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7:00 p.m. Regular Meeting of Council Monday February 2, 2015

AGENDA

**1. ADOPT AGENDA.**

**2. PETITIONS, DELEGATIONS & OPENING OF SEALED TENDERS**

D-1-Alan Moore, Haida Gwaii Forestry Strategy Project

**3. MINUTES**

M-1-January 19, 2015 Regular Council Meeting

M-2-December 11, 2014 Emergency Management Commission Meeting

**4. BUSINESS ARISING FROM THE MINUTES & UNFINISHED BUSINESS**

**5. ORIGINAL CORRESPONDENCE**

**6. GOVERNMENT**

G-1-Bylaw No.419, 2015 amendment to Zoning Bylaw #184, Reconsider and Adopt.

G-2-Bylaw No.420, 2015 to provide for various procedures for the conduct of local government elections and assent voting, 1<sup>st</sup>, 2<sup>nd</sup>, and 3<sup>rd</sup> Readings.

**7. FINANCE**

F-1-Cheque listing to January 28, 2015.

**8. NEW BUSINESS**

NB-1-Haida Gwaii Arts Council request to host a Youth All Islands Art Show in the multiplex.

**9. REPORTS & DISCUSSIONS**

**10. ACTION ITEMS**

A-1-See attached

**11. QUESTIONS FROM THE PUBLIC & PRESS**

**12. ADJOURNMENT**

# **Development of a comprehensive forestry strategy for Haida Gwaii**

## **A BACKGROUND PAPER FOR DISCUSSION**

**Submitted to: Haida Gwaii Management Council**

**By: Keith Moore  
Moore Resource Management**

**Date: August 7, 2013. Revised January, 2015.**

### **Executive Summary**

This background paper presents an outline for the collaborative development of a comprehensive long-term forestry strategy for Haida Gwaii.

Much has been accomplished in recent years to protect the environmental and cultural values in the forests of Haida Gwaii for future generations and to implement ecosystem-based management. Much more remains to be done to ensure that the diverse resources in the forest are used to generate economic benefits for the communities, to provide employment for residents of the Islands and to ensure a healthy economic future for young people and families in stable, economically diversified communities.

Development of a comprehensive forestry strategy is an essential part of ensuring that, as the land and forest resources are being protected, strategies are also in place to ensure that forest management on Haida Gwaii supports a diversified local economy and delivers social and economic benefits to the Islands communities and the people who live there.

The challenges are substantial and the stakes are high. No individual forest company is large enough to address the forest management and local employment challenges alone. They need to work together and they require the assistance of the communities to provide and promote attractive living situations and community amenities to attract workers. Similarly, no community alone can address the population decline or unilaterally create the local employment opportunities that all would like. They need support from the tenure holders in the form of long-term commitments to attractive jobs with stable futures and the provision of work in ways that sustains and grows local populations. All have strong incentives to work together to address the challenges faced by the Islands and to develop a long-term comprehensive forestry strategy.

Thus this Background Paper stresses the need for a collaborative process to bring together the diverse forestry interests on Haida Gwaii – forest companies, community leaders, governments, local businesses and others – in a single process with a “one-Island focus” to develop a comprehensive forestry strategy. By working together to develop a strategy, companies, communities and governments are more likely to achieve and embrace the vision of ecosystem-based management, especially in the areas of generating

economic benefits for the communities, providing employment for Islands residents and ensuring a healthy economic future for young people and families in stable, economically diversified communities. They are also more likely to work together to implement management strategies if they have played a key role in a collaborative process to develop them.

The paper suggests that the Haida Gwaii Management Council (HGMC) can take a lead role as catalyst and initiator for this collaborative process. The HGMC has the authority, potentially in association with other Islands organizations, to initiate a process and encourage the engagement of all parties on the Islands to come together and develop a long-term strategy to achieve a vision that the communities have long expressed.

As a starting point for consideration in a collaborative process, this paper also outlines 12 key strategic areas that are component parts of a comprehensive strategy to address the challenges and exploit the opportunities that exist and to deliver the desired social, economic and environmental benefits. These challenges are associated with transitions from an economy based on harvesting old-growth to one dependent on second-growth, declining local populations, a lack of critical infrastructure, a smaller scale of forestry operations and a need to develop more local manufacturing, more value-added and non-timber products and expanded forest-based tourism.

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## 1 1.0 Introduction

2 The forests of Haida Gwaii generate employment and economic benefits for all the  
3 communities on the Islands and they support the cultures, provide the foods and  
4 medicines, and sustain the Islands' environment. For years, however, over-exploitation  
5 of the forest resources and use of unsustainable forest practices compromised the  
6 environmental and cultural resources. This led to conflicts over land use, and in  
7 association with the effects of the global economic recession, the land-use conflicts led to  
8 a reduction in logging and to less work for Islands residents. The local forestry economy  
9 shrank substantially and communities suffered.

10 Over the last decade, the Council of the Haida Nation, the Province of BC and many  
11 Islands residents and businesses have made exceptional efforts to introduce many positive  
12 and dramatic changes to the way the Islands' forests are managed. These include

- 13 • A commitment to manage forests to achieve the co-existence of healthy, fully-  
14 functioning ecosystems and human communities – referred to as “ecosystem-  
15 based management” (EBM).<sup>1</sup>
- 16 • Establishment of a co-management framework for forest resources on the Islands  
17 between the Council of the Haida Nation and the Province of BC to achieve  
18 ecosystem-based management.<sup>2</sup>
- 19 • Creation of 16 new conservancies, forest reserves, cedar stewardship areas and  
20 other forms of protected areas to protect important values.<sup>3</sup>
- 21 • Implementation of a Land Use Objectives Order that includes provisions to  
22 protect cultural and environmental features in areas where timber harvesting  
23 continues.<sup>4</sup>
- 24 • Completion of a timber supply analysis for the public lands on Haida Gwaii and  
25 establishment of a single rate of harvest for the Islands.<sup>5</sup>
- 26 • Establishment of Taan Forest and Misty Isles Economic Development Society  
27 (MIEDS) as locally-owned and managed entities now controlling about 58% of  
28 the Allowable Annual Cut (AAC) for the Islands.<sup>6</sup>

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<sup>1</sup> Haida Gwaii Strategic Land Use Agreement (SLUA). Council of the Haida Nation and Province of BC. September 2007.

<sup>2</sup> The Kunst'aa Guu – Kunst'aayah Reconciliation Protocol. 2009.

<sup>3</sup> New conservancies established in Haida Gwaii Strategic Land Use Agreement, 2007. Forest reserves and Cedar Stewardship areas established in Land Use Objectives Order, 2010.

<sup>4</sup> Haida Gwaii Land Use Objectives Order, Ministry of Natural Resource Operations. December 2010.

<sup>5</sup> Haida Gwaii Timber Supply Analysis Report. Joint Technical Working Group. April 4th, 2012.

<sup>6</sup> Taan controls 460,000 m<sup>3</sup> (49% of the total AAC) and MIEDS has an allocation of 80,000 m<sup>3</sup> (8.6%).

- 29 • Signing of a Protocol Agreement between the Council of the Haida Nation and  
30 each of the non-Haida communities to work together in designing a future that  
31 will support a healthy environment and create a sustainable Islands economy.<sup>7</sup>
- 32 • Certification of Taan Forest by the Forest Stewardship Council (FSC) and early  
33 development of initiatives to market a Haida Gwaii brand under the FSC  
34 certification of the forests as well-managed and meeting high social,  
35 environmental and economic standards.<sup>8</sup>
- 36 • Completion of the transfer of control of the Gwaii Forest Charitable Trust funds to  
37 the Islands.

38 With improvements in the global economy, the resolution of local conflicts, commitments  
39 to work together, and a greater sense of stability and security locally as a result of these  
40 impressive achievements, Haida Gwaii can now move forward to fully achieve  
41 ecosystem-based management. In addition to maintaining healthy, fully-functioning  
42 ecosystems, this involves ensuring that the diverse resources in the forest are used to  
43 generate economic benefits for the communities, to provide employment for Islands  
44 residents and to ensure a healthy economic future for young people and families in stable,  
45 economically diversified communities.

46 Moving forward requires a clear vision for the future and a strategy to build on the  
47 Islands' strengths and opportunities and to address the major challenges that exist.

48 This document provides, in the following sections:

- 49 • The role of the Haida Gwaii Management Council and the purpose of this paper  
50 (Section 2).
- 51 • A vision for forestry management on Haida Gwaii, consistent with ecosystem-  
52 based management (Section 3).

53 An analysis of the strengths, challenges and opportunities that provide the context for  
54 development of a comprehensive forestry strategy (Section 4).

- 55 • An outline of a collaborative process to complete the strategy (Section 5).
- 56 • An outline of 12 key strategic areas that will be particularly important in the  
57 development of the strategy (Section 6).

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<sup>7</sup> See for example Protocol Agreement between The Council of the Haida Nation (CHN) and The Village of Queen Charlotte. November, 2006.

<sup>8</sup> An FSC certificate is internationally recognized and is the highest standard of certification that a forest is well-managed and meets established standards.

58 **2.0 The Role of the Haida Gwaii Management Council**

59 The Haida Gwaii Management Council (HGMC) plays a unique role in representing the  
60 Haida Nation and BC provincial governments and all the people on Haida Gwaii. Among  
61 other responsibilities, the HGMC is mandated “to undertake development of a  
62 comprehensive Haida Gwaii forestry strategy that maintains ecological integrity and  
63 supports a sustainable Haida Gwaii economy, for consideration by the Parties.”<sup>9</sup>

64 In December 2012, HGMC commissioned Moore Resource Management to begin the  
65 initial phases of developing a forestry strategy consistent with that mandate.<sup>10</sup> This paper  
66 is part of that initial phase. It is based on a review of documents and interviews with a  
67 broad range of individuals representing senior governments; local governments;  
68 government agencies; economic development bodies; forest companies and local forestry  
69 businesses; sawmills and value-added businesses; botanical and other non-timber  
70 interests; individual citizens; local NGOs; and others with relevant expertise or interest in  
71 Haida Gwaii.<sup>11</sup> It is presented to stimulate discussion at the HGMC.

72 As outlined in the Terms of Reference, this paper does not address issues that are  
73 currently under discussion by tenure holders and governments, including possible  
74 changes to the Land Use Objectives Order, export policies or administrative changes to  
75 reduce operating costs. The document is limited to strategy development within current  
76 forest management arrangements and recognizes existing administrative and governance  
77 arrangements as well as existing tenures, commercial arrangements, AAC determinations  
78 and existing infrastructure. The paper does not address possible tenure changes, revenue  
79 sharing arrangements, different forms of governance, or major changes to the islands'  
80 infrastructure. It focuses on development of strategies that could be undertaken within  
81 current frameworks.

82 **3.0 A Vision for Forest Management on Haida Gwaii**

83 Islands residents are passionate about their forests and their communities and their vision  
84 for the management of the forests has been clear and consistent for years. They have  
85 expressed a strong desire to protect the forest environment. But they have also clearly  
86 expressed a strong view that it is equally important to manage forests to provide cultural,  
87 social and economic benefits to Islands communities. They have consistently expressed a  
88 desire to participate in decision-making in order to ensure that the forest is used in ways  
89 that maintain healthy and resilient communities and environments and that provide  
90 economic benefits and employment for the people and communities of Haida Gwaii.

91 These views have been expressed in many processes that have involved representatives of  
92 all the Islands communities and interests, most notably the Islands Community Stability

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<sup>9</sup> Section 2.3.1, Schedule B, Kunst'aa guu – Kunst'aayah Reconciliation Protocol, 2009. The Parties are the Council of the Haida Nation and the Province of British Columbia.

<sup>10</sup> Terms of Reference were approved by the HGMC in February 2013, and are included as Appendix 1.

<sup>11</sup> A complete list of persons consulted is included in Appendix 2.

93 Initiative (ICSI) (1995-1996),<sup>12</sup> the Community Planning Forum (2003-2006),<sup>13</sup> and the  
94 Haida Gwaii /Queen Charlotte Islands Community Viability Strategy (2006-2007).<sup>14</sup>

95 A consistent vision for forest management on Haida Gwaii emerges from the documents  
96 completed in these three planning processes. The vision can be expressed as follows:

97 Forest management on Haida Gwaii is based on a balanced approach that:

- 98 • Vigorously protects the environmental and cultural values in the  
99 forest for future generations through establishing and managing  
100 forest reserves and protected areas and implementing sustainable  
101 forest practices;
- 102 • Uses the diversity of resources in the forest to generate economic  
103 benefits for the communities, to provide employment for Islands  
104 residents and to ensure a healthy economic future for young people  
105 and families in stable, economically diversified communities; and,
- 106 • Engages Islands residents in co-operative planning processes to  
107 design a future that will support a healthy environment, resilient  
108 communities and a self-sustaining Islands economy.

109 Strategies to achieve the environmental elements of the vision set out by the community  
110 leaders in these three processes have been achieved. These include the implementation of  
111 the Land Use Objectives Order, the determination of a single sustainable Allowable  
112 Annual Cut (AAC) for all of Haida Gwaii, and the establishment of new Haida Protected  
113 Areas and forest reserves within the remainder of the forest to protect environmental and  
114 cultural values such as monumental cedar, marbled murrelet habitat and riparian areas.

115 Some of the desired outcomes related to decision-making have also been achieved. The  
116 Kunst'aa Guu – Kunst'aayah Reconciliation Protocol establishes a process for an active  
117 co-management approach to forest resource decision-making and creates an independent  
118 body (the HGMC) to administer the process. A Community Protocol Agreement signed  
119 by the representatives of all the Island communities provides a forum for the communities  
120 to participate much more directly than in the past in the decisions that affect them.<sup>15</sup>

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<sup>12</sup> The ICSI Consensus. Islands Community Stability Initiative. January 31, 1996.

<sup>13</sup> Haida Gwaii/Queen Charlotte Islands Land Use Plan Recommendations Report. Community Planning Forum. January 2006.

<sup>14</sup> Haida Gwaii/Queen Charlotte Islands Community Viability Strategy, Volume I – Strategic Plan. Lions Gate Consulting Inc., Westcoast CED Consulting, Peak Solutions Consulting. May 17, 2007.

<sup>15</sup> The community “Protocol Agreement” has been signed between the Council of the Haida Nation and each of the non-Haida communities on the Islands. The Agreements recognize that “the people who live on Haida Gwaii have a vested interest in the present and future well-being of



121 Much remains to be done, however, in relation to expanding economic benefits and  
122 employment, creating stable and healthy communities, diversifying the economy and  
123 creating a future for Islands' youth. The social and economic goals established in the  
124 vision articulated by ICSI, the Community Planning Forum, and the Community  
125 Viability Strategy are still far from realization and may now be even more distant than 20  
126 years ago when they were first articulated. Generating more employment and economic  
127 benefits from the use of fewer timber resources, processing and manufacturing timber  
128 resources on the Islands, and diversifying the Island's economy based on the use of a  
129 wide variety of forest resources remain as key elements of a vision for a sustainable  
130 future for Islands communities. However, there is little to suggest that current practices  
131 or current processes will actually deliver these benefits from the forest to the Islands  
132 communities.

133 To fully achieve the vision, especially those elements related to communities,  
134 employment, the local economy, and a healthy future, a coherent and comprehensive  
135 forestry strategy is urgently required.

136 Since many of the environmental elements of a vision have been largely achieved or are  
137 underway, priority must be given to addressing the social and economic elements. This is  
138 not a simple task and there are many reasons that the simple goals of more employment,  
139 more diversity, and more local benefits have not been achieved to date. The following  
140 sections present a short analysis of the strengths, the significant challenges, and the  
141 opportunities facing Haida Gwaii as the Islands continue on the journey to complete the  
142 vision set out in those past processes.

#### 143 **4.0 Strengths, Challenges and Opportunities**

##### 144 **4.1 Strengths**

145 Haida Gwaii continues to have a magnificent forest environment, capable of supporting a  
146 healthy forest industry and a diversity of other forest uses. Despite the isolation of the  
147 Islands and the relatively higher costs of living and doing business on the Islands, Haida  
148 Gwaii has a number of strengths upon which to build a forest management strategy.

##### 149 **4.1.1 Recent changes in the tenure holders**

150 Until recently, forestry operations on Haida Gwaii were dominated by large corporations  
151 (MacMillan Bloedel/Weyerhaeuser, Crown Zellerbach/Fletcher Challenge and Western  
152 Forest Products). The corporations all had significant operations elsewhere and the  
153 operations on Haida Gwaii were tied to mills in the Lower Mainland or southern  
154 Vancouver Island, also owned by those companies. They used large established logging  
155 contractors who were based in other communities and generally employed a significant  
156 off-island workforce in the remote logging camps. In those days, Haida Gwaii was seen  
157 by both government and companies as one small part of a large coastal wood supply area  
158 supplying wood and employment to a much larger economy in the south of the province.

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the land waters and people of Haida Gwaii and that we all seek security for our families and homes”.

159 Development of strategies based on local economic benefits was almost impossible in  
160 that situation.

161 With the recent changes, the management of the forest by large corporations with ties to  
162 off-island mills and contractors has effectively ended. Taan Forest controls 49% of the  
163 Islands cut,<sup>16</sup> and is owned by the Haida Nation. Taan has no other operations, and no  
164 long-term commitments to any off-island mills.<sup>17, 18</sup> BC Timber Sales (BCTS) and the  
165 Misty Islands Economic Development Society (MIEDS) together account for an  
166 additional 18% of the cut.<sup>19</sup> MIEDS is 100% locally owned by the communities and has  
167 no commitments to off-island mills or contractors. BCTS has signed a Co-operative  
168 Management Agreement with Taan and has agreed to co-ordinate operational planning  
169 with Taan and to support Taan's corporate objectives in regards to creating local  
170 employment.<sup>20</sup> Both BCTS and MIEDS can be managed locally to meet local objectives  
171 although all wood sold through these programs must be sold in competitive bid  
172 processes.<sup>21</sup> In addition, Husby Forest Products, with an additional 21% of the AAC, has  
173 local roots and operates primarily on Haida Gwaii.<sup>22</sup> Husby is a "market logger" with  
174 relative freedom to sell wood to interested mills. Teal Cedar, with 10% of the AAC,<sup>23</sup> is  
175 the only tenure holder with a direct connection to an off-island mill, but also owns a small  
176 mill in Masset.

177 The remote logging camps operated by the large off-island contractors have largely  
178 disappeared from Haida Gwaii and most logging is now carried out by smaller  
179 contractors using a workforce that commutes daily from the communities. Husby, for  
180 example, is no longer exclusively a remote camp-based operation, and most of Husby's  
181 current workers live in Port Clements while on shift.

