

Aboriginal Forestry Workshop Economic Development Opportunities in Saskatchewan

February 14 – 15, 2011

Travelodge Hotel
Saskatoon, Saskatchewan

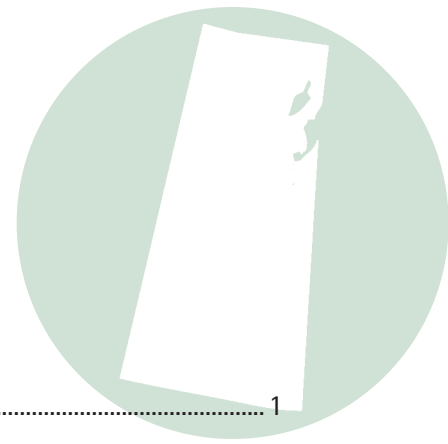
Meeting Summary Report



Report Prepared by:
Hunter-Courchene Consulting Group Inc.



TABLE OF CONTENTS



Introduction	1
Part I – Background	1
Federal Framework for Aboriginal Economic Development and the Aboriginal Forestry Initiative	1
Other Federal Departments in Aboriginal Forestry Service Canada	3
Western Diversification.....	4
Part II – Saskatchewan Forestry Opportunities, Challenges and Initiatives	5
Provincial Government Perspective	6
Forest Industry Perspective.....	8
Success Stories in Collaboration.....	9
School-to-Work Program.....	11
Community Fuel Hazard Reduction	11
Part III – Small Group Sessions.....	13
Identifying Opportunities	13
Activities, Requirements and Partners	13
Group 1	13
Group 2	17
Group 3	19
Group 4	22
Part IV – Final Plenary/Closing Remarks	26



Aboriginal Forestry Workshop

Economic Development Opportunities in Saskatchewan

February 14-15, 2011
Travelodge Hotel
Saskatoon, Saskatchewan

MEETING SUMMARY

INTRODUCTION

A workshop was held on February 14th and 15th in Saskatoon, Saskatchewan to discuss Aboriginal Forestry opportunities in Saskatchewan. The Saskatoon 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. Ken Mallett, National Resources Canada (NRCan), welcomed the participants to the workshop and introduced Mr. Darren Svedahl, Indian and Northern Affairs Canada (INAC). He mentioned that he and Mr. Svedahl would be Co-Chairing the workshop. Mr. Mallett stated that the objective of the workshop was to identify opportunity areas in the Forest Sector for Aboriginal People to aid in the development of a Forest Sector Plan, which would become part of the Aboriginal Economic Development Framework. He noted that there were eight (8) regional workshops occurring across Canada. He anticipated that the information would be shared with the regions and all participants by the end of March 2011.

FEDERAL FRAMEWORK FOR ABORIGINAL ECONOMIC DEVELOPMENT AND THE ABORIGINAL FORESTRY INITIATIVE

Mr. Gorazd Ruseski, Indian and Northern Affairs Canada

Mr. Trevor Longpre, Natural Resources Canada

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

Mr. Gorazd Ruseski, INAC stated that he and Mr. Trevor Longpre, NRCan-CFS would be providing a joint presentation that would focus on the new Federal Framework for Aboriginal Economic

Development and the Aboriginal Forestry Initiative. Mr. Ruseski stated that the framework was a whole of government approach and it would be the guide for all future programs on Aboriginal economic development. He provided some history of the federal government's involvement in Aboriginal economic development and some background on the development process of the framework. He said that while there was much more work to do, they could build on some successes. He stated that the framework emphasized capitalizing on opportunities, responding to new and changing economic conditions and leveraging partnerships. Taking into consideration the work undertaken during the development process, there were a number of strategic priorities developed: strengthening Aboriginal entrepreneurship; developing Aboriginal human capital; enhancing the value of Aboriginal assets; forging new and effective partnerships; and, as the foundation, focusing the role of the federal government. He stated that there were over twenty federal government departments with a mandate for Aboriginal economic development and they were looking at increasing coordination, while taking a flexible approach and focusing on results.

Mr. Trevor Longpre, NRCan-CFS, said that it was anticipated that there would be a shift from fragmented federal support to better coordinated federal support. One of the best examples was that annually, under the First Nations Forestry Program (FNFP), just under \$4M in funding was made available to communities, however communities had been, or could be able to leverage ten times (10x) that amount through other partnerships and other federal programs. There is also an aim to shift from annual projects driven by available budgets to multi-year projects. NRCan-CFS would be able to facilitate partnerships to identify additional funding for community needs. It was recognized that communities could not develop large sustainable

projects in one (1) year. The new project model would have more benefits, enabling multi-year projects to build the sustainability required. NRCan-CFS would focus on bringing the right partners to the table in order for projects to get off of the ground.

There were good opportunities but there was a need to build a story line on the Framework's pillars. There was a need to tell the value-added story regarding strengthening Aboriginal entrepreneurship. It was noted that with respect to developing Aboriginal capital, HRSDC had the lead, however, NRCan-CFS needed to support and facilitate that development from a forestry context in order to develop skills. NRCan-CFS would be looking at forest assets with regards to enhancing the value of Aboriginal assets, including facilitating the commercial development of provincial tenders and looking at First Nations forests on reserve, taking inventory and making use of new land bases.

NRCan-CFS also saw facilitating new partnerships between Aboriginal communities as a real opportunity. He provided some examples of the diversity of projects and partnerships that had, or have the potential for large impacts on the regional economy. These included the Whitefeather/Two Feather projects in Ontario, the First Nations "Local Materials, Local Labour" Housing Initiative, the First Nations Forestry Inventory Project in Manitoba and the New Brunswick Aboriginal Forestry Initiative.

The regional workshops across Canada would be completed in February 2011. Key areas would be identified in March 2011 and the findings would be reviewed in April 2011. The document would be a work in progress and the federal government would continue to improve their programming over the next few years. It was noted that it would take time to foster strong partnerships.

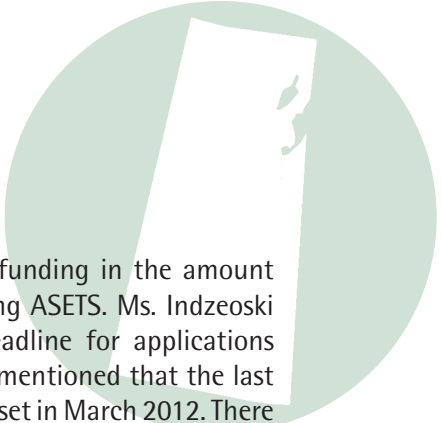
OTHER FEDERAL DEPARTMENTS IN ABORIGINAL FORESTRY SERVICE CANADA

Ms. Karen Indzeoski, Aboriginal Programs, Service Canada

Ms. Karen Indzeoski, Aboriginal Programs, Service Canada, clarified that Human Resources and Skills Development Canada (HRSDC) and Service Canada were the same department, however, Service Canada was the delivery arm of HRSDC in the provinces and territories. HRSDC was responsible for skills and programming and were closely aligned with economic development. Service Canada had a strong working relationship with INAC in Saskatchewan.

