about Non-Timber Forest Products, such as seeds, fiddleheads and mushrooms. It was also noted that branding and marketing would add value to a particular product.

Finally, the Group discussed new business opportunities, which could include developing a tree nursery for use by government or industry for example. The presenter mentioned that creating a site for corporate retreats would also be a good opportunity, such as Bear River, for example. The site could be set-up in communities and include teepees and other traditional practices relative to the specific community.

GROUP 6 – SPRUCE BEER

- Honey production
- Pre-fab kit homes
- First Nation marketing/buying group
 - On-line searchable database
 - Environmental scan of best practices
 - Asset mapping
- First Nation Forestry Management Group
- Blueberries/birch sap
- Artisan works
 - Coordination of production/standards
 - Sales to larger retailers
- Bio-fuel/energy
- Spring water
- Eco-tourism
- Re-forestation
 - Silviculture
 - Forest management services
- Exotic species for re-sale (issues???)
- Native species for urban gardens
- Furniture
 - Artistic
 - Patio
- First Nation FSC Group Certification
- Shared Services
 - Sawmill

Opportunities – Categorized

- Shared Services/Knowledge
 - Aboriginal procurement
 - Forestry management group
 - Environmental scan
 - Contracting Silviculture
 - Sawmill
 - FSC Group Certification
- Non-Timber Forest Products
 - Artisan Works/furniture
 - Nutraceuticals
 - Berries, sap, honey
 - Specialty markets/products
 - Bio-Fuel
 - Eco-tourism

The Group discussed Shared Services/Knowledge as one potential opportunity. First Nations needed to share more amongst themselves. There was no central system that contained an inventory of products available for sale. A Forestry Management Group could be developed, that would have an inventory of all available resources of all First Nations within that Management Group. The presenter said that First Nations could also partner to purchase and operate a sawmill within their area. First Nations could also partner with other First Nations to obtain their Forest Stewardship Council (FSC) Certification and share certification costs for harvests done on First Nation lands.

The presenter stated that with respect to Non-Timber Forest Products, First Nations and artisans (creating furniture, baskets, crafts, etc.) could work together to create the supply needed for sales in larger chain stores or international markets.

GROUP 7 – BROKEN BRANCH

- Provincial license/tenures (also an obstacle)
- Provincial Aboriginal Marketing Board
- Pellet plants
- Central heating units for communities
- Exporting products (pellets, crafts, blueberries, NTFPs)
- Agroforestry
- Biofuels
- Torrefication (Biomass Intensified)
- Market Identification Work (local and abroad)
- Resource adaptation (sawmill P pellet plant)
- Carbon credits
- Housing (2a)
- Value added wood products
- Training (school, trades, entrepreneurship, etc.)



- Policy coordination/organization
 - FSC Standards/Negotiations
 - Specific to First Nations (including marketing)
 - Traditional land policy
- Updating land use/forest management plans
- Land restoration
- Develop partnerships with Ministry
- Community infrastructure development programs

What was entailed in a project?

1. Realizing Housing (2a)
 - Get community and partner buy-in
 - Community board
 - Establish and demonstrate economic opportunity
 - Verify long-term market/demand
2. Create a business plan
 - Establish a governance model
 - Identify goals and targets
 - Know financial needs
 - Know labour needs
3. Secure funding
 - Identify and connect with partners
4. Create a timetable
 - Identify goals and targets
 - Know financial needs
 - Know labour needs
5. Find supplies
 - Assess material options
6. Assess progress and good realization
7. Identify sustainability of model

Opportunities

- Monitoring and research
- Traditional medicines
- Maintaining ecosystem health (water, etc.)
- Maintaining biodiversity

Grouping – Themes

- Value Added Products
 - Biofuels/torrefication
 - Traditional medicines/native trees for restoration
 - Crafts
 - Pellet plants/heating
 - Exporting
 - Local use
 - Agro-forestry