182 These changes in the structure of the industry in terms of who actually has control of the  
183 Haida Gwaii tenures, who makes decisions about where wood will be sold, and who does  
184 the logging are a strength. Almost seventy percent of the cut (and almost 90% if Husby  
185 is included) is now locally controlled and there are significant new opportunities to  
186 manage this cut and deliver the logs to local processors in ways that will provide more

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<sup>16</sup> The AAC for Taan's TFL 60 is 340,000 m<sup>3</sup> and for FLTC A-87661 is 120,000 m<sup>3</sup> – a total of 460,000 m<sup>3</sup> out of the 931,000 m<sup>3</sup> total for public tenures on Haida Gwaii.

<sup>17</sup> Taan does have one short-term agreement to provide cedar but that is almost completed.

<sup>18</sup> Taan did inherit one Bill 13 contractor who has harvesting rights up to 40% of the cut from the TFL. The Bill 13 status requires that Taan keep the contractors' work force busy before other harvesting contractors can enter the TFL.

<sup>19</sup> The AAC allocation to BCTS is a total of 175,868 m<sup>3</sup> out of the 931,000 m<sup>3</sup> total (18%). 80,000 m<sup>3</sup> (8.6%) of the BCTS total is allocated to MIEDS (8.5% of the island total).

<sup>20</sup> Co-operative Management Agreement signed July 29, 2010.

<sup>21</sup> Both BCTS and MIEDS are required to put up all of their wood for competitive bids to meet "market-based pricing" requirements. This limits their opportunity to direct wood to local businesses.

<sup>22</sup> The AAC allocated to Husby is 200,000 m<sup>3</sup> on two forest licences.

<sup>23</sup> The AAC allocated to Teal Cedar is a total of 92,362 m<sup>3</sup> – 79,000 on TFL 58 and 13,632 m<sup>3</sup> on a forest licence.

187 local social and economic benefits. These have not yet been realized to any significant  
188 degree.

#### 189        **4.1.2        High quality wood**

190 The old forests of Haida Gwaii are known to produce wood (especially red and yellow  
191 cedar and Sitka spruce) of superior quality with an international reputation. The second-  
192 growth forests are healthy and growing rapidly and produce high volumes per hectare.  
193 They are expected to produce Sitka spruce and Western hemlock that, while of generally  
194 lower overall value than the old-growth forests, is of relatively high quality for  
195 manufacturing compared to other second-growth hemlock and spruce stands elsewhere  
196 on the coast. The future second-growth forests are also relatively accessible compared to  
197 the second-growth forests in many other, more remote parts of the Coast, and, on Haida  
198 Gwaii, the weevil that affects coastal spruce is absent. Despite challenges in regard to the  
199 economic viability of the second-growth, the volume in these healthy second-growth  
200 stands and the high quality of the wood is expected to be a strength.

#### 201        **4.1.3        A known brand**

202 Haida Gwaii is a recognized name and a known forestry brand in many sectors around the  
203 world. In combination with the recognition of superior forest management through  
204 implementation of the Haida Gwaii Land Use Plan and the FSC certification now in place  
205 for all of the volume produced by Taan Forest on the Islands, this is a significant  
206 strength.<sup>24</sup>

#### 207        **4.1.4        A world-class tourism destination**

208 Haida Gwaii, Gwaii Haanas and the Haida Heritage Center and Haida Gwaii Museum at  
209 Kaay Llnagaay have all won recent international awards and recognition as world-class  
210 tourism destinations. In 2014, National Geographic Travel included Haida Gwaii in its  
211 list of 20 “Best Trips” for 2015. In 2013, *Outside Magazine* rated Haida Gwaii as “Best  
212 Islands” in the world to visit. In 2010, the British Guild of Travel Writers named the  
213 Haida Heritage Centre as the best overseas tourism attraction in the world. In 2005  
214 *National Geographic Traveler* magazine rated Gwaii Haanas as the top park destination  
215 in North America.

216 The temperate rainforests of Haida Gwaii are one of the key attractions and one of the  
217 elements central to the expansion of the tourism economy on Haida Gwaii. The big trees,  
218 mossy forests, peaceful streams, Haida culture and unspoiled coastal waters and beaches  
219 are already known around the world. This international recognition is a strength upon  
220 which to continue to build a forest-based tourism economy that supports the  
221 diversification of the Haida Gwaii economy.

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<sup>24</sup> The FSC certified area includes all of TFL 60 and the Forest Licence to Cut (FLTC) A-87661 in TSA 25 managed by Taan Forest.

222 Tourism is identified in the MIEDS economic development strategy as one of the  
223 important growth sectors in the local economy. Forest management activities need  
224 increasingly to be integrated with the tourism development plans.

#### 225 **4.1.5 Attractive communities, good services and affordable housing**

226 The communities of Haida Gwaii can offer a comfortable lifestyle in safe communities  
227 surrounded by a rich outdoor environment and a rich cultural heritage. These amenities  
228 are potential attraction to a particular group of people seeking this type of lifestyle.  
229 Housing is affordable. Despite the recent emigration from the Islands, the communities  
230 remain an attractive place to live. However, in order to fully benefit from this strength,  
231 and to attract and retain residents, communities will have to provide additional services -  
232 broadband internet, recreational facilities and strong school programs, for example. If  
233 some of these can be provided, the specific lifestyle opportunities on Haida Gwaii are a  
234 potential strength when more long-term employment opportunities become available.

#### 235 **4.2 Challenges**

##### 236 **4.2.1 Population changes**

237 There have been dramatic changes in the population on Haida Gwaii over the last 15  
238 years, particularly in the working age population.<sup>25</sup> In 2011, the population on the Islands  
239 was estimated to be 4,610, a decline of over 1200 people since 1996 when the population  
240 was estimated to be 5,829. This is a decline of 21% in 15 years. In 2008/2009 alone, the  
241 2.1% annual rate of decline was the largest in any district in the province.<sup>26</sup>

242 This overall rate of population decline has been concentrated in the core working age  
243 group (25-54) made up of young workers and families in the 20, 30 and 40 age group.  
244 This core working population declined from 3003 in 1996 to 1832 in 2011 – a decline of  
245 39% over the last 15 years. The core labour pool is expected to decline by a further 13%  
246 in the next 10 years. At the same time forestry and logging operations are expected to  
247 face retirements of older workers in many aspects of the business – supervisors, machine  
248 operators and forest technicians – and a critical shortage of potential replacements is  
249 expected.<sup>27</sup>

250 The number of young people on the Islands is also declining. In the 2006 census there  
251 were 345 residents in the 15-19 age group. However, five years later in the 2011 census  
252 there were only 215 residents in the 20-24 age group. This represents a loss of 130 young  
253 adults (a 38% decline) who apparently moved away and did not return. This may reflect  
254 some residents who moved to attend school or university, but on Haida Gwaii it is widely

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<sup>25</sup> Population information from various sources, cited in MIEDS Three Year Economic Development Strategy. Pages 20-30. In 2013/14 the decline in enrollment continued.

<sup>26</sup> Information provided in School District 50 – Haida Gwaii/Queen Charlotte Statistical Profile. Document provided by Angus Wilson Superintendent, SD 50.

<sup>27</sup> Haida Gwaii Labour Market Project – Labour Market Information. Astute Management Consulting Inc. December 2011.

255 believed to reflect the lack of economic and social opportunities for young people in that  
256 period of time.

257 These significant declines in the young and working-age populations represent a loss of  
258 families in the Island communities and a loss of many services, support businesses and  
259 organizations. These affect schools, local facilities and the tax base. The loss of services  
260 and amenities contributes to more families leaving and further population declines. In  
261 forestry terms, the population declines have had significant impact on local contractors  
262 who report that it has become very difficult to find local skilled workers to work in the  
263 forest, which constrains their ability to complete jobs, and on local forest dependent  
264 businesses who report declining sales.

265 The emigration of workers and their families is most noticeable in school enrollments.  
266 Enrollment in the Haida Gwaii School District (SD 50) has declined by 35% in the last 10  
267 years from about 1000 to only 600 students.<sup>28</sup> This rate of decline is much higher than  
268 the province as a whole, and SD 50 has been one of the five fastest declining districts in  
269 the province over the last 10 years.<sup>29</sup> The decline is greatest in the elementary school and  
270 kindergarten age groups. Kindergarten enrollment in 2012, for example, was 37% lower  
271 than in 2007. The declining enrollment is projected to continue, with a decline of 2%  
272 expected in the 2013/2014 school year. Enrollment in the school system will continue to  
273 decline as these lower numbers in the younger grades work their way through the middle  
274 and high schools grades.

275 These population trends are a major concern for all levels of government and for many  
276 individuals in the communities and the forestry sector. The reduction in the working age  
277 population in the last decade mostly reflects reductions of work in the forest sector or the  
278 absence of new or younger people (19-25) moving to the Islands to work. Many of the  
279 working age population who left with their families were skilled workers who used to be  
280 employed in the forest industry – layout engineers, scalers, silviculture workers,  
281 mechanics, fallers, trucker drivers, and equipment operators.

282 Their loss affects the Islands' ability to provide a work force to sustain a healthy  
283 economy now and in the future. Without a working-age population, any work  
284 opportunities will be provided to non-local businesses and workers, and the economic  
285 benefits largely accrue to those off-island communities. The declining school  
286 enrollments and fear of associated cuts in schools and school programs seriously  
287 constrain the ability to motivate people to relocate to, or to move back to, the Islands with  
288 their families. Without concerted efforts to address the demographic changes, it is likely  
289 that the Islands communities will not benefit significantly from the employment  
290 opportunities potentially offered by an expanding or changing forest sector in the future.

291 These demographic changes become a dangerous spiral. Fewer jobs in the recent past led  
292 to emigration and fewer people which led to diminished local services. Now that there  
293 are jobs and needs by the industry, there is limited local capacity to fill them and

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<sup>28</sup> See footnote 22.

<sup>29</sup> Pers. Comm. Angus Wilson, Superintendent, School District 50.

294 companies move to hiring an off-island work force. This makes it even more difficult for  
295 local workers and contractors to participate and the local services continue to diminish.  
296 The spiral of population decline continues and it is very difficult to get people (families)  
297 to come back or others to relocate even when there are jobs. Thus the population decline  
298 continues with the attendant impacts.

299 Addressing the root causes of the population decline, creating new local employment, and  
300 recruiting people to return to the Islands is a very difficult challenge.

#### 301 **4.2.2 Skills, training and other employment attributes**

302 Haida Gwaii has a relatively unskilled workforce. Approximately 27.3% of Haida  
303 Gwaii's core labour pool (25 - 54) does not have high school completion and in the  
304 period from 2007 to 2010, 52% of 18 year olds did not complete high school. By both  
305 these measures, Haida Gwaii lags far behind the provincial average.<sup>30</sup>

306 The Haida Gwaii Labour Market Project reported employment challenges related to a  
307 lack of skills, attitudes to work, reliability, and expectations of high wages. The study  
308 points out that "while expansion of employment is expected in the forestry and tourism  
309 industries, the jobs that will be available will be of the higher skilled variety such as  
310 machine operators, mechanics and those that require strong customer service skills. As  
311 such, in several cases employers do not expect to source the majority of their staff from  
312 the on-island population."<sup>31</sup> This sourcing of employees from off-island locations has  
313 been a strong pattern for the last several years in many aspects of forestry, from layout  
314 staff, silviculture workers to machine operators, and supervisors. Providing training and  
315 skills in the communities is important to generate local employment but remains a big  
316 challenge.

#### 317 **4.2.3 The move to an off-island workforce**

318 The forest economy on Haida Gwaii is improving as global markets and lumber prices  
319 increase. There are reasons to be optimistic that the expanding operations should provide  
320 employment opportunities for local workers and contractors and should start to improve  
321 the local economies and reverse some of the recent declines in population.

322 But, as described in Section 4.2.1, the result of the downturn in the last decade has been  
323 the emigration of many workers, equipment operators, and small contractors, retirement  
324 of older workers and a generally diminished local capacity on Haida Gwaii. Many of the  
325 remaining local companies now report difficulties finding people who have skills or who  
326 are available to work in the woods. Without a workforce, it is difficult for them to bid on  
327 the contract work that is coming available.

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<sup>30</sup> BC Stats, Community Profile Local Health Area 50, reported in Labour Market Study. Astute Management Consulting Inc. December 2011. Also reported in School District Statistical Profile.

<sup>31</sup> Haida Gwaii Labour Market Project – Labour Market Information. Astute Management Consulting Inc. December 2011.

328 In response to the situation where local contractors are not available any more, companies  
329 and BCTS are turning to off-island contractors and consultants and structuring their  
330 contracting opportunities in ways that are more appealing to the larger off-island  
331 businesses that have access to a larger workforce and much more work over a larger  
332 geographical area. Thus, contracts are being provided as larger jobs completed over  
333 shorter time frames to make the movement of people and equipment to the Islands from  
334 elsewhere on a temporary basis more efficient.

335 This emphasis on larger contracts and shorter-term work further disadvantages local  
336 businesses who would prefer to work over a longer-term in secure contracts to allow  
337 them to rebuild the capacity that they have lost. Without some assurance of job stability  
338 and security over a period of years, contractors and workers who left the Islands are  
339 unwilling to return to work for these local businesses and newcomers are reluctant to  
340 move here.

341 Good information is not available on the extent of this shift to an off-island workforce,  
342 but many local observers report that much of the employment now being generated is  
343 going to off-island contractors, consultants and workers. This includes forestry  
344 consultants who do the timber cruising, operational planning, layout and mapping, waste  
345 surveying and scaling and who now predominantly reside off-island and fly in for shifts,  
346 and the road construction and logging contractors who mobilize off-island crews and  
347 equipment for relatively short times and work seven days a week for those shifts. There  
348 are economic benefits to hotels, restaurants and rental accommodation associated with  
349 these arrangements, but most wages do not stay on the Islands. The situation does not  
350 encourage families to return or contractors to invest in equipment. Long-term locally  
351 based employment is not being created.

#### 352 **4.2.4 The small scale of individual tenures**

353 In the period prior to the recent changes in tenure holders, the implementation of the  
354 Land Use Plan and the 2012 Timber Supply Analysis, the Timber Harvesting Land Base  
355 (THLB) on Haida Gwaii was approximately 244,000 ha<sup>32</sup> and the AAC was 1,780,000  
356 m<sup>3</sup>.<sup>33</sup> There were four major tenure holders – Western Forest Products, Teal Cedar  
357 Products, Husby Forest Products, and BC Timber Sales.

358 Today, the THLB is approximately 188,000 ha<sup>34</sup> (a 23% reduction), and the AAC is  
359 931,000 m<sup>3</sup> (a 48% reduction).<sup>35</sup> This much smaller AAC is now divided among 5 major

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<sup>32</sup> Haida Gwaii/Queen Charlotte Islands LUP Base Case Analysis, Timber Supply Modeling Assumptions. Cortex Consultants. Nov 9, 2004. Base Case 1, page 14.

<sup>33</sup> Rationale for Allowable Annual Cut (AAC) Determinations for Tree Farm Licence 58, Tree Farm Licence 60, and Timber Supply Area 25. Deputy Chief Forester Jim Sutherland. September 20, 2012. Appendix 4, page 61.

<sup>34</sup> Haida Gwaii Timber Supply Review Data Package. April 2012. Page 7.

<sup>35</sup> Rationale for Allowable Annual Cut (AAC) Determinations for Tree Farm Licence 58, Tree Farm Licence 60, and Timber Supply Area 25. Deputy Chief Forester Jim Sutherland. September 20, 2012.

360 tenure holders.<sup>36</sup> Taken as a whole, the new AAC of 931,000 m<sup>3</sup> is a significant annual  
361 harvest even if, as generally expected by local observers, the actual average annual  
362 harvest does not exceed 800,000 m<sup>3</sup> annually. This level of cut could support a sizable  
363 local work force of logging contractors and employees, mechanics, independent  
364 businesses, supporting supervisory and administrative staff and a significant  
365 infrastructure of processing, manufacturing and shipping facilities, for example. It is  
366 estimated that it could support 40 to 50 logging layout engineers, timber cruisers,  
367 silvicultural staff, scalers, mapping technicians etc in the local community.<sup>37</sup>

368 However, many of these types of positions now go to an off-island workforce that works  
369 here on a periodic basis for each of the individual tenure holders. Each tenure holder  
370 does its own operational planning, and undertakes separate negotiations with contractors  
371 for work on their tenures. In practice, none of these five tenures individually is large  
372 enough to provide the long-term planning and security to support a stable local  
373 workforce, generate the investment, and re-establish the needed infrastructure of  
374 contractors and services.

375 In the short term, this hurts the opportunities for local employment on Haida Gwaii and  
376 discourages recovery of local infrastructure. In the long term, it significantly  
377 compromises the ability to generate capital and support the human resources and the  
378 infrastructure needed to make the oncoming second-growth hemlock and spruce forests  
379 economically viable.

380 The relatively small scale of each individual tenure, and the inherent independence of  
381 each, presents a big challenge in taking the necessary steps to generate locally-based  
382 employment for a resident population. Working collaboratively expands the  
383 opportunities.

#### 384 **4.2.5 High operating costs**

385 Haida Gwaii has always been a high cost area for forest companies to operate, but the  
386 cost disadvantages have increased dramatically in the last 10 years. Current efforts are  
387 directed at reducing local cost structures and disadvantages for the tenure holders. In the  
388 long term, two areas of significant cost will need to be addressed – the cost of barge  
389 transportation of round logs, and the cost associated with handling waste, both waste in  
390 logging operations and waste in manufacturing operations (which have no offsetting  
391 revenues). The challenge for Haida Gwaii is to find ways to reduce these costs, or  
392 increase revenues through using the waste and finding niche markets for products.

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<sup>36</sup> Taan is the biggest tenure holder with 49% of the total AAC (460,000 m<sup>3</sup>, including a CHN non-replaceable FLTC of 120,000 m<sup>3</sup>), then Husby (200,000 m<sup>3</sup>), BCTS (175,868 m<sup>3</sup> including an allocation for MIEDS of 80,000 m<sup>3</sup>), and Teal Cedar (92,632 m<sup>3</sup>). These figures are based on the AAC determinations of Sept 20, 2012 and the AAC allocation within TSA 25 of August 8, 2013.

<sup>37</sup> Pers. Comm. Cliff Roberts, Chartwell Consultants.