She mentioned that HRSDC had three (3) primary programs, including the Aboriginal Skills and Employment Training Strategy (ASETS), formally the Aboriginal Human Resources Development Strategy (AHRDS); the Skills and Partnership Fund (SPF); and, the Aboriginal Skills and Employment Partnerships (ASEP) Program.

In Saskatchewan, under ASETS, Service Canada would provide approximately \$196.7M over five years for agreements in Saskatchewan. Through that funding, Service Canada supported two (2) Aboriginal service delivery organizations that delivered employment programs focusing on three (3) key areas: skills development; partnerships; and, accountability and results. The objective of ASETS was to increase Aboriginal peoples' participation in the labour market in meaningful, sustainable employment. The Saskatchewan Indian Training Assessment Group Inc. (SITAG) received \$146.5M over 5 years, including child-care, and was the First Nations and Inuit Agreement holder. The Gabriel Dumont Institute (GDI) received \$50.2M over 5 years, with no child-care and was the Métis agreement holder. Ms. Indzeoski indicated that Mr. Roger Schindelka was the contact person for SITAG and Ms. Sylvia Moss was the contact person for GDI.



The SPF would provide funding in the amount of \$210M complementing ASETS. Ms. Indzeoski noted that the next deadline for applications was March 4, 2011. She mentioned that the last phase of ASEP would sunset in March 2012. There were three (3) projects funded in Saskatchewan for \$19M. She concluded by stating that the participants should become more familiar with the ASETS agreement holders.

Participant Comments/Questions

It was noted that the amount of funding between the old suite of programs and the new suite of programs was the same. Ms. Indzeoski said that it was frustrating that there had been no increase in funding. She mentioned that at one point they had heard that the Treasury Board Secretariat (TBS) would review the allocation model, however, she had not heard further discussion on that issue.

A participant asked whether Saskatchewan would be able to access any slippage dollars from other provinces. Ms. Indzeoski responded that typically most of the funding was expended, however, she had seen slippage dollars available only once. She added that there had also been a policy change with Active Measures where participants could still receive band assistance when they left their communities to pursue skills training, which was positive.

The question was raised as to whether there were any requirements for employment following skills training. Mr. Schindelka responded that all training was expected to result in employment. The program moved away from training to employment, with the exception of summer student employment.

A participant said that one program focused on providing training to high school students in environmental areas and asked whether that initiative would still be acceptable? Ms. Indzeoski said that in Saskatchewan, each individual project had a case management plan, which

was based on labour market information. She clarified that the programming did not focus on students. The two criteria for the programming were that individuals had to be unemployed or out of school.

The comment was made that it would be difficult for individuals to get jobs without training. The participant continued that some companies were also not willing to sign agreements that they would provide a specific number of jobs once training had been completed. He stated that sometimes training led people to move into other directions. He said that he had once taken a two-month business planning workshop and although he did not actually start a business, he became interested in business studies and went to College for Commerce. Ms. Indzeoski recognized that ASETS could not be the catch-all for everyone. She noted that another key player were the Career Centres that were responsible for providing labour market services and programs for all people in Saskatchewan.

The question was raised as to how to build careers for high school students, while they were still in school. Ms. Indzeoski said that she did not have the answer, however, felt that personally, preventative measures were required within the education system, to encourage students to complete school.

A participant stated that support for seasonal workers, who may also be students, would be a positive method to extend their schoolwork or provide on-the-job training. Ms. Moss said that the GDI provided wage subsidies for individuals who were unemployed or people looking for employment. GDI would provide wages for a negotiated period of time, including for summer work experience. She continued that seasonal employees usually collected unemployment insurance until they had a job to return to, un-

less they were trying to get out of their current industry.

A participant asked whether full-time students would be supported for summer employment. Ms. Moss stated that summer student funding was available. Ms. Indzeoski added that through HRSDC, Canada Summer Jobs provided funding for employers to hire students and provided wage subsidies. However, she noted that the deadline for applications was each February. It was noted that the stipulation for the summer student program was that students had to be returning to school.

Mr. Schindelka noted that under ASETS, there was a lot of flexibility for programming, particularly if a good case plan was in place for the individual.

WESTERN DIVERSIFICATION

Mr. Martin Chicilo, Director General, Western Diversification

Mr. Martin Chicilo, Director General, Western Diversification, stated that his presentation would focus on what Western Diversification (WD) had done in the forest industry within the last few years. He noted that WD did not deal directly with private sector companies, but rather with non-profit associations, including Tribal Councils and First Nations. He mentioned that WD had two (2) Community Futures offices in Saskatchewan: in Meadow Lake and in La Ronge and those offices provided direct financing for businesses up to \$150K.

He mentioned that WD had offices in Ottawa, where employees made linkages with other federal departments. He said it was key in dealing with economic issues to involve INAC and Environment Canada and any other federal departments.



WD had worked with companies in becoming more competitive in the marketplace, although they had not seen any Innovation projects on the forestry side within the last 2.5 years. Innovation projects focused on commercialization, new technologies, new plant species, etc.

Mr. Chicilo mentioned that all projects funded by WD fit under three (3) strategic priorities, including: business productivity and competitiveness; trade and investment; and, technology commercialization. He said that under trade and investment, WD worked with the Canada Mortgage and Housing Corporation (CMHC). CMHC undertook a lot of wood and forestry product export to the United States.

He noted that WD delivered a number of programs for other departments. He said that under the Economic Action Plan, WD delivered approximately \$35M within a 4 – 5 month period in Saskatchewan. Mr. Chicilo stated that they also delivered \$190M worth of infrastructure programming for Canada.

He mentioned that in Saskatchewan, there were fourteen (14) Aboriginal Community Futures Development Corporations (CFDC), which were part of the Aboriginal Financial Institutions network that specialized in providing business services to Aboriginal clientele across Canada.

He said that there were many opportunities for collaboration and WD was able to connect businesses with other federal and provincial departments. Mr. Chicilo mentioned that WD was looking for projects for the next fiscal year.

Mr. Chicilo provided some examples of regional initiatives/projects within the forestry sector in Saskatchewan that WD was currently involved in. WD had partnered with the Prince Albert Grand Council (PAGC) for fire smarting 33 communities in northern Saskatchewan. WD provided approximately \$2.6M for wages and equipment rental, resulting in getting people back to work.

He mentioned that WD had also partnered with Peter Ballantyne to convert burnt wood to posts, which also fell under the Economic Action Plan. He noted that those two (2) projects were the most successful employment projects in Saskatchewan.

Mr. Chicilo said that WD had also done 2 – 3 projects under Forest Products Innovations. FPIInnovations helped those businesses in Saskatchewan that added value to their products.

He said that WD had partnered with the Meadow Lake Tribal Council and had done several projects. Mr. Chicilo said that all projects needed to have measurable results and the project benefits needed to be clearly articulated.

He mentioned that the CFDCs were looking for projects to fit within the WD priorities and the WD tried to get special programs started as soon as possible.

PART II – SASKATCHEWAN FORESTRY OPPORTUNITIES, CHALLENGES AND INITIATIVES

Aboriginal Perspective – Mistik Management Ltd.