- Provincial License
 - Licenses
 - Tenure
 - Updating/contributing to management plans to procure tenure
 - Policy coordination
- Forest Services
 - Directly related to value added products
 - Biodiversity/ecosystem health/research
 - Remediation
 - Harvesting related to other resources/clearing
- Tourism
- Housing
- Product Development/Marketing
 - Carbon credits
- Training
 - Required everywhere
- Infrastructure
 - Also universal
 - Improvement

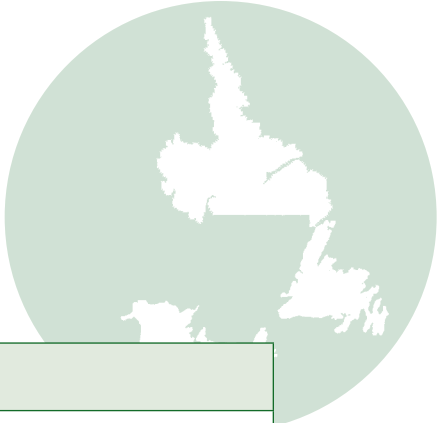
The presenter said that it was important to get First Nation children interested in the science field early on within the education system. He said it could be as simple as introducing them to science through a two (2) day survival course for Grades 3's. He mentioned that infrastructure was also important because although some communities had lots of trees, there were no roads to deliver products to the main economy. He said that housing could be approached as a social issue or as an economic development venture; as an economic venture the business plan would be key, outlining the number of units necessary, partnerships, etc.

The Group also discussed forest services and said that it would be beneficial to determine how many First Nations in the Atlantic had contaminated sites, including mines, dumps, etc. Partnerships could be developed so that First Nations were able to clean and restore those sites.

IDENTIFYING ACTIVITIES, REQUIREMENTS AND PARTNERS FOR THOSE OPPORTUNITIES

The second small group session asked the participants to look at the opportunities they had previously discussed and identify specific activities, requirements and partners. The following information was provided by the groups in the form of flip charts and presentations to plenary.

GROUP 1



| NTFP's – Edibles (fruit, mushrooms, etc.) | | |
|-------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|
| Activity | Requirements | Partners |
| Inventory | Training Identify type of workers Access to resources | Capital Elders DNR Government agencies Community college HRSDC ACDC ACOA INAC CFS Co-ops Other boards |
| Supply and demand (market research) | Identify markets – buyers Quantities available Marketing/advertisement | Food chains Local foreign market Department of agriculture ACOA ABC Holistic |
| Harvesting | Workers Equipment | Community college First Nation communities Local contractors |
| Processing | Building – storage Packaging Branding Equipment | Department of Agriculture INAC ACOA ABC – Ulnooweg Development Group |
| Transport | Trucks Driver training | Purchaser Loans and grant Band |

The presenter said that communities needed to take an inventory of Non-Timber Forest Products (NTFP) within their area and training was required, as well as permits. Elders could assist with identifying edibles within the area. Market research would also be required. She said that with respect to harvesting, there was a need to determine how to pick the right edibles and when to pick them, as well as having the correct tools. Processing would also be required, which would include storage, packaging and branding. Transportation of the edibles would be required and that would include trucks and drivers and loans to purchase transportation.

| NTFP's – Medicines | | |
|--------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|
| Activity | Requirements | Partners |
| Knowledge/Identification | Training/care in handling Research \$ Access to product Workers | Elders ACCDC DNR Province License holders ABC ACOA Loans and grants FDA? Holistic Woodlot owners association |
| Supply and demand | Market/buyers Licenses Marketing/advertisement | |
| Harvesting | Care and handling Quality control Workers Equipment | |
| Processing | Packaging Building/storage Branding Equipment/tools | |
| Shipping | Vehicle Driver training | |

The presenter stated that to harvest medicines, special knowledge was required in order to identify the appropriate medicines. Handling and storing the medicines would require research funding. Elders would also play an essential role in sharing their knowledge in identifying the medicines. There would be a broad range of partners, such as the province, license holders, Woodlot Owners Association, etc.

| NTFP's – Value Added/Crafts | | |
|-------------------------------|------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|
| Activity | Requirements | Partners |
| Identify source and materials | Training/knowledge Workers Permits | Elders Trappers Craftsmen Community FNF ABC DNR ETF NRCan ACOA |
| Supply and demand | Market research Marketing/advertisement Access to markets | |
| Harvesting | Workers with knowledge | |
| Processing | Tools and equipment Workers with knowledge Building with storage | |
| Shipping | Vehicle Permits/licenses | |



She said that with Value Added and Craft products, there was a need to identify the source and materials and training. Knowledge and permits were required, in addition to workers. As with the other NTFP's, activities would include supply and demand, harvesting, processing and shipping.

