

Ditidaht First Nation Economic Development Strategy



A Living Document

November, 2018

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1. INTRODUCTION

DIITIID7AA7TX – OUR PEOPLE AND CULTURE

The Ditidaht Nation is an alliance of at least ten “local groups”, each consisting of people occupying a specific geographical area and centered around chiefs and their families. The local group took its name from the name of its main village’s location. It is likely that these groups were more independent long before the White people came to our shores, but during the time since our history has been recorded in documents, we have been viewed as one people, with one common territory, and one name by which we are all known today. We are Ditidaht, or as we say in our own language, diitiid7aa7tx. Our name for ourselves means ‘people of diitiida,’ as the suffix -aa7tx means ‘people.’ Some of us prefer the name da7uu7aa7tx, the name of the original Nitinat Lake people. In this document “Ditidaht” refers to all Ditidaht entities in general such as the administration, people, etc. Diitiid7aa7tx refers to the membership specifically.

The diitiid7aa7tx and the Pacheedaht people speak closely-related dialects of a language called Ditidaht or “Nitinaht.” We are proud of this distinctive language that separates us from our neighbours. Our language is one of three closely-related languages (Ditidaht, Makah, and Westcoast) forming the South Wakashan sub-group of the Wakashan Language Family.

As of January 2017, there are 773 diitiid7aa7tx, 174 or 22.5% who live in our home village of Malachan (also referred to as Balaats’adt). Sixty-eight diitiid7aa7tx live on other reserves, mostly due to marriages with other Nuu-chah-nulth First Nations. The diitiid7aa7tx female to male ratio, about 51% female to 49% male.

DITIDAHT TRADITIONAL TERRITORY

Ditidaht traditional territory stretches inland from Cowichan Lake, down through Nitinat Lake, and to the coast between Bonilla Point and Pachena Point. Our territory also reaches out to sea all the way to the salmon, halibut and cod banks that feed our people. It includes the headwaters of streams and rivers that drain to the coastline.

We share common boundaries with Pacheedaht First Nation in the east, with Hupacasath and Tseshaht in the northwest, and have shared and overlapping territory in the east with Lake Cowichan and in the west with Huu-ay-aht First Nations.

The following map shows the land-based territory as well as the area in the Pacific Ocean that is part of the territory.¹

¹ Ditidaht Elders

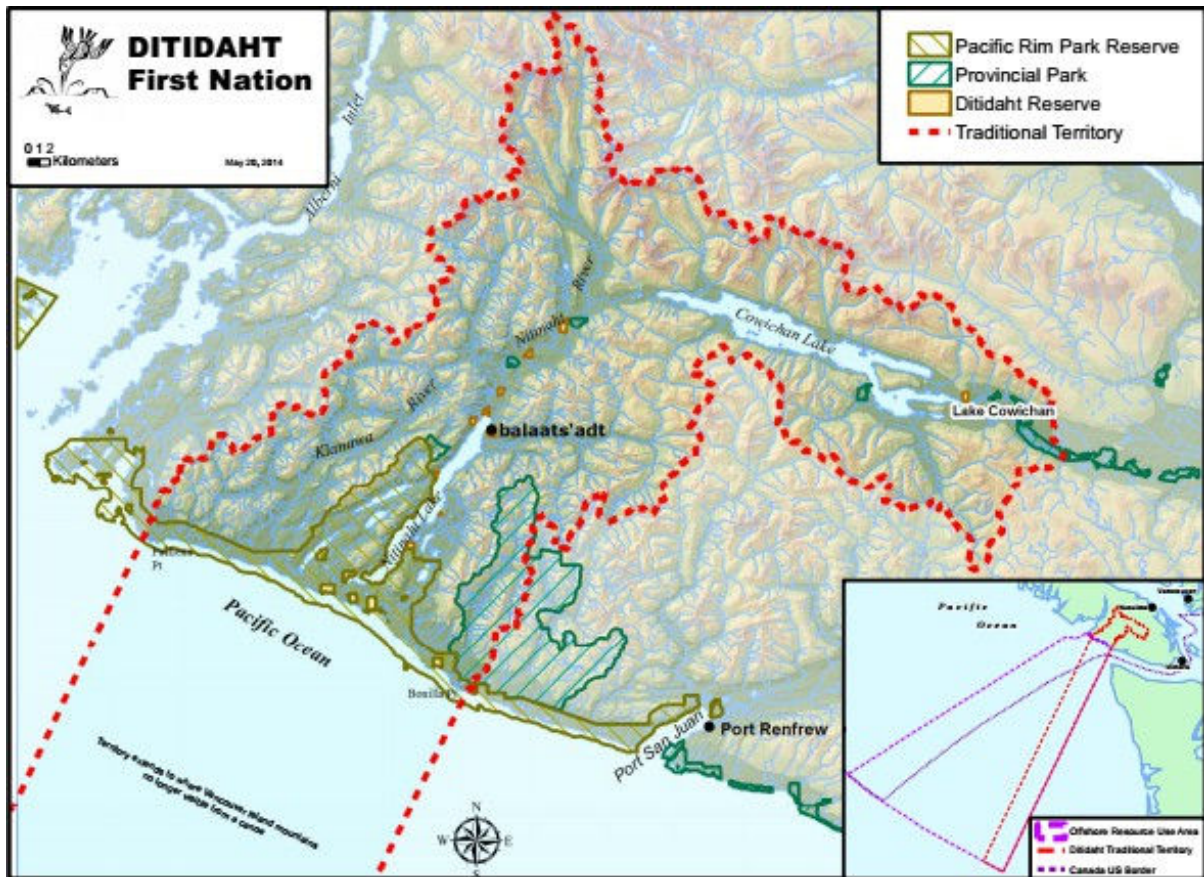


Figure 1 - Ditidaht Traditional Territory

The Ditidaht draft Constitution clearly articulates the Nation's respect and sense of stewardship of the territory:

The land, the waters, the resources, the environment have always been the source of life, culture and spirituality of the Ditidaht People.

Clear air, pure water and the food of the forests and the waters of our Territory have sustained our people, our economy and our traditions.

That we hold the wealth of our Nation and the use of our lands, waters and resources in the future as we did in the past, to the common good and benefit of all Ditidaht, by fostering development that is based on the principle of caring for and maintaining our physical and spiritual linkages with our lands, waters and resources for all generations.

Our chiefs, known as chaabat', held rights to the fish, animals, and other food resources within our territory. The chiefs also held weir trap prerogatives on the major salmon streams. So strict were these property rights that poachers were killed for serious infractions, although theft of plant foods would result only in confiscation of the illegal harvest. Some high-status people held rights to certain salmon-harpooning sites or rocks that were particularly good seafood harvesting locations.

When thinking of economic development, it is important to take this historical context into consideration. Our ancestors created many of the hiking trails and paddling routes in the

territory for the purpose of trade and travel. The sustainable trade of goods and services has long been part of our history, as is noted in the following passage:

“Prior to the arrival of Europeans, Indigenous Peoples had systems in place for the production of goods and services, and extensive trade networks for distribution of the goods. A prime example is the oolichan, a Pacific coast fish found in the waters from Alaska south to northern California. The grease extracted was (and continues to be) used as a condiment, a salve, seasoning, preservative, laxative, lamp oil, and is a rich source of vitamins A, C and E. It was also the first fresh food source available after the long, wet winters on the Pacific coast. The range of usage and high vitamin content made this tiny fish invaluable to the coastal Indigenous communities. Its range of usage and vitamin content also made it a valuable commodity for trade. Coastal Indigenous nations would harvest enough oolichan to meet the community’s needs but also harvest enough for trade with other nations for items of value and necessity. “Grease trails” were established trade routes that extended from the coast to inland communities. Oolichan were never over-harvested.

Established market economies were interrupted by the arrival of Europeans and introduction of supply and demand in the fur trade, the shift to a monetary system as opposed to a trade economy, and later heavily impacted by marginalized access to resources (fishing, hunting, trapping) and the loss of productive, resource rich land to settlers. However, it was the increasingly punitive policies of the **Indian Act** that finally extinguished the formerly viable Indigenous economies that had thrived since time immemorial.”²

Working towards the long-term economic health and independence of our Nation is an achievable goal and we are making good progress in strengthening and expanding our economic opportunities. Our work on Treaty and the Land Code all contribute to our ability to govern ourselves and manage our own resources. We’ve already seen some of tangible gains, for example, the Doobah lands being returned to us specifically for economic development opportunities.

WHAT IS “ECONOMIC DEVELOPMENT”?

Economic development is often talked about, but what does that term really mean? There are many different definitions but most of them are in the context of countries and large-scale economies.

The National Consortium for Indigenous Economic Development notes that *“Economic development in Indigenous contexts is often very different from mainstream forms of economic development. Aboriginal communities face different contextual factors and have different intellectual and cultural traditions reflected in values and ways of life, particularly with regard to their land and marine resources.”*³

² Why Canada Needs Indigenous Economic Reconciliation, April 05, 2018 (www.ictinc.ca)

³ Indigenous resource management and economic development
<https://www.uvic.ca/ncied/resources/resource-management/index.php>

The following definition of economic development can be applied to our context:

Economic Development can be defined as activities that are in a line with a community's overall goals and values and are aimed at improving the economic well-being and quality of life of a community.

This can include creating and retaining jobs and supporting income generation through small scale entrepreneurship and larger scale enterprises.

Long-term benefits of economic development can include improvements in physical and social health, life expectancy, literacy rates, and decreases in poverty. In our case, it also includes our members feeling they have more choice about what kind of work they want to do, where they will live, and what education and training they and/or their children can pursue.

The Royal Commission on Aboriginal Peoples (1996) noted that there are *“substantial gaps between Aboriginal and non-Aboriginal people in Canada in key economic indicators, such as employment and income. ... Closing these gaps [will] help Aboriginal people meet certain goals: making a decent living, gaining independence, and achieving freedom from the debilitating effects of poverty.”*⁴

This is what we are working towards in all our economic development efforts and planning.

Please see Appendix 1 for a glossary of other terms used in this document and Appendix 2 for links to Ditidaht Websites.

BACKGROUND ON THE ECONOMIC DEVELOPMENT STRATEGY

In order to plan economic development, it is important to know where we've been, where we are now, and what is possible in our future. It is also important to understand what kind of economic structure we have and the processes for clear and effective planning and decision-making.

In 2017, Ditidaht First Nation (DFN) received funding to develop this Economic Development Strategy as part of Treaty Related Measures. The overarching goal in developing this comprehensive Strategy has been to understand and reflect diitiid7aa7tx' vision and desires for economic development and prosperity and provide direction for planning. The Strategy provides a clear picture of what is already happening and what we've done in the past and want to continue building on. It is also aligned with goals identified through the Ditidaht Comprehensive Community Plan (DCCP), treaty processes, our Strategic Land Use Plan, the more recent Narrows/Doobah Land Use Plan and other relevant community plans and strategies.

The aim of the Strategy is to:

1. Serve as a reference on DFN's current and past economic activities and ventures,
2. Outline the economic development governance structure in DFN,
3. Provide direction for planning in the short, medium and long-term,

⁴ 2003 November Report of the Auditor General of Canada

4. Offer inspiration and ideas for future economic development activities and community engagement, and
5. Provide a clear process for evaluating and deciding on particular economic ventures.

The Strategy does not discuss which ventures the Nation should or should not pursue but rather provides a roadmap for future planning and decision-making. It also outlines a structure for evaluating and deciding on specific ventures which, depending on their size, may include community consultations, focused feasibility studies and/or individual plans. For more on proposed processes, please see Section 6.

COMMUNITY VISION

The following overarching vision was developed and refined as part of our Ditiidaht Comprehensive Community Plan (DCCP) through engagement processes in 2014 and 2015. It provides guidance for our economic development activities:

Our Vision sees a Healthy sustainable community where our families are well educated in our history and culture.

Through Unity, strong leadership, and based on Traditional Teachings, Values and Practice we provide good housing, employment and opportunities for all.

Based on Respect for our Territory, we develop our natural resources on land and sea for the benefit of many generations to come.

This Strategy and all economic development activities and ventures take guidance from the core values noted in our DCCP Implementation workplan (2017):

- supporting *diitiid7aa7tx Culture and Knowledge*;
- encouraging Respect and Unity;
- taking a *Strategic* approach; and
- fostering *Sustainable Prosperity*.

The DCCP also specifies objectives for economic development:

DCCP Objective 1: Ensure each economic development plan as well as the planned overall Economic Development Strategy is aligned with the DCCP and includes versions of the following objectives:

1. Exercise our rights to lands and resources in our Traditional Territory through economic development activities.
2. Achieve financial self-sufficiency for DFN through economic development.
3. Reduce the number of members needing social assistance by providing training, personal development programs and economic development opportunities – this does not mean that all members will be placed in Nation-created jobs, but that every member will be encouraged to achieve and grow.
4. Increase local opportunities for training and employment.
5. Seek new economic development activities that fit the culture, lands, and people of DFN.

6. Focus on economic development initiatives that make sense for DFN's lands and resources.
7. Shape a thriving economy that provides tax revenues, income, and long-term prospects for individuals and DFN through the development of lands and resources.
8. Explore new activities in forestry and gravel extraction by completing evaluations and surveys on all the lands.
9. Investigate new marine based economic opportunities, including aquaculture and tourism.
10. Increase usage of the Ditidaht store for other ventures (e.g. windsurfing, Visitors Centre, art sales, jam making, cedar bark carving) as well as providing training opportunities in service industry and customer service.