Mr. Bill Murray, Mistik Management Ltd.

Mr. Murray stated that the Meadow Lake Mechanical Pulp (MLMP) was a pulp mill with the highest production of pulp in the world. He mentioned that NorSask was owned by the Meadow Lake Tribal Council (MLTC) and was the largest First Nation sawmill in Canada. Mistik Management Ltd. was formed in 1990 in Meadow Lake, SK and had a 1.8 million hectare license area and cut 1.2 million cubic metres a year. He mentioned that 60 – 70% of Mistik's workforce was Aboriginal.

He mentioned that there were 33 communities within the Forestry Management Agreement (FMA) representing approximately 20,000 people. The 33 communities were comprised of 14 First Nations, 7 Métis communities and 12 agricultural communities. He stated that the land base pre-1970 consisted of small scale "mom and pop" logging. In the early 1970's – 1992, larger scale forestry operations occurred. He said that from 1992 to the present, the pulp mill fully utilized soft and hard wood.

He said that Mistik had undertaken a Single Phase Case Study focusing on community economic development. The case study included five communities and shifted to mechanized logging from conventional logging. The project used existing long-term contractors that were in the business and those contractors became more specialized. He highlighted a number of individuals who had individually purchased machines and ran those machines primarily with family members. Individuals had purchased bunchers; skidders; processors; CATs; graters; loaders; etc. He stated that funding partners were key for those individuals to be able to purchase the equipment, which cost from \$250K upwards to millions of dollars.

He stated that community economic development took time and there was a need to respect community decision-making and to build relationships instead of focusing on strictly business. Mr. Murray said that that model did cost more. He stated that lending institutions had a bit more leniency than banks and Mistik had even made arrangements for some deductions to be made out of their offices to increase the credit rating of individuals. He mentioned that the single phase case study had people invest in separate pieces of equipment instead of investing in all five (5) pieces of equipment.

Mr. Murray said that the project was really supervision intensive, particularly at the beginning. He mentioned that the cost of wood was the largest cost. Mistik used a greater number of contractors to make those contractors more viable. Mistik also paid \$0.50 a cubic metre, which communities could use at their discretion.

The single phase case study was nearing the end of its five-year term and Mistik wanted to do a multi-phase project, working with the same five communities. The project would involve working with various funding agencies, along with existing and new contractors, public involvement and most importantly, long-term commitment.

PROVINCIAL GOVERNMENT PERSPECTIVE

Mr. Larry Stanley, Forestry Development Division

Mr. Kelly Fiddler, Aboriginal Business Development Manager, Enterprise Saskatchewan

Forestry Development Division

Mr. Larry Stanley, Forestry Development, stated that the first part of his presentation focused on technical information on the resources available in Saskatchewan in forestry development. He asked that participants refer back to the information provided in the WD presentation as well as the Mistik presentation with respect to future opportunities Enterprise Saskatchewan may be interested in. He mentioned that the presentation would focus on forest resources; markets and production; sector transformation – opportunities; and, overcoming the challenges.

Mr. Stanley supplied a map of the Saskatchewan timber supply zones representing 33.9 million hectares with 12.7 million hectares of commercial forest.



He mentioned that Forest Biomass included trees that were included in the provincial forest Harvest Volume Schedule (HVS) or any portions of their stems, tops, crowns, branches, leaves of foliage, either live or dead, standing or down. It also included trees, or portions not currently part of the allowable cut, but which could, by designation, be made available for biomass utilization.

Mr. Stanley introduced Tables 1 and 2 that outlined Softwood and Hardwood HVS and Accrued Biomass for each timber supply zone.

He said that in 2002, the Forest Sector real Gross Domestic Product (GDP) was \$537M and by 2009, the Forest Sector real GDP was \$275M. The share of the provincial GDP fell from 0.86% in 2005 to 0.30% by 2009.

Mr. Stanley provided information on the current annual production capacity of existing facilities with wood supply allocations. He mentioned that there was a fair amount of biomass available for utilization, particularly with new technology. He said that it was necessary to keep traditional forestry going because that was the basis upon which economies of scale and economies could work.

He outlined a flowchart which outlined the opportunities within the forest industry. He stated that the left hand side of the flowchart was a value-chain; more of an environmental chain. He said that the bio-industry feed stocks included wood commodities and value-added products and some products went to biodiversity. Mr. Stanley said that thermal chemicals included bio oils, ethanols, bio-chemicals, green natural gases, alcohol, etc. He said that in 15 – 20 years, advanced polymers and nano-technologies would be available.

Mr. Stanley said that with respect to overcoming the challenges, technologies were key. He said that businesses relied on technologies with markets to promote an integrated approach. He

stated that forestry was a global business and had to operate in a global market.

There was a need to eliminate marketing incursion barriers to help diversify. Mr. Stanley said that when speaking about forestry, one was speaking about provincial bio-economy. He stated that a biomass continuum could be put into some form of production that could include agriculture, municipal solid waste and forestry.

Enterprise Saskatchewan

Mr. Kelly Fiddler, Enterprise Saskatchewan, said that his organization was an economic development agency for the province that promoted company expansion. He said that his company promoted changes to make it easier to operate in Saskatchewan to promote partnerships and community engagement.

Mr. Fiddler outlined the various Sector Divisions and the various programs and services offered by Enterprise Saskatchewan. He mentioned that one of the services provided by his organization was the Aboriginal Business Directory. He said that currently the Directory contained approximately 250 Aboriginal businesses and major purchasers. The Enterprise Saskatchewan website also had a News and Events section and included various Resource sections.

He stated that Enterprise Saskatchewan was able to bring companies to Saskatchewan businesses through their Investment Attraction. Enterprise Saskatchewan worked within the forestry sector, but in other sectors as well. The organization helped to analyze the various business opportunities, in addition to resolving business issues. They also helped businesses understand the various industries and players and connect those businesses to various government programs.

Mr. Fiddler stated that for more information on Enterprise Saskatchewan, participants could visit the website at www.enterprisesaskatchewan.ca.

FOREST INDUSTRY PERSPECTIVE

Mr. Dave Knight, Sakaw Askiy Management Inc.

Mr. Dave Knight, Sakaw Askiy Management Inc. stated that Sakaw Askiy Management Inc. was comprised of eight (8) shareholders; six (6) industry and two (2) First Nations and they managed approximately 2.2 million cubic metres.

He highlighted a map of the forest regions of Canada and noted that within the Boreal Forest area, almost all of the Forest Management Agreements (FMAs) had some significant Aboriginal involvement, including ownership. He mentioned that the Prince Albert FMA contained 3.1 million hectares and 53% of the productive land had been held by Weyerhaeuser/Domtar since 1998. That land had been assigned to Sakaw Askiy effective November 1, 2010.

Mr. Knight said that a number of forest management models from other Canadian jurisdictions were considered including: The Mistik Management Model; Ontario Model (Timiskaming); Alberta Model (joint FMA concept); and the British Columbia Timber Supply Area (TSA) and Innovative Forest Practices Agreement (IFPA) Process.