GROUP 2 – BLACK ASH

BIOMASS/BIO-ENERGY

Heating

Access to resources – government, provincial Crown land, local industry

Equipment

Set up of central plant

Feasibility study

Aboriginal workers

Training

| BIOMASS/BIO-ENERGY | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------|
| Activity | Requirement | Partners |
| Feasibility Study Cost comparisons Fuel requirements Potential heating capacity (# and distance of units from source) Availability of workers Opportunity for off-site sales Environmental assessment | Funding (consultation fees) | Local non-Aboriginal community Local Aboriginal community Federal and provincial government (\$) |
| Equipment | Transport equipment (trucks) Processing equipment Heat plant Distribution network | Partner industry for waste acquisition Government \$ Construction team HRSDC training programs |
| Aboriginal Workers | Pool of potential workers Access to training Pay scale/HR support | HRSDC Other government funding Community college (skills training) |

Further Possible Opportunities

- Off-site sales
- Forest management/silviculture
- Growth – other areas reached expansion

The presenter stated that a feasibility study was required that would include a cost comparison of displacing the existing heating source within the community with a new bio-energy source. There was also a need to identify what the fuel requirements of the community would be in addition to determine heating capacity. The feasibility study would include the availability of workers as well

as an environmental assessment. Funding would be required for consultant fees and partners would include the local non-Aboriginal community, federal and provincial governments and engineers. Equipment would be focused on transportation.

GROUP 3 – FORREST STUMP

Eco Tourism

1. Policy Standards

Requirements:

- What would be allowed as an "experience"
- What limitations to sharing the First Nation culture
- BMP for wild harvesting

Partners:

- All New Brunswick First Nations
- PNB
- Tourism Industry of New Brunswick

2. Inventory of Skills, Services and Products

Requirements:

- To explore the different types of experiences
- To generate ideas for different experiences

Partners – all New Brunswick First Nations

3A. Business Plan Development/Marketing Strategy (services)

Requirements:

- Understand the customer
- Visit markets (Europe/Asia)
- Visit North American First Nations to see their operations

Partners:

- BNB, ACOA, investors/lenders, JEDI

3B. Business Plan Development/Marketing Strategy (products)

Requirements:

- Inventory of First Nations artists/crafts
- Aboriginal branding (authentic)

Partners: artists, crafters, furniture makers

4. Infrastructure

Requirements:



- Lodging, transportation, retail, food service (dependent on business plan development and offered "experience")

The presenter stated that the first step was to undertake an inventory to identify the skills, services and products existing within the First Nations. He said that communities wanted to sell the "experience" and not necessarily a product. Partners would include all First Nations within New Brunswick and as well as other communities.

He mentioned that the second activity required in order to be successful was the development of standards and policies. He said that no assumptions should be made as to what would be allowable tourism within First Nations because some traditional knowledge and experiences were sacred. The presenter stated that a marketing strategy would be required to determine exactly what tourists were looking for. Partners would include tourism departments and New Brunswick businesses, as well as lenders.

He said that an inventory of artists and Aboriginal branding to determine "authentic" products would be required. Infrastructure would also be required, such as lodging, like a bed and breakfast and food services. Communities could partner with larger hotel chains if they did not have enough capital.