Key Goals and Principles identified by the Ditidaht Economic Development Corporation (DEDC) are critical to consider in all planning processes:

GOALS

- Well paid, meaningful jobs for our people, especially our youth
- Ongoing investments in capacity building, training and education
- Long-term, healthy revenue streams from our businesses
- A world-class Aboriginal cultural- and eco-tourism destination
- Maximizing economic benefits from Treaty Settlement Lands while maintaining a strong cultural connection

PRINCIPLES

- Integrating traditional knowledge
- Exercising Treaty and Aboriginal rights
- Respect for, and reinforcing, our culture and language
- Low-impact, Aboriginal owned businesses
- Protecting resources and habitat
- Increasing employment opportunities

STRATEGY DEVELOPMENT METHODOLOGY

Developing this strategy involved the following activities:

1. Inviting interested diitiid7aa7tx to participate on a short-term Economic Development Strategy Committee (EDSC) and provide input on the strategy and future consultation processes. (Please see Appendix 3 for the Committee's Terms of Reference.)
2. Reviewing current economic development plans on specific ventures, as well as older plans and related materials.
3. Reviewing all relevant plans and documentation with previous input from diitiid7aa7tx during community consultations (e.g., Land Use Plan, Ditidaht Community Plan, Treaty consultations).
4. Consulting with diitiid7aa7tx, business managers, resource people, training institutions and current/potential partners and funders.

5. Providing initial drafts of the Strategy to the EDSC, DEDC, and DFN Leadership for their review, and revising based on their input.
6. Completing the Strategy and preparing for presentation to diitiid7aa7tx at future community meetings and gatherings.

The Strategy can be thought of as reference and a guide and is intended to be a living document with regular reviews and updates. Please see more on this in section 8 on Monitoring and Evaluation.

2. CURRENT CONTEXT

This section of the Strategy provides an introduction to the current context of economic development in Ditidaht First Nation. It includes an overview of the Ditidaht Economic Development Corporation's structure and function, as well as a summary of current economic ventures. Included in the description of each venture, is information on the benefits to diitiid7aa7tx and, where relevant, the opportunities for enhancements or further development. (Section 7 expands on the opportunities in a Five-Year Implementation Plan.)

DITIDAHT ECONOMIC DEVELOPMENT STRUCTURE

DITIDAHT DEVELOPMENT CORPORATION LIMITED PARTNERSHIP

Ditidaht first created a corporate structure for its economic ventures in 2010 called the Ditidaht Development Corporation (DDC). The purpose was, and is, to identify and pursue resource-based economic opportunities to generate revenue for the Nation and employment for diitiid7aa7tx, while actively asserting Rights and Title within Ditidaht Territory.

Subsequently, the DDC was found to not be ideal for owning and managing operations that have a high liability component, such as logging. Therefore, the Ditidaht Economic Development Corporation Limited Partnership (DEDC) was created and incorporated on September 27, 2015 as the overall holding company for Ditidaht's economic ventures. The DDC then became a subsidiary of the DEDC.

The following figure shows the various partnerships and companies under Ditidaht Economic Development Corporation. Economic activities within these entities will be discussed in the next section, along with some of the private spin-off (ancillary) businesses operated by diitiid7aa7tx within the Territory.

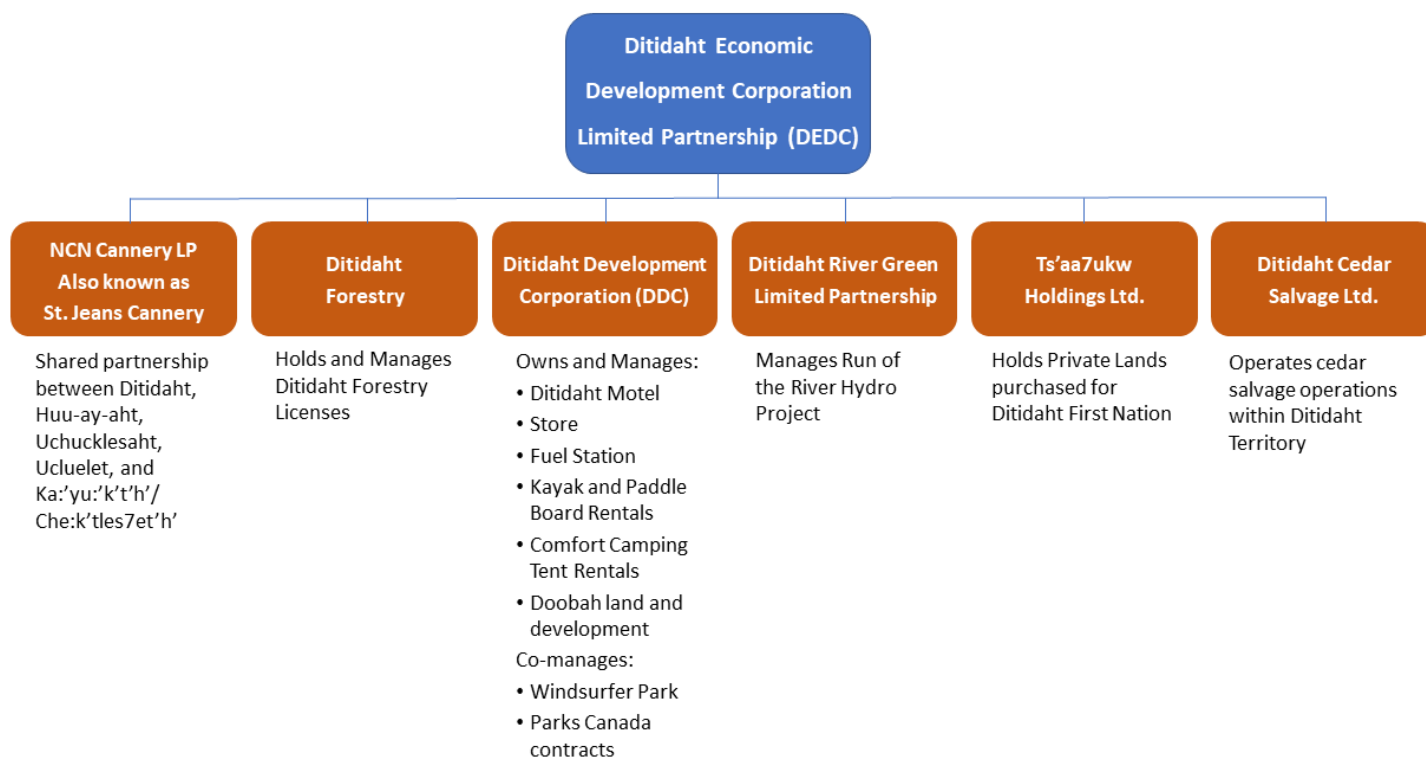


Figure 2 - Ditidaht Economic Development Corporation Limited Partnership (DEDC) and Subsidiaries

DITIDAHT ECONOMIC DEVELOPMENT CORPORATION BOARD

The DEDC has a board governance structure and consists of a general partnership and limited partnership with one shareholder from Council who acts as trustee for the diitiid7aa7tx. As such, the DEDC is accountable not only to the Trustee but also diitiid7aa7tx. This dual system of accountability as a community development corporation involves critical reporting requirements to both the Trustee and diitiid7aa7tx and ensures the effectiveness of the organization's purpose to meet the needs of the diitiid7aa7tx.⁵

The Board's Vision Statement:

A strong, sustainable economy that meets the economic development goals of diitiid7aa7tx.

The Board's Mission Statement:

Be leaders of change, not recipients, to achieve a balance between economic development and stewardship of lands and resources that supports the revitalization of cultural pride, work ethic, self-determination and the self-sufficiency of the Ditidaht First Nation and the diitiid7aa7tx.

⁵ Draft Ditidaht Economic Development Corporation (DEDC) Corporate Governance Policy Manual, 2017

Board Structure

1. The DEDC Board is structured to have five members, and its composition is based upon a competency matrix (as outlined in the DEDC Corporate Governance Manual).
2. Board positions are four-year terms with 50% re-elected each AGM, with the intent of maintaining corporate memory and consistency of decisions.
3. The Board must maintain a majority (51%) of voting members who are diitiid7aa7tx.
4. The Board also has two non-voting seats for non-political diitiid7aa7tx with the intent of supporting succession and overall leadership capacity within Ditidaht and/or business representatives from priority industries.
5. There is no limit on the consecutive terms that a Board member can serve.
6. The *Recruitment Policy and Procedure* guides the selection of Board members.⁶

Please see Appendix 4 for the Terms of Reference for Ditidaht Economic Development Corporation Board Executive Members. Further information about the roles, function, conduct and recruitment of the Board can be found in the Ditidaht Development Corporation Corporate Governance Policy Manual (available upon request).

As of the writing of this Strategy (spring, 2018), the current Board Membership consists of 3 members with an additional 2 to be added 2018/19:

- G. Jack Thompson (President)
- Carl Edgar (Vice President)
- Peggy Hartman (Secretary/Treasurer)

DITIDAHT ECONOMIC DEVELOPMENT STAFF

Bryan Cofsky, as Executive Director (ED), under the direction of the Board of the Ditidaht Economic Development Corporation, manages economic development for the Nation and assists the administration in external program applications, reporting, and treaty negotiation support. The role includes supporting growth in existing resources and First Nation businesses, identifying and establishing new opportunities, and maintaining the communication link between the administration, treaty team and private sector companies.

Jack K. Thompson, as Economic Development Officer (EDO), is responsible for facilitating, promoting and supporting community economic development businesses, overseeing day-to-day operations, and providing opportunities for local employment and training.

ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

In support of the Strategy development, an Economic Development Strategy Committee was initiated for the duration of the project. The Committee included representation of staff from DFN Administration, Treaty, Housing, Economic Development, interested diitiid7aa7tx, Council and, at times, external resource people.

The value of the Committee also become very apparent in contexts beyond the development of the Strategy (e.g., sitting on panels, providing input into specific economic development planning processes, such as Doobah Resort Business Study). At the conclusion of Strategy

⁶ Draft Ditidaht Economic Development Corporation (DEDC) Corporate Governance Policy Manual, 2017

development, a process will be undertaken to transition into a permanent Economic Development Committee and to identify the new committee's structure, terms, roles and responsibilities, and a recruitment process.

We would like to thank the following members for their participation in the Economic Development Strategy Committee and also for their support in reviewing other initiatives during their term:

- Jack K. Thompson
- Anne Pettet
- Jerry Peter
- Aaron Edgar
- Shelley Chester
- Kimberly Nookemus
- Tina Joseph
- Dorothy Edgar

Please see Appendix 3 for the Terms of Reference for the short-term Economic Development Strategy Committee.

3. CURRENT AND PAST ECONOMIC DEVELOPMENT ACTIVITIES

We live in one of the most beautiful areas of the world, a location that draws people from across the globe for a once-in-a-lifetime outdoor experience. The coastline, the lakes, the old growth trees are just a few of the many attractions our area has to offer tourists coming to the region. In addition to tourism related ventures, our territory's natural resources offer many opportunities for economic development, as shown in the graphic below.

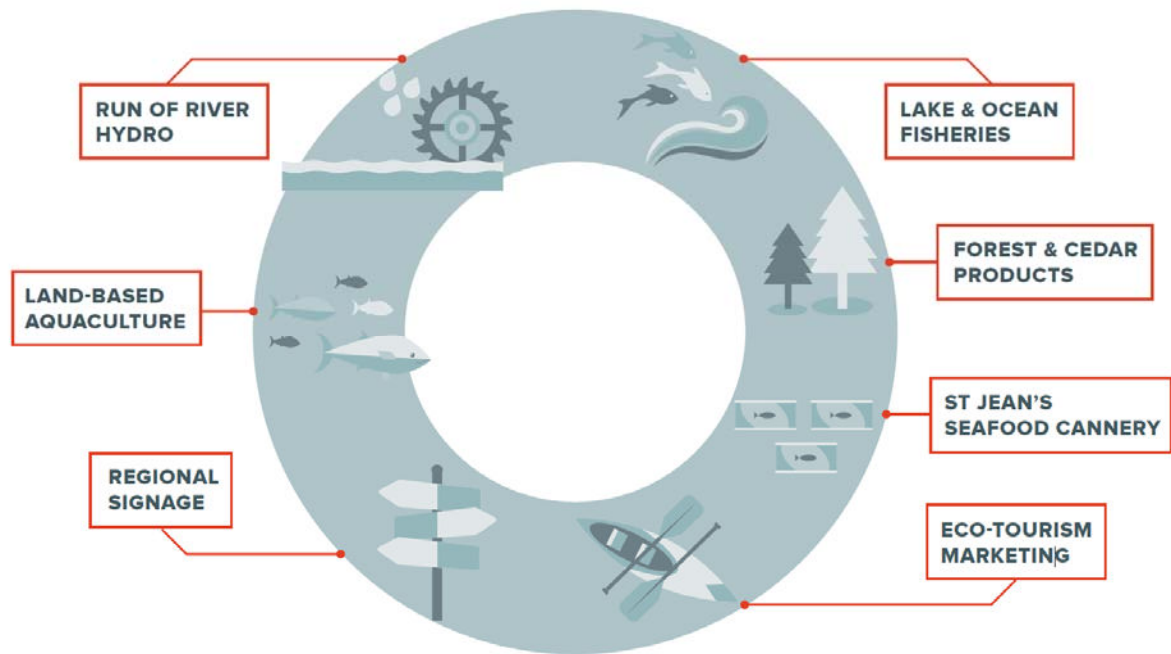


Figure 3 – Key Areas for creating long-term economic vitality

The following figure shows the timeline of the various economic development ventures and activities that Ditidaht has been involved in.