He stated that the Saskatchewan had developed a "new" model and indicated that "Sakaw Askiy" was Cree for "Forest Land". The Saskatchewan model was unique and inclusive. The difference was that Sakaw Askiy only held the FMA and was responsible for monitoring and auditing, however, the shareholders were responsible for undertaking the common harvest, haul and silviculture operations.

Mr. Knight commented that Mistik Management was committed to real and meaningful Aboriginal engagement, despite the collapse in the market. He said that that was definitely a challenge. He said that there were many rea-

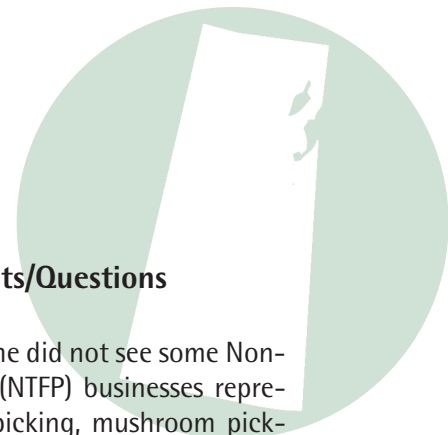
sons to engage with Aboriginal communities, including the Constitutional and legal requirements. Mr. Knight stated that consultation was a government-to-government process and there were obligations to consult. He continued that the Aboriginal population was exploding and it would not be good business to not engage. Aboriginal engagement was also necessary to keep the forestry businesses running because there was a large amount of land owned by Aboriginal groups.

Mr. Knight stated that most companies had partnerships with Aboriginal groups and most companies had an internal commitment to engage with Aboriginal groups as part of their "social license to operate" and "corporate social responsibility". He mentioned that there were different levels of "social license" and included a: legitimacy boundary; credibility boundary; and, trust boundary, which ultimately led to co-ownership. Mr. Knight stated that companies could move up that continuum if they made a commitment to "inclusive" tenure or commitment to Forest Certification, for example. Those actions would definitely have a positive impact on the relationship.

Mr. Knight provided an example where there was no engagement of Aboriginal people. Mr. Avrim Lazar, Chief Executive Officer, Forest Products Association of Canada (FPAC), was quoted in the *Globe and Mail*, October 19, 2010 about the Canadian Boreal Forest Agreement (CBFA):

"It would have been impossible to negotiate individually with the hundreds of bands affected by the agreement, ... if there was a way to involve all those chiefs and set up some sort of national framework, we would have done it."

He said that Chief Ovide Mercredi had sent the following e-mail dated October 30, 2010:



"The so-called "boreal peace" agreement did not bring the end of conflict on our traditional lands. It just returned a conflict we have had since the early days of colonialism. It merely re-awakened the First Nations (those who are not apologists for Environmentalists and/or Resource Development Colonists) that the fight to keep our LIFE cannot be set aside to accommodate special interests like the NGOs that signed the colonial boreal agreement."

He mentioned that there were many reasons to engage with Aboriginal people including building a stable and dedicated workforce, as well as encouraging diversity in the workplace. Companies could build long-term constructive relationships, establish a reputation for social responsibility and solidify and secure timber supplies.

Mr. Knight stated that some companies did not engage for several reasons, including: a lack of Aboriginal/cultural awareness/sensitivity; personal belief systems; ambiguous corporate commitment; politics; strong differences of opinion around Treaty rights; and, multiple jurisdictions.

He said that some examples of success factors, included: building relationships, like Mistik Management had done; integrating training and employment opportunities; implementing Aboriginal awareness and diversity training; building management capacity in Aboriginal ventures; obtaining a clear commitment from senior management; and, measuring results as incremental steps.

Mr. Knight indicated that the Aboriginal Engagement included workforce development; community relations; business development; and, resource management, leading to corporate commitment for everything.

Participant Comments/Questions

A participant said that he did not see some Non-Timber Forest Product (NTFP) businesses represented, such as berry picking, mushroom picking, etc. He asked how industry would address that issue when there were no longer areas to gather food, for example, because the area had been cleared. Mr. Knight responded that forestry was an art and science and when forestry plans were developed, communities were engaged and discussions were held with Aboriginal people regarding their ancestral lands and those types of areas were considered within the forest plans. He believed that within his 35 years of experience as a professional forester, the forest industry had done a pretty good job. He mentioned that the alternative to the forest industry management was uncontrolled fire, which did more damage than the kind of regulated professional forest management that occurred on the land. Mr. Knight said that trees, berries, mushrooms, fish, wildlife, etc. were all considered within the forest planning process.

SUCCESS STORIES IN COLLABORATION

*Saskatchewan Junior Forest Ranger Program
Ms. Mika Carriere, Junior Forest Ranger Program*

Ms. Mika Carriere, Junior Forest Ranger Program, stated that the Saskatchewan Junior Forest Ranger (JFR) Program offered youth between the ages of 16 – 18 years summer job experience. The program provided training and skills development in the area of natural resources, including: forestry; fire management; mining; environment; and, cultural awareness, which included teachings from the traditional ecological knowledge perspective. Ms. Carriere asked the Coordinators in attendance to speak to their individual projects within their communities.

Sturgeon Lake

Mr. Ron Burns said that he had been running the JRF Program for seven (7) surrounding First Nation communities. There were currently 15 – 16 youth involved in the program and their program provided certification in various areas, such as CPR for example. He stated that the certifications helped the participants to later find jobs.

Beardy's & Okemasis First Nation

Mr. Alfred Gamble stated that his First Nation began to administer the JFR Program to help develop their community's capacity in their Stewardship programs. Their community was able to leverage funds from other organizations to pay for wages for the program participants to get jobs in the environmental sector and build capacity. He stated that the Program had been used as a stepping-stone for major projects and had definitely been a success.

La Ronge

Mr. Greg Charles stated that their Program included four (4) First Nation communities. He said that the GPS and quad training were beneficial to the participants, as well as the survival training, firearm training and boat safety training. Mr. Charles said that he was also a cultural teacher. He mentioned that the success of the JFR Program led to the implementation of a Crime Prevention Program, where there would be approximately \$1M in funding over 3.5 years.

Prince Albert

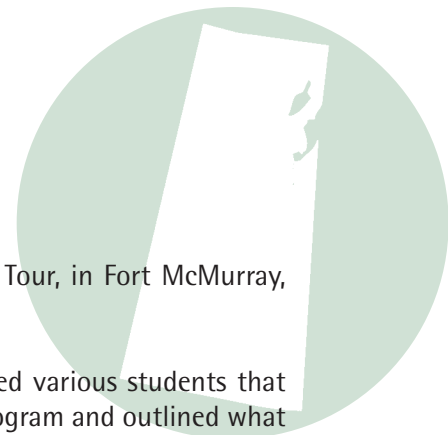
Ms. Carriere stated that Prince Albert had undertaken their first program and currently had six (6) First Nation and Métis youth involved.

Ms. Carriere stated that it took teamwork to get the job done. She mentioned that the JFR Program had no central organization and it took effort to meet, greet and gather information from the communities. She said that each Sum-

mer and Spring the communities met and developed their six-week schedules. Each schedule was tailored to the needs of communities. She mentioned that there were six (6) main topic areas that each host community must incorporate, including: forestry; fire-management; environment; health and safety; mining; and, cultural awareness.