393           **4.2.6           The management of cedar (Tsuuaay)**

394       Red cedar and yellow cedar (collectively referred to cedar, as tsuuaay in Haida) are  
395       iconic species on Haida Gwaii, highly valued for many reasons. Cedar is of great cultural  
396       and artistic significance,<sup>38</sup> and is an important part of many habitats and ecosystems. It  
397       has high economic value and is critically important to the viability of the forest industry  
398       on the islands. For the past 20 years, the cedar species have been logged at a much  
399       higher rate than they occur in the forest inventory. The return from cedar has supported  
400       the harvest of the lower-value species, notably hemlock. Cedar offers the best  
401       opportunities for increasing small-scale local sawmilling and developing local value-  
402       added wood product manufacturing. Accordingly, the management of cedar is  
403       complicated and challenging.

404       In recognition of the value of cedar and the pressures upon it, a number of provisions  
405       were put in place in the Land Use Objectives Order. These included establishment of  
406       Cedar Stewardship Areas and 16 new conservancies and requirements to protect  
407       monumental cedar trees and stands and areas for ecosystem representation and to re-  
408       establish cedar in harvested areas. These provisions protect significant areas of cedar for  
409       future generations and for future cultural use.

410       Despite these measures, several major challenges remain. These are discussed under four  
411       separate sub-headings:

- 412           i.       The harvest rate for cedar
- 413           ii.      Cultural uses of cedar
- 414           iii.     The management of fire origin second growth cedar
- 415           iv.     Regeneration of cedar and the impact of browsing by introduced deer.

416    i.       The harvest rate for cedar

417       Cedar is a finite and diminishing resource on Haida Gwaii. It has been significantly over-  
418       harvested in the last 20 years and there are difficult questions about how much old-  
419       growth cedar remains, what the annual harvest of cedar should be, how the harvest should  
420       be limited, and what management strategies should be in place.

421       The Deputy Chief Forester considered these questions in the rationale for the 2012 AAC  
422       determination.<sup>39</sup> He reported that cedar accounts for approximately 33% of the total  
423       available timber inventory on the timber harvesting land base on Haida Gwaii. In the  
424       period between 1995 and 2010, cedar made up 49% of the total volume harvested from  
425       all units on public forest land. Forty-one percent (41%) of this was red cedar and 8% was  
426       yellow cedar.<sup>40</sup> Between 2000 and 2011, the cedar harvest increased to 52% of the total

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<sup>38</sup> Haida Land Use Vision Haida Gwaii Yah'Guudang (respecting Haida Gwaii). Council of the Haida Nation. April 2005.

<sup>39</sup> AAC Rationale for TFL 58, TFL 60 and TSA 25. Deputy Chief Forester Jim Sutherland. September 2012. Pages 24-32.

<sup>40</sup> Haida Gwaii Timber Supply Analysis Report. Joint Technical Working Group. April 4th, 2012. Page 14.

427 harvest. Recognizing this over-harvest, and concerned about the future availability of  
428 cedar, the Deputy Chief Forester suggested limiting the harvest of red and yellow cedar to  
429 38% of the volume harvested in TSA 25, 41% of the harvest in TFL 58, and 39% of the  
430 harvest in TFL 60, or approximately 40% of the total annual harvest on Haida Gwaii.

431 The Deputy Chief Forester described these suggested limits as “reasonable starting points  
432 in moving towards levels of cedar harvest that will help ensure the availability of  
433 merchantable cedar throughout the transition to the harvesting of second-growth”<sup>41</sup> while  
434 recognizing that they continue to allow the over-harvest of cedar in proportion to the  
435 inventory. He stated at several points that there is a need for a process on Haida Gwaii to  
436 develop strategies that provide targets or limits on the harvest of old-growth cedar to  
437 meet local objectives.

438 It is widely expected on Haida Gwaii that the high rates of cedar harvest will continue  
439 into the future and this trend is evident from the annual harvest in 2012. In 2012, red and  
440 yellow cedar accounted for 55.9% of the volume harvested from Crown land on Haida  
441 Gwaii.<sup>42</sup> Red and yellow cedar made up close to, or in excess of, 60% of the total volume  
442 harvested on all major tenures (TFL 25, TFL 39, TFL 60, FL A-16869, FL A-87661 and  
443 BC Timber Sales) with the exception of TFL 58, where the harvest was almost  
444 exclusively second-growth spruce and hemlock. This rate of cedar harvest is much  
445 higher than in the period 1995 to 2011. It is 40% higher than the limit suggested by the  
446 Deputy Chief Forester and 69% higher than its contribution to the inventory.

447 The relative proportions of red and yellow cedar in the harvest have also changed. Red  
448 cedar which accounted for 41% in the 1995-2010 has grown to 52% in 2012 and yellow  
449 cedar has fallen from 8% to 4% of the harvest in 2012.

450 There are other reasons for concern about the future availability of cedar. The harvest of  
451 old-growth cedar over the last decade has targeted the highest grades and most accessible  
452 stands, so the most valuable stands of cedar were harvested at a much higher rate than  
453 their proportion of the total cedar inventory. In 2005, the Gowgaia Institute reported that  
454 the proportion of high grade logs in the total harvest declined from 10% of the cedar  
455 harvest to one percent between 1995 and 2004.<sup>43</sup> The remaining available old-growth  
456 cedar is likely of lower volume and lower grade, and less accessible than the cedar that  
457 has been harvested in recent years past. The 2012 timber supply analysis points out that  
458 low and medium volume growing sites are being avoided in current harvesting and thus,  
459 the low volume sites will form an increasing percentage of the profile of cedar in the  
460 future.<sup>44</sup>

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<sup>41</sup> AAC Rationale, pages 31 and 32.

<sup>42</sup> Information from BC Harvest Billing system based on volume scaled in 2012 with exception of information for BCTS which was provided directly by BCTS. The harvest includes both old-growth cedar (more than 250 years old) and fire-origin second growth cedar (100-250 years old). It compared volume of cedar scaled to total volume scaled on the major forest tenures.

<sup>43</sup> Haida Laas, August 2005. Page 36.

<sup>44</sup> Timber Supply Analysis. Page 14.

461 These factors all suggest that the high quality old-growth cedar that is so important from  
462 many different perspectives may run out much sooner than the 60-80 years suggested by  
463 the Deputy Chief Forester based on the Timber Supply Analysis. They add extra urgency  
464 to his call for a locally developed management strategy for cedar.

465 ii. Cultural uses of cedar

466 Old-growth cedar is also critically important for Haida cultural uses<sup>45</sup> – poles, canoes,  
467 buildings and a variety of other uses. The availability of monumental cedar for cultural  
468 uses is regulated by the Council of the Haida Nation through the Ministry of Forests,  
469 Lands and Natural Resource Operations (MoFLNRO). Currently about 1500 m<sup>3</sup> of cedar  
470 a year is used annually for cultural purposes. This wood is all from active logging  
471 operations and is harvested in accordance with the Land Use Objectives Order. Based on  
472 inventory work undertaken by the CHN, the current supply of cedar available for cultural  
473 uses through this process is considered adequate to meet the demand for the foreseeable  
474 future, although large diameter logs of the high quality needed for canoes are becoming  
475 increasingly difficult to find.<sup>46</sup> At some future time, when there are no more monumental  
476 cedar logs available from the harvested areas in the Timber Harvesting Land Base, cedar  
477 for cultural uses will need to be found in the Cedar Stewardship Areas, conservancies and  
478 forest reserves.

479 iii. Management of stands of fire-origin second-growth cedar

480 A significant portion of the cedar harvest on Haida Gwaii is not old-growth. This harvest  
481 comes from an area of Graham Island that was burned in a number of fires around 1850.  
482 The current stands are referred to as “fire-origin second-growth stands” or “Tlell fire  
483 stands” in age classes from 60 to 250 years old. They produce high-value cedar poles and  
484 generally high grades of cedar in an area that is relatively accessible and has relatively  
485 low logging costs. Some of the younger stands in this “fire-origin second-growth” have  
486 already been logged once or twice since the fires by the J.H. Baxter Pole Company in the  
487 period from 1920-1929 and around 1960.

488 These fire-origin second-growth stands are also a finite resource, and much more limited  
489 in extent than the old-growth cedar. In 2004, the area of cedar dominated fire-origin  
490 second-growth was estimated to be 4800 ha.<sup>47</sup> More recent analysis in the TSA analysis  
491 suggests that the area of the 60-250 age classes mature and immature stands associated  
492 with the “Tlell fire” are in the order of 25,000 ha, of which about 8000 ha is cedar-  
493 leading fire-origin stands.

494 Because of their high-value and low logging cost, these second-growth cedar stands have  
495 been targeted for significant harvest in recent years. In 2012 for example, 45% of the

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<sup>45</sup> Cultural use includes domestic and community uses, as well as use by individual Haida carvers and artists who use cedar for poles, canoes and other cultural objects that they sell.

<sup>46</sup> Pers. Comm. Percy Crosby, Cultural Wood Program.

<sup>47</sup> Second-Growth Timber Opportunities on Haida Gwaii. Cortex Consultants and HiMark Forest Consultants Ltd, June 21, 2004.

496 BCTS volume came from these fire-origin second-growth stands.<sup>48</sup> Taan reports that  
497 about 30% of their total harvest in 2012 came from these stands.<sup>49</sup> In total,  
498 approximately 28% of the total harvest on Haida Gwaii came from the fire-origin second  
499 growth stands which comprise only about 12% of the THLB.<sup>50</sup> Like the old-growth, the  
500 fire-origin stands are being harvested at rates that are in excess of their proportion of the  
501 inventory. The fire-origin second-growth stands that remain are also likely to be of lower  
502 volume and lower value than the stands that have been logged to date.<sup>51</sup>

503 There are concerns about the silvicultural systems and logging methods being used in the  
504 fire-origin stands. Some observers report that because of the mixed ages and sizes of the  
505 trees in some of these stands and the logging methods used, an excessive number of  
506 smaller immature trees are logged that should be left to grow to a larger pole size, which  
507 would be of higher grades with more value. There are concerns about the amount of  
508 waste, and the effects of a pattern of strip cutting that was utilized. Extensive blow-down  
509 occurs along the edges of these uniform dense stands when they are harvested.

510 The Council of the Haida Nation has expressed a view that some portion of these fire  
511 origin stands should be left to become the next generation of old monumental trees.<sup>52</sup>  
512 Others feel that the stands are being logged at too young an age.

513 Thus, the same questions exist for the fire-origin second-growth as for the old-growth.  
514 How much remains? What should the annual harvest rate be to ensure they can continue  
515 to contribute significant values into the future? How can the harvest be limited? And  
516 what management strategies should be in place for these valuable resources?

517 iv. Regeneration of cedar and the impact of browsing by introduced deer

518 In addition to the challenges posed by the diminishing supply of old-growth and fire-  
519 origin second-growth cedar stands, there are significant challenges related to cedar  
520 regeneration.

521 Browsing by introduced Sitka black-tailed deer effectively eliminated cedar regeneration  
522 in cut blocks until requirements were put in place in the mid-1990's to require that cedar  
523 is re-established in cut areas and protected from browsing. Thus, there is very little cedar  
524 in the logging-origin second-growth stands younger than 120 years old and virtually all of  
525 the second-growth cedar that does exist is in the 0-20 year age class. When the remaining  
526 inventory of the fire-origin cedar and old-growth cedar is removed, there will be a  
527 lengthy gap before any more cedar of harvest age is available, and forest harvesting  
528 during that period will depend entirely on the economic viability of hemlock and spruce.

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<sup>48</sup> Data provided by Tom Johnson, BCTS.

<sup>49</sup> Pers. Comm. Bob Brash, supported by information from BCTS.

<sup>50</sup> Harvest Information for BC government Harvest Billing System, Tom Johnson, BCTS and Bob Brash, Taan Forest Products. THLB information from Nick Reynolds, CHN.

<sup>51</sup> Pers. Comm. Nick Reynolds, CHN.

<sup>52</sup> Haida Land Use Vision Haida Gwaii Yah'Guudang (respecting Haida Gwaii). Council of the Haida Nation. October 2005.

529 This is the period of time when monumental cedar will need to be found in Cedar  
530 Stewardship Areas and forest reserves. This further underlines the challenges associated  
531 with managing the remaining old-growth and fire-origin stands.

532 The lack of cedar regeneration as a result of deer browsing is dramatic in the old-growth  
533 cedar stands that are now protected in Parks, Park Reserves, Conservancies, Cedar  
534 Stewardship Areas and other reserves. Regeneration is restricted to stumps, roots wads  
535 and cliff faces. Even in situations where trees blow down and create forest openings  
536 where cedar should regenerate in these reserves, it is largely absent. Thus, while the old-  
537 growth protected areas are effectively set aside to provide cedar for future generations,  
538 there is no long-term assurance that there will be any cedar because there is essentially no  
539 young cedar in the stands to replace those that die or blow over. This also represents an  
540 enormous challenge. It is being considered within the management plan presently being  
541 developed for the Cedar Stewardship Areas.

542 In summary, current pressures on cedar from on-going over-harvesting, deer browsing  
543 and a lack of mid-age second-growth cedar stands, present enormous challenges from  
544 many perspectives.

#### 545 **4.2.7 The transition to a second-growth spruce and hemlock forest**

546 Second-growth forest appears to make up approximately 100,000 ha or just over 50% of  
547 the long-term Timber Harvesting Land Base (THLB) of about 188,000 ha.<sup>53</sup>  
548 Approximately 80,000 ha of this second-growth is “logging-origin second-growth” in the  
549 0-80 year age class,<sup>54</sup> dominated by stands of Western hemlock and Sitka spruce.

550 The time frame for a transition from old-growth harvesting to second-growth is not clear,  
551 but will likely occur as many other parts of the Coast are also moving into second-  
552 growth. The timber supply analysis base case projects that harvesting in the 81-100 age  
553 class will begin in the TSA in about 10 years; in TFL 58 in about 20 years; and in TFL 60  
554 in about 30 years.<sup>55</sup> This is based on an expectation of continued old-growth harvesting  
555 for as long as possible and a transition to second-growth only when the second-growth is  
556 in the older age classes. However, second-growth harvest has already been underway in  
557 TFL 58 for several years and is in 41-60 and 61-80 age classes, not the 81-100 age class.  
558 In 2012, all of the harvest in TFL 58 was in these second-growth stands because of  
559 harvesting constraints from the LUOO and the financial viability of the second-growth.  
560 In 2011, Taan had significant success harvesting a 58 year old spruce-leading second-  
561 growth stand, and expects to continue to harvest in these high-volume spruce-leading  
562 second-growth stands. BCTS reports that it will soon be planning harvest of logging-  
563 origin second-growth stands.

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<sup>53</sup> Information from Timber Supply Analysis Report and Data Base.

<sup>54</sup> Information from Timber Supply Analysis Report, provided by Nick Reynolds.

<sup>55</sup> AAC Rationale for TFL 58, TFL 60 and TSA 25, Deputy Chief Forester Jim Sutherland, September 2012. Page 23.

564 Thus, the relatively young, logging-origin second-growth forests are already important.  
565 In the not-too-distant future, at a time when virtually no old cedar remains and none of  
566 the young cedar stands are old enough for harvest, logging-origin second-growth spruce  
567 and hemlock-leading stands will be the entire basis of the forest economy on Haida  
568 Gwaii. A 2004 study indicated that 64% of the logging-origin second-growth was  
569 hemlock-leading stands and 29% was spruce-leading stands. Only 2% was cedar-leading.  
570 The hemlock stands are predominantly in the younger age classes and the spruce stands  
571 tend to be in the older age classes reflecting the harvest of accessible old-growth spruce  
572 stands on the Islands during the war years and transition to cedar- and hemlock-leading  
573 old-growth stands in later years, which have regenerated to hemlock-leading stands.

574 Initially, the second-growth harvest will be predominantly spruce stands. These are the  
575 older stands and are already economically valuable because they are of high volume with  
576 a very high spruce (low hemlock) content and have low logging costs because they tend  
577 to be on gentle terrain and close to roads with easy access. Some of these stands were  
578 spaced and thus have relatively fewer trees per hectare. Some were fertilized. They also  
579 can be exported and bring a higher price than in domestic markets. In the short term,  
580 harvest of spaced and un-spaced spruce stands is economically viable.

581 It is not known how many of the spruce-leading stands have been spaced and fertilized,  
582 or how much is lower value un-spaced stands which have higher logging costs because of  
583 the greater number of trees per hectare. Similarly it is unclear how much of the spruce-  
584 leading second-growth may be currently constrained by LUOO provisions on flood plains  
585 and for Type 1 and 2 streams where much of the older second-growth spruce is located.  
586 Like the current situation with old cedar, high-value second-growth spruce appears to be  
587 harvested at a rate that is disproportionate to its contribution to the second-growth  
588 inventory. It is not known how long the higher value spruce-leading stands can carry the  
589 bulk of the second-growth harvest.

590 In the near future, the viability of industrial forestry operations on Haida Gwaii will  
591 depend heavily on the viability of second-growth hemlock-leading stands that, in 2004,  
592 comprised 64% of the total second-growth, and a higher proportion of the younger age  
593 classes. That study considered the economic operability of second-growth hemlock  
594 stands as “questionable”. The economic viability of the second-growth stands becomes  
595 more questionable as harvesting increasingly relies on hemlock-leading stands  
596 (considered a lower-value species) that were not spaced, and that will be more remote and  
597 on generally steeper slopes with increased access and logging costs. The fact that many  
598 of these hemlock stands are located in remote areas – Sewell Inlet and Tartu Inlet for  
599 example – with very high access costs further challenges economic operability. Sewell  
600 Inlet, for example, contributes 20% of the annual AAC in the timber supply area (about  
601 105,000 m<sup>3</sup> out of 512,000 m<sup>3</sup>) but there are no current operations in Sewell Inlet.<sup>56</sup> The  
602 longer operations in Sewell are delayed, the more pressure is put on other areas, and the  
603 more the future depends on the very remote second-growth.

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<sup>56</sup> Information provided by Tom Johnson, BCTS.

604 It has been suggested that the only way to make these hemlock stands economically  
605 viable is to add value on Haida Gwaii in a hemlock sawmill, and to ship finished or semi-  
606 finished products rather than round un-processed logs. The hemlock is thought to be of  
607 relatively good quality, and local manufacturing would allow it to compete in a world  
608 market. Without this value added, second-growth hemlock may be uneconomic because  
609 of the cost of transporting round logs off the islands to mills elsewhere. However,  
610 addressing this possibility requires information, analysis and long-term planning and may  
611 require substantial capital investment and consolidation of the tenures to supply such a  
612 mill. There appears to be little precedent of a successful sawmill to produce hemlock  
613 products in coastal BC.