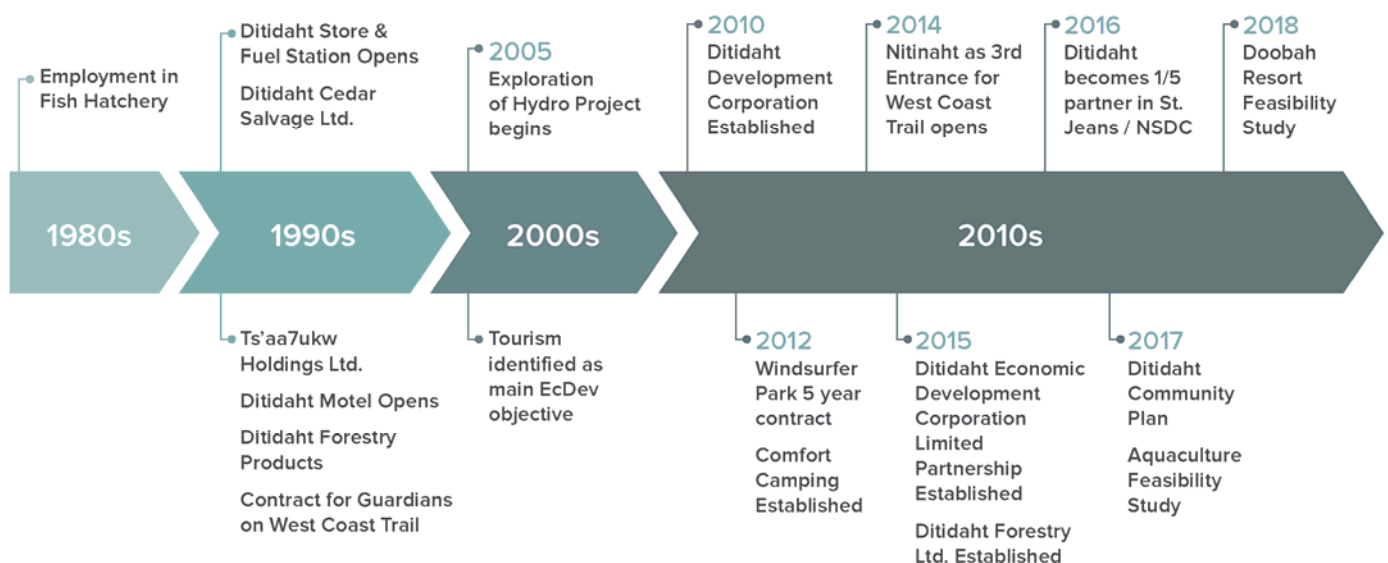


Figure 4 - Timeline of Ditidaht Economic Development Ventures and Activities

CURRENT ACTIVITIES

TOURISM ACTIVITIES

Vancouver Island is a prime destination for people from all over the world and our territory offers some of the Island's most beautiful landscapes. We are able to offer access to incredible outdoor adventures as well as glimpses into some aspects of our traditional culture and history. According to some studies, Aboriginal tourism is one of the fastest growing areas in the industry.

As shown in the timeline, tourism was identified in early 2000's as the main economic development focus. Our current activities and future opportunities for economic development are discussed on the following pages.

DDC Owned or Operated Tourism Operations

The following businesses operate seasonally, from May to September, and are under the Ditidaht Development Corporation:

- Nitinaht Lake Motel
- General Store, Café and Fuel Station
- West Coast Trail
- Comfort Camping
- Visitors' Centre
- Windsurfer Park

Nitinaht Lake Motel



Figure 5 – Nitinat Lake Motel

The Nitinaht Motel was built in the 1990s and is owned by the DDC. It has 9 rooms in total: four double rooms with kitchenettes and five rooms with either two twin beds or one queen-sized bed. All rooms have a small fridge.

The motel is officially open from May 1st to September 30th with occasional guests in the offseason (e.g., for diitiid7aa7tx during events, and for resource people or contractors working in the community and with the school).

Benefits from the Motel:

- Management and housekeeping – 4 part-time jobs
- Opportunity for entry level employment training, as well as advancement in positions
- Local contracting for grounds keeping and light maintenance
- Accommodation for diitiid7aa7tx and guests as needed (e.g., for Ditidaht Days and work-related visits)
- Integral part of the tourist package (e.g., while on route to Comfort Camping or West Coast Trail. See <https://www.westcoasttrail.com/booking/>)
- Provides a location for visitors to have showers and to do laundry
- Contributes to the image and perception of the community as a viable tourist destination that includes access to accommodation, food and recreation

Opportunities

- As traffic into the village and tourism increases, the motel can be expanded to meet the demand. This will result in additional employment and caretaking roles. The motel is already wired for expansion.

Ditidaht Store, Café and Fuel Station



Figure 6 – Ditidaht Store, Café and Fuel Station

The store, café and fuel station structure was built in the 1990s and is owned by the DDC. It was originally conceived as a small business centre with the idea that the store would supply the community with groceries throughout the year.

Due to financial realities, at this time the store operates seasonally, with store hours aimed at accommodating the community needs as well as the tourists'. The store is open 7 days a week from 9:00 am - 7:00 pm in the summer months.

The store stocks food staples, treats, camping items and some small souvenirs. The café has soup, sandwiches, burgers and fries and is currently testing additional menu items. In the near future the store will also be carrying St. Jean's seafood products, including freeze dried foods and packaged salmon. These products are light weight and nutritious, making them a desirable item for hikers.

The fuel station carries regular, unleaded gas.

Benefits from Store, Café and Fuel Station:

- Kitchen staff – 2 seasonal jobs
- Store staff – 4 seasonal jobs
- Summer student – 1 seasonal position
- Opportunity for entry level employment training, as well as advancement in positions
- Provides foods as part of the range of offerings for tourists and adventure recreationalists visiting the area
- Serves as the DDC's financial hub for the store, the café, the motel, the Comfort Camp, and Windsurfer Park
- Provides financial administrative services for the privately-owned water taxi
- Works with the DFN Administration and Departments to provide supplies (e.g., fuel and office beverages, etc.)
- Currently serves as site for kayak and paddle board rentals (4 kayaks and 4 paddleboards). Community members are also renting the paddle boards as a family activity.
- Serves as a community hub in a number of ways – e.g., supporting Ditidaht Community School through donating monies earned from recyclables and serving as a depot for community donations of recyclables. Also acts as a distribution centre for the SPCA supplied dog and cat food.

Opportunities:

- Continue to expand the menu to meet the interests of the community and tourists
- Market the kayak and paddleboard rentals and kayaks to visitors and Motel guests for the lake and the river (e.g., through promotional materials - brochures in the Motel, posters in the Store and Visitors' Centre and on Facebook).
- Promote the use of the paddle boards for local family and community activities.
- Local crafts can be sold from the store and/or the Visitors Centre.



Figure 7 – West Coast Trail Hikers at Tsusiat Falls (Photo Credit to Parks Canada)

The original trail along the west coast was established by our diitiid7aa7tx ancestors along with the Huu-ay-aht and Pacheedaht, for transportation between our closely linked communities. It later became known as the Dominion Lifesaving Trail along what became known as “the Graveyard of the Pacific” because of the many shipwrecks. Evidence of the shipwrecks can still be seen along the trail.

In 1973, the trail became part of the Pacific Rim National Park and is now open from May to September. The West Coast Trail is an unforgettable experience for hikers from all over the world and reservations fill up quickly. The full 75 km trail is located between Gordon River in the southeast and Pachena Bay in the northwest.

In Spring of 2016, Nitinaht Narrows became the third official entrance and exit for the trail. Hikers can now start at either end or at this midpoint. Eight people per day are permitted to start from the Narrows entrance.

Regardless of where the hikers start or end, the water taxi service (DFN member owned) is an essential part of their transportation to or from the Narrows. (Please see page 21 for more information on the water taxi business.) This year (2018), another Ditidaht member started an ancillary business driving hiker from the junction into the community, either to the Visitor’s Centre, to the Motel or Windsurfer Parker. The new service is called the Nitinaht Lake Express and is being operated regularly with special runs as needed. Arrangements are made through the Visitor’s Centre and customers pay the driver directly.

The DDC has a number of contracts currently active with Parks Canada for the West Coast Trail. These contracts create employment opportunities for diitiid7aa7tx and revenue generation for future investment by DDC.

Ditidaht Parks Cooperative Management Board, which is made up of three diitiid7aa7tx and three Parks Canada representatives work in accordance with an MOU to:

- participate in the overall Park Management Planning process,
- actively pursue cultural heritage interpretation opportunities and
- work on preparation and implementation of cultural tourism

Benefits of the West Coast Trail:

- Guardians – 5 seasonal jobs
- Boardwalk Trail Renewal – 4 seasonal jobs (year 4 of a four-year plan)
- Water taxi ferry service for guardians and trail crews – 2 contracts to Ditidaht member-owned businesses
- Land-based taxi services provided through a member-owned business
- Lumber production for boardwalk – 1 position and funding for public works crew
- 3rd entrance attendants – 2 positions in new Park Orientation Building and Visitors Centre
- Opportunity for entry level employment training, as well as advancement in positions
- Hikers coming through the Nitinaht entrance contribute to the customer base for the Water taxi, the Ditidaht Motel, Store, and Café as well as the Windsurfer Park and Comfort Camping

Opportunities

- The increased traffic from the 3rd entrance has heightened public to awareness of Nitinaht and has increased the tourism base. This in turn provides more opportunities for new DFN and member-owned businesses.

Information about the West Coast Trail is provided on many websites, including the Ditidaht owned site: <http://www.westcoasttrail.com/> and the Parks Canada site: <https://www.pc.gc.ca/en/pn-np/bc/pacificrim/activ/activ6a/x>

Comfort Camping



Figure 8 – Comfort Camping Tents

The Comfort Camping sites are located at Tsuquadra Point on Tsuquanah Indian Reserve (IR). The site is 2.5 kilometres to the west of the water taxi drop-off point at the Narrows, as shown on the following map.

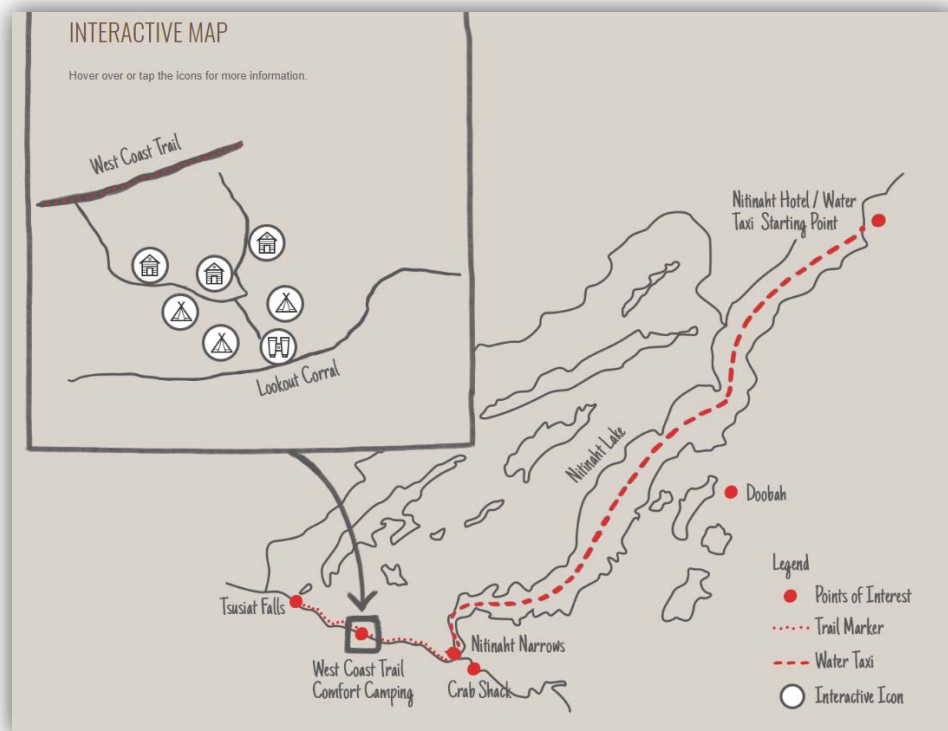


Figure 9 – Online Interactive Comfort Camping Map - <https://www.westcoasttrail.com/comfort-camping/>

There are four 4-person, canvas-walled tents, each with wood burning stoves, wood floors, table and chairs, cots and an outdoor deck with a spectacular view of the Pacific Ocean. In 2018, 3 wooden cabins were added to the campsite. The wooden cabins have similar amenities to the tents.

The tents and cabins are booked by outdoor enthusiasts wanting a unique west coast experience as well as by West Coast Trail hikers looking for a night or two of comfort. Tsusiat Falls, Hole in the Wall, and Nitinaht Lake are just a few of the many wonderful destinations within a few kilometres hike of the Comfort Camping site.

The Guardians supply cultural awareness information and monitor and maintain the sites.

There is a newly revamped, interactive website for the Comfort Camping that provides detailed information about the accommodations, costs, other attractions and how to book. It also includes an FAQ with key information for travellers to the west coast.

<http://www.westcoasttrail.com/comfort-camping/>

The site is also marketed through several other avenues, including third party tourism businesses and related travel agencies.

Benefits:

- Guardian - 1 seasonal position
- Generates income for the DDC through website bookings and walk-in traffic
- Raises profile of Ditidaht First Nation and our representation on the Trail
- Further demonstrates our professionalism with Parks Canada and our ability to create and manage our own ancillary business. Having the confidence of Parks Canada can lead to other opportunities in the future (e.g., the Hobiton Chain)

Opportunities:

- Expand the number of sites and locations

Ditidaht Visitors' Centre

The new Visitors' Centre / Trail Orientation Building is nearing completion. Currently, the Visitors' Centre staff operate out of the Ditidaht Store. They provide information to tourists as well as orienting West Coast Trail hikers.

All West Coast Trail hikers must attend the orientation, regardless of whether they have hiked the Trail before. Hikers accessing the trail at Nitinaht go through the orientation process offered at 8:00 am and 3:30 pm. The purpose of the orientation is to:

- Reduce the number of hiker injuries by addressing common safety issues
- Reduce environmental impacts by providing backcountry etiquette information
- Provide information to hikers about current issues and trail conditions
- Provide a brief history of the West Coast Trail and its place in traditional cultural and Canadian heritage
- Issue permits and collect fees

Benefits:

- Trail Head Orientation Presenter – 2 part-time, seasonal positions
- A new physical structure paid for by Parks Canada
- Parks Canada assistance with wages, furniture, fixtures and Wi-Fi of the new Visitors' Centre

Windsurfer Park



Figure 10 – Campers and recreationalists at Wind Surfer Park

Nitinaht Lake is actually a salt water ocean inlet, 23 kms in length and 1.2 km at its widest point. The natural beauty and unique features of the Lake make it a popular spot for nature lovers and sport fishers.