GROUP 4 – TEAM AWESOME

| ACCESS TO CAPITAL | | |
|-------------------------------|--------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|
| Activity | Requirement | Partners |
| Assess Resources | Retrieve data from 15 First Nations | Industry Professionals First Nations leadership |
| Communication | All 15 First Nations collaborate and share information | 15 First Nations |
| First Nation Forestry Council | Representatives (voting members) from 15 First Nations share and access existing resources and opportunities | Industry (facilitators) PNB/Feds 15 First Nations |
| Financial Assistance Programs | Review of programs and criteria Equity requirements | JEDI BNB ACOA ABC UDG INAC AWDI |
| Business Planning | Prerequisite and funding | CEDA/ABC |

Collaboration and cooperation were required among First Nations in New Brunswick to access capital. Information and data was required from all fifteen (15) First Nations. Communication would also be required in order for the First Nations to share information with each other. Business planning was essential and First Nations could partner with non-Aboriginal companies to gain the necessary experience.

GROUP 5 – A-TEAM

GIS Services

1. Training SWOT Analysis

- Needs Assessment
 - Consultant trainer – colleges, tribal councils, HRSDC, ESRI, Industry
- Customized Training Development
 - Consultant/trainers – Colleges, tribal councils, HRSDC, Industry, ESRI
- Customized Training Delivery
 - Consultants/Trainers – AAROM, Tribal councils, colleges
- Participant Recruitment
 - Tribal Councils, HRSDC, colleges, K-12 schools, Industry/companies

2. Staff Recruitment

- Industry
- HRSDC

3. Computers & Equipment

- ESRI, HRSDC, Industry, Consulting Firms (computers), specialist firm

4. SWOT Analysis "First Step"

- Aboriginal Human Resource Council of Canada
- Tribal council
- EDO council

5. Data Requisition

- Industry Government

Secondary Value-Added Production – Furniture

SWOT Analysis

- Aboriginal Human Resource Council of Canada
- Tribal Council
- Consultant

Training Needs Assessment

- Consultant/trainers
- Colleges
- HRSDC



Training Development and Delivery

- Colleges
- HRSDC

The presenter stated that with respect to GIS services, a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis would be required. An effective needs assessment would need to occur and then communities could hire a trainer and partner with colleges, HRSDC and industry representatives. Based on the needs assessment, a customized training plan could be developed. There was a need to recruit workers to effectively deliver services. He mentioned that there was also a need to identify ways to secure data from other agencies. The presenter said that the Group also discussed Furniture as a secondary value-added product.

GROUP 6 – SPRUCE BEER

Group Co-op Collaboration

Pan-Atlantic Workshop/Conference

- Funding, location, timing, NB rural team
- Funding – research
- Determine if there was a desire

Atlantic Canada Business Group

Purpose: Enhance, support the growth of economic, social, environment, culture and traditions for all First Nation communities

Vision: a professional marketing organization that would maximize economic opportunities for First Nations people.

Activities:

- Identify gaps – forestry, agriculture, crafts, specialty

Develop Business Cases

- Identify current/potential products

Create a Business Model/Pilot Project: Priorities

- Introduce model to First Nation organizations and communities
- Establish business – product specialist/leader, secure markets/product (supply chain), quality assurance/quality control, delivery

The presenter said that within each theme, there was a need to identify gaps in the following areas: forestry sector; agriculture; crafts; and, any other products. He stated that a business case would need to be developed to identify current and potential products. A business model would determine short and long-term priorities. The model should be introduced to First Nations and communities at the outset because there was no reason to pursue an opportunity if there was no buy-in from communities. He said that there was a need to secure markets and pre-sell products, such as snowshoes to L.L. Bean, for example, however, a project leader would be required for that particular activity.

GROUP 7 – BROKEN BRANCH

Forestry Services

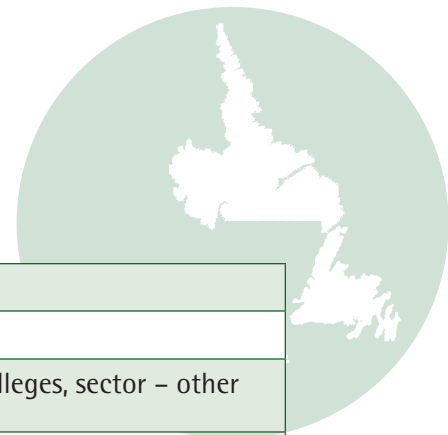
- Biodiversity/ecosystem/research
- Remediation
- Other resources work (i.e. clearing)
- Inventory
- Certification
- Seed collection (related to biodiversity/ecosystem/research)
- Fire fighting/management