Ms. Carriere said that within the main topic areas, there were various partners. For example, for forestry, one of the partners included NRCan-CFS, who provided workshops for participants to enable them to identify trees; take tree measurements; plant trees; and, provide information on insects and diseases. She noted that cultural awareness was unique to each community and some communities offered cultural camps focusing on traditional ways of life, including fish netting, for example.

The Program provided participants with an opportunity to learn about natural resources and determine if that was a career that they may want to choose. She mentioned that the host communities were responsible to find their own sources of funding for the Program, which was a challenge each year. She noted that it cost communities approximately \$40 – 50K per year to run the Program. Ms. Carriere noted that each year the program evolved and as the Provincial Coordinator, she provided participants with additional bi-weekly challenges. The challenges tested the skills of the youth in the areas of community involvement, environment and leadership and included: record Elder interviews/stories to gain traditional ecological knowledge (TEK); Non-timber forest products: participants had to choose a product and present their products at their graduation; complete and present a final report, which included an oral presentation and panel board presentation at their graduation.



She stated that since 2006, there had been 301 graduates from the program and communities continued to work together to achieve the Program objectives.

SCHOOL-TO-WORK PROGRAM

Mr. Mervin McIntyre, Meadow Lake Tribal Council

Mr. Mervin McIntyre, Meadow Lake Tribal Council (MLTC), stated that the School-to-Work Program began approximately fourteen (14) years ago and provided students with opportunities to understand forestry and the various roles within the forestry sector. Participants also obtained various work experience in health; retail; oil and gas; industrial; and, within the MLTC corporate sector. The Program provided career opportunities for students, as well as providing the students with a source of income.

He mentioned that all students were provided with safety gear and safety training. The Program provided Teachings from Elders from Cree and Dene communities.

Mr. McIntyre said that with respect to forestry, the Program provided information on plow wind and harvesting, particularly the natural effects that could occur in any industry, including the damage and recovery of forest products.

He stated that placements had occurred with RobWel Maintenance and Construction; Tupper's Construction Ltd.; and, Buffalo Narrows Fire Cache. RobWel provided students with the basic understanding of a welding work placement, as well as proper use of various power tools. Tupper's provided some training on heavy equipment, as well as business administration, such as answering the telephone. Buffalo Narrows involved a one-week work placement.

Students also participated in an Alberta Field Trip that provided them with a basic overview and understanding of the oil sands and the gas and oil industry. Students were also provided

with a Keyano College Tour, in Fort McMurray, Alberta.

Mr. McIntyre highlighted various students that were enrolled in the Program and outlined what they had learned and how they viewed their experiences in the Program.

He stated that students in the Program obtained a base overview of employment in the Forestry Sector. Mr. McIntyre noted that the majority of students had continued on to University/or technical programs.

COMMUNITY FUEL HAZARD REDUCTION

Mr. Larry Freemont, Saskatchewan Ministry of Environment

Mr. Larry Freemont, Saskatchewan Ministry of Environment said that his presentation would focus on the Community Wildfire Protection Project. He mentioned that since 2000, there had been some funding for community protection work. Through WD, the project had received funding of \$1.96M over two (2) years. The project involved 27 communities in total, including 22 First Nation or Aboriginal communities. He noted that five (5) communities had completed the Project.

The Prince Albert Ground Council (PAGC) was responsible for the administration of the project, as well as providing the training and equipment for the project. The Ministry of Environment was responsible for ensuring that all of the legal consultations were done; project planning and supervision; and, providing logistical support.

The Ministry of Environment undertook a community wildfire assessment in 2005 and generally found that 59% of the 104 communities assessed were at high risk or above regarding their potential wildfire risk. The assessment was based on potential fire behaviour; surrounding fuel types and vegetation; and, the FireSmart level of communities, whether houses were built to

the bush, whether there were fire departments, fire hydrants, etc.

Mr. Freemont reported that each year communities had to be evacuated or at least vulnerable groups of people from communities, such as elderly and sick people and children, mainly due to smoke. There had been wildfires in the La Ronge area where seven (7) homes and one (1) business were destroyed. In Turtle Lake, 52 cabins and two (2) homes on the First Nation were destroyed.

He mentioned that there was value to fire management and protection. The clearing resulted in a clean, park-like setting for communities and it also created employment opportunities and provided workers with training and work ethic, making those workers more employable. Mr. Freemont said that some communities made an effort to get as many people trained as possible. He mentioned that trees were cut and thinned

and although most of the trees were non-merchantable and the piles were burnt, anything suitable was left as firewood for the communities.

Mr. Freemont said that from a Ministry of Environment perspective, the Project provided an excellent opportunity for positive relationship and partnership building with First Nation communities and the PAGC. It also provided communities with an awareness of wildfire risk and the Project was developing a workforce for Ministry jobs.

He stated that if trees were not cut by the forestry industry, those trees would burn sooner or later and succumb to insects or disease. He said that when a wildfire did start in an area where wildfire protection had occurred, there were more opportunities to stop that fire. He noted that the air tankers were also more effective.

PART III - SMALL GROUP SESSIONS



IDENTIFYING OPPORTUNITIES

Participants broke into four (4) small groups to identify potential economic opportunities within the Forestry Sector. Groups 1 – 4 reported back and the following main themes were identified as potential economic opportunities within the Forestry Sector.

- Housing
- Local Timber, Local Markets
- Environmental Monitoring
- Forest Management
- Human Resources Services/Personnel Opportunities
- Biomass
- Value Added Wood Products
- Non-Timber Forest Products
- Junior Forest Ranger Program
- Agro-Forestry
- Eco-Tourism
- Aboriginal Procurement Strategy or Policy
- Forest Business Education
- Business Incubations
- Niche Market Products
- Clustering Concept – idea of putting similar industries together to take advantage of different opportunities.

ACTIVITIES, REQUIREMENTS AND PARTNERS

For the second small group session, the groups were each assigned three (3) opportunities to discuss the activities, requirements and partners needed to move each opportunity forward. The following outlined the notes from each group followed by a presentation from their report back to plenary.

GROUP 1

This group was assigned the following topics: Aboriginal Procurement Policy; Forest Business and Education/Training; and, Business Incubators.

The presenter indicated that Group 1 combined Forest Business and Education/Training and Business Incubators into the same opportunity. It was noted that Group 1 did not have time to fully discuss the Aboriginal Procurement Policy.