The lake benefits from a winds phenomenon where on hot summer days as the land heats up, the updraft causes offshore air to rush inland, causing consistent, predictable winds blowing up the lake in the afternoon. This consistent wind pattern attracts windsurfers and kiteboarders from all over the world.

The Windsurfer Park recreation site and campground is beautifully located on the shores of the Lake under the canopy of old-growth forest. About 7,000 people stay in the Park each year – with an estimated 25% being non-kiting friends and family.

Windsurfers' Park has been managed by Ditidaht for BC Parks since 2004. In 2014, the Park was upgraded with additional sites, potable water, fibre optic cable and a host cabin. There were also road upgrades in the vicinity of the Park.

There are 59 camping spots with picnic tables and fire pits and the sites are located near outhouse facilities. The cost of the sites is currently \$15 per night and \$17 for waterfront

sites. There are 7 bigger sites that accommodate oversize recreation vehicles for \$23 per night. The maximum stay is 14 days and reservations are not accepted.

Ditidaht uses the income from managing the Park for wages and upgrades. DFN campground staff, through the DEDC, are responsible for the site's maintenance, daily monitoring and for selling permits on site.



Figure 11 – Unleash the Nitinat Photo on Ditidaht website

Benefits:

- Park attendants - 2 seasonal positions
- Brings tourists into the area thereby supporting the store and restaurant and other economic ventures in the future, such as arts, crafts, guiding, etc.
- Builds relationships with visitors, including connections that have benefited our community (e.g., roofers, veterinarians, etc.)

Opportunities

- Anticipated enhancements to the Park include: interpretive signage, better washroom facilities, garbage and recycling programs, a covered cookhouse/pavilion, additional water access, improved road and gating infrastructure, improved site design and maintenance standards and guidelines. These improvements will result in additional short and long-term positions.
- At present, and anticipated until Treaty, BC Parks contracts the site to DDC. DDC is contemplating a Licence of Occupation prior to Treaty. The benefits of this would include gaining control and removing BC restrictions on camp fees, rules and regulations, infrastructure, expansion and reporting requirements. The downside would be the

responsibility of taking on liability, danger tree removal, warden visibility and enforcement and other unforeseen expenses.

- The Park can be further marketed as an option for additional overnight accommodations for West Coast Trail hikers
- There is also an opportunity to expand into the private, adjacent land which will increase of the overall size of the park as well as the revenue and job opportunities.
- There are opportunities for equipment rentals and windsurfing lessons

PRIVATELY OWNED TOURISM OPERATIONS

Water Taxi

Carl Edgar and his family have owned and operated the West Coast Trail Ferry Crossing for over 35 years. They offer taxi services to hikers who are using Nitinaht Narrows as the entrance or exit for the West Coast Trail. The service departs at 8:30 am from Malachan to the trail, and 5:30 pm for the return trip to the village. A charter service is also available.



Figure 12 – Water Taxi Ferry crossing Nitnaht Narrows on way to Carl Edgar’s Crab Shack ⁷

Benefits:

- The taxi services provides a safe, boat safe certified transportation link for the West Coast Trail.
- DDC administers the bookings and finances for the water taxi business and receives a small percentage of the revenue, thereby generating income.

⁷ Photo from West Coast Trail Comfort Camping Facebook Page

Nitinaht Lake Express

The Nitinaht Lake Express was started in 2018 by Jerry Peter and provides hikers shuttle service from the 3rd Entrance at Nitinaht Lake to the Junction. The service will run daily at 8:00 am and 10am to connect with the West Coast Trail Express. Chartered services are also available to and from Bamfield, Port Renfrew, Port Alberni, Duncan, Nanaimo & Victoria. Arrangements are made via the Visitors Centre or emailing nitinahtlakeexpress@gmail.com.

Benefits:

- Provides another vital link for the West Coast Trail, to the hotel, the café and restaurant and the Windsurfer Park.
- It is included on the website and enhances accessibility and convenience for travelers.

Crab Shack

The Crab Shack is also owned and operated by Carl Edgar and his family and has been serving West Coast Trail hikers and other customers for over 30 years. It is an integral part of the experience of the West Coast Trail.

Benefits:

- It is included on website as part of the whole package, which benefits both the WC Trail businesses as well as the Crab Shack.
- Adds to the overall positive experience of the Ditidaht community which leads to good word of mouth marketing and comments on social media.
- DDC administers the bookings and finances for the Crab Shack and receives a small percentage of the revenue, thereby generating income.

Follow this link for a video showcasing the Crab Shack: <https://vimeo.com/77746265>

OTHER ECONOMIC VENTURES

Timber Harvesting

Ditidaht Forestry Ltd (DFL) was established in 2015 and is owned by the Limited Partnership. DFL holds 3 Timber Sale Licences in Tree Farm Licences 44 and 46 and is actively logging in partnership with Timber West. This partnership is closely managed by DFL to ensure maximum benefits to Ditidaht.

Benefits:

- Revenue generated from the timber harvesting allows us to invest in other economic development opportunities (e.g., long-term tourism initiatives).
- Other logging opportunities have become available due the contacts made in the private sector through DFL's efficient and admirable logging practices.
- Diiitiid7aa7tx have access to employment and training with companies contracted to Ditidaht Forestry Ltd.

Cedar Salvage

Ditidaht Cedar Salvage (DCS) was established in 1999. DCS salvages cedar blocks and receives royalties from a shingle mill.

DCS has recently contracted a salvage opportunity on their Doobah private lands to a Ditidaht member.

The company has recently installed a shingle mill on its Malachan Reserve using supply shingle wood from its private lands. Two or 3 diitiid7aa7tx will be trained. To generate revenue all product will be sold to Teal Cedar Products.

Benefits:

- Royalties are generated through a number of contracts from all product cut within DFN territory and private land.

Opportunities:

- Additional salvage jobs will be available to supply product for the mill.
- Block cutters will be needed.

St Jean's Seafood Cannery and Smokehouse

St Jean's Seafood Cannery and Smokehouse has been in operation on Vancouver Island since 1960. The Nuu-chah-nulth Seafood Development Corporation (NSDC) purchased St Jean's as the NCN Cannery LP in June 2016. The NSDC represents five West Coast First Nations from the Nuu-Chah-Nulth Tribal Council (Ditidaht, Huu-ay-aht, Ka:'yu:'k't'h'/Che:k'tles7et'h', Uchucklesaht and Ucluelet) and each is a one fifth partner.



Figure 13 – Staff at St Jean's Seafood Cannery⁸

Benefits:

- Currently employs 130 people, primarily from local communities

⁸ (<https://www.albernavilleynews.com/life/liv-st-jeans-cannery-thriving-with-nuu-chah-nulth-owners>)

- Gross annual sales are \$7.8 million with a net profit of \$2.8 million, of which each partner in the company gets 1/5th share. These profits usually go back into the company
- Dividends are used for debt servicing

Land Referrals

Any development on public lands (Crown land) that requires a permit or government approval legally requires consultation with First Nations. This process has become to be known collectively as “Referrals” in which the government, usually the Province, refers a proposal to a First Nation for review and consultation. A business with a project is called the “Proponent”.

While Referrals are not an economic activity per se, they are an important point of interaction between Ditidaht and businesses operating in the Territory and can provide opportunities for Ditidaht to become involved.

Over the last year, Ditidaht has been in the process of updating its referrals process, with the development of step-by-step guidelines for our Natural Resources Department to follow when a referral is received. This ensures all referrals are addressed, benefits to Ditidaht are maximized, and negative impacts minimized or eliminated.

The 11 steps in the Guidelines are:

- Step 1 - Receive Notification
- Step 2 – Determination of Further Action
- Step 3 – Information Scoping
- Step 4 - Initial Review and Decision to Participate
- Step 5 - Consultation Activities
- Step 6 - Detailed Review and Report, Ditidaht Internal Consultations
- Step 7 - Ditidaht Consultation Response and Recommendations
- Step 8 - Proponent Response
- Step 9 - Ditidaht Agreement
- Step 10 - Prepare and Execute Activity Plan
- Step 11 - Consultation Follow-up

While the Referrals process includes fees from proponents to help Ditidaht with the cost of responding, the fees do not come close to covering the costs.

Benefits:

- Ensures DFN is informed and aware of all industrial and other economic activities in the Territory
- DFN advises on minimizing environmental impacts

Opportunities

- Provides opportunities for Ditidaht to become involved in the activity if the Proponent and Ditidaht agree on terms. Involvement may include jobs for diitiid7aa7tx, investment and profit in the venture, etc.

PAST VENTURES

To understand our economic development context and opportunities, it is important to keep in mind some of the ventures we've tried and, for a variety of reasons, have not continued. We learn from our experiences and can also feel proud of the things we've attempted and accomplished.

Saw Mill

The Ditidaht Sawmill was constructed in 1998 and operated through 2008 when a fire destroyed the property. Due to a number of unfortunate factors, including insurances, markets, and log supply, the mill was not rebuilt. The site is now leased to a third party as a maintenance yard and log sort with an opportunity to employ diitiid7aa7tx as the union-run operation grows.

Nuu-chah-nulth Smokehouse

As a member of the Nuu-chah-nulth Tribal Council, Ditidaht was a part owner in the Nuu-chah-nulth Smokehouse in Port Alberni. Starting with 3 employees in 1986, the operation grew to 75 working 3 shifts in its last year of operation, 1990. The operation consisted of two smokers, one of 550 kg. (1,200 lb.) capacity and one of 1,000 kg. (2,200 lb.) capacity.

In 1990, the Board of Directors moved to close the Smokehouse operation. There is some dispute on the necessity of this action which was taken because of challenges with sufficient supply of salmon.

PAST STUDIES

We also reviewed the studies that were conducted in the past that looked at particular ventures. It is very important for us to remember what we've already explored and make sure we continue to have access to this information as it may be useful for other endeavours we might consider in the future.

Lodge at Waayaa Feasibility Study

A preliminary feasibility study was conducted for an upscale resort at waayaa (various spellings include Whay, Whayac, etc.) in 2006⁹. The purpose of the study was to determine the financial feasibility of such a project and any related risks. If the project was deemed feasible, the study would also make recommendations on the preferred concept and seek equity investor interest.

The following are some of the key conclusions of the Study regarding the waayaa resort's feasibility:

- General Area Considerations conclusion:
... poor and time-consuming road access to Nitinat Lake without any indication of improvements is an adverse market condition to commercial

⁹ Ditidaht First Nation Proposed Lodge at Whyac, Nitinat Lake, BC Preliminary Report, August 8, 2006

tourism projects in the Nitinat area. This is aggravated by the improved and relatively more convenient, safer and speedier access to “intervening” tourism opportunities within the Nanaimo, Campbell River, Port Alberni, Ucluelet-Tofino corridor and new Pacific Marine Circle Route.

- **Site Analysis:**
... this is a tough site from perceived development cost, site servicing and as formerly commented, does not offer ease of quick, safe and convenient access points of view. From a marketability standpoint, comparable opportunities within the Ucluelet corridor are likely to represent intense competition for international upscale markets to be targeted by Whyac. ...
- **Nitinat Lake Area Tourism:**
Seasonal demand is strong for both the Nitinat Lake RV Campground and West Coast Trail (WCT). Demand for the WCT is maximised at 8,000 per year, with actual utilisation recorded at approximately 5,400. These are the logical markets which may be immediately available for a tourism project to be located at Whyac or alternative site.
- **Comparable Tourism Communities**
Positioned and targeted to the same market segments as properties along the now well established Ucluelet-Tofino corridor, a comparable facility located at Whyac in the foreseeable future would be at a significant marketing disadvantage and likely represent an unreasonably high business risk to the First Nation.

Conclusions: Given that part of the purpose of the study was to determine if there was “no more than reasonable level of business “risk”, the conclusions indicated there were significant risks. The study recommended concentrating on the head of Nitinat Lake for short and medium-term tourism opportunities.

Aquaculture Study

The Ditidaht Development Corporation explored the feasibility of a contained, recirculating aquaculture facility for sustainable Coho and Steelhead production. The old saw mill site at Chuchumissapo was identified as a possible site as it is already served with power and well water.

An additional study, conducted by Odd Grydeland, reviewed the original feasibility studies and concluded that there were significant challenges, including:

- The initial reports were produced by proponents of a particular technology and equipment that they were recommending which were found to actually have numerous failures.
- The technology being recommended was extremely complex and would require a high degree of expertise to operate.

- The only documented water supply at the site would not be able to produce enough water to support any of the proposed production scenarios.
- The financing for the project would require either 50% or 100% investment by DFN, an amount that was not supported by a critical review of the unrealistic anticipated profits in the original proposals.¹⁰

The financial projection indicated that, with an initial capital investment of \$3.4 million, and a follow up investment of \$2.5 million to reach production levels of 500 tonnes annually, the venture would eventually be profitable but it would be over a long period of time with borrowed money, including an operating line of credit. This approach would restrict the Corporation's cash flow on other ventures with a shorter return on investment. Treaty Settlement revenue would again reduce the debt load and return a quicker profit but, at this time, no date has been set on cash settlement.

Section 4, on The Future, provides information on another possible approach for land-based aquaculture.

RV Campground Market Assessment

A market assessment for an RV campground was conducted in 2010.¹¹ The full report can be obtained from the Natural Resources Office.

The assessment included a SWOT analyses of the general RV Park Sector as well as Ditidaht community readiness to engage in the RV park sector.

At this point a decision was made to keep the focus on expanding the existing campsite on Nitinaht Lake. The location adjacent to our village makes it easy access for diitiid7aa7tx who are employed there and receiving employment training.