614 There may still be opportunities to increase the value of the second-growth growing  
615 stock. In the 1980's and 1990's considerable funds were spent on silviculture activities  
616 on the Islands to enhance second-growth volumes and values per hectare. These included  
617 fertilization, spacing, pruning, mounding and other activities. There do not appear to be  
618 any recent analyses of these treatments to determine if they provide any guidance about  
619 whether they would offer benefit in the future. There has been no spacing, fertilization or  
620 other incremental silviculture since the late 1990's when funding programs were  
621 cancelled.

622 Making second-growth hemlock economically viable may depend on product  
623 development and research, and identification of markets, and niches for a value-added  
624 Haida Gwaii hemlock product produced on Haida Gwaii.

#### 625 **4.2.8 A lack of critical infrastructure**

626 Any investigation of the potential to expand the capacity to process and manufacture logs  
627 into lumber or other wood products on any significant scale on Haida Gwaii raises three  
628 infrastructure issues.

629 First, manufacturing creates a lot of waste in the form of bark, sawdust, broken wood,  
630 trim ends, etc. In most places these by-products have some value and can be sold to other  
631 users. On Haida Gwaii every by-product represents a cost for disposal, rather than a  
632 source of additional revenue. Development of manufacturing facilities depends in part on  
633 finding ways to generate revenues, not create extra costs, from these processing by-  
634 products. The preferred solution is to use the wood waste products in co-generation  
635 facilities and convert them into electricity or heat for use in manufacturing of the wood.

636 Second, manufacturing requires a lot of energy – either in the form of heat or electricity  
637 to run drying kilns and mill equipment. This energy is not available at present on Haida  
638 Gwaii and has been cited as a barrier to development of sawmills for years. BC Hydro is  
639 presently reviewing proposals for energy production. From the perspective of a  
640 comprehensive forestry strategy, the use of wood waste from manufacturing facilities is  
641 the most attractive energy option.

642 Third, manufacturing requires facilities that efficiently transport products to markets. The  
643 lack of facilities where products can be loaded directly onto ships or barges has limited





644 the development of mills to date. Proposals for dock facilities that would allow  
645 containers to be loaded on land and transferred directly onto barges for delivery to  
646 container ports in Prince Rupert and Vancouver are being reviewed at present.<sup>57</sup> These  
647 are controversial but some observers believe that a barge loading facility could reduce the  
648 delivered cost of wood products significantly and could open up new direct markets for  
649 Haida Gwaii products in Asia (via container ships) or in the United States (in containers  
650 via rail).

651 These three issues – use of waste, energy, and transportation – have been and continue to  
652 be major challenges that significantly influence future opportunities on Haida Gwaii.  
653 Addressing them may be absolutely essential to addressing the questions of how the  
654 second-growth forests dominated by Western Hemlock can be economically viable.

655 As with other issues on Haida Gwaii, they cannot be addressed or resolved individually  
656 or in isolation from other challenges. They require a coordinated approach so that waste,  
657 energy and shipping are addressed collectively as part of a long-term forest industrial  
658 strategy.

659 A final piece of critical infrastructure might be a large sawmill to process second-growth  
660 hemlock. That is discussed in Section 4.2.6.

#### 661 **4.2.9 A deteriorating infrastructure of roads, bridges and trails**

662 An infrastructure of passable roads and safe bridges and culverts is critical to future  
663 silviculture and logging operations and log salvage, as well as to many forest users –  
664 recreationists and tourists, firewood cutters, hunters and fishermen, mushroom pickers,  
665 forest researchers, cultural cedar users, medicinal plant collectors, mineral prospectors,  
666 joggers and cross-country skiers, among others. As the Haida Gwaii economy  
667 diversifies, and as communities focus on providing amenities and services that appeal to  
668 residents, the maintenance of a road infrastructure to access the forest for multiple users  
669 will be increasingly important.

670 Over the last 20 years, many roads, bridges and culverts have not been maintained and  
671 are in significant disrepair to the point of not being safe or passable. Some of them create  
672 barriers to fish passage or other environmental problems. Current government and  
673 company initiatives are directed to deactivating currently unused roads by removing the  
674 bridges and culverts and allowing the roads to brush in with alder, or to simply  
675 abandoning or closing roads where risks are low. This addresses safety issues associated  
676 with unmaintained roads, limits legal liability, and avoids the costs of on-going  
677 maintenance wherever possible and is a cost-effective approach in the short-term. Roads  
678 are deactivated when money is available and the priority is to minimize liabilities and  
679 future maintenance costs. However, the long-term impacts of this program on the many  
680 recreational and non-industrial users and many other forest values are not properly

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<sup>57</sup> Port of Haida Gwaii and Short Haul Inter-Coastal Barge Services. Business case prepared for Misty Islands Economic Development Society and Village of Port Clements. March 21, 2013.



681 accounted for. Without access, many of these activities are no longer possible and  
682 opportunities are lost.

683 The loss of road access into the remote areas of second-growth has significant cost  
684 implications for future harvest opportunities in these areas, because removing access now  
685 necessitates huge investment in roads, bridges and culverts in the future and may make a  
686 whole watershed inoperable. In remote areas like Sewell Inlet and Tartu Inlet, the cost of  
687 re-establishing roads, bridges and dryland sorts may make re-opening operations  
688 uneconomic.<sup>58</sup>

689 A program of on-going maintenance in some areas may be more effective in addressing  
690 and protecting the multiple values and maintaining the long-term cumulative economic  
691 benefits associated with access.

692 Roads provide the access to important feature sites that are key to growth in a forest-  
693 based tourism economy – Rennell Sound, Moresby Camp, and Sleeping Beauty for  
694 example – and to some of the new conservancies Yaaguun Suu (Yakoun Lake) and  
695 Kunxalas (Cumshewa Head). Access to all of these sites has periodically been difficult in  
696 recent years because of lack of road maintenance or road closures and lack of interest or  
697 responsibility by government and the companies. Maintaining long-term access to the  
698 forests for future logging and log salvage, recreational uses such as hunting, jogging and  
699 firewood cutting, and tourism development is a significant challenge but is important to  
700 local communities and many user groups.

701 In addition to roads, a network of recreational trails and campsites that provide  
702 recreational access in the forest environment is important to tourists and residents alike.  
703 A network of trails is considered an important element of expanding a forest-based  
704 tourism economy and many have been developed on the Islands over the years.

705 Development of an Islands-wide strategic plan for trail development was initiated in 2007  
706 and 2008. This included a preliminary inventory of trails which identified approximately  
707 40 existing trails in 2007<sup>59</sup> and a Gap Analysis Report<sup>60</sup> for an all-Islands trails strategy  
708 based on extensive public consultation in 2010 and initiation of a strategy in 2011.  
709 Approximately 50 existing trails are now identified from various sources, and new ones  
710 are proposed but the development of a coordinated strategy has stalled for lack of funds  
711 and overall coordination.

712 Local observers report that trail use has increased since that time, and new trails have  
713 been developed, especially in the Queen Charlotte area. Trails are still considered an  
714 important part of an overall tourism strategy but most trails on Haida Gwaii are not  
715 maintained and some are in poor condition (Riley Creek trail in Rennell Sound and  
716 Sleeping Beauty Trails, for example). MoFLNRO and BC Parks maintain approximately

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<sup>58</sup> Pers. Comm. Tom Johnson, BCTS.

<sup>59</sup> Haida Gwaii/QCI Trail Inventory Initiative Mount Moresby Adventure Camp Society, Report submitted to Gwaii Forest Charitable Trust, Jonathon Ebbs. 2007.

<sup>60</sup> k'yuwaatl'aagee / k'yuwaatl'aagaaya. The Haida Gwaii Trails Strategy Gap Analysis Report. Karen Church. December 7, 2010.

717 6 of the identified trails and have plans to initiate maintenance on 4 more trails.<sup>61</sup> Some  
718 others are maintained by local volunteers, alone or with non-government organizations.  
719 There are numerous unofficial suggestions for improvement of existing or former trails  
720 and development of new ones (in the lower Yakoun/Mamin, Jungle Creek/St Mary's  
721 Spring, upper Bonanza Creek, or along the length of Graham Island, for example) to  
722 stimulate visitor use and recreational tourism.

723 Maintenance of the existing trails and campgrounds and development of new ones is  
724 important for many forest users, including the forest-based tourism sector but funding the  
725 maintenance has been a challenge on Haida Gwaii for years and most have little  
726 maintenance. At the moment there is no co-ordination of trail development and  
727 management or strategic planning even though trails are seen as an important part of an  
728 overall tourism strategy.

#### 729 **4.2.10 The impacts of introduced species**

730 Introduced species are the biggest environmental threat still facing the forests of Haida  
731 Gwaii and are not addressed in the Strategic Land Use Agreement or the Land Use  
732 Objectives Order. There are more introduced mammal species on the Islands than native  
733 species. All of the mammal introductions have had impacts but the introductions of deer,  
734 raccoons, beaver, rats and squirrels have been the most dramatic. Their impacts on red  
735 and yellow cedar regeneration, medicinal plants, berries, native species of birds and  
736 insects as well as freshwater, shoreline and forest ecosystems are numerous and  
737 widespread.

738 Approximately 25% of the plant species are introduced and some like the thistles, broom,  
739 burdock and gorse are invasive. Recently the introduction of knotweed species has  
740 impacted building projects in several communities and has the potential to spread into the  
741 forest. Periodically, there are proposals to introduce non-native tree species. An  
742 introduction of Sitka spruce weevil could have very serious consequences.

743 Like islands around the world, Haida Gwaii is experiencing the serious unintended  
744 consequences from introductions, both planned and accidental, of non-native species.  
745 Our forests are beautiful but most scientists consider them highly unnatural, and not the  
746 "healthy fully functioning ecosystems" desired by the Islands vision for ecosystem-based  
747 management.

748 In 2002 a joint project initiated by the Council of the Haida Nation (Forest Guardians)  
749 and the Province of BC (Terrestrial Ecosystem Restoration Program) outlined a  
750 comprehensive strategic plan to address introduced species.<sup>62</sup> Also in 2002, the Research  
751 Group on Introduced Species held a major symposium on Haida Gwaii to address the

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<sup>61</sup> Information provided by Lucy Stefanyk, BC Parks and Larry Duke, MoFLNRO.

<sup>62</sup> Restoration Priorities Associated with Introduced Species Impacts on Haida Gwaii/Queen Charlotte Islands: Perspectives and Strategies. Alula Biological Consulting. Four part report including Introduction, Species Accounts, Local Perspectives and a Strategic Plan. May, 2002. Prepared for Council of the Haida Nation (Forest Guardian Program) and Province of BC (Terrestrial Ecosystem Restoration Program).

752 impacts of introduced deer and other species.<sup>63</sup> In 2004, the report of the Community  
753 Planning Forum (CPF) concluded that introduced species “has become one of the most  
754 significant issues in managing the natural resources of the Islands, and a fundamental  
755 source of ecosystem change”. The CPF recommended the development of “a  
756 comprehensive strategy for managing introduced species on the Islands”.

757 The impacts have been well-documented and significant work has been done to identify  
758 the necessary strategic approaches to addressing the problem. But with the exception of  
759 some specific programs to address a number of introductions – deer on several islands;  
760 rats and raccoons on seabird colonies; beaver in some lakes; and gorse, broom and  
761 knotweed in communities, parks and along roads – no coordinated or systematic  
762 programs exist to address introduced species on Haida Gwaii. Introduced species are the  
763 most important remaining challenge to the achievement of the “healthy fully functioning  
764 ecosystem” aspects of ecosystem-based management on Haida Gwaii.

#### 765 **4.2.11 A history of conflict**

766 A final challenge is a long history of conflict and competition between forest tenure  
767 holders and between different forestry businesses on the Islands. There has also been a  
768 long history of division, even animosity, between “the north end” and “the south end”  
769 communities. The MIEDS Economic Development Strategy<sup>64</sup> identifies the “political  
770 climate and lack of collaboration”, the “Islands infighting and history”, and “lack of  
771 cohesion, co-operation among stakeholders” as major weaknesses on the Islands.

772 There are some exceptions. The Gwaii Trust Board, the Community Planning Forum and  
773 the Community Protocol Agreements have successfully brought representatives of the  
774 Island communities together in common purpose. The 2010 Forest Stewardship Plan  
775 brought the forest tenure holders together in a single plan. But in general, the Islands  
776 history has been one of internal conflict, discord, division and a lack of collaboration on  
777 strategic Islands-wide initiatives. This may present the biggest challenge to the  
778 collaborative development of a comprehensive forest management strategy.

### 779 **4.3 Opportunities**

780 Despite the challenges, there are significant opportunities to build on the strengths on  
781 Haida Gwaii and to generate more employment, more economic return, and more benefit  
782 from the forests for the Islands communities

#### 783 **4.3.1 An expanding forest sector**

784 With the much more secure situation on Haida Gwaii and the improvement of global  
785 lumber markets, it is expected that the amount of harvesting on Haida Gwaii will increase  
786 and stabilize in the coming years. With a long-term sustainable level of harvest set at

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<sup>63</sup> Lessons from the Islands – Introduced Species and What They Tell Us About How Ecosystems Work. Canadian Wildlife Service Special Publication, 2008.

<sup>64</sup> MIEDS Three Year Economic Development Strategy

787 931,000 m<sup>3</sup>, most observers think a stable rate of harvest in the order of 800,000 m<sup>3</sup> is a  
788 reasonable expectation.

789 This level of harvest (compared to the 300,000 - 600,000 m<sup>3</sup> over the last 4 years)  
790 provides opportunities for direct local employment in the logging sector – machine  
791 operators, truck drivers, supervisors, etc – as well as in the many supporting sectors –  
792 planning, layout, silviculture, scaling, mapping, equipment repair, etc. However, as noted  
793 in Section 4.2.2, the challenge is to ensure that this employment is generated on-island,  
794 rather than benefitting off-island contractors and other communities.

### 795 **4.3.2 Opportunities for local manufacturing**

796 Local manufacturing of the logs produced on Haida Gwaii into lumber, decking or other  
797 construction products has long been an objective of local communities, and appears to  
798 have broad community support. Local manufacturing provides more local jobs per cubic  
799 metre than harvesting. For example, one local sawmill reported that with a secure annual  
800 wood supply of 50,000 - 60,000 m<sup>3</sup> it could operate one shift of approximately 35 people  
801 on a year-round basis. On a steady basis, this would be a significant contribution to local  
802 employment and the local economy.

803 Over the years many small sawmills have operated on Haida Gwaii and even today about  
804 20 mills ranging from small one person operations to a mid-size mill operate to one  
805 degree or another. However, in 2006 was reported that up to 97% of the timber harvested  
806 on the Islands is processed elsewhere.<sup>65</sup> The lack of a stable, vibrant manufacturing  
807 sector is usually attributed to the lack of long-term availability of a supply of high quality  
808 logs, the inability to secure capital and lines of credit, the small local market, the lack of a  
809 stable trained work force, energy and waste issues, and the lack of information about, and  
810 access to, off-island markets.

811 With the transition to local control of the majority of the annual harvest, especially with  
812 Taan Forest, as described in Section 4.1.1 there appears to be more opportunities to retain  
813 more wood on the Islands to supply local sawmills. Taan has expressed interest in  
814 supporting local manufacturing, and small mills report that Taan has recently been  
815 willing to make good quality logs available to them. The Skidegate Band Council has  
816 started a plant manufacturing cedar poles in a joint venture with Taan Forest. This mill  
817 employs 6 to 7 people on a periodic basis when a suitable volume of pole-quality cedar  
818 can be accumulated. A recent joint venture agreement between the Old Massett Village  
819 Council and Abfam Enterprises<sup>66</sup> has created new employment opportunities in Old  
820 Massett. This venture is based on manufacturing cedar products from logs supplied by  
821 Taan Forest. These are signs of the opportunities potentially available. The combination  
822 of the known very high quality raw materials (particularly red and yellow cedar and  
823 spruce) and a Haida Gwaii brand, now supported by a Forest Stewardship Council

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<sup>65</sup> Haida Gwaii/QCI Land Use Plan Recommendations Report. Community Planning Forum. January 2006. Page 80. More recent data has not been located. It is likely that this percentage is slightly higher with the recent processing of cedar poles on the islands.

<sup>66</sup> The new venture is called Haida Gwaii Forest Products.

824 certificate of Taan's managed forests<sup>67</sup> offers the potential for a viable local  
825 manufacturing sector producing significant local economic benefits.

### 826 **4.3.3 Opportunities for value-added businesses**

827 In addition to manufacturing, there has long been interest in secondary production of  
828 lumber and logs into high-value finished products, ranging from small boxes and  
829 handicrafts to large monumental art, boardroom furniture, doors, windows and flooring  
830 and musical instrument components. A variety of small finished wood products, for  
831 example cutting boards, boxes, and arrow shafts, have been successfully produced on  
832 Haida Gwaii over the years. At present, there is some sale of spruce wood to guitar  
833 makers and Taan is seeking to expand that market substantially. A number of Haida  
834 carvers produce large monumental poles for sale.

835 In the 1990's and early 2000's there was a concerted effort through wood shows and  
836 support from Community Futures to empower and expand the value-added sector to  
837 produce furniture, bowls and other wood products.<sup>68</sup> Successful wood shows were  
838 organized and training courses were offered. Several entrepreneurs were briefly  
839 successful but most have now left the Islands. Others have chosen to remain as very small  
840 operations.

841 Forest communities around the world sell a great variety of products produced by local  
842 artisans – wood carvings, masks, boxes, bowls, furniture, and handicrafts of many kinds.  
843 Haida Gwaii artisans have developed silver and argillite jewelry and artwork to a  
844 significant extent, but, with the exceptions of major poles, there is presently relatively  
845 little in the way of wood products. For the right entrepreneurs and with a supply of wood  
846 and community support, there appear to be significant opportunities to use the high  
847 quality wood and the known Haida Gwaii brand to develop new wood products and new  
848 markets based on the craft and artisanal skills available on the Islands.

849 In a future second-growth economy, if hemlock is processed locally, there may be  
850 opportunities for manufacturing flooring, window and door components and other  
851 products on the Islands. Manufacturing and adding value locally to the hemlock might be  
852 a critical part of making second-growth hemlock economically viable.