Forest Business and Education/Training and Business Incubators

Activity	Requirements	Partners
Business Planning	<ul style="list-style-type: none"> • How to build a business plan • Market analysis • Learn how to differentiate investment for Tribal Council and Band • Availability of labour work force • Training requirements • Barriers to entry • Learn to make a social financial case • How to Sell a Plan • The Pitch! • Identifying available infrastructure – physical, human, utilities • How to do a SWOT/case analysis 	<ul style="list-style-type: none"> • Go to the Internet • Angel investors • What are the programs/partners out there that can help fund preparation of a business plan • Eliminating non-profitable middle men <ul style="list-style-type: none"> • Not looking for an equity stake in the business • Tribal Council involvement at appropriate level • SIEF involvement (funding to pay for business planning) • Enterprise Saskatchewan • INAC • FPIInnovations
Start-Up	<ul style="list-style-type: none"> • Business Plan implementation • Money • Knowledgeable staff • Equipment • Products • Infrastructure • Marketing and product distribution • Financial auditing/management • Reporting and information group • Asset planning 	<ul style="list-style-type: none"> • Capital • Aboriginal Business Canada • Clarence Campeau • Peace Hills Trust • First Nations Bank • WD (non-profits) • Enterprise Regions (formerly REDAs) <p>Operational Partners</p> <ul style="list-style-type: none"> • SITAG • Saskatchewan Indian Training • Gabriel Dumont Institute – asset holdings • AFI • CDC – zones • NCBR • SIGA



The presenter indicated that Entrepreneurial Activities included:

- First tasks – business planning how to?
- Financing education
- Finding and registering a business – representative and independent
- Education in managerial skills – education in how to retain trained people at the Band level
- Enhancing education and training – identifying trades and fields of training basics to industry sectors (all).

He mentioned that a description of Forest Business Education/Training included:

- Entrepreneurial training
- Field work
- Finding opportunity and how to build a business
- Basic business administration
- Basic business management.

The Group also identified the activity of no translation from Tribal Council to the Band, which included:

- Leadership – educate them
- Financing – securing to provide training
- Education on spectrum of opportunities.

They also identified the activity of education on opportunities, which included:

- What are the real opportunities for economic growth
- Education on value – change potential
- Education on cross-sectoral opportunities
- What opportunities could be maintained within the community.

The Group also discussed Business Incubators and when they would be used or not used. They also defined Business Incubators as follows:

- Business mentoring tool
- Trying to link similar businesses together
- Help fledgling companies compete and expand in market
- Uses knowledge networks, but is not one itself.

The presenter stated that a Business Incubator was a group of like-minded mentors or a business mentor model. The Incubator linked similar types of businesses together and it was oriented to young companies or young entrepreneurs. He noted that businesses did not begin in an incubator, unless a business plan had already been developed. The group of seasoned mentors would bring individuals through the various business steps in terms of management; fine-tuning technology; marketing; etc. New businesses would then become large enough or successful enough to then become mentors or move into the marketplace. Mentors worked in a Business Incubator to expand their area of market through healthy competition.

The presenter stated that business planning was essential and one of the biggest challenges was having the know-how to develop a business plan. He noted that if a business was going to operate at a Band level, it was essential to separate politics from business and the only logical and feasible way to do that was through a business planning process. The business plan had to be sold to the Band, mentors and investors outside of the Band's immediate sphere, such as a bank for example.

It was also important to register the business and determine representative and identifiable names. There was a need to generate an image for the business, which was defined by name and the product or service provided by the business. The presenter stated that basic financial planning was also key, along with education and managerial skills at the operational level.

The presenter stated that with respect to enhanced education and training, it was important to identify transferable trades. For example, forestry had some of the same skill sets that were used in mining. It was important to identify the relevant skill sets to the business idea.

There was a need for businesses to become educated on the various opportunities available to them. For example, a business may know how to build a widget, have a business and the financing confirmed, however, real opportunities for marketing the product needed to be determined. Businesses should have an idea of how far they could go before they capped out and determine their value-change potential. Businesses should be able to determine whether their product could be changed after 1, 3 or 5 years for example or whether the business changed in increments. The presenter stated that that was a fundamental part of succession planning in business.

It was also important for businesses to be aware of any cross-sectoral opportunities. He noted that if a product fit in on market, perhaps there were opportunities for the product to interrelate between sectors. He said that it was also important to determine what opportunities could be maintained within the community, which meant that businesses also had to know the size/aspirations/politics of their communities.

It was important to learn to differentiate between those investments for Tribal Councils and investments for Bands. Tribal Councils generally worked within the larger or more diversified investments and dealt with a lot of different players. The presenter mentioned that perhaps the Band had a local economic development opportunity, which may be smaller, but maintainable at the community level without resources or support from the Tribal Council.

Businesses had to be aware of the availability of labour and the workforce, including the workforce available within the community. The presenter said that accompanying this activity was determining training requirements and how that training may be implemented.

The presenter stated that it was essential to have the skills and knowledge to sell the business plan when approaching investors. In addition to knowledge of the plan, there was a need for passion.

It was noted that infrastructure barriers also had to be identified and knowledge on how to undertake a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis or case analysis was also useful.

The Group indicated that one of the first steps in building partnerships was to go to the Internet to start searching for potential partners. Angel Investors was also mentioned and businesses should be aware of the various categories of investors and how to reach each category. Businesses should



be aware of what programs were available to assist with the preparation of business plans. The presenter said that the non-profit middleman organizations should also be eliminated.

The presenter then outlined a number of partners for the activities listed, including operational partners. Those partners have been listed on the table at the beginning of the presentation.

GROUP 2

This group was assigned the following topics: Training and Education; Agro-Forestry; and, Eco-Tourism.

Training and Education			
Activity	Requirements	Partners	
Natural resources into the curriculum of schools	Geographic location is important/ NAD	SIAST	
Train-the-trainer/educator		SIIT	
Summer school-to-work		Private Sector	
Industry support		Colleges	
Youth entrepreneurship camp		Universities	
Government support (flexibility)		Northern Labour Market Committee	
			Local businesses
			Industry
			INAC university
"JFR to → work"			

The presenter stated that trying to develop natural resources curriculum in schools would be highly dependent on the geographic location, as well as the School Board and School Division. It was mentioned that some materials had been developed by SIAST and NAD.

The other aspect to the curriculum development would be the train-the-trainer or educator component. It would be beneficial to have a natural resources component to the curriculum, however if teachers or instructors did not know how to use the equipment, it would not be useful. A system needed to be developed to train the teachers, and perhaps the JFR Program could be a potential model.

Summer school-to-work could be based on the MLTC School-to-Work Program described by Mr. McIntyre the previous day. The presenter said it would once again depend on geographic location and the program would include the private sector, colleges, universities, industry, local businesses, the Northern Labour Market Committee, as well as political leaders within the various communities.

Industry support would feed to all of the activities listed. It was noted that industry would not allow young people into a mill unless they were 18 years of age. Perhaps insurance or lack of training was the issue, however, discussions needed to occur with industry to determine the rationale for the age restriction.

The presenter said that a Youth Entrepreneurship Camp would be a summer program. The University of Regina currently brought young people together during the summer to train them on how to write business plans. The Camp would require the support of INAC and universities.

Government support was needed, however, that support also needed to be flexible. Some government summer student programs required that students have a minimum of one-year of university, however, if a student was enrolled in university in the Fall, they should also be able to participate in the program.

The Group also felt that if students could participate in the JFR Program in elementary school, perhaps they would continue to be interested in natural resources through secondary and post-secondary school to pursue a career in that field.