Unleashing the Nitinaht

In 2008 a study was commissioned that explored the different opportunities and potential in the Nitinaht area. It was the first attempt of looking at the possibilities and what the diitiid7aa7tx would like to see. It included scenarios of what could be based on the gradual growth pattern of the region and it provided a stepping stone for future plans

The study also looked at present occupation of Parks Canada and what we've done to date. The study has served as background in several ways and is used in reviewing opportunities with the private sector and government. We have expanded the original study with additional studies as opportunities are identified and of interest. For example, the Doobah Study originated from the Unleashing the Nitinaht study.

Appendix 11 includes a full list of past economic development studies.

¹⁰ Based on Report by Odd Grydeland reviewing studies by AgriMarine Technologies and Pacific Rim Aquaculture Corporations.

¹¹ RV Campground Market Assessment-1 2010-04-27

4. THE FUTURE

OVERVIEW OF INTERESTS, POTENTIAL FUTURE CONTEXT, OPPORTUNITIES

As part of the research for this Strategy, we reviewed past input from diitiid7aa7tx on economic development interests. Documentation from previous planning consultations was also reviewed (e.g., in our Strategic Land Use Plan, Ditidaht Comprehensive Community Plan, Treaty community engagement sessions, and previous economic development planning events).



Figure 14 – Diitiid7aa7tx provide input on economic development

A summary was prepared of all previous input. This information was made into posters and shown in various locations and in the DFN newsletter to elicit updated input from the community. This information was also brought to the summer community gathering (now called Ditidaht Days) and will be used in workshops, including with the older students in the DFN Community School.

The following is the most recent summary of community input from 2000 to 2018 and will be updated with additional information from membership. Ideas that have been implemented are shown with two stars** and those that are in progress have one star *.

Table 1: Community Input on Potential Economic Development Ventures and Activities

<p>Tourism and Culture <i>Promoting arts and culture</i></p> <ul style="list-style-type: none"> - Visitors' Centre** - Cultural Centre / Museum - Gift Shop / Crafts Centre - Reconstructed historical buildings - Annual arts and culture festival - Ability to sell food, arts, crafts within the Park <p><i>Eco Tourism</i></p> <ul style="list-style-type: none"> - Outdoor Adventure Tours by water and/or trails (e.g. Hobiton Lakes Chain, Carmanah) * - Ethnobotany and interpretive, traditional knowledge tours (can be combined with above) * - Third opening of West Coast Trail** - Whale Watching - Storm watching - Helicopter tours - Fish charters <p><i>Outdoor activities</i></p> <ul style="list-style-type: none"> - Outdoor equipment rental / sales – paddle boards, kayaks, sea-doos, tubing*/** - Kiteboarding/surfing lessons - Skate park, play structure, zipline for our kids and tourists <p><i>Food Services</i></p> <ul style="list-style-type: none"> - Restaurants * - Traditional food outlet - Café ** <p><i>Marina</i></p> <p><i>Lodging</i></p> <ul style="list-style-type: none"> - Windsurfer Park upgrades - Upgrade motel - Recreation properties – for lease and rent - More campsites ** - Bed and Breakfasts - Cabins - Longhouse / traditional designs - Resort/spa / Retreats* 	<p>Health</p> <ul style="list-style-type: none"> - Healing Place – retreats, sweats, ceremonies, counselling - Recovery Centre that also generates revenue (could be offseason at lodge) - Medical Centre <p>Transportation</p> <ul style="list-style-type: none"> - Improved boat launch and dock - Water taxi** - Sea plane - Van for medical runs and regular scheduled runs <p>Renewable Energy</p> <ul style="list-style-type: none"> - Hydro power (Run of the River) * - Wind - Solar - Tidal <p>Natural Resources</p> <ul style="list-style-type: none"> - Fisheries <ul style="list-style-type: none"> o Halibut and Black Cod licenses o Recreate fish weirs - Cultivation of forest uses ** - Land-based aquaculture * - Fish Farming - Continued access to forestry resources and revenue sharing ** <p>Industrial / Services</p> <ul style="list-style-type: none"> - Mill, Portable Mill - Stake a mining claim - Gravel Extraction - Commercial, light industrial live/work development - Mechanics Shop - St. Jean's Cannery **
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Community input is a critical aspect in providing direction to DEDC on potential areas for economic development and for decision-making on large-scale ventures and is an ongoing priority and key component of our future planning.

TOURISM

Hobiton Lake Chain

The Hobiton Lake Chain is a spectacular boating route involving 3 portages. The Chain connects Hobiton on Nitinaht Lake up Hobiton Creek, through Hobiton Lake, portage to Tsusiat Lake, through the Lake and down Tsusiat River to the ocean, along the ocean to the Narrows and back up Nitinaht Lake. The beginning and terminus of the trip can be at either Malachan or Doobah. The Chain is also known as the Nitinaht Triangle, as shown on the following figure.

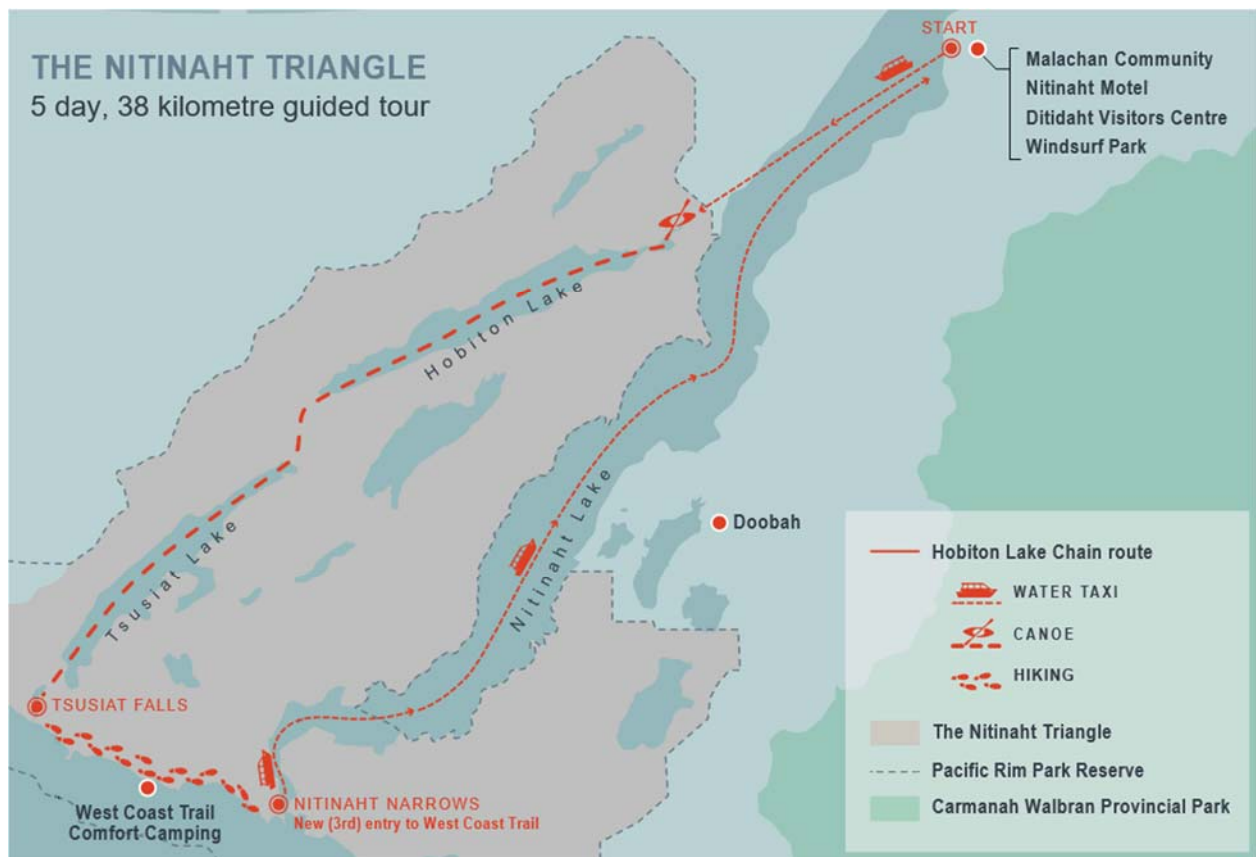


Figure 15 – Hobiton Lake Chain / Nitinaht Triangle

If this route is developed, boats could be permanently located on Hobiton and Tsusiat Lakes, eliminating the need to portage. The trip would then involve:

- a boat ride from Malachan or Doobah to Hobiton
- a hike to Hobiton Lake
- boating on Hobiton Lake
- a hike to Tsusiat Lake
- boating on Tsusiat Lake
- a hike to the ocean and along the West Coast Trail to the Narrows where the hikers would be picked up and returned to the starting location.

Opportunities

- Can generate revenue from visitors through opportunities such as guiding and water taxi
- Can provide jobs for diitiid7aa7tx as guides and cultural advisors
- An excellent way for diitiid7aa7tx to experience our territory
- Can link to the Doobah Resort as an ancillary opportunity for tourists staying at the resort – e.g. daytrips, etc.

Next Steps

- In partnership with Parks Canada, and our cooperative management board, Ditidaht will commence negotiations on partnership that will benefit both DFN and Parks in the development of the Hobiton Chain.
- A feasibility study of the business will be required to identify further steps, for example:
 - Work with Parks Canada to identify roles and responsibility for developing Hobiton Chain
 - Parks Canada training for board walks, enforcement, safety, search and rescue, trail building,

Doobah

A logging camp was formerly located just north of Daykins Bay on Nitinaht Lake. After the camp moved, anglers developed a small campsite there. In recent years, recreational vehicles were kept there, sometimes for the whole summer. The following figure shows the campsite area.



Figure 16 – Existing Campsite Location

The campsite has been a point of interest of the Nation's for a number of years. It became a feasible economic opportunity when the lands were returned to Ditidaht as part of an Incremental Treaty Agreement (ITA) between Ditidaht, Canada and the Province in 2013.

The following map shows the ITA lands at Doobah.

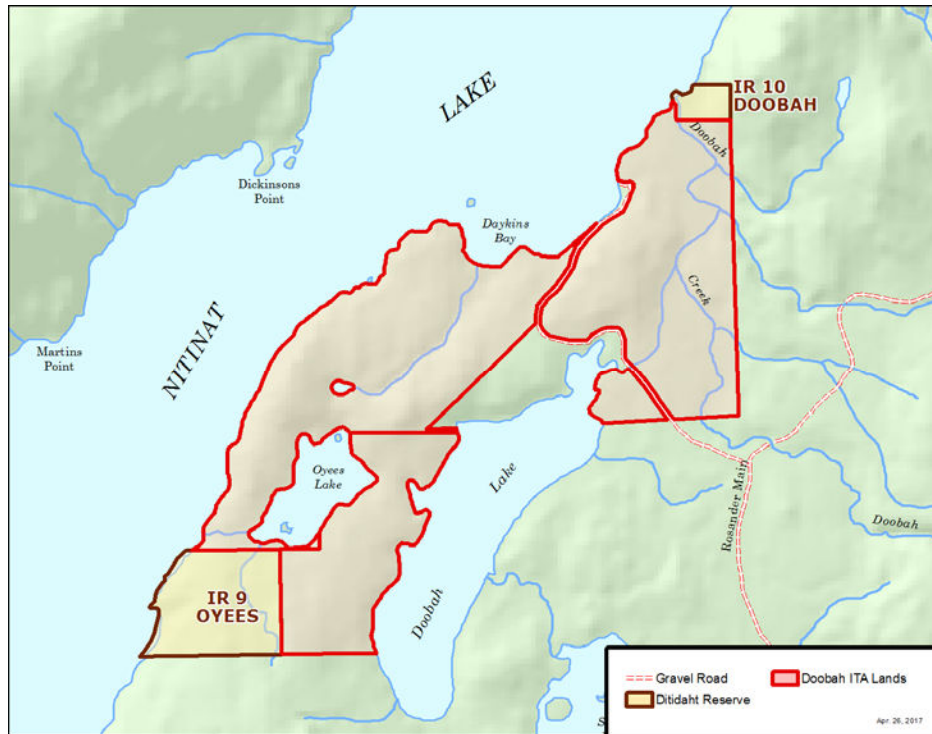


Figure 17 – Doobah ITA Lands

Some preliminary project planning for the Doobah lands took place in 2014-2015 when a Tourism Opportunities Study was conducted. Topics included:

- The tourism market (who's coming, when, how, and why)
- Ditidaht's existing tourism operations (e.g., Windsurfers Camp, Motel, Comfort Camping)
- Ditidaht's internal capacity (financial, human resources, infrastructure) to both develop new tourism projects and manage current operations

Community engagement showed that the following goals were most important to diitiid7aa7tx:

- Revenue for our community
- Build community skills and capacity (job training)
- Create jobs (to improve community and personal wellbeing)
- Support cultural learning (to teach our ways to youth and visitors)

These points are consistent with previous planning consultations held in various locations (e.g., for treaty, land use planning, and our Comprehensive Community Plan).

The study revealed that:

- There are short- and long-term opportunities at Doobah
- There is a regional market, but it is limited and needs to be developed

- Community capacity required for new tourism ventures is limited
- Ditidaht must do better with existing assets and operations first
- Tourism must be linked to “big picture” community objectives
- Ditidaht must continue to grow and develop tourism partnerships

The group conducting the study felt that “nothing could be developed at Doobah in isolation from tourism and recreation activities in Malachan, other Ditidaht reserves, and the larger area. For this reason, and given the need to further develop existing Ditidaht tourism businesses, [the] study identified a series of opportunities for Doobah, in Malachan and for Ditidaht in general.”¹²

The study identified “quick start” opportunities which could be completed within 4 to 12 months, short term opportunities (1 to 2 years) and medium-term opportunities (3 to 5 years).

The study also outlined a phased approach at Doobah in which incremental improvements would be made and the number of individual camping sites increased.