### 853 **4.3.4 Opportunities for an expanded tourism sector**

854 The strengths of Haida Gwaii as a world-class tourism destination are noted above and  
855 tourism-related employment and economic activity has been growing on Haida Gwaii.  
856 Between 1999 and 2009, for example, the number of employees in the tourism sector

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<sup>67</sup> An FSC certificate is internationally recognized and is the highest standard of certification that wood comes from a well-managed forest.

<sup>68</sup> See for example, Value Added Sector Strategy for the Queen Charlotte/Haida Gwaii Wood Manufacturers Association: a Sustainable Model for Development and Expansion. The Queen Charlotte/Haida Gwaii Wood Manufacturers Association. March 1998. And Market Review of and Recommendations for the Queen Charlotte/Haida Gwaii Value-Added Sector. The Queen Charlotte Islands/Haida Gwaii Wood Manufacturers Association. January 1998.

857 quadrupled,<sup>69</sup> and in 2009, exceeded the number in the forestry and logging sector,<sup>70</sup>  
858 which had declined by 50% over the same period.

859 Island residents have stated that there are significant opportunities to expand the tourism  
860 economy by attracting additional visitors and encouraging them to stay longer based on  
861 the forest-based tourism opportunities. This requires the development of trails and  
862 campgrounds and the maintenance of good road access to recreational sites. It also  
863 requires protection of the viewsapes around communities and management along  
864 recreational access corridors, including the roads to Rennell Sound and Moresby Camp,  
865 and waterways including Skidegate Narrows and Cumsheva Inlet.

866 The MIEDS Three Year Economic Development Strategy identified support for the  
867 growth of the tourism industry as one of its five objectives to increase employment.  
868 There have been various initiatives over the years to encourage responsible tourism  
869 development. With interest in tourism growing world-wide and the growing international  
870 recognition of the exceptional Haida Gwaii experience, there are significant opportunities  
871 for an expanded forest-based tourism sector.

#### 872 **4.3.5 Opportunities for non-timber forest products<sup>71</sup>**

873 The forests of Haida Gwaii provide many other potential products and services, in  
874 addition to wood and timber products. A report in 2000 identified “10 Best Picks” for  
875 development of botanical products and other forest products on Haida Gwaii.<sup>72</sup> These  
876 included mushrooms, venison, salal, conifer oils for production of aroma therapy and  
877 soap products, and plants and berries for teas and jams. There is a large seasonal fresh  
878 mushroom industry involving resident and off-island pickers and buyers and there was a  
879 recent attempt to develop a co-operative business venture to process and dry mushrooms.  
880 Although this was not successful, it offers important lessons about the potential  
881 opportunities in this area.

882 Recently, the Old Massett Village Council was involved with the Turning Point initiative  
883 and other coastal First Nations communities in a joint venture to develop soap,  
884 aromatherapy and other products from conifer oils from boughs collected in logging sites.  
885 These products were successfully tested in hotels in pilot locations, and are expected to  
886 be economically viable at the right scale of production. Other First Nations are moving

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<sup>69</sup> MIEDS Business Directory 2010 and MIEDS Community Investment Profile, 2010 reported in Haida Gwaii Labour Market Project – Labour Market Information. Astute Management Consulting Ltd, December 2011. The number includes full-time, part-time seasonal and self-employed.

<sup>70</sup> The forestry and logging sector includes logging and after-logging activities such as milling, pole peeling and squaring logs.

<sup>71</sup> Some Islanders do not like the term non-timber products, and would prefer the term “botanical products”. However, this is not broad enough to cover the full range of potential products from the forest. Non-timber is reluctantly used as a convenient “catch-all” term.

<sup>72</sup> Seeing the Forest Beneath the Trees: The Social and Economic Potential of Non-Timber Forest Products and Services in the Queen Charlotte Islands/Haida Gwaii. Sinclair Tedder, Darcy Mitchell and Ramsey Farran. March 2000.

887 ahead and are working on transitioning from a pilot project into a start-up business, but  
888 Old Massett's participation has stalled due to the lack of a local champion to drive the  
889 project forward and a shortage of funding.<sup>73</sup>

890 An opportunity to harvest deer for commercial venison production for local and off-  
891 island markets has been discussed for many years. This would both create employment,  
892 and potentially reduce the deer browsing problems. However, there are a number of  
893 regulatory and logistical problems relative to hunting deer commercially and processing  
894 wild animals for commercial food production that would need to be addressed.

895 Opportunities continue to exist for the economic use of all of these non-timber forest  
896 products and for local businesses to develop them. Business plans, start-up funds,  
897 committed entrepreneurs and in some cases legislation changes are needed.

#### 898 **4.3.6 Opportunities for education programs**

899 The Haida Gwaii forests provide an opportunity to develop and market education  
900 programs to students and educational tourists built on the forests, marine environments  
901 and communities of Haida Gwaii. The Haida Gwaii Higher Education Society  
902 (HGHEs)<sup>74</sup> has successfully pioneered one specific educational area. It runs a very  
903 successful program through an affiliation with the University of BC, offering full-  
904 semester programs for upper-level undergraduate students studying in fields of natural  
905 resource management. Two separate programs are offered every year, each with a  
906 different academic focus; one semester runs from September to December, and the other  
907 from January to April. Since it began in 2009, the Haida Gwaii Semester has brought a  
908 total of 137 students from 21 different Canadian universities to the Islands for four-month  
909 semesters. HGHEs provides six jobs in the community, and economic activity associated  
910 with the development and delivery of the program has produced well over \$1 million in  
911 direct revenues to the community over the past six years. The program is fully subscribed  
912 for upcoming semesters and is continuing to grow, with plans to expand in future years.

913 The response to the HGHEs program suggests that there are many other possibilities for  
914 presenting the forests of Haida Gwaii and the cultural, socio-economic and political  
915 aspects of forest management on Haida Gwaii to enthusiastic audiences to generate  
916 community economic benefits. These could include professional development courses  
917 for community and business leaders already working in the natural resources field, or  
918 short field courses in a variety of natural sciences aimed at visitors interested in temperate  
919 rainforests, streams and vegetation communities on Haida Gwaii.

920 Educational tourism is a very large business in some places. The American-based Road  
921 Scholar program, for example, offers education-based tours to seniors and retired teachers  
922 and university professors in over 150 countries and has brought tours to Haida Gwaii in  
923 the past. The Islands appear to have many of the key attributes for expanded educational  
924 tourism development.

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<sup>73</sup> Pers. Comm. Johanna Helbig. Turning Point Initiative.

<sup>74</sup> Information available from [www.haidagwaiisemester.com](http://www.haidagwaiisemester.com).

925 **5.0 The Task Ahead - Developing a Comprehensive Forestry Strategy**

926 **5.1 A collaborative process**

927 The scale, depth and complexity of the challenges and opportunities facing Haida Gwaii  
928 require a collaborative approach. No single player acting alone – company, community  
929 or government – is big enough to address these challenges or deliver a comprehensive  
930 strategy. Each requires assistance of all the others and it will take a focused,  
931 collaborative “one-Island” or “Haida Gwaii Inc.” approach involving all the parties and  
932 built around a common vision of the role of forest management on the Islands. By  
933 working together to develop a strategy, companies, communities and governments are  
934 more likely to achieve and embrace the vision of ecosystem-based management,  
935 especially in the areas of generating economic benefits for the communities, providing  
936 employment for Islands residents and ensuring a healthy economic future for young  
937 people and families in stable, economically diversified communities.

938 To reverse the current trends, and to find ways to deliver long-term benefits from the  
939 changing forest management environment to the residents, communities and companies  
940 that live and work here, collaboration is critical. This view has been expressed recently  
941 in other documents, notably the Three Year Economic Development Plan for MIEDS  
942 based on the wide consultation. “Increased collaboration and communication within  
943 industry and between governments” is identified as Goal #1 and top priority in the  
944 MIEDS economic development strategy.

945 The key steps to initiating a collaborative process are:

- 946 • The Haida Gwaii Management Council should take a leadership role by inviting  
947 senior representatives from the tenure holders, Island communities, Haida and  
948 Provincial governments, and the Island logging contractors and milling sectors to  
949 come together in a collaborative process to develop a forestry strategy for the  
950 Islands. The HGMC has the moral standing to initiate this process and to request  
951 that these parties join the process. The HGMC role can be seen as that of a  
952 catalyst.
- 953 • The HGMC should seek partnerships with, or support from, other organizations,  
954 such as Community Futures, MIEDS and Gwaii Trust, who have representation  
955 from all the Islands communities, similar interests in community economic and  
956 social development, awareness of the challenges, and a neutral position.
- 957 • The process should engage senior representatives from each of the five tenure  
958 holders, each of the six Islands communities, the Haida and Provincial  
959 governments, and senior representatives of Islands logging contractors and  
960 milling sectors in face-to-face dialogue supported by technical information  
961 periodically provided by staff within those organizations or independent  
962 consultants.



- 963 • The process should be considered a regular on-going process over a period of time  
964 and requires on-going senior level commitment. It should be a “forest-based  
965 process” and should confine discussions to a forestry strategy and the vision for  
966 forestry. Once the process is established, the HGMC could become less involved,  
967 or simply offer to monitor and provide high level guidance.
  - 968 • At the outset and for the near term, the process should be professionally  
969 facilitated.
  - 970 • At the outset, all parties should be provided with an analysis of the trends,  
971 challenges, strengths and opportunities identified in this Background Paper.
  - 972 • Once an on-going collaborative process is formally established, specific elements  
973 of the comprehensive strategy, as outlined in Section 5.2, could be handed off by  
974 the HGMC to committees.
  - 975 • The HGMC should investigate the BC Forest Sector Strategy from the early  
976 1990’s as a potential model for developing a successful structure for the process.
- 977 To initiate the process all parties can be reminded that all are aware of the significant  
978 challenges and the need for collaboration, but no one agency is presently taking a lead.

## 979 **5.2 The Components of a Comprehensive Forestry Strategy<sup>75</sup>**

980 The following 12 strategies are proposed as components of a comprehensive forest  
981 management strategy. They are presented to complement many other initiatives  
982 implemented or underway on Haida Gwaii. Collectively, these strategies are directed to  
983 protecting the environmental and cultural values in the forests of Haida Gwaii for future  
984 generations and to ensuring that the diverse resources in the forest are used to generate  
985 economic benefits for the communities, employment for Islands residents and a healthy  
986 economic future for young people and families in stable, economically diversified  
987 communities. The individual strategies are equally important components of the  
988 comprehensive strategy.

989 Some strategies (for example, a local employment strategy) are explicitly directed to  
990 increasing local employment and community benefits. Other strategies (for example a  
991 forest-based tourism strategy, a forest access strategy, and an introduced species strategy)  
992 address forest management issues but also have important indirect benefits in also  
993 creating and increasing local employment.

### 994 **5.2.1 A Local Employment Strategy**

995 A Local Employment Strategy<sup>76</sup> establishes performance targets and identifies measures  
996 to ensure that:

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<sup>75</sup> The following strategies are presented as starting points to stimulate discussion in a collaborative process as proposed in Section 5.1.

- 997 • A significant portion of the total workforce employed in forest management,  
998 logging, road construction, silviculture and other related activities associated with  
999 the Allowable Annual Cut from Haida Gwaii tenures are residents of Haida  
1000 Gwaii.
- 1001 • A portion of the goods and services used to support the management and  
1002 harvesting of the Allowable Annual Cut from Haida Gwaii is purchased from  
1003 local businesses. This supports secondary employment.
- 1004 • Haida Gwaii residents and communities benefit directly from forest management  
1005 and harvesting activities on Haida Gwaii.
- 1006 This strategy should include:
- 1007 • Establishing local employment targets and milestones for forest management,  
1008 logging, road construction and related support activities on Haida Gwaii. Targets  
1009 should be established by each tenure holder and could be expressed as a total  
1010 number of local employees, or as a % of their workforce, or as a number of local  
1011 employees per m<sup>3</sup> logged annually on Haida Gwaii. Emphasis can be placed on  
1012 creating employment opportunities for Haida communities.
- 1013 • Establishing local procurement targets and milestones. Targets should be  
1014 established by each major tenure holder and could be expressed as percentages of  
1015 the total dollar amount of goods and services purchased to support the Allowable  
1016 Annual Cut on Haida Gwaii.
- 1017 • Monitoring and publically reporting progress to meet employment and  
1018 procurement targets.
- 1019 • Working with communities to provide incentives or benefits to contractors and  
1020 workers who relocate to Haida Gwaii and establish offices or residences in the  
1021 communities.
- 1022 • Coordinating operations on a geographical basis so that harvesting in areas  
1023 tributary to individual communities supports a consistent volume of wood  
1024 available to workers and contractors in that community. For example, Teal Cedar,  
1025 Taan Forest and BCTS all have tenures on Moresby Island. Working separately,  
1026 each will employ a workforce but the annual harvest on each tenure is not  
1027 sufficient to provide any contractor or worker with any long-term security or  
1028 consistency of operation and the workforce will be transient. Working together,  
1029 the combined harvest on Moresby Island could be managed to deliver a secure  
1030 supply of wood over a longer period which would be much more attractive to

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<sup>76</sup> A Local Employment Strategy is directed to the management, harvesting and related activities associated with the AAC. Strategies to generate local employment in local manufacturing, tourism, value-added and non-timber product sectors are outlined in the specific strategies 5.2.2, 5.2.8, 5.2.9 and 5.2.10.

- 1031 local contractors and workers. This would provide more secure local employment  
1032 and provide greater benefit to the local community.
- 1033 • Coordinating forest management planning so that professional foresters and  
1034 technicians (layout engineers, cruisers, silviculture staff, scalers, GIS technicians,  
1035 mappers) live on the Islands. A cut of 600,000 - 800,000 m<sup>3</sup> per year should  
1036 support between 40 and 50 of these permanent full-time support staff. In the  
1037 recent past, most of these positions were resident in the communities; currently  
1038 most of this work goes to off-island consultant groups. With stable operations, a  
1039 collaborative approach could support the return of a significant number of  
1040 professionals and technicians to the communities to work locally in the forest  
1041 sector.
- 1042 • Ensuring that supervisory and administrative personnel live on Haida Gwaii. In  
1043 the recent past, most of these positions were resident in the local communities, but  
1044 now most are non-resident.
- 1045 • Establishing job shadowing or team learning in situations where skilled or trained  
1046 people are not available locally.
- 1047 • Supporting the development of competitive, economically viable local contractors  
1048 through managing contracts compatible with contractor capacity, assisting with  
1049 financing arrangements, etc. Contracts that are for multiple years and provide for  
1050 a steady flow of wood allow contractors to invest in equipment, hire and train  
1051 staff, and build local capacity and resident operations.
- 1052 • Assisting and supporting specific forest employment oriented skills development  
1053 and training for Island residents though participating with agencies like Northwest  
1054 Community College, Hecate Strait Employment and others.
- 1055 • Supporting local business development and encouraging the development of  
1056 entrepreneurial skills.
- 1057 **Related Documents**
- 1058 MIEDS Three Year Economic Development Strategy, Heather Adel, MIEDS,  
1059 March 4, 2013.
- 1060 Haida Gwaii Labour Market Project, Labour Market Information, Astute  
1061 Management Consulting Inc, December 7, 2011.
- 1062 Human Resource Development on Haida Gwaii: Strategies and Action Plan.  
1063 Project Initiated by the Skidegate Band Council. 2012.
- 1064 **5.2.2 A Local Manufacturing Strategy**
- 1065 A Local Manufacturing Strategy establishes performance targets and supports,  
1066 strengthens and expands the local sawmill and wood-manufacturing sector.

1067 This strategy should include:

1068 • Establishing an initial current target for the amount of wood to be provided  
1069 annually on Haida Gwaii for manufacturing in a local sawmill sector. The targets  
1070 can be expressed either as an annual volume of wood, or as a percentage of the  
1071 total annual harvest on the Islands.

1072 • Determining the capacity and demand for wood for local manufacturing as a basis  
1073 for a current target.

1074 • Identifying barriers that currently face the local manufacturing sector and  
1075 implementing solutions.

1076 Establishing targets and milestones to expand the amount of wood provided annually for  
1077 manufacturing on Haida Gwaii in five and ten years.

1078 • Monitoring and publically reporting progress to meet local manufacturing targets.

1079 • Implementing mechanisms that specifically tie a portion of the harvesting  
1080 opportunities on Haida Gwaii to local manufacturing. This could include  
1081 Category 2 Timber Sales or other mechanisms.

1082 • Developing the appropriate contractual arrangements or wood supply agreements  
1083 that ensure a secure wood supply for local processors. This could include  
1084 weighting contracts proposals so that local manufacturing is preferred.

1085 • Providing assistance to the local manufacturing sector in the form of training,  
1086 technical advice or financing.

1087 • Encouraging and supporting manufacturing facilities to obtain FSC Chain of  
1088 Custody certification in cases where wood is destined for off-island markets.

1089 • Identifying ways to collaborate in undertaking market research and product  
1090 development, and identifying market opportunities.

1091 • Implementing a “Wood First Policy” for local public building projects and  
1092 encouraging Islanders to use wood in buildings.

1093 A Local Manufacturing Strategy is aimed at supporting a diversity of local small- to  
1094 medium-scale facilities in different communities, likely using higher value species – red  
1095 cedar and yellow cedar, Sitka spruce and potentially lodgepole pine. This strategy does  
1096 not address the potential need for a single sawmill to process second-growth hemlock on  
1097 the Islands.

### 1098 **5.2.3 A Skills, Training, Education and Employment Readiness Strategy**

1099 A Skills, Training, Education and Employment Readiness Strategy addresses the  
1100 immediate development and implementation of a range of programs that are necessary to

1101 provide technical skills and employment readiness so that Island residents can be  
1102 employed in the modern forest industry, including harvesting and manufacturing.

1103 Skills development programs are outlined in detail in a 2012 report – “Human Resource  
1104 Development on Haida Gwaii” - that provides strategies and an action plan for human  
1105 resource development on Haida Gwaii. That is an excellent, comprehensive document  
1106 prepared by a large team of professionals in this field. Unfortunately, with the exception  
1107 of two small unconnected projects, further work to implement the strategies and the  
1108 action plan outlined in that document has stalled because of a lack of funding and a  
1109 champion to move it forward.

1110 This strategy should include:

1111 • Reviewing and re-activating the 2012 report “Human Resource Development on  
1112 Haida Gwaii: Strategies and Action Plan” and implementing this strategy in a  
1113 way that is specifically directed to forestry employment. This strategy should be  
1114 implemented by a single agency with an Islands leadership group involving Band  
1115 Councils, Hecate Strait Employment and Northwest Community College and  
1116 including strong involvement from tenure holders and government. The First  
1117 Nations Forestry Council may also provide assistance for skills development and  
1118 training.