| FORESTRY SERVICES | | |
|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------------|
| Activity | Requirements | Partners |
| Conduct HR/capacity inventory of current skills vs. required (i.e. management, technical skills) | Determine required skills for each activity (i.e. for research, GIS skills) | HRSDC, colleges, NRCan, technical experts, sector commissions |
| Community needs for services Priorities of each community | Dialogue with community Provided a mandate by Chief and Council | Council, community members, Elders |
| Health and safety plans | Know H&S requirements and training to require | Health Canada, HRSDC, colleges |

The presenter stated that the Group considered forest services to include “mom and pop” businesses to the clearing of timber within the reservoirs for the lower Churchill area. He said that there was a need to undertake an inventory within communities and recognize that each community had unique needs. He said that the activities outlined would encompass access to resources and lands and partnerships. The presenter stated that communities would also need to have health and safety plans in place.

What were forestry services and how would they be structured?

- Single or multiple companies
- Values acting as guiding principles
- Use partners to build with and develop your own niche/start small to build experience



| FORESTRY SERVICES | | |
|----------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|
| Activity | Requirements | Partners |
| Specific training | Know what training was needed/who could provide it | HRSDC/colleges, sector – other businesses |
| Partnerships | Connect with companies, government | Other businesses (your sector or other) government (fed/provincial/TC) |
| Financial Plan (facilities) | Select an accounting process, feasibility study, acquire facilities and materials (tender approval and government, reachable targets; auditing/risk management) | Banks, government suppliers, accounting/business service providers |
| Environmental plan | Permits, approvals, proof of training, action/risk/response plans | Government (fed, provincial, municipal) |
| Identify and engage with clients (radius of service providing) | Strategic meeting plan/communication strategy, HR policy, engagement/promotion to clients with plans | Clients |
| Ongoing cost analysis | In/out of house analysis | You as a partner |
| Marketing | Have credibility/experience | Universities, etc. |
| Updating plans/training | | You as a partner |
| Developing partners | Engage with industry and businesses that approach, other groups, government Develop credibility, experience, knowledge | Business industry, government, other groups Provide advice to other groups/businesses |
| Develop sustainability | Long-term planning, build a strong foundation, experience base, ensure you have access to resources (land base) to realize this Accept help to do so | Government to acquire land/start up, business development planning, mentors in/out of industry |
| Engage with build on past successes (i.e. firefighting) | Seek out other successes, assess your own knowledge and experience base | Other businesses, Aboriginal groups |

The presenter said that training and courses could be done at community colleges through partnerships. The training could range anywhere from small business training to engineering. He mentioned that identifying clients was also necessary, however, if First Nations had access to resources, clients would likely approach the First Nation directly. Marketing was also identified as an activity for forestry services and a marketing plan could be encompassed within the business plan. He stated that partnership development was also key and industry and government had roles to play. Finally,

developing sustainability was mentioned, including long-term planning in order to have a strong foundation. First Nations could look to partnerships within the private sector as well.

PART IV – FINAL PLENARY/ CLOSING REMARKS

Mr. Anderson stated that a lot had been gained from this meeting. He said that a lot of collaboration had occurred and he was impressed by the level and detail of ideas. He said he was also impressed in how the participants worked together towards a vision. He thanked the participants for sharing their time by attending the meeting.

He said that once the regional workshops were concluded a national roll-up report would be developed and some participants would be

brought together from across Canada to review the report. He committed to the group that a regional report would also be done so ideas shared at this meeting would not be lost. He also said that CFS would work with Aboriginal communities to help them partner with others to move ideas forward.

On behalf of INAC, Mr. McIntyre thanked everyone for attending the meeting and he said there was an encouraging cross-section of people in attendance, from the private sector, the business community, governments and First Nations. He said ideas presented throughout the workshop would make a meaningful contribution to the process.