Current Context: In the years since the original study, a number of the capacity issues have been addressed. For example, the Ditidaht Comprehensive Community Plan incorporated tourism in a number of community objectives. Acting on the Objectives in the Plan, the following progress has been made:

- DDC met with and hired professional site planners and land management specialists to identify best usage of the 350 hectare Doobah site recently acquired by Ditidaht from the Province during Treaty negotiations.
- DDC is working with the Cowichan Valley Regional District (CVRD) and Destination BC in "Unleashing the Nitinaht". This marketing approach will encourage tourists from all over the world to visit our area thus providing opportunities for diitiid7aa7tx.
- Ditidaht representatives have met with BC government ministers and have been lobbying jointly with the Cowichan Regional District for road improvements and upgrades, understanding that success for Nitinaht and the surrounding communities could only be achieved through proper access. Talks have been very promising.
- 2017 saw new road signage to Nitinaht added on both the highway and logging roads.

The initial study certainly indicated economic development opportunities that warranted further exploration and the planning moved into a more in-depth study phase. Utilizing funds from Treaty Related Measures, Indian Affairs Economic Development and our Corporation, a new approach to strategically prepare a best use and site plan was developed. This plan, combined with the Nitinaht Narrows Land Use Plan, was completed in 2017.

The “Best Use” study¹³ conducted for Doobah considered three important factors:

1. site constraints,

¹² EcoPlan International Inc. “Doobah Tourism Opportunities Study” (June 2015)

¹³ Castlemain. “Doobah Lands Assessment: Highest and Best Use Analysis Development Opportunities Study” (2017)

2. market opportunities, and
3. community priorities.

After applying the learnings from these three factors against a number of options for Doobah¹⁴, the study stated the most viable opportunity and highest and best use is:

A waterfront wilderness resort that offers an extensive menu of activities that include traditional Aboriginal experiences as well as contemporary outdoor pursuits that will be attractive to both families and couples that have the means to afford such an incredible vacation.¹⁵

Work is underway for Legacy Tourism Group to develop a business plan for the proposed destination luxury resort at the Doobah site. The following two figures show the type of development currently being considered:



Figure 18 – Lake Front Resort Lodge



Figure 19 – Floating Cabins

¹⁴ ibid, p. 45

¹⁵ ibid, p. 48

Section 5 discusses capacity building as part of the Success Factors and provides a list of the jobs that are anticipated in such a venture. Part of the proposed approach includes a comprehensive workforce development strategy to build diitiid7aa7tx' capacity to fill the positions over the short, medium and long-term.

The following map shows the close attention that must be taken to existing Ditidaht resources in the Doobah area, in particular on the map the extensive Culturally Modified Tree archaeological sites. Protecting these sites will be part of the overall plan, should the project be approved.

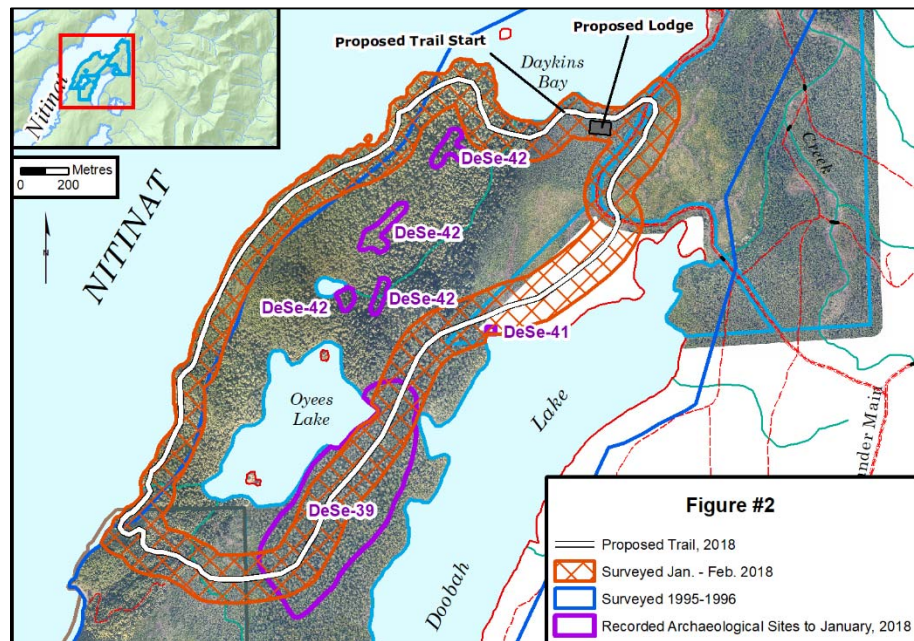


Figure 20 – Resort Lodge Associated Trail Development

Benefits

- Long-term revenue generation for DFN that can be invested back into the community
- A large number of employment opportunities, both entry level and highly skills
- On-the-job training and post-secondary training opportunities to meet employment requirements
- Raised profile of the area with spin-off benefits for DFN and member owned businesses (e.g., Comfort Camping, Ditidaht Café, Heritage Guiding, Water Taxi, land transportation)
- Supports development and growth of businesses to support the resort (e.g., agriculture for fresh food for the resort)
- Meeting and recreation facilities that can benefit the community off-season
- Valuing of traditional culture and heritage

See the Nitinaht Lake Business Plan for a full accounting of potential benefits and risks (excerpts in Appendix 9).

Next Steps

- Review of Nitinaht Lake Resort Business Plan (Doobah area) by Chief and Council, DEDC Board, and Economic Development Strategy Committee
- Further discussion with lead consultants (Castlemain and Legacy Tourism Group)
- Community consultations with diitiid7aa7tx

If it is decided to proceed with the resort:

- Develop a committee (reporting to Chief and Council and the DEDC) to oversee all aspects of research, construction and management of operation, including oversight of all financial transactions
- Decide whether to hire a management firm and for what aspects of the operation
- Develop a financial plan for acquiring capital funds to build and finance the resort
- Develop a cultural sharing plan that identifies what parts of the DFN culture and heritage are appropriate to respectfully share with visitors
- In coordination with the current “Skills and Interests Inventory” and the “Community Learning Strategy”, conduct a community capacity review and workforce development strategy to identify current skills and training requirements

NATURAL RESOURCES

Little Nitinaht River Hydro

The Run of the River project on the Little Nitinaht River will supply power to BC Hydro and their Standing Order Program. It is an initiative of River Green General Partnership – a company solely owned by DEDC.

River Green holds the water licence and Hydro agreement and is in the final stages of completing the assessment of the BC Hydro interconnection line to the grid. Commercial operations potentially will be underway in early 2019.

Financial projections indicate the venture would generate a cash flow within a short period of time, depending on Ditidaht equity at start-up. Treaty settlement income could be invested to reduce the debt servicing and return annual profits of close to \$1 million.

If the interconnection study shows the project is feasible, Ditidaht will seek financing and commence construction. The return will be very profitable to the Nation for years to come. Costs to date have exceeded \$1.4 million with over 80% coming from external grant programs such as New Relationship Trust, the Clean Energy Fund and the INAC Community Opportunity Readiness Program.

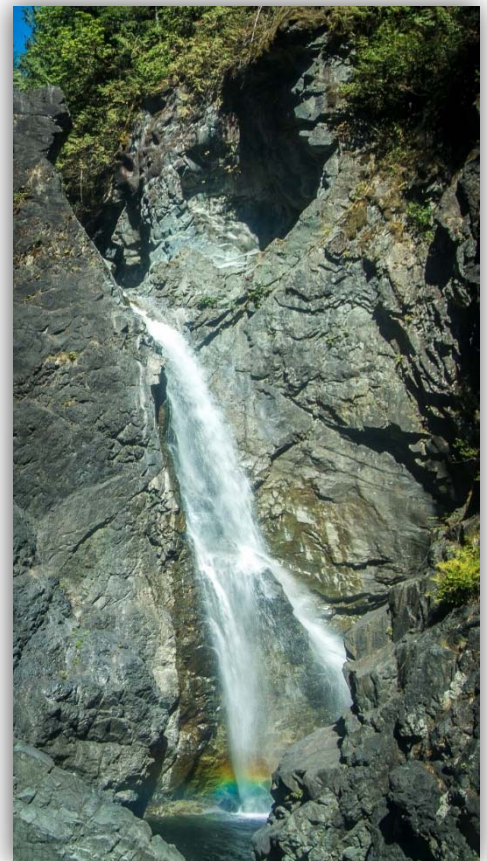


Figure 21 – Little Nitinaht River

Benefits anticipated from this project include:

- Creating construction jobs
- Creating a number of full and part time employment
- A guaranteed revenue stream that is long-term and sustainable

Current Status

- We are still in the interconnection study phase. Because of the Peace River Site C Dam expansion all the present Standing Order Programs (SOP) are pending a study on requirements and whether the program will continue. On a positive note only 11 projects are presently on hold. Ditidaht is one of those projects. There has also been a commitment from the Energy and Mines Minister to prioritize First Nation projects. By the fall of 2018 a decision should be made and the Ditidaht Project will hopefully be able to move forward.
- We are currently waiting for EPA Energy Provider Agreement.

Land-based Aquaculture

As noted earlier in the “Past Feasibility Studies” section, the Ditidaht Development Corporation explored the feasibility of a contained, recirculating aquaculture facility for sustainable Coho and Steelhead production at the old saw mill site.

A more profitable plan has been discussed that involves co-management agreements for partnership with the existing Nitinaht Hatchery to increase production of round tank land-based aquaculture. This is opposed to a new, DFN standalone business that would be operated exclusively by the Nation.

Benefits anticipated from the land-based aquaculture partnership project could include:

- Creating 3-4 additional hatchery full time, skilled jobs, as well as business opportunities in harvesting, transportation, support services and supplies
- Increased production for Nitinaht lake and provide an increase in the fisheries revenue as well as sport fisheries and tourism related activities
- Raising the community’s profile in a sector that dovetails with its traditional harvesting rights

Next steps

- Continue preliminary discussions with Nitinaht Hatchery.

Forest and Cedar Products

The Ditidaht Development Corporation (DDC) is presently in negotiations with the Ministry of Forest Lands and Natural Resources as well as Western Forest Products and Teal Jones to acquire long-term access to forest resources through licences and/or revenue sharing.

DDC holds the title for the Doobah Lands where it is following a holistic approach in identifying timber harvesting opportunities in conjunction with sustainable eco-tourism.

Ditidaht is also working with the BC Government Strategic Forestry Initiative to explore opportunities to buy forest tenures and forest-related businesses such as road maintenance or private forestry lands.

Benefits anticipated from the expanding forestry and cedar activities could include:

- Revenues generated from log and timber sale agreements
- Jobs in the forest industry and related businesses such as road maintenance.
- Larger land base on the shore of Nitinaht Lake

Next steps

- Ditidaht is presently negotiating with private sector companies in identifying forested land or tenure.

5. SUCCESS FACTORS

This section discusses the factors that have contributed to successes in our economic development activities as well as additional factors for consideration in our future ventures. We focus on the following areas:

1. A Strategic Approach
2. Expanding to Meet Our Need for Growth
3. Building Our Capacity
4. Supporting Entrepreneurs
5. Working with Partners
6. Marketing

A STRATEGIC APPROACH

Over the past decades our Nation has taken an increasingly strategic approach to economic development. As noted earlier in this document, in 2015 we established the Ditidaht Economic Development Corporation and our staff and board are tasked with ensuring that all of our economic development activities line up with DFN's best interests and values.

More recently we have established the short-term Ditidaht Economic Development Strategy Committee to provide insights and input into this strategy. The Committee will evolve into a community-based Economic Development Committee that will be representative of our Nation and assist in decision-making and community consultations. Other key stakeholders that need to be involved in our economic development decisions are our youth, elders and our staff that have important input that must be considered.

A "strategic approach" does not just mean financial and employment gains to our community – it also means the health and wellness of diitiid7aa7tx and maintaining the quality of our land, water and air. It considers the long-term impacts of today's decisions for our youth and the next generations.

We also need to make sure to align with other initiatives and influences, such as our Treaty negotiations and the Land Code, to ensure we are in-step and ready to take advantage of opportunities and meet requirements as they become apparent.

To this end, we will continue to build our capacity to collect solid data and use evidence-based processes and tools that strengthen our ability to make wise and well-informed choices for our people's sustainable and abundant future.

EXPANDING TO MEET OUR NEED FOR GROWTH

In keeping with a strategic approach is the need to prepare for growth of various kinds, including: growth of our population, growth of our economic and land base through treaty settlement, and growth of economic opportunities as we become more skilled and able to expand into new ventures. Some of the things linked to expansion include infrastructure enhancements, garbage and recycling, waste management, and housing as well as the capacity to manage all of these aspects.

BUILDING OUR CAPACITY

A key factor in taking advantage of existing and future economic development ventures is to ensure that our people have the necessary skills and supports for employment in our Nation's businesses. DFN has been working steadily on increasing the skills and knowledge of all its staff, including those involved in our economic development ventures. The DEDC regularly funds training for its employees as well as others in the community.

Learning and training options for existing jobs are varied, according to the role and individual context:

- University courses (e.g. Business Admin)
- Short courses offsite (e.g., Customer Service 101)
- Technical courses in the field (e.g., safety training for the Guardians)
- On the job training (on various topics for all staff)
- Mentoring and coaching (on various topics for all staff)

Current Positions

The following table outlines the responsibilities and options for learning in each of the current DEDC and DDC positions.