1119 • Stressing entrepreneurial development skills, in addition to employment  
1120 readiness.

1121 In addition to technical skills training and employment readiness programs, the strategy  
1122 should focus on encouraging students in local high schools and younger grades to  
1123 appreciate the forests and to consider future employment in the forest sector. This part of  
1124 the strategy should include:

1125 • Providing opportunities like the Youth Stewardship Program for local high school  
1126 students to get hands-on experience.

1127 • Supporting the Forestry 11 courses being offered in local high schools.

1128 • Establishing “future logger training” programs in the high schools as is happening  
1129 in schools on Vancouver Island and the central interior.

1130 • Using Gwaii Trust educational grants to encourage more local school students to  
1131 enter the resource management field at the university or college level.

1132 • Encouraging local university students to participate in the Haida Gwaii Semester  
1133 programs for advanced education in natural resources management.

1134 Related Documents

1135 Human Resource Development on Haida Gwaii: Strategies and Action Plan.  
1136 Project Initiated by the Skidegate Band Council. 2012.

1137        **5.2.4        A Cedar Management Strategy**

1138        A Cedar Management Strategy secures the long-term presence of red and yellow cedar in  
1139        the Haida Gwaii forest to serve economic, cultural and environmental needs.

1140        This strategy should take a very long-term view, consistent with the concept of a 1000  
1141        Year Cedar Strategy, endorsed by the 2001 Annual House of Assembly.

1142        This strategy should include:

- 1143        • Determining:
  - 1144            ○ How much operable old-growth red and yellow cedar and fire-origin  
1145            second-growth cedar remains within the timber harvesting land-base;
  - 1146            ○ The value, grade and economic operability of the remaining cedar-leading  
1147            stands;
  - 1148            ○ The impact of current rates of harvest (55-60% red cedar; and 4% yellow  
1149            cedar) and current grade profile on the remaining available supply; and,
  - 1150            ○ The length of the gap between the end of operable old-growth and the  
1151            availability of logging-origin second-growth cedar (currently estimated at  
1152            60 years and likely longer).
  
- 1153        • Identifying measures to stretch out the supply of old-growth and fire-origin  
1154        second-growth cedar stands to shrink the gap between the end of old-growth cedar  
1155        and the availability of logging-origin second-growth cedar.
  
- 1156        • Specifying enforceable limits on the volume of red and yellow cedar harvested  
1157        annually on Haida Gwaii and on each tenure for both old-growth and fire-origin  
1158        second-growth.
  
- 1159        • Determining if stands of fire-origin second-growth can be retained to reach old-  
1160        growth characteristics and provide a supply of monumental cedar for the future.
  
- 1161        • Identifying silvicultural interventions that will enhance growth or value in the  
1162        logging-origin second-growth stands. This may include mounding or fertilization  
1163        on low sites, as was undertaken in the past.
  
- 1164        • Identifying opportunities for ecosystem restoration work to create old-growth  
1165        attributes in mature stands with a cedar component. Begbie Peninsula has been  
1166        suggested as a candidate area.
  
- 1167        • Reviewing silvicultural systems and logging methods in the fire-origin second-  
1168        growth cedar stands to determine the optimum ways to manage and enhance the  
1169        remaining value in these mixed-age stands.
  
- 1170        • Completing the management plan for Cedar Stewardship Areas.

- 1171 • Identifying methods, including fences, repellents, deer culls and other methods to
- 1172 protect young cedar from deer browsing and encourage regeneration in reserves
- 1173 and Cedar Stewardship Areas.

1174 Related Documents

1175 Resolution of the House of Assembly, 2001. Reported in Haida Laas, August  
1176 2005.

1177 Proceedings of The Cedar Symposium: Growing Western Red cedar and Yellow-  
1178 cypress on the Queen Charlotte Islands / Haida Gwaii. Greg G. Wiggins (editor).  
1179 May, 1996.

1180 Haida Gwaii Timber Supply Review: Timber Supply Analysis Report. Submitted  
1181 by Joint Technical Working Group. April 4th, 2012.

1182 AAC Rationale for TFL 58, TFL 60 and TSA 25, Deputy Chief Forester Jim  
1183 Sutherland, September 2012. Pages 24-32.

1184 **5.2.5 A Second-Growth Strategy**

1185 A Second-Growth Strategy provides for the transition from an economy dominated by the  
1186 harvest of old-growth forests that include significant amounts of cedar, to one dominated  
1187 by harvest of young Western hemlock and Sitka spruce second-growth stands with  
1188 virtually no cedar. This strategy can be referred to as a “hemlock strategy” since  
1189 hemlock will be the dominant species in this future economy. The challenges related to  
1190 this transition relate to the economic viability of hemlock.

1191 The strategy should include:

- 1192 • Identifying the appropriate age to begin harvest of second-growth stands. The age  
1193 of second-growth currently being harvested may be too young and based on  
1194 current value, not the future value of these stands.
- 1195 • Identifying the expected periods of the transition from the harvest of old-growth  
1196 and fire-origin stands through a period of second-growth harvest dominated by  
1197 high-value/low cost second-growth Sitka spruce stands to the period of harvest  
1198 dominated by lower-value/higher cost Western hemlock stands.
- 1199 • Implementing a transition strategy so that the current harvest of higher value old-  
1200 growth and second-growth stands is managed in ways that assist the transition to  
1201 predominantly lower-value and higher operating cost second-growth hemlock  
1202 stands.
- 1203 • Determining measures to improve the future operability of remote areas of  
1204 second-growth (Sewell Inlet, Tartu Inlet, for example) that contribute significantly  
1205 to the inventory but may be so remote and require such high start-up investment  
1206 that they are uneconomic.

- 1207 • Identifying opportunities to increase the value of second-growth (fertilization or  
1208 spacing, for example) and implementing incremental silviculture programs.
- 1209 • Identifying opportunities to create new products from second-growth hemlock  
1210 (for example cross-laminated timbers, windows and door panels, or cabinets).
- 1211 • Identifying likely markets for new hemlock products.
- 1212 • Removing hemlock from the “hem-bal” group in the lumber grading standard and  
1213 establishing a separate grading standard for hemlock. The hem-bal grouping  
1214 misrepresents and undervalues hemlock.
- 1215 • Beginning to market a Haida Gwaii FSC certified hemlock brand.

1216 Related documents

- 1217 Second-Growth Timber Opportunities on Haida Gwaii. Cortex Consultants and  
1218 HiMark Forest Consultants Ltd. June 21, 2004.
- 1219 Haida Gwaii Timber Supply Review: Timber Supply Analysis Report. Submitted  
1220 by Joint Technical Working Group. April 4th, 2012.
- 1221 AAC Rationale for TFL 58, TFL 60 and TSA 25, Deputy Chief Forester Jim  
1222 Sutherland, September 2012. Pages 23-24.

1223 **5.2.6 A Critical Infrastructure Strategy**

1224 A Critical Infrastructure Strategy addresses the needs for large and capital intensive  
1225 infrastructure on the Islands.

1226 This strategy should include:

- 1227 • Facilities to economically use wood waste associated with processing and  
1228 manufacturing.
- 1229 • Facilities to provide energy to support expansion of sawmill capacity.
- 1230 • Facilities to reduce the costs of transporting logs and finished products to markets.
- 1231 • A plan to centrally locate this infrastructure. The needs are not independent – for  
1232 example a large modern mill will require energy, likely produced in an adjacent  
1233 facility using the waste, and a facility to load the products onto ships or barges,  
1234 likely in containers. The Islands cannot support these facilities in every  
1235 community or for every tenure holder.
- 1236 • Assessment of the need and potential for a single large modern and efficient  
1237 sawmill designed and built to process second-growth hemlock on Island for off-  
1238 island markets.





1239 Related Documents

1240 Port of Haida Gwaii and Short Haul Inter-Coastal Barge Services. Business case  
1241 prepared for Misty Islands Economic Development Society and Village of Port  
1242 Clements. March 21, 2013.

1243 **5.2.7 A Forest Access Strategy**

1244 A Forest Access Strategy provides for the maintenance of a network of roads and bridges  
1245 throughout Haida Gwaii.

1246 The strategy should include:

- 1247 • Identifying and maintaining a designated network of roads throughout the Islands  
1248 to provide access for multiple uses – including future forestry operations, on-  
1249 going salvage, hunting and fishing, harvest of botanical products like mushrooms,  
1250 and others - and especially to ensure recreational and tourist access to identified  
1251 recreational destinations and trailheads throughout the Islands.
- 1252 • Reviewing current decision-making criteria and policies related to road  
1253 deactivation and abandonment and incorporating consideration of the long-term  
1254 benefits and opportunities that may be associated with a long-term maintenance  
1255 program to keep roads open.
- 1256 • Identifying mechanisms to fund on-going maintenance of designated roads.
- 1257 • Reviewing dryland sorts, boat ramps and booming ground infrastructure from a  
1258 long-term perspective. These facilities may be critical to the future economic  
1259 viability of remote areas of second-growth forest.

1260 **5.2.8 A Forest-based Tourism Strategy**

1261 A Forest-based Tourism Strategy provides for specific active programs to expand the use  
1262 and management of the forest to support a growing tourism economy on Haida Gwaii.

1263 The strategy should include:

- 1264 • Coordinating the opportunities for and the promotion of forest-based tourism and  
1265 recreational opportunities for the whole of Haida Gwaii, including opportunities  
1266 in protected areas and areas managed for timber harvesting.
- 1267 • Coordinating the maintenance and improvement of the existing network of  
1268 recreational trails and campgrounds throughout the islands to provide for  
1269 recreational use by residents and by visiting tourists.
- 1270 • Developing new trails – in the lower Yakoun/Mamin, Jungle Creek/St Mary's  
1271 Spring, and Bonanza Creek areas, for example – to stimulate tourism and  
1272 recreational use.

- 1273 • Using interpretative signs, including appropriate signage for culturally modified  
1274 trees and other features, along some trails focused specifically on tourist use.
  - 1275 • Expanding interpretative tours of forest management operations including active  
1276 logging.
  - 1277 • Supporting new adventure tourism initiatives in the forest – ziplines, canopy  
1278 platforms and tours, trail biking on old roads or railroad grades, for example.
  - 1279 • Actively managing the viewscapes around communities and along recreational  
1280 travel corridors to high visual quality standards. Landscape management was  
1281 addressed in recommendations from the 2006 Community Planning Forum report  
1282 and 8 priority areas were identified. These included all the communities as well  
1283 as the boat access corridors to Gwaii Haanas, the passage through Skidegate  
1284 Narrows to the west coast, the highway between Port Clements and Masset, and  
1285 the roads to Gray Bay, Moresby Camp and Rennell Sound, for example.
  - 1286 • Maintaining good recreational road access to the recreational destinations and  
1287 feature sites on the Islands, including Gray Bay, Moresby Camp, Sleeping Beauty,  
1288 Massett Inlet and Rennell Sound, for example.
- 1289 Development of this strategy should build on recommendations from the Community  
1290 Planning Forum and the Heritage Tourism Strategy. It should be coordinated with the  
1291 “k’yuuwaatl’aagee / k’yuuwaatl’aagaay Haida Gwaii Trails Strategy”, the trail inventory  
1292 and strategy work of the Mount Moresby Adventure Camp and the Three Year Economic  
1293 Development Strategies developed by MIEDS.
- 1294 Related Documents
- 1295 Haida Gwaii/Queen Charlotte Islands Land Use Plan Recommendations Report.  
1296 Community Planning Forum. January 2006.
- 1297 Haida Gwaii/QCI Trail Inventory Initiative Mount Moresby Adventure Camp  
1298 Society. Report submitted to Gwaii Forest Charitable Trust. Jonathon Ebbs. 2007.
- 1299 Haida Gwaii/Queen Charlotte Islands Heritage Tourism Strategy, Haida Gwaii  
1300 Heritage Tourism Strategy Working Group. January 2003.
- 1301 k’yuuwaatl’aagee / k’yuuwaatl’aagaay The Haida Gwaii Trails Strategy Gap  
1302 Analysis Report. December 7, 2010.
- 1303 k’yuuwaatl’aagee / k’yuuwaatl’aagaay The Haida Gwaii Trails Strategy Interim  
1304 Report for Stage 1, Misty Isles Economic Development Society February 17.  
1305 2011.
- 1306 k’yuuwaatl’aagee / k’yuuwaatl’aagaay The Haida Gwaii Trails Strategy Report on  
1307 the Public and Stakeholder Consultation Process for Stage 1: Parameters and  
1308 Results. Misty Isles Economic Development Society. March 15 2011.

1309 Three Year Economic Development Strategy, Misty Islands Economic  
1310 Development Society, Heather Adel. March 4, 2013.

1311 **5.2.9 A Value-Added Strategy**

1312 A Value-Added Strategy supports the development of businesses based on creating  
1313 finished wood products for local sale and for export to markets in Canada and abroad.

1314 The work undertaken by Community Futures in the late 1990's and early 2000's to  
1315 establish local entrepreneurs and artisans producing wood carvings, masks, boxes,  
1316 bowls, furniture, and handicrafts of many kinds provides an excellent starting point. It  
1317 should be re-visited.

1318 This strategy should include:

1319 • A re-evaluation of the work of Community Futures and an identification of the  
1320 current opportunities for value-added businesses.

1321 • Supporting businesses to develop local handicrafts or finished products including  
1322 small products like wood carvings, masks, boxes, cutting boards, bowls, furniture  
1323 for local sale and other markets and larger products such as cedar strip canoes.

1324 • Supporting businesses to develop markets for specialty wood products – piano  
1325 and guitars, large decorative panels, pre-fabricated house or cabin kits, arrow  
1326 shafts.

1327 • Evaluating the feasibility of producing windows, doors and flooring using  
1328 hemlock.

1329 • Developing a marketing program promoting the Haida Gwaii brand of FSC  
1330 certified wood products.

1331 **Related Documents**

1332 Market Review of and Recommendations for the Queen Charlotte/Haida Gwaii  
1333 Value-Added Sector. Queen Charlotte Islands/Haida Gwaii Wood Manufacturers  
1334 Association. January 1998.

1335 Value-Added Sector Strategy for the Queen Charlotte/Haida Gwaii Wood  
1336 Manufacturers Association: a Sustainable Model for Development and Expansion.  
1337 Queen Charlotte/Haida Gwaii Wood Manufacturers Association. March 1998.

1338 **5.2.10 A Non-Timber Products Strategy**

1339 A Non-Timber Products Strategy supports the development of businesses based on the  
1340 use of non-timber products from the forest.

1341 This strategy should include:

- 1342 • Re-evaluating the 2000 report by Tedder, Mitchell and Farran and an  
1343 identification of the current potential for developing businesses in non-timber  
1344 products and services.
- 1345 • Reviewing the recent mushroom-drying co-operative and supporting continued  
1346 development of businesses processing wild mushrooms on the Islands.
- 1347 • Supporting the on-going business developments based on the collection of boughs  
1348 and production of conifer oils, aromatherapy products, and soaps currently  
1349 underway through the Turning Point Initiative and Royal Roads University.
- 1350 • Supporting the on-going business developments of tea products (Labrador tea and  
1351 licorice fern) currently underway through the Turning Point Initiative.
- 1352 • Supporting a feasibility study to address the commercial opportunities and  
1353 potential regulatory barriers associated with commercial venison production.
- 1354 • Supporting the expansion of programs that use the forest for educational purposes,  
1355 involving university students and tourists interested in learning.

1356 Related Documents

1357 Seeing the Forest Beneath the Trees: The Social and Economic Potential of Non-  
1358 Timber Forest Products and Services in the Queen Charlotte Islands/Haida Gwaii.  
1359 Sinclair Tedder, Darcy Mitchell and Ramsey Farran. March 2000.

#### 1360 **5.2.11 An Introduced Species Management Strategy**

1361 An Introduced Species Management Strategy provides a coordinated, well-funded  
1362 approach to systematically implement programs to prevent new introductions to the  
1363 islands, and to control and eliminate existing introduced species based on identified  
1364 priorities.

1365 Much of the background work to identify and implement an Introduced Species  
1366 Management Strategy throughout the Islands has been done. Research on the impacts  
1367 continues and there is a considerable body of knowledge on the islands. A framework for  
1368 a strategy has been presented in the work of the CHN and the Province of BC but has  
1369 never been implemented.

1370 The Strategy should include:

- 1371 • Reviewing the CHN/Province reports from 2002 and the Community Planning  
1372 Forum in 2006 to update those documents.
- 1373 • Bringing all interested parties together to create a single coordinating body to set  
1374 priorities and initiate programs across the island to address introduced species.

- 1375 The ecosystem restoration associated with control of introduced species could be a  
1376 significant economic development activity creating local employment.
- 1377 Related Documents
- 1378 Haida Gwaii/Queen Charlotte Islands Land Use Plan Recommendations Report,  
1379 Community Planning Forum, January 2006.
- 1380 Lessons from the Islands – Introduced Species and What they tell us about how  
1381 ecosystems work. Canadian Wildlife Service Special Publication, 2008.
- 1382 Restoration Priorities Associated with Introduced Species Impacts on Haida  
1383 Gwaii/Queen Charlotte Islands: Perspectives and Strategies. Alula Biological  
1384 Consulting. Four part report including Introduction, Species Accounts, Local  
1385 Perspectives and a Strategic Plan. May, 2002. Prepared for Council of the Haida  
1386 Nation (Forest Guardian Program) and Province of BC (Terrestrial Ecosystem  
1387 Restoration Program).
- 1388 A conceptual framework for introduced species management in Haida Gwaii.  
1389 Todd Golumbia and Barb Rowsell. In Lessons from the Islands.
- 1390 **5.2.12 An Information, Research, Product Development and Market Place**  
1391 **Initiatives Strategy**
- 1392 An Information, Research and Product Development and Marketing Strategy provides  
1393 good information, research, product development and market place information for most  
1394 of the component strategies included within a comprehensive strategy.
- 1395 This strategy should include:
- 1396 • Identifying all the information necessary to support development of the other  
1397 strategies.
  - 1398 • Coordinating and prioritizing the work.
  - 1399 • For cedar management, obtaining better and more specific information and  
1400 analyses about the state of the forest resource, particularly in regard to exactly  
1401 how much high quality, economically valuable old-growth and fire-origin cedar  
1402 remains and where it is located. Cedar is key to so many elements of a  
1403 comprehensive strategy – including the economics of current and future  
1404 harvesting, the development of opportunities for manufacturing and value added,  
1405 and the future availability of monumental cedar trees for cultural uses. In order to  
1406 address the recommendations of the Deputy Chief Forester for a cedar  
1407 management strategy made in Haida Gwaii, and to establish an appropriate rate of  
1408 harvest for cedar, better and more specific information is required.
  - 1409 • For the transition to second-growth management, obtaining better and more  
1410 specific information and analyses related to the timeline for the transition and

- 1411 about the extent, quality and economic viability of the logging-origin second-  
1412 growth forest resource.
- 1413 • For wood product and market development, identifying new products and  
1414 potential new markets for a Haida Gwaii brand of FSC certified products.