Agro-Forestry		
Activity	Requirement	Partners
Alley cropping	Knowledge of crop systems	SRC/Saskatchewan Agriculture
Waste heat to greenhouse	Engineering	WD/Prov/Fed/SRC
Wild rice (value added needed)	Business analysis	WD/Prov/Fed/SRC
Hybrid poplar	Land	CFS
Shingles and shakes		

The presenter stated that there were a few challenges with Agro-Forestry. He mentioned that Alley cropping was alternate rows of trees with different types of crops growing in between them. Communities needed to have knowledge of the environment, soils and the climate and know what trees and crops could grow in that climate. The Saskatchewan Research Council (SRC) would be able to assist with those activities, as well as the Saskatchewan Agriculture Department, Agriculture Canada and universities.

The Group discussed using waste to heat greenhouses. Wood waste, such as sawdust, could be burned to heat greenhouses and grow vegetables in communities, to reduce the cost of vegetables. The wood waste could also be used for electrical generation, which was one of the biggest costs of greenhouses.

It was noted that wild rice traditionally grew in lakes. However, a business analysis had to be undertaken to determine what was currently happening with respect to wild rice and which local groups were still harvesting wild rice. The Group discussed eliminating the middleman who produced the product and replacing the middleman with an Aboriginal business that could also produce the product. Partners would include WD, the province, federal government, Agriculture Canada and SRC.



Hybrid poplars could be used as biomass, however, land was needed as well as the knowledge of producing hybrid poplars. The CFS as well as the Saskatchewan Forestry Centre would be able to assist with that process.

The presenter mentioned that there was a market for shingles and shakes.

Eco-Tourism		
Activity	Requirement	Partners
River tours	Effective marketing strategy/ hospitality training	Saskatchewan Tourism
Historical lifestyle	Knowledge marketing	First Nations People Tourism/STEC for training

The presenter mentioned that not a lot of people knew about the great river systems in Saskatchewan. Effective marketing of River Tours would need to occur. The Group felt that Europe, the United States and other parts of Canada could be potential partners as well as Saskatchewan Tourism.

Historical lifestyle would showcase living off the land. Traditional knowledge and Elders' Teachings would be required. Marketing would also need to occur. Partners would include First Nations people, Saskatchewan Tourism and the Saskatchewan Tourism Education Council.

GROUP 3

This group was assigned the following topics: Non-Timber Forest Products (NTFP); Biomass; and, Value Added Wood Products.

Non-Timber Forest Products		
Activity	Requirements	Partners
Inventory	Train workers GIS mapping	SRC/HRSDC/FN/Province
Feasibility Study	Consultant financial assistance	UNIV/INAC/Tribal Councils
Awareness	Workshops	Tribal Council/FN/INAC/ Enterprise Saskatchewan
Capacity Building	Financial Assistance	Province/HRSDC
Pilot Project	Recruitment Licensing Process Distribution/Packaging	Local/national/international

Some examples of non-timber forest products included mushrooms; fiddleheads; essential oils; wild rice. Existing projects included the Mtl. L. crop with a focus on market access/branding component.

The Group mentioned that with respect to inventory, a lot of work had been done and there was a need to tap into that work. Many of the same steps would apply, however, some of the requirements

would include training workers in GIS mapping. Partners would include the SRC, Service Canada, First Nations and the province. He mentioned that for the feasibility study, consultants would be brought in to meet the financial requirements. Universities, INAC, Tribal Councils and funding contributors would be partners for the study.

The presenter mentioned that workshops could be provided for awareness of NTFPs. Financial assistance was needed for capacity building to enable people to undertake the necessary work. He continued that an additional activity was a pilot project that would require recruitment, addressing licensing issues and requirements and the process to package/brand the product. Many of the partners would be the same and would focus on local, regional, provincial, national and international partners. It was noted that depending on the product, there was potential for international markets.

Biomass		
Activity	Requirements	Partners
Inventory	Details of ER report (L. Stanley)	ER/Forest Industry/Forest products industry/FP Innovations
ID current projects	Identify details	ER
Business friendly environment	ID challenges, provincial policy environment	Province/SK Power
Get materials	Secure access to fibre	Forest Industry/Province
Access alternative fibre supplies	Analysis of purpose grown fibres (agro-forestry)	FN/Land owners
Research of successful operations	Funding support	SRC/INAC/NRCan

The Group indicated that they wanted to move beyond the MLTC pellet pilot project.

The presenter mentioned that a lot of work had already been done with respect to a biomass inventory, as illustrated by Mr. Stanley's presentation the previous day. Some of the partners would include Energy Resources, Forest Energy and FPIInnovations.

Current projects had to be identified and research had to be undertaken as to what currently existed. There was not a lot of biomass production occurring in Saskatchewan, however, it was occurring in British Columbia, Alberta and in other countries. Successful projects should be identified so that Saskatchewan did not have to reinvent projects. Partners would be the same and include Energy and Resources.

Issues and challenges had to be identified to implement a business friendly environment. There was a need for lobbying for justification of a policy shift to make the business environment friendlier.



The Group was unsure as to whether changes to legislation were required relating to this particular item.

The presenter identified the next activity as securing materials, which included securing access to fibre. Partners would include the Forest Industry, Province, landowners and farmers.

The Group identified access to alternate fibre supplies where communities could grow willow or hybrid poplars for example, with the idea being not to limit communities. Communities needed to determine what else was available.

Value Added Wood Products		
Activity	Requirements	Partners
Forest Inventory	Environmental studies/site assessments	Forest companies, FN/ Provincial government/INAC
Feasibility Study	Literature Search/progress requirement	FPIinnovations/INAC/NRCAN/ SRC
Certification (ISO Certification)	Green sustainable/way of the industries	NRCAN/SRC
Branding (umbrella)	Presenting unique local product/quality control/ progressive marketing	FN/WD/FSIN/SRC/Enterprise Saskatchewan
Capacity Building	Recruitment	HRSDC/First Nations
Business Planning	All previous activities	Enterprise SK/WD/FN/INAC/ SRC
Operation	First Nation approval/start-up support	Appropriate to products
Adaptive Management	Continuous improvement	

The group indicated that for Value Added Wood Products, communities needed to move away from dimensional lumber towards trusses and furniture stock.

A Forest inventory would determine what was currently out there and would also include reviewing available environmental assessments. Partners would include forestry companies, First Nations, the province and INAC.

The presenter mentioned that a feasibility study would include undertaking a market analysis and literature review to determine what other types of projects were being done within Saskatchewan, nationally and internationally to identify potential opportunities.

The group had also mentioned that with respect to certification, the discussions focused on the natural environment and branding that as part of an umbrella. All non-forest products would be branded as being from Saskatchewan, being natural and being healthy, for example. Some of the requirements would include unique local product quality control, along with aggressive marketing.

Business planning would include all of the steps undertaken for the previous activities. All of the information received would provide the background for the plan.

The presenter stated that at the operations stage, start-up support would be required and First Nation approval. It would be important to ensure that the business had the appropriate products and the partners would be appropriate to the product.

Finally, the group indicated that businesses had to have adaptive management, so that the business would be able to keep up with the latest and greatest markets as they came up.