Table 2: Current Positions, Responsibilities and Learning Options

Position	Responsibilities*	Learning Focus and Options
Store Manager	<ul style="list-style-type: none"> • Oversees Store, Café and Motel Supervisors • Provides on-the-job training and mentoring • Deals with customer-related concerns/issues • Day-to-day overall store management, • Store administration and finances • Ensuring FNHA certification readiness 	<ul style="list-style-type: none"> • Specific trainings <ul style="list-style-type: none"> - HR Management and Supervision - First Host - Inventory Management - Cash management - Food Safe • On-the-job training and mentoring <ul style="list-style-type: none"> - Payroll - Staff scheduling and timesheets
Store Supervisor	<ul style="list-style-type: none"> • Staff management • Ensuring daily tasks are completed • Cash and finances • Store related paperwork • Marketing and Social Media 	<ul style="list-style-type: none"> • Specific trainings <ul style="list-style-type: none"> - First Host - HR Management & Supervision - Inventory Management - Cash management - Food Safe

Store Staff	<ul style="list-style-type: none"> • Store cleaning • Shelves restocking • Customer service • Marketing support 	<ul style="list-style-type: none"> • Specific trainings <ul style="list-style-type: none"> - First Host - Food Safe • On-the-job training and mentoring
Café Supervisor	<ul style="list-style-type: none"> • Supervise staff • Inventory management • Creating menus • Setting prices • Cooking to order • Serving • Cleaning and organizing 	<ul style="list-style-type: none"> • Specific trainings <ul style="list-style-type: none"> - Food Safe - HR Management and Supervision - First Host - Inventory Management - Serving It Right • On-the-job training and mentoring
Café Staff	<ul style="list-style-type: none"> • Cooking to order • Serving • Cleaning • Organizing 	<ul style="list-style-type: none"> • Specific trainings <ul style="list-style-type: none"> - Food Safe - First Host - Serving It Right • On-the-job training and mentoring
Motel Manager	<ul style="list-style-type: none"> • Hospitality and guest support • Reservations/Booking • Marketing offseason opportunities • Overseeing housekeeping staff • Linen inventory management 	<ul style="list-style-type: none"> • Specific trainings <ul style="list-style-type: none"> - First Host - HR Management and Supervision - Reservations and Booking • External professional development on-the-job mentoring • On-the-job training and mentoring <ul style="list-style-type: none"> - Computer booking
Motel Housekeepers	<ul style="list-style-type: none"> • Cleaning rooms • Laundry • Guest support 	<ul style="list-style-type: none"> • Specific trainings <ul style="list-style-type: none"> - First Host • External professional development on-the-job mentoring • On-the-job training and mentoring
Trail Orientation and Visitors Centre Staff	<ul style="list-style-type: none"> • Providing information and answering questions • Marketing recreational opportunities (e.g., Comfort Camping, Windsurf Park) • Orienting hikers to the West Coast Trail • Utilizing Parks Canada database and materials 	<ul style="list-style-type: none"> • Parks Canada training • Other trainings <ul style="list-style-type: none"> - First Host • Parks Canada job shadowing • External Parks Canada on-the-job monitoring mentoring • On-the-job training and mentoring

Guardians	<ul style="list-style-type: none"> • Cultural Interpretation on trail • Maintenance and monitoring of trail and campsites on trail • Interaction with hikers • Informing hikers about wildlife sightings, storms, etc. 	<ul style="list-style-type: none"> • Specific training <ul style="list-style-type: none"> - Cultural Heritage Interpretation - Alternative Trail Building - First Aid - Guiding - Coastal and forest ecology - Wilderness navigation - Map and compass - Wilderness safety and survival - Introduction to Hazard Awareness.... • On-the-job training and mentoring -
Windsurfer Park Attendants	<ul style="list-style-type: none"> • Site monitoring, grounds maintenance, and selling camping permits 	<ul style="list-style-type: none"> • Specific training <ul style="list-style-type: none"> - First Host • On-the-job training and mentoring

** Detailed descriptions of skills and knowledge requirements and responsibilities of these positions are outlined in each position's respective job descriptions.*

Examples of on-the-job training includes professional contractors working closely with DDC this season, incorporating cash management systems, inventory controls and mentorship of diitiid7aa7tx.

Potential Positions

Should this venture and/or other similar ventures proceed, a comprehensive workforce development plan will be developed, along with a development strategy outlining how each position will be filled over time. A few positions, such as General Manager, may be staffed by a trained and experienced individual from outside of the Nation until a diitiid7aa7tx is ready to fill the role. Many of the resort positions will take less training. If the resort proceeds, the Doobah workforce development plan will identify how best to prepare diitiid7aa7tx to be ready when the resort opens. Diitiid7aa7tx will have the opportunity to identify the kinds of jobs they are interested in and undertake the relevant training and preparations.

Table 3: Potential Positions in a Resort*

<ul style="list-style-type: none"> • General Manager • Marketing Manager and Assistant General Manager • Executive Chef / Food and Beverage Manager • Sous Chef • Prep Cooks • Line Cooks • Pastry Chef / Baker • Reservations/Booking and Admin 	<ul style="list-style-type: none"> • Assistant Maintenance Supervisor • Servers • Dishwashers • Mechanic Maintenance Lead • Guide/Activities Coordinator • Guides • Assistant Guides • Boat Captain/Fishing Guide • Freshwater Fishing Guide • Housekeepers
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**Detailed descriptions of skills and knowledge requirements and responsibilities will be outlined in each position's respective job descriptions*

Training options and durations for resort positions will vary. A few of the positions involve longer-term education, such as formal culinary training for the Executive Chef and an apprenticeship for a Mechanic, while many of the other positions involve a combination of shorter training and/or on-the-job learning and mentorship (e.g., for Prep Cooks and Servers).

In addition to capacity building for specific positions, it will be important to develop policies, procedures and training, including on workplace wellness and safety, for all diitiid7aa7tx staff working in the resort.

Please see Appendix 5 for information on training programs in the tourist industry, and Appendix 6 for potential sources for funding.

Community Learning Strategy

It will be important to ensure that our capacity building is well-grounded in the needs and interests of our community, aligned with our values, and recognizes the influence of the residential school experience and how that affects many diitiid7aa7tx' view of, and ability to participate in, formal learning. We also want to recognize that education away from our community and/or family can include challenges and to look at ways we can truly enable our members to succeed and feel safe and supported.

We have recently been approved for funding to develop a comprehensive Community Learning Strategy to look at all of these issues and opportunities. The Strategy will align with economic development plans and also be broad enough to encompass individual diitiid7aa7tx' goals and interests. It will look at all types of learning approaches, including local knowledge sharing and mentoring, on-the-job training, online learning and post-secondary trades and university level options. A big part of the Strategy will be to understand and plan for supportive learning pathways – from early childhood through to later years – to explore what diitiid7aa7tx need to successfully navigate the many transitions and changing interests that might be experienced throughout their lives.

The Learning Strategy will be guided by a committee of diitiid7aa7tx and the core values noted in the Ditidaht Comprehensive Community Plan Implementation document: supporting Diitiid7aa7tx *Culture and Knowledge*; encouraging *Respect and Unity*; taking a *Strategic* approach; and fostering *Sustainable Prosperity*.

SUPPORTING ENTREPRENEURIAL AND BUSINESS SKILLS

Our engagement with the tourist industry provides an opportunity for diitiid7aa7tx to develop their own tourist related businesses. This can be a win-win for both the individual entrepreneur as well as for DFN businesses. The Crab Shack and the Water Taxi are excellent examples of businesses that are independently owned and at the same time are a critical part of the overall DFN Nitinaht tourism package.

While there are certainly challenges for diitiid7aa7tx to consider in starting their own business, we are coming to a time when there will be many opportunities for entrepreneurship. Our own Ditidaht Economic Development resource people can be of assistance in various ways and there may opportunities to be affiliated with the Ditidaht Development Corporation. For more information go to:

<https://www.nitinaht.com/development/>.

The Nuu-chah-nulth Economic Development Corporation (NEDC) can provide planning and financial support for new businesses in a variety of ways (see <https://www.nedc.info/>).

First Nations businesses have been on the increase and there is a lot of interest and support for developing businesses aligned with traditional values and stewardship of the land and sea.

An important catalyst behind the renewed spirit of Aboriginal entrepreneurship is the growing belief that economic success can be achieved without sacrificing core values, particularly when it comes to the protection of the land and the environment. For example, Aboriginal entrepreneurs are setting up environmentally-focused enterprises in industries like renewable and alternative energy development. ¹⁶

There are many programs now focused on assisting the next generation of First Nation's entrepreneurs. The Nuu-chah-nulth Economic Development Corporation offers programs, such as:

- Strengthening Your Business
- Money Management Masters
- Marketing Masters
- Accessible Marketing Initiative

For the person who prefers to learn and work on their own, there are workbooks and forms on the NEDC website that help with development of a business plan, financing and market

¹⁶ The Long and Winding Road Towards Aboriginal Economic Prosperity, 2015 (<https://www.ccab.com/wp-content/uploads/2016/11/TD-AboriginalEconomicProsperity.pdf>)

research and also how to work with a Business Development Officer. (See to <https://www.nedc.info/forms/>)

The Aboriginal BEST program also provides job creation and skills training and is sponsored by the BC Ministry of Advanced Education and other partnerships¹⁷. BEST offers a free training series that *“helps to nurture the entrepreneurial spirit of people, communities, and organizations. Participants meet guest speakers, identify viable business ideas, determine their feasibility, and take steps to start or grow their own businesses”*.¹⁸ (See <http://aboriginalbest.com/about-aboriginal-best/>)

WORKING WITH PARTNERS

A key aspect of our economic development is working in collaboration with private companies, government and other First Nations. In many instances, this allows us to benefit from revenue and employment for our people without taking on the risk of a financing the whole operation.

There are a variety of ways we work with other partners, including:

- **Co-management** is a process that brings together representatives from a community and/or company (e.g. DEDC) and public agencies and/or private companies to share management responsibilities for a resource (e.g., forestry or fisheries). An example of this is how we are working with Parks Canada on the West Coast Trail. We may also take a similar approach with the Fish Hatchery for land-based aquaculture.
- **Joint Venture** is a business venture where an agreement has been made between two or more companies to work collaboratively and pool or assets, resources and skills for a common goal.

In both of the models above, each company remains a separate entity.

Co-management and joint ventures are predominately risk free from the Nation’s perspective in terms of financial gain. They can benefit us in many ways, including employment, training for diitiid7aa7tx, income generation, and revenue for other projects.

Our economic development staff, DEDC board and Chief and Council are well experienced in negotiating agreements that benefit our community and do not enter into contracts that will be detrimental for our Nation. Large ventures are taken for public consultation to the community (e.g., the use of the Doobah land).

From our partners’ perspectives, Ditidaht has built trust in our abilities as a stable and reasonable partner. Some of the things that businesses look for before negotiating working agreements is whether the potential partner has had continuity in their staffing and executive positions. Even though we’ve had some changes over the years, for the most part our DFN staffing has remained relatively stable, as has our DEDC Board and staffing. Our

¹⁷ BEST receives additional funding from the Canada-BC Labour Market Agreement, and support and funding from Vancity Credit Union.

¹⁸ The Aboriginal BEST Program (<http://aboriginalbest.com/about-aboriginal-best/>)

Chief and Council have also gone through some changes over the years, but we've always had continuity in some of the Council members staying on for many years. We have never had the disruption of a totally new, inexperienced Council. Our hereditary system also works well with our Chief and Council. These are the kinds of factors that give external partners confidence in our ability to negotiate from a stable position and see agreements through.

On both sides of these kinds of agreements, it is key to have open and honest relationships and open lines of communications with everyone representing their best interests and respecting the other side's. Confidentiality is also a fundamental ingredient of good business relationships.

Checks and balances must also be in place (e.g., credit and background checks and independent reviews) to ensure that we do not get into business with fly-by-night companies. We exercise due diligence to make sure that we only enter agreements with solid, well-established companies that we can have strong, mutually beneficial and preferably long-term relationships with.

MARKETING

Ditidaht Website

In 2017 the Ditidaht website was rebuilt with the financial assistance of Treaty Related Measures and Aboriginal Tourism BC. The site purpose was to modernize the contents and to market Nitinaht into the 21st century. The Taji Group assisted in the revisions and launching.

The website includes sections for each of our administrative departments and a 'diitiid7aa7tx only" space where information can be provided that is not appropriate for the general public.

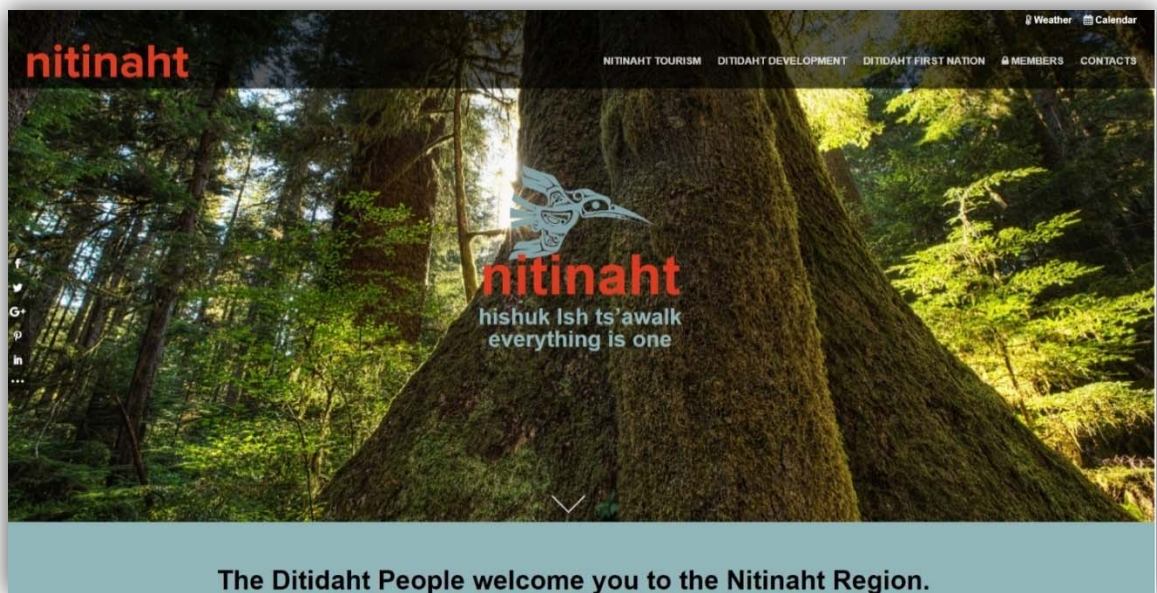


Figure 22 – Ditidaht website <https://www.nitinaht.com/>

FaceBook

Facebook is a social media networking platform that allows users to connect and share content, including photos, videos and files. It is commonly used by businesses as part of their marketing strategy and can effectively reach people all around the world at little or no cost.