## 6.0 List of Related Documents

Haida Gwaii Labour Market Project – Labour Market Information. Astute Management Consulting Inc. December 2011.

Haida Gwaii Land Use Objectives Order, Ministry of Natural Resource Operations. December 2010.

Haida Gwaii Strategic Land Use Agreement (SLUA). Council of the Haida Nation and Province of BC. September 2007.

Haida Gwaii Timber Supply Review Data Package. April 2012.

Haida Gwaii Timber Supply Review: Timber Supply Analysis Report. Joint Technical Working Group. April 4th, 2012.

Haida Gwaii/Queen Charlotte Islands Community Viability Strategy, Volume I – Strategic Plan. Lions Gate Consulting Inc., Westcoast CED Consulting, Peak Solutions Consulting. May 17, 2007.

Haida Gwaii/Queen Charlotte Islands Heritage Tourism Strategy, Haida Gwaii Heritage Tourism Strategy Working Group. January 2003.

Haida Gwaii/Queen Charlotte Islands Land Use Plan Base Case Analysis, Timber Supply Modeling Assumptions. Cortex Consultants. Nov 9, 2004

Haida Gwaii/Queen Charlotte Islands Land Use Plan Recommendations Report. Community Planning Forum. January 2006

Haida Gwaii/Queen Charlotte Islands Trail Inventory Initiative Mount Moresby Adventure Camp Society. Report submitted to Gwaii Forest Charitable Trust. Jonathon Ebbs. 2007.

Haida Land Use Vision Haida Gwaii Yah'Guudang (respecting Haida Gwaii). Council of the Haida Nation. April 2005.

Human Resource Development on Haida Gwaii: Strategies and Action Plan. Project Initiated by the Skidegate Band Council. 2012.

The ICSI Consensus. Islands Community Stability Initiative. January 31, 1996.

k'yuwaatl'aagee / k'yuwaatl'aagaay. The Haida Gwaii Trails Strategy Gap Analysis Report. Karen Church. December 7, 2010.

k'yuwaatl'aagee / k'yuwaatl'aagaay. The Haida Gwaii Trails Strategy Interim Report for Stage 1. Misty Isles Economic Development Society. February 17, 2011.

k'yuwaatl'aagee / k'yuwaatl'aagaay. The Haida Gwaii Trails Strategy Report on the Public and Stakeholder Consultation Process for Stage 1: Parameters and Results. Misty Isles Economic Development Society. March 15, 2011.

Kunst'aa Guu – Kunst'aayah Reconciliation Protocol. 2009.

Lessons from the Islands – Introduced Species and What they tell us about how ecosystems work. Canadian Wildlife Service Special Publication, 2008.

Market Review of and Recommendations for the Queen Charlotte/Haida Gwaii Value-Added Sector. Queen Charlotte Islands/Haida Gwaii Wood Manufacturers Association. January 1998.

Port of Haida Gwaii and Short Haul Inter-Coastal Barge Services. Business case prepared for Misty Islands Economic Development Society and Village of Port Clements. March 21, 2013.

Proceedings of The Cedar Symposium: Growing Western Red cedar and Yellow-cypress on the Queen Charlotte Islands / Haida Gwaii. Greg G. Wiggins (editor). May, 1996.

Protocol Agreement between The Council of the Haida Nation (CHN) and The Village of Queen Charlotte. November, 2006.

Rationale for Allowable Annual Cut (AAC) Determinations for Tree Farm Licence 58, Tree Farm Licence 60, and Timber Supply Area 25. Deputy Chief Forester Jim Sutherland. September 20, 2012.

Resolution of the House of Assembly, 2001. Reported in Haida Laas, August 2005.

Restoration Priorities Associated with Introduced Species Impacts on Haida Gwaii/Queen Charlotte Islands: Perspectives and Strategies. Alula Biological Consulting. Prepared for Council of the Haida Nation (Forest Guardian Program) and Province of BC (Terrestrial Ecosystem Restoration Program). May, 2002.

School District 50 – Haida Gwaii/Queen Charlotte Statistical Profile. Document provided by Angus Wilson Superintendent, SD 50.

Second-Growth Timber Opportunities on Haida Gwaii. Cortex Consultants and HiMark Forest Consultants Ltd, June 21, 2004.

Seeing the Forest Beneath the Trees: The Social and Economic Potential of Non-Timber Forest Products and Services in the Queen Charlotte Islands/Haida Gwaii. Sinclair Tedder, Darcy Mitchell and Ramsey Farran. March 2000.



Three Year Economic Development Strategy. Misty Islands Economic Development Society. Heather Adel. March 4, 2013.

Value-Added Sector Strategy for the Queen Charlotte/Haida Gwaii Wood Manufacturers Association: a Sustainable Model for Development and Expansion. Queen Charlotte/Haida Gwaii Wood Manufacturers Association. March 1998.

The Haida Gwaii Management Council (HGMC) is continuing work on a comprehensive Forestry Strategy for Haida Gwaii. The HGMC has retained the services of Moore Resource Management and local professional forester Keith Moore as Forestry Strategy Coordinator to follow-up on work initiated in the fall of 2013. That work resulted in a Discussion Paper titled *Development of a comprehensive forestry management strategy for Haida Gwaii* distributed widely on Haida Gwaii in late 2013 and available at [http://www.haidagwaiimanagementcouncil.ca/forest\\_strategy/documents/Background%20Technical%20Research.pdf](http://www.haidagwaiimanagementcouncil.ca/forest_strategy/documents/Background%20Technical%20Research.pdf).

Keith's main task in this phase of the project will be to generate public interest in consideration and development of initiatives to increase the delivery of social and economic benefits to the islands communities from the forestry resources. The intention is to secure the support and involvement of local tenure-holders, forestry companies, governments, small-businesses, economic development bodies, and a broad range of other interested parties in a cooperative, collaborative process to develop next steps on priority issues identified in the discussion paper. This could include strategies to address training and capacity development, expansion of value-added business, tourism, education, or other local forestry related business.

The proposed collaborative process will draw from the contributions of the full spectrum of stakeholders in all aspects of forestry in a series of community workshops in each of the communities on Haida Gwaii, as well as a series of concurrent specialized workshops for participants in the different sectors of the Islands' forestry-based economy. Building on the ideas generated in these workshops, an All-Islands Forestry Strategy Forum will be held in April to bring together all the participants to identify priority issues to focus on and to formulate an action plan to move forward on these issues.

In the short term, the HGMC would like to see real progress on priority issues such as increasing local employment, building local capacity and training a local workforce. The HGMC is hopeful that through these workshops and the Forum that local leadership and momentum will emerge to deliver some on the ground results on these and other priority issues and contribute toward the development of a long term comprehensive forest strategy.

Individuals and organizations that are interested in the process and would like to contribute to the development of a forestry strategy for Haida Gwaii are encouraged to contact Moore Resource Management at 250-559-4761 or by email at [mrm@qcislands.net](mailto:mrm@qcislands.net) for more information and to get involved.

## About The HGMC

The Haida Gwaii Management Council (HGMC) forms part of the decision making framework outlined in the Kunst'aa guu Kunst'aayah Reconciliation Protocol. It was convened in 2011 by the Haida Nation and the Province of BC to create a more productive relationship through a joint decision making process, resulting in a more respectful approach to land and natural resource management on Haida Gwaii. The HGMC has the authority to make joint determinations related a specific set of strategic land and resource decision types and resource decision types.

Contact                      Derek Thompson, Chair HGMC, 250-626-5133 or 250-477-5861

About Moore Resource Management – Moore Resource Management is a locally based forestry consulting business. The owner, Keith Moore is a Registered Professional Forester who has lived and worked on Haida Gwaii for 35 years. He is well known in the local forestry circles and has extensive forestry experience across Canada and internationally.

Contact:                      Keith Moore, 250-559-4761

## Building Momentum, Identifying Priorities and Developing a Process for a Comprehensive Forestry Strategy for Haida Gwaii.

### Project Outline

January 26, 2015

#### Tasks for this Project (Short-term, January to March 2015):

- To enlist the support and active involvement of forest companies, small businesses, economic development bodies, local communities and senior governments, and a broad range of interested parties in initiating a collaborative process to develop a comprehensive forestry strategy for Haida Gwaii.
- To engage funding organizations, educational institutions, and others in the initiation of the process and in the development of an initial short list of strategic priorities and initiatives for further refinement and action.
- To plan, organize and deliver a Forestry Strategy Forum with broad participation by forestry companies, small businesses local communities and the many other identified interested parties in early April 2015.
- As an output of the Forestry Strategy Forum in April 2015:
  - o To identify an initial short list of priority areas for strategic initiatives on Haida Gwaii for further refinement and development of action plans for quick implementation.
  - o To design a framework for a collaborative process to develop a comprehensive forestry strategy and further refine a variety of strategic initiatives and to identify priorities.
  - o To identify the individuals and organizations to represent the sectors and communities who will take a leadership role in developing and leading the collaborative process.

#### Long-term Objective

To complete development of a comprehensive forestry strategy for Haida Gwaii with identified strategic initiatives and a detailed action plan that will create more economic activity and increased social and economic benefits for the local communities from the forests through a locally-based collaborative process with broad participation.

This Project is an important step in identifying immediate priorities and starting the work to meet the long-term objective.

#### Terms

Forestry is defined in very broad terms to include all possible activities and endeavors in the forest - including but not limited to industrial forestry, community forestry, recreation and tourism, value-added, non-timber products, ecosystem restoration, education, and more.

A comprehensive forestry strategy includes activities, programs, policy and funding initiatives to support increasing the delivery of social and economic benefits from any of the above forestry activities to the local communities. It includes identification of short and medium term priorities and action items.

## The Role of HGMC

The HGMC should act as a catalyst to initiate development of the strategy, but should not lead the collaborative process. The HGMC role is to stimulate discussion, to create momentum and to support local development of a strategy, and priority actions. The leadership for development of the strategy needs to be found in the communities, businesses and local interests who most benefit. The Forestry Strategy Forum in April 2015 should serve to identify the process and the leaders/ owners of the process and the priorities. The role of the HGMC is to seek support, create momentum and energize the development of the strategy by:

- Contributing background discussion papers (fall, 2013);
- Facilitating discussion and development of strategies in workshops and a forum (spring 2015);
- Offering and assistance and advice to a community led collaborative process (on-going after spring, 2015); and,
- Encourage, support and endorse completion of a list of detailed priority initiatives and clear action plans by the end of March 2016.

The active start-up role of the HGMC ends with the establishment of the local strategy development process following the Forestry Strategy Forum in April. The HGMC maintains an oversight role of the forestry strategy development over the long term

## Approach for This Project (short-term)

This Project will use the conceptual framework and the initial identification of strengths, challenges, opportunities, and potential areas for strategy development presented in the “Background Paper for Discussion - Development of a Comprehensive Forestry Strategy for Haida Gwaii” prepared for the Haida Gwaii Management Council in October 2013.

Using the Discussion Paper as a starting point during this Project, we will:

- Meet with as many interested parties as possible, including most of the individuals engaged in the Discussion Paper phase.
- Establish and facilitate 6 sectoral Working Groups.
  - o Tenure holders, contractors/consultants/dependent business, processing and value added, environment/tourism, government, economic development agencies.
- Establish and facilitate 6 Community Working Groups.
  - o Sandspit, Queen Charlotte, Skidegate, Port/Tlell, Masset/North Beach, Old Masset, to be led by elected community leaders.
- Use these Working Groups to generate interest and to discuss the strategic priorities and initiatives in small groups in February and early March and to bring forward clear priorities and proposals to a Forum in April.
- Build relationships with other funding and economic development entities.
  - o Gwaii Trust, EDOs, MIEDS, Community Futures, and others.
- Bring the people and ideas from the Working Group workshops together in an all-Islands Forestry Strategy Forum in April 2015.



The Village of  
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**Minutes of the regular meeting of the Port Clements Council held January 19, 2015 in the Council Chambers.**

Present:

Mayor Gould  
Councillor Cunningham  
Councillor Daugert  
Councillor Gaspar – via teleconference  
Councillor O'Brien Anderson

CAO – Kim Mushynsky

7 members of the public in attendance

**1. ADOPT AGENDA.**

**Meeting was called to order at 7:05pm**

2015-015 - Moved by Councillor Daugert, seconded by Councillor O'Brien Anderson  
THAT the agenda be adopted with the following additions – C4 – Village of Masset request for support and RCMP as a delegate.

**CARRIED**

**2. PETITIONS, DELEGATIONS & OPENING OF SEALED TENDERS.**

D-1 – RCMP – Sergeant Stephan Drouin

Sgt. Drouin introduced himself and presented 2013/2014 statistics for the Village of Port Clements.

**3. MINUTES.**

M-1 – Regular Meeting of Council Monday January 9, 2015

2015-016 – Moved by Councillor Daugert, seconded by Councillor Cunningham  
THAT we accept the January 9, 2015 Regular Meeting minutes as presented.

**CARRIED**

**4. BUSINESS ARISING FROM THE MINUTES & UNFINISHED BUSINESS.**

**5. ORIGINAL CORRESPONDENCE.**

C-1 – Edge of the World Music Festival – request for letter of support

2015-017 – Moved by Councillor Daugert, seconded by Councillor Cunningham  
THAT we write a letter of support for the Music Festival.

**CARRIED**

C-2 – Petition from Public regarding rezoning issue in Industrial Park

2015-018 – Moved by Councillor Daugert, seconded by Councillor O'Brien Anderson  
THAT Council receive this document

**CARRIED**

Decision to discuss this further when G-1 is under discussion as they are related.

M-1

C-3 – Village of Queen Charlotte request for letter of support.  
2015-019 – Moved by Councillor Daugert, seconded by Councillor Cunningham  
THAT Council provides a letter of support for the Village of Queen Charlotte.

**CARRIED**

C-4 – Village of Masset request for letter of support  
2015-020 – Moved by Councillor Cunningham, seconded by Councillor O'Brien Anderson  
THAT Council provides a letter of support for the Village of Masset.

**CARRIED**

## **6. GOVERNMENT.**

G-1 – Bylaw #419 – Zoning amendment 1<sup>st</sup>, 2<sup>nd</sup> & 3<sup>rd</sup> reading

A motion to table this Bylaw was not seconded and died.

2015-021 – Moved by Councillor Gaspar, seconded by Councillor Daugert  
THAT we do 1<sup>st</sup> reading of Bylaw #419.

**CARRIED**

2015-022 – Moved by Councillor Gaspar, seconded by Councillor Daugert  
THAT we do 2<sup>nd</sup> reading of Bylaw #419 changing the berm height from 2 – 2.5 metres and adding that the berm be planted with native vegetation.

**CARRIED**

2015-023 – Moved by Councillor Daugert, seconded by Councillor Gaspar  
THAT we do 3<sup>rd</sup> reading of Bylaw #419.

**CARRIED**

## **7. FINANCE.**

F-1 – Cheque listing to January 15, 2015  
2015-024 – Moved by Councillor Gaspar, seconded by Councillor Daugert  
THAT we receive and file the cheque listing.

**CARRIED**

F-2 – NSCU December bank Statement  
2015-025 – Moved by Councillor Daugert, seconded by Councillor Gaspar  
THAT we receive and file the NSCU December Bank Statement

**CARRIED**

F-3 – CIBC December Bank Statement  
2015-026 – Moved by Councillor Gaspar, seconded by Councillor O'Brien Anderson  
THAT we receive and file the CIBC December Bank Statement

**CARRIED**

## **8. NEW BUSINESS.**

NB-1 – Authorization to apply for funding  
2015-027 – Moved by Councillor Daugert, seconded by Councillor O'Brien Anderson  
THAT Council authorizes the Administrator to apply for funding to the Gwaii Trust Major Infrastructure program to assist in the purchase of SCBA gear for the Fire Department.

**CARRIED**

2015-028 – Moved by Councillor Daugert, seconded by Councillor O'Brien Anderson  
THAT Council authorizes the Administrator to apply for funding to the Gwaii Trust Major Infrastructure program to assist in the purchase and installation of a generator for emergency back-up power.

**CARRIED**

2015-029 – Moved by Councillor Daugert, seconded by Councillor Cunningham

THAT Council authorizes the Administrator to apply for funding to the Strategic Priorities Fund – Capacity Building Stream to assist in the costs associated with a complete water treatment and distribution analysis.

**CARRIED**

**9. ACTION ITEMS**

**10. REPORTS AND DISCUSSIONS.**

Councillor Gaspar – He will undertake his EMR training starting this weekend

Councillor O'Brien Anderson – Will be looking at the live tree transplant on the corner of Bayview and Dyson later this year

Mayor Gould – SQCRD this weekend

Councillor Cunningham – Emergency Planning Meeting and VIRL meeting this week

Councillor Daugert – No report

CAO Mushynsky – reminded Council of upcoming meetings – specifically training this Saturday 24<sup>th</sup> and Strategic Planning on the 29<sup>th</sup> & 31<sup>st</sup>.

Moved by Councillor Gaspar, seconded by Councillor Daugert

THAT Council move to in-camera per section 90(1)(i) of the Community Charter at 9:30pm

**CARRIED**

Councillor Gaspar left the meeting at this point so was not present for the In-camera session.

**ADJOURNMENT.**

2015-030 - Moved by Councillor Cunningham, seconded by Councillor Daugert

THAT the meeting be adjourned at 9:55pm

**CARRIED**

---

Ian Gould,  
Mayor

---

Kim Mushynsky,  
CAO





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Minutes from the December 11, 2014 Emergency Management Commission Meeting  
Council Chambers

Present:

Marilyn Bliss – volunteer  
Christine Cunningham – Council Rep  
Sue Couch – Volunteer

Ryan Brown – Fire Department  
Lorette Smillie – Volunteer  
Kim Mushynsky – CAO

Absent:

RCMP Rep, Aaron Cunningham, Craig & Colleen Beachy, BCAS Rep

The meeting was called to order at 7:00pm.