GROUP 4

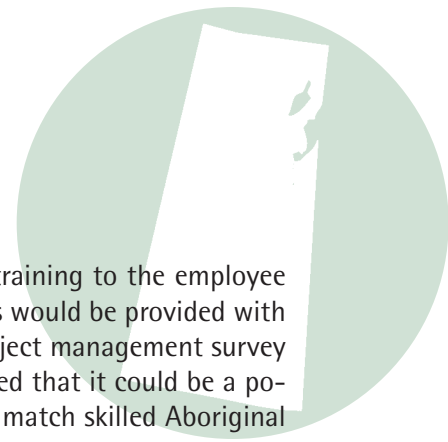
The group was assigned the following topics: Human Resource Opportunities Development; Environmental Monitoring Practices; and, Housing.

Human Resource Opportunities Development		
Activity	Requirements	Partners
Identify region's employers (Kelly Services, e.g. – areas of interest) and skills they need Provide Aboriginal employee targets as incentives Start with youth	Project management survey	Government, community, INAC, Aboriginal businesses
Identify skills they have	Recruitment/survey	Enterprise Regions, Industry
Identify gaps and provide training	Training \$\$ - who does the training?	Colleges, corporations, HRSDC, Band Office
Create a local pool that links employers to employees	Hire HR Coordinator	Tribal Councils, First Nations

The presenter stated that with respect to Aboriginal policy, the Group was coming from the perspective of increasing and keeping Aboriginal training and employment opportunities within the North or wherever a particular industry was located, which was similar to the Kelly Services approach to office workers or general contractors' approach. She said it would be more beneficial to hire an Aboriginal company who had access to a pool of skilled Aboriginal employees, as opposed to going out and hiring individual workers.

She mentioned that human resource opportunities should begin with youth. Similar to the JFR Program, opportunities should be identified for Aboriginal youth to pursue education and careers in the forestry sector, for example.

She continued that regions and employers could identify the skills they needed, including cross-sectoral needs, such as within the forestry and mining industries. A pool could then be created where employees listed their specific skills and employers hired from that pool based on their specific



needs. There would also be a need to identify skill set gaps and provide training to the employee pool. Employee targets or incentives could also be provided and businesses would be provided with adjustments or credits based on the hiring of Aboriginal employees. A project management survey would be required to identify potential employers. The presenter mentioned that it could be a potential economic development opportunity for an Aboriginal company to match skilled Aboriginal employees with potential employers.

The presenter stated that funding was needed for training requirements as well as professionals to provide the training. A Human Resources Coordinator would also need to be hired. There would be several partners, including government, industry, INAC, Aboriginal businesses, Enterprise regions, corporations, colleges, individual First Nations, Band Officers, communities, Tribal Councils, HRSDC, etc.

Environmental Monitoring Practices		
Activity	Requirements	Partners
Get Training Train people in environmental monitoring practices	Secure access to environmental training programs	HRSDC, BEAHR, SRC, Colleges
Bid on contracts	Identify areas that could benefit from our environmental monitoring Solicit services to corporations	Mining/forestry companies, province

The presenter mentioned that an example of environmental monitoring included the Primrose Resources Corporation, which was comprised of four (4) communities and was responsible for the environmental monitoring of a mine that was being decommissioned. The monitoring would take place anywhere between at least 5 to 15 years. He said that it would be a good opportunity for Aboriginal communities if Aboriginal people could be trained to undertake monitoring within the specific areas that they lived in. It would also be beneficial to have a third party monitor companies, rather than the companies monitoring themselves.

Access to environmental training programs would have to occur, which could be provided by the SRC. There would also be a need to determine which areas or sectors required environmental monitoring. Partners would include BEAHR, SRC to provide training, colleges to provide facilities for training, mining and forestry companies and the province.

Housing		
Activity	Requirements	Partners
Secure Materials	Timber	Provinces Industry
	Capital Commitment	Community Service providers
Select Aboriginal Workers/ trainees	Screening and assessment	Community Service provider
Capacity Building	Accreditation	Provincial/SVS Provider
	Capital	INAC/Community
	Training Facility	SVS Provider
	Comprehensive Training	SVS Provider
	Funding Support	HRSDC/INAC/Community
	Project Coordinator	SVS Provider
	Train the Trainer	SVS Provider
Building to Code	Meet thermal and structural requirements	CMHC/INAC Service Provider Province
Occupant Involvement	Training Commitment	Occupant

It was noted that the model was largely oriented to First Nations, however, it could also be applied to Métis communities.

The presenter mentioned that in order to secure materials, timber was required, either from the province through a local labour and local materials housing program or communities could engage in a trade with industry. The other challenge with materials was capital commitment and ensuring that communities were in a position to dedicate a portion of their housing budget towards housing projects. He noted that with Maxwell Manufacturing, for example, one third of the housing materials could be manufactured locally, such as kitchen cabinets, concrete pad, etc. The partners would include the community, INAC and CMHC.

It was important to determine the individuals who would take the training to ensure their success in the program. Individuals should not be chosen because they were on social assistance or because they were recommended by Chief and Council. Potential candidates should go through a screening and assessment process.

He mentioned that with respect to capacity building, there was a need to ensure that all training was accredited. Too often, individuals within a First Nation spent years working as a carpenter's helper, for example. Those individuals were not able to work outside of the reserve boundaries. In addition, in order for a work site to be ensured, skilled trades people had to be on-site and sign off



on the construction of a home. He stated that the service provider had to provide training that met provincial guidelines.

Capital also included equipment and the trainees required their own tools that they could keep once they completed the project. Potential partners would include INAC or a community economic development project.

A training facility would also be required. Communities could work together to achieve an economy of scale, ensuring that every seat available was filled. The training could also take place in a centralized location.

There was also a need for comprehensive training. When training occurred in harvesting, milling, hauling and construction, training should also occur in project management. He mentioned that when construction projects ran into difficulty, many times it was because the project did not have a qualified project manager. The presenter noted that business management planning could also be part of the training.

The presenter stated that potential funding sources would include HRSDC, INAC and the community. Those types of projects listed would provide an excellent opportunity to harness and funnel resources into a comprehensive project.

He stated that a train-the-trainer approach was important to ensure the sustainability of a project. The project needed to ensure that when the service providers and trainers left the community, there would be skilled individuals from within the community that could train other individuals.

He mentioned that building to code was essential and if communities were not building to code, then they should not be building. Partners would include CMHC, INAC, communities and service providers.

He noted that the Group also discussed having occupants involved in the construction process. The presenter mentioned that the average life span of a home in a northern First Nation or remote community was 5 – 8 years. He said that it was due to many reasons, however, at the top of the list was that individuals did not own their homes and did not invest in the maintenance of homes when problems occurred. The occupant needed to be part of the picture and should participate in the training and make a commitment to maintain the unit where they were residing.

PART IV – FINAL PLENARY/ CLOSING REMARKS

Mr. Mallett thanked the participants for taking the time to attend the workshop. He mentioned that a regional report would be developed for each regional session, including the Saskatchewan workshop and would be distributed to all participants. He committed to distributing the

Saskatchewan report to participants in March 2011.

He stated that the participants had tabled some reasonable opportunities for INAC and NRCan to bring forward and he thanked them again for their work over the past day and half. He also thanked the Region for hosting the workshop and the organizers for coordinating the meeting.