1. ADOPT AGENDA

2. MINUTES

M-1 – May 22, 2014 EPC Meeting

Moved by Christine, seconded by Sue

THAT we accept the May 22, 2014 Emergency Planning Meeting Minutes as presented.

CARRIED

M-2 – August 21, 2104 EPC Meeting

Moved by Christine, seconded by Sue

THAT we accept the August 21, 2014 Emergency Planning Meeting Minutes as presented.

CARRIED

3. BUSINESS ARISING & UNFINISHED BUSINESS

4. CORRESPONDENCE

5. NEW BUSINESS

NB-1 – Review Emergency Plan

Moved by Marilyn, seconded by Sue

THAT we recommend that Council approve the updated Emergency Management Plan

CARRIED

6. REPORTS

1. ESS reported on activities and training for 2014 and that they would be assisting Masset with setting up an ESS team in 2015

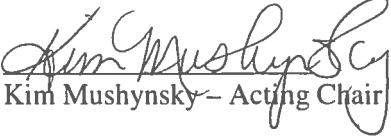
2. Committee members discussed training scenarios for 2015 which include – fire at the Small Craft Harbour, fire at O'Brien's pole plant, activation due to a boating incident in the inlet, scenario involving the islands being isolated for an extensive period of time due to a major incident that overwhelms resources on the mainland.

Next meeting tentatively scheduled for Thursday January 22, 2015 at 7pm in Council Chambers.

Ryan Brown offered to be Chair for the committee for 2015.

7. ADJOURNMENT

Adjourned at 7:35pm

  
Kim Mushynsky – Acting Chair

**VILLAGE OF PORT CLEMENTS**

**BYLAW NO.419, 2015**

**Being a bylaw to amend the Zoning Bylaw #184, 1990**

In response to a public meeting about the rezoning request of a portion of Lot 2910 in the Industrial Park, the Village of Port Clements, in open meeting, proposes to add a sub-category of zoning category M2 (Marine Industrial) with modified wording.

Attached is the new wording created for zoning category M2A (Marine Industrial Sub-category A)

READ A FIRST TIME THIS 19<sup>th</sup> DAY OF January, 2015.

READ A SECOND TIME THIS 19<sup>th</sup> DAY OF January, 2015.

READ A THIRD TIME THIS 19<sup>th</sup> DAY OF January, 2015.

RECONSIDERED AND FINALLY ADOPTED THIS     DAY OF     , 2015.

\_\_\_\_\_  
IAN GOULD  
MAYOR

\_\_\_\_\_  
KIM MUSHYNSKY  
CAO

\_\_\_\_\_  
CERTIFIED A TRUE COPY OF VILLAGE OF  
PORT CLEMENTS ZONING AMENDMENT, BYLAW NO. 419, 2015

## **MARINE INDUSTRIAL AMENDED ZONE (M-2-A)**

### **INTENT:**

This zone is intended to accommodate and regulate the development of marine and foreshore activities of an Industrial nature, specific to District Lot 2910. This zone, except as spelled out below, will have the same rights and privileges as M-2.

### **PERMITTED USES:**

In the Marine Industrial Amended Zone (M-2-A) land and structures may only be used for the following uses:

All uses identified in Marine Industrial (M-2) **EXCLUDING** watering/dewatering of wood. Activities of this nature are strictly prohibited in zone M-2-A.

### **CONDITIONS OF USE:**

This zone has the requirement of a 10 metres buffer zone that combines a “leave strip of natural vegetation” as well as the creation of a berm on the upland side of the leave strip at least 2.5 metres above the working surface to serve as mitigation for both noise and visual impacts. The berm is to be planted with native vegetation. In the leave strip small trees and shrubbery shall not be removed so that a green “wall” is maintained to absorb/deflect noise and protect the visual from being Industrial in nature. The only exception to this buffer zone is the inland berth along with a 20 metres buffer down the side of the berth where equipment and merchandise for transportation could be placed. In addition, equipment is not to be used on the beach except for the 20 metre zone running alongside the inland channel.

### **BUILDING HEIGHT:**

In the Marine Industrial Amended Zone (M-2-A) the maximum height of any building, structure or piece of equipment shall not exceed 18.0 metres.

# VILLAGE OF PORT CLEMENTS

## BYLAW NO.420, 2015

### **A bylaw to provide for various procedures for the conduct of local government elections and assent voting.**

WHEREAS under the *Local Government Act*, Council may, by bylaw, determine various procedures and requirements to be applied to the conduct of local government elections and assent voting;

AND WHEREAS Council wishes to establish voting procedures and requirements under that authority;

NOW THEREFORE, the Village of Port Clements Council, in open meeting assembled, enacts as follows:

#### **1. ADVANCE VOTING OPPORTUNITIES**

- a) In accordance with Section 97(3) of the *Local Government Act*, a second advance voting opportunity will not be held.

#### **2. MAIL BALLOT VOTING**

- a) As authorized under Section 100 of the *Local Government Act*, voting may be done by mail for those electors who meet the criteria in paragraph (b)
- b) The following electors are permitted to vote by mail ballot:
  - i) those persons who have a physical disability, illness or injury that affects their ability to vote at another voting opportunity;
  - ii) persons who expect to be absent from Port Clements on general voting day AND for advance voting;
- c) The following procedures for voting MUST apply:
  - i) sufficient records will be kept by the Chief Elections officer so that challenges of the

elector's right to vote may be made in accordance with the intent of Section 116 of the *Local Government Act*;

- ii) a person exercising the right to vote by mail under the provisions of Section 100 may be challenged in accordance with, and on the grounds specified in Section 116 of the *Local Government Act*, until 4:30pm two days before general voting day.

d) The following application procedure must be adhered to:

- i) Following the Declaration of Election by vote but at least 14 days prior to the General voting date, a person wishing to vote by mail ballot shall submit an "Application to Vote by Mail" to the Chief Elections officer (exhibit A).
- ii) Upon receipt of an "Application to Vote by Mail" the Chief Elections Officer or designate shall, as soon as ballot packages are available but no later than 10 days prior to General voting date, make available to the applicant a mail ballot package.
- iii) Record the name, residential address, and in the case of a non-resident property elector, the address of the property in relation to which they are voting, for the "vote by mail" applicant and, upon request, make available for inspection the list containing said information.
- iv) Completed mail in ballots MUST BE received by the Chief Elections Officer or designate by 8pm on the general voting day. **The Village of Port Clements is not responsible for mail delivery problems which delay the receipt of the mail in ballot.**
- v) To vote using a mail ballot, the elector shall mark the ballot in accordance with the instructions contained in the mail ballot package provided. After marking the ballot the elector shall place the ballot in the secrecy envelope provided and seal the envelope. They then place the secrecy envelope in the certification envelope and complete and sign the certification printed on the envelope and then seal the certification envelope. Finally the certification envelope is

placed in the outer envelope which is then sealed and mailed or delivered to the Chief Elections Officer or designate at the address specified so that it is received no later than 8pm on general voting day.

- vi) Upon receipt the Chief Elections Officer or designate shall record the date of receipt and open the outer envelope to examine the certification envelope. If satisfied as to the identity and entitlement to vote of the elector, and that the requirements of Section 55 of the *Local Government Act* have been fulfilled shall mark the certification envelope as accepted, open it in the presence of at least one other person and place the secrecy envelopes into a ballot box.
- vii) If the Chief Election Officer or designate is not satisfied with the identity of the elector, or if the envelope is received after 8pm on general election date, the certification envelope shall remain unopened and the envelope will be marked rejected noting the reason for rejection and the ballot shall not be counted in the election. Unopened envelopes shall be subject to the provisions of Section 150(6) of the *Local Government Act* with regards to their destruction.
- viii) Where, upon receiving a mailed in ballot, the Chief Elections Officer or designate determines that another person by the same name has voted, the provisions of Section 117 of the *Local Government Act* shall apply, so far as applicable.

### **3. RESOLUTION OF TIE VOTE(S) AFTER JUDICIAL RECOUNT**

- a) In the event of a tie vote after a judicial recount, the tie vote will be resolved by conducting a lot in accordance with Section 141 of the Local Government Act.

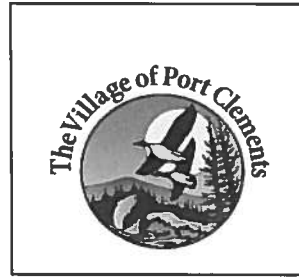
This Bylaw may be cited for all purposes as the "Elections and Asset Voting Bylaw #420, 2015".

Bylaw #251, 1993 is hereby repealed.





# APPLICATION TO VOTE BY MAIL



**Instructions:** 1. Complete this form and deliver by hand, mail, fax or scan to email to the Village of Port Clements at PO Box 198, Port Clements, BC V0T 1R0  
Fax: 250-557-4568 or email: [cao@portclements.ca](mailto:cao@portclements.ca)

2. If your application is filled out correctly the Village of Port Clements will send you a mail ballot package at least 10 days prior to General Voting Date. Due to mail challenges on Haida Gwaii, the earlier the application is received the better. **The Village of Port Clements WILL NOT be responsible for mail delays.**

3. **You are responsible for ensuring that your completed ballot is received by the Village of Port Clements before 8pm on General Voting Day.**

4. For more information please call the Chief Administrative Officer at 250-557-4295 or email [cao@portclements.ca](mailto:cao@portclements.ca)

I, \_\_\_\_\_,  
(Name of Elector – Please print)

Of \_\_\_\_\_,  
(Residential Address of Elector – Please print)

Or \_\_\_\_\_,  
(For Non-resident electors, the address of the real property to which elector is voting)

Request that I receive a ballot to vote by mail, under the provisions of Section 100 of the *Local Government Act*. I hereby declare that I am:

- 18 years of age or older as of General Election date; **AND**
- A Canadian Citizen; **AND**
- A resident of the Village of Port Clements for at least the past 30 days **OR** a non-resident owner of real property in the Village of Port Clements for at least the past 30 days; **AND**
- A resident of British Columbia for at least the past 6 months; **AND**
- Not disqualified by law from voting in an election.

I further declare that I am entitled to vote by mail for the following reason(s) (check at least one):

- I have a physical disability, illness or injury that affects my ability to vote at one of the voting opportunities for this election; **AND/OR**
- I expect to be absent from the Village of Port Clements at the time of the advance voting opportunity **AND** on General Election Day.

I request that you provide me a mail ballot package as follows (**check only one**):

- Keep it at the Municipal office for me to pick up; **OR**
- Mail it to my residential address; **OR**
- Mail it to the following address:  
\_\_\_\_\_

\_\_\_\_\_  
Signature of Elector

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Witness

# VILLAGE OF PORT CLEMENTS

## Cheque Listing For Council

2015-Jan-28  
9:20:05AM

Cheque #	Cheque Date	Vendor Name	General Ledger	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
150021	2015-01-19	BANDSTRA TRANSPORTATI	40-2-42-90-50	P584375	PAYMENT 2 CTNS + 1 BUNDLE PIPE	175.72	175.72
150022	2015-01-19	BC HYDRO	10-3-22-00-00 40-2-42-90-00 10-2-71-89-30 10-2-32-50-00	DEC 2014 DEC 2014 DEC 2014 DEC 2014	PAYMENT GST CHARGES JULY 24 - NOV 30 CHARGES JULY 24 - NOV 30 CHARGES JULY 24 - NOV 30	95.90 804.44 46.67 1,197.81	2,144.82
150023	2015-01-19	Black Press Group Ltd.	10-2-12-11-50	32440321	PAYMENT 2015 COUNCIL SCHEDULE+CLAS	405.52	405.52
150024	2015-01-19	CIBC VISA	10-2-81-90-00 10-2-12-11-30	DEC2014 DEC2014	PAYMENT Int Charged BaseCamp	0.46 23.67	24.13
150025	2015-01-19	COASTAL PROPANE	10-2-24-70-10	44689	PAYMENT FIREHALL PROPANE	1,026.65	1,026.65
150026	2015-01-19	CORPORATE EXPRESS	10-3-22-00-00 30-2-41-30-30 10-2-12-11-00	37422742 37422742 37422742	PAYMENT GST AAAA batteries MISC OFFICE SUPPLIES	7.64 11.33 152.06	171.03
150027	2015-01-19	Haida Gwaii Regional Recreati	10-2-75-00-00 10-2-75-00-00	2014MovieNight 2014MovieNight	PAYMENT 35% BOX OFFICE 2014 LICENCING FEE	442.75 600.00	1,042.75
150028	2015-01-19	Jarvis, Trevor	10-2-12-25-00	FireWorksPersn	PAYMENT tape,plastic,batteries,mileage	150.00	150.00
150029	2015-01-19	Kragg, Andrew	10-2-24-60-00	Training2014	PAYMENT FIRST RESPONDER 3 COURSES	211.00	211.00
150030	2015-01-19	Lidstone & Company, Barrister	10-2-12-10-50 10-3-22-00-00	10084-099 10084-099	PAYMENT CASUAL LEGAL SERVICES GST	12.69 0.24	12.93
150031	2015-01-19	MasterCard, CUETS FINANCI.	10-2-24-60-00 10-2-12-11-30 10-2-12-11-00 10-2-12-11-60 10-2-72-50-10 10-3-22-00-00 10-4-12-90-00 10-4-12-90-00 10-4-12-90-00	Dec 2014 Dec 2014 Dec 2014 Dec 2014 Dec 2014 Dec 2014 Dec 2014 Dec 2014 Dec 2014 Dec 2014	PAYMENT FDept training Geek Storage UBCM wall calendars Postage 7 lapel pin requests mailed GST BLS AUTODESK INC Nov 29 MCard MSFT Nov 29 MCard Inland Air Dec 29 MCard	1,385.32 71.52 35.65 327.25 45.57 81.09 32.83 141.12 10.50	2,130.85
150032	2015-01-19	NORTHERN LABS LTD.	30-2-41-20-00 30-2-41-20-00	90687 90690	PAYMENT WATER TESTING NHA ANALYSIS PACKAGE	304.50 588.00	892.50
150033	2015-01-19	Stewart, McDannold, Stuart	10-3-22-00-00 10-2-12-10-50	68891 68891	PAYMENT GST GENERAL LEGAL MATTERS	3.75 80.25	84.00
150034	2015-01-19	TELUS COMMUNICATIONS I	10-3-22-00-00 10-2-71-21-15 30-2-41-50-00 40-2-42-90-40 10-2-24-70-10	DEC2014 DEC2014 DEC2014 DEC2014 DEC2014	PAYMENT GST MPBC utilities Water utilities Sewer utilities FireHall utilities	34.04 377.42 94.02 (83.49) 338.54	760.53
150035	2015-01-19	XEROX CANADA LTD.	10-2-12-11-30 10-3-22-00-00	G46950785 G46950785	PAYMENT USAGE FEES NOV 30-DEC 31 GST	46.06 2.15	48.21

# VILLAGE OF PORT CLEMENTS

## Cheque Listing For Council

2015-Jan-28  
9:20:05AM

Cheque #	Cheque Date	Vendor Name	General Ledger	Invoice #	Invoice Description	Invoice Amount	Cheque Amount
150056	2015-01-21	CIVIC INFO BC	10-2-11-10-40	2015008	PAYMENT MEMBERSHIP 2015	136.50	136.50
150057	2015-01-21	CORPORATE EXPRESS	30-2-41-30-30 10-3-22-00-00 10-2-12-11-00 10-3-22-00-00	37428228 37428228 37457224 37457224	PAYMENT 32 GB KGSTN THUMB DRIVE GST KEY HOLDERS PST	28.73 1.34 3.31 0.15	33.53
150058	2015-01-21	Haida Gwaii Trader, Shellene	10-2-12-11-50	1479B	PAYMENT 1 YR AD PACKAGE	162.50	162.50
150059	2015-01-21	HARBOUR AUTHORITY ASS	10-2-11-10-40	908	PAYMENT DUES 2015	150.00	150.00
150060	2015-01-21	MUNICIPAL INFORMATION S	10-2-12-11-20	20141604	PAYMENT FEB SOFTWARE SUPPORT	299.99	299.99
150061	2015-01-21	RECEIVER GENERAL - CCR/	10-4-27-00-10	Jan2015	PAYMENT CCRA REMITTANCE	3,754.98	3,754.98
150062	2015-01-21	Revenue Services of BC	10-4-27-00-30	MSP O'Donogh	PAYMENT MSP PREMIUMS 6 MOS	864.00	864.00
150063	2015-01-21	VANCOUVER ISLAND REGIC	10-2-84-20-00	1stQTR Levy201	PAYMENT 1ST QTR LEVY 2015	3,130.00	3,130.00
150064	2015-01-21	XEROX CANADA LTD.	10-4-27-00-30 10-3-22-00-00	L13716039 L13716039	PAYMENT 13 OF 20 PYMT COPIER CONTRA GST	462.00 21.59	483.59

**Total 18,295.73**

\*\*\* End of Report \*\*\*

## Kim Mushynsky

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**From:** Nancy Hett <allislandartshow@gmail.com>  
**Sent:** January-15-15 9:08 AM  
**To:** Kim  
**Subject:** Youth Art Show

As Visual Arts Coordinator of the Haida Gwaii Arts Council, I would like to request permission from the Port Clements Village Council to hold a Youth All Islands Art Show in the Port Clements Multipurpose Building. The show would be professionally installed in the entrance hall of the building using free standing wire racks and would be in place for about 2 weeks. The event would include 2 youth art workshops given by local artists and would be held Saturday April 11 2015. I would hope to rent the Senior's room for one of the workshops. The students would be well supervised and adult assistants would be available to help the artists. We would also be responsible for making sure that the areas used are kept clean. I hope that this event will be a bi annual one and I feel it would be of great benefit to the youth of the Islands.

Nancy Hett

## ACTION ITEMS

<u>#</u>	<u>Date</u>	<u>Description</u>	<u>Lead</u>	<u>Follow up</u>
A16	15-10-2012	Bus Shelter	Staff	Nov. 17 Council directed staff to research a solution as there were no expressions of interest from the public to build a shelter
A21	15-07-2013	Drainage concern at far end between Park & Tingley	Gaspar	Develop a plan for addressing this issue
A25	28-01-2014	Biomass heating system for Multiplex	Administrator	Decision made on engineering Nov. 24 boiler expected to be here by end of February 2015
A26	17-02-2014	Historic Councillor Plaque(s)	Gould	Design and create the necessary plaque(s) to mount ingraved plates from 1975 forward Slated for completion before yearend
A27	05-05-2014	Park Management Committee	Administration	Finalize park management plans after new Council has had a chance to review
A28	15-12-2014	Mail in Voting	Administration	Prepare a Bylaw and procedure for mail in voting before end of March 2015