Currently there are two Facebook pages directly connected to DEDC economic ventures. One is the West Coast Trail Comfort Camping FaceBook page and the other is the Nitinaht Visitor Centre/Store/Café Facebook page (both shown below).



Figure 23 – our West Coast Trail FaceBook page <https://www.facebook.com/TheWestCoastTrail/>



Figure 24 – our DFN FaceBook page <https://www.facebook.com/Ditidaht/>

Both pages are a platform for showcasing photos of the area and available services and would benefit from being kept up to date with additional pictures and stories.

Instagram

Instagram is a mobile social network that allows users to share photos and videos. As of 2017, Instagram had 800 million users, an incredible reach for marketing at virtually no cost to the user. Instagram is increasingly used to search vacation destinations. Not only do searchers find specific accounts for the area being searched, they also see all of the photos that visitors have “hashtagged” with the site (i.e. #Nitinaht). A quick Instagram search on the words “Ditidaht” and “Nitinaht” reveal many photos from users all over the world, which serve as additional promotion for the area.

Instagram is an integral and hugely influential part of marketing today, offering a relatively simple and low/no cost means to visually engage potential visitors. It easily links photos with Facebook and has a geo-tagging feature that allows users to search locations and view all recent posts of the area.

While there is an Instagram account for the Nitinaht West Coast Trail, it only has one post so far and it is from 2015 (https://www.instagram.com/westcoasttrail_nitinat/?hl=en).

This could be an opportunity to engage our staff and diitiid7aa7tx in participating in a marketing campaign with their photos – both for Instagram and Facebook.

Third Party Marketing

In addition to our own marketing efforts, we also work in collaboration with other agencies, such as Coastal Bliss ([http://coastalbliss.ca/Hiking-West Coast Trail.shtml](http://coastalbliss.ca/Hiking-West_Coast_Trail.shtml)), who do guided tours in the area and arrange third party booking for Comfort Camping for their clients. In this way they operate as a travel agent that makes the connections with our businesses.

There is an opportunity for us to branch out for further relationships with these kinds of agencies.

Higher End Marketing

Marketing for high-end resorts, such as the one being considered for Doobah, includes all of the common forms of marketing discussed above, as well as an expanded approach that reaches a very exclusive clientele. There are networks of high-end travel agents that work with very wealthy individuals and companies and provide them with information about new and unique travel destinations. In order to be on the radar of these kinds of travel agents there are invitation-only events where destination vendors are able to promote themselves.

Should DFN decide to proceed with a high-end resort at Doobah, this kind of approach will be worth considering, along with capacity building for individuals in our Nation to learn how to do this kind of marketing.

6. ECONOMIC DEVELOPMENT DECISION-MAKING PROCESS

There are specific steps to developing and deciding on economic development opportunities. For small projects, these steps may involve very few people and a relatively short period of time. For larger projects that could involve high costs and impacts (potentially positive and negative), more engagement with diitiid7aa7tx and Council is needed. This section presents components for effective scoping and decision-making:

1. Describing the Venture or Opportunity
2. Initial Scoping
3. Research and Consultation

Some of these components may involve separate plans or may be contained within one overarching plan, as noted in the components below.

The graphic on the following page illustrates the process for project assessment and decision-making.

1. DESCRIBING THE VENTURE IDEA OR OPPORTUNITY

Any economic development venture will benefit from a clear description. For small projects with low costs and few impacts, it may be a simple one-page outline of the suggested components. At the other end of the scale are high cost, high impact projects with multiple stakeholders. These kinds of projects require a more elaborate plan, and planning process that covers in detail all aspects of the project and sets clear goals and objectives for the implementation of the plan.

Whether it is a small project or a larger one, the initial description will help clarify thinking and assist others to understand the project.

The project description should include:

- project name
- (physical) location
- business sector (e.g. tourism, resource harvesting, etc.)
- brief description of the business

The description might also include a preliminary estimate of costs and benefits including financial and human resources and anticipated revenues.

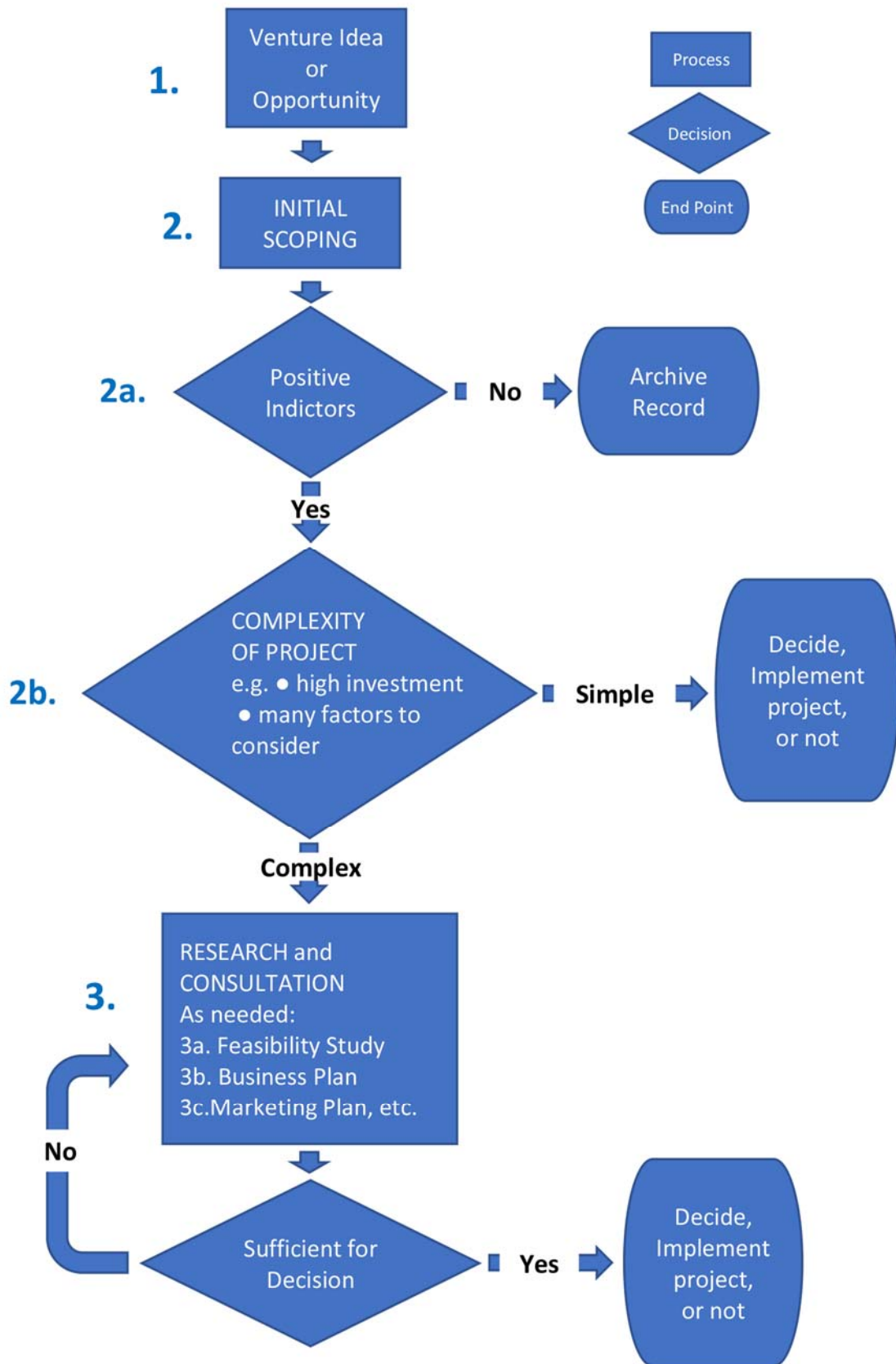


Figure 25 - Project Assessment and Decision-making

2. INITIAL SCOPING

The goal for the initial scoping phase is to gather sufficient information to make a decision on whether to proceed to a more in-depth plan. The advantage to doing an initial scoping exercise is that it may come to light that there are compelling reasons to not proceed further and thereby avoid the time and expense of a full-blown plan. The outcome of this phase should be a document that shows:

- General project description (started in previous step)
- Factors for and against (e.g., through Force Field Analysis or SWOT Analysis)*
- Initial Cost / Benefit Analysis (cost of doing/not doing, benefits of doing/not doing)*
- Initial estimate of startup costs, initial running expenses
- Initial estimate of potential revenue
- Initial list of potential stakeholders and estimates of their interests and influences
- Potential sources of funding

One of the advantages of preparing an initial scoping document for every project is that it provides a permanent record if diitiid7aa7tx ask about a specific project, or express interest in a similar one in the future. It will also serve as a stepping stone to the next phase if there is a decision to proceed or if it is decided to review an older project to see if circumstances have changed significantly enough to proceed beyond the initial scoping phase.

See Appendix 7 for a sampling of Decision-Making Tools.

Given high diitiid7aa7tx interest in economic projects and their potentially high economic impact, a clear decision-making process should be prepared. The process may be simple or complex depending on the project, but it is important that it is clear and transparent.

Decision-making process will specify:

- Who will decide
- How will they decide (e.g. vote, % “yes” required, etc.)
- What information do they need to be informed enough to decide, including what decision making tools
- What decision milestones will there be? If a project has proceeded beyond the initial scoping phase, there will be at least 2 decision milestones, one to proceed beyond the initial scope, and a final one to go ahead, or not, with a project.

For bigger projects involving more capital and resource expense, more stakeholders, etc., there may be multiple decision milestones. For example, an extremely costly project that has direct impact on diitiid7aa7tx and/or the resources in the Territory may require a “yes” from the Economic Development Corporation, Chief and Council and diitiid7aa7tx.

2a. ANALYSIS OF INDICATORS

The initial scoping should provide an initial indication of whether there is reason to pursue the project or not. If there are sufficient indicators, then the project planning will proceed. Similarly, if there isn’t sufficient knowledge to know whether indicators are positive or negative, the planning will proceed with further research. If most indicators are negative, then project planning will probably not proceed and the records will be archived.

2b. COMPLEXITY OF PROJECT

There is a second possible decision that can be reached from the initial scoping exercise. If indicators are positive and the project is, for example, relatively simple, with few stakeholders, little investment and little risk, then a decision can be made to proceed with the project. On the other hand, if it is relatively complex, the planning process will proceed to more in-depth research and consultation.

3. RESEARCH AND CONSULTATION

3a. FEASIBILITY STUDY

A feasibility study is the first step in deciding whether a more complex business venture is worth pursuing into more in-depth research and study. If the feasibility study shows it is worth pursuing, much of the information collected for the study will form the basis for the more in-depth plans

The feasibility study could cover these 3 areas:

- Market analysis
- Financial viability
- Operational issues

Please see Appendix 8 as an example of a feasibility study.

3b. BUSINESS PLAN

Business plans vary in terms of length and scope. They may contain all components in this Economic Development Process section, or just focus on the proposed business structure itself. A full business plan would probably contain some or all of the following elements:

- Business strategy
- Marketing strategy
- Operational plan
- Strengths, weaknesses, opportunities and threats analysis (SWOT)
- Human resources plan
- Social responsibility strategy
- Communications strategy
- Financial forecasts and other information
- Business exit strategy
- Summary of input from community consultations

Appendix 9 shows excerpts from the Nitinaht Lake Resort Business Plan as an example.

A feasibility study helps determine if the business venture will work; the business plan is much more detailed and can be used to make sure other people understand the business' potential.

For forms and templates on the above, go to <https://www.nedc.info/forms/>

3c. MARKET ASSESSMENT

Analysing the market of a project is important to show whether it is economically viable or not. It is important to understand the potential customer base (e.g., who they are, where they live, etc.) and the market (what is the current condition of the market for similar businesses, what are the current influences and future projections, is there a need for the service or product).

This kind of information takes various kinds of research. Helpful information can be also found at: <https://www.nedc.info/forms/>

Please see Appendix 10 “Market Assessment for a Recreational Vehicle Campground for the Ditidaht First Nation” as an example market assessment.

The research and consultation process can be extremely complex, time consuming, and take considerable time. At various points, a review can be made to decide if there is sufficient knowledge to decide to proceed with the project or not. At each of these decisions points there are three possible decisions:

1. Sufficient planning has been conducted, indications are positive, and a decision is made to proceed with the project. The project is implemented.
2. Sufficient planning has been conducted, indications are negative, and a decision is made to not proceed with the project. The project process and planning is archived.
3. More planning is required. Review the planning process and continue.

7. FIVE-YEAR ECONOMIC DEVELOPMENT IMPLEMENTATION PLAN (2018-23)

The following table outlines strategic Objectives and aligned Actions for implementation over the next five years. These items build on recommendations in previous plans and studies and will be reviewed and revised based on input from the Economic Development staff, the Economic Development Strategy Committee, the DEDC Board, and Chief and Council.

Objectives	Actions	Timeline
Community Engagement in Economic Development		
1. Transition the Economic Development Strategy Committee to a permanent Economic Development Committee that represents community interests and assists in consultations.	<ul style="list-style-type: none"> a) Consult with Chief and Council and the DEDC on the role, length of term and scope of an ongoing Economic Development Committee. b) Develop new Terms of Reference for the Economic Development Committee, including information on roles, responsibilities, and terms. c) Establish Economic Development Committee. d) Engage Committee in providing input on large scale enterprises (e.g., Doobah Lands, Hobiton Chain) and other issues requiring consultation. 	2018 2018-ongoing
2. Engage community, including youth, in economic development.	<ul style="list-style-type: none"> a) Continue to conduct Skills and Interests Inventory with all community members, including youth. b) Use Band Meetings, Ditidaht Days and other community gatherings as opportunities to engage community members in updates and consultations on economic development activities. c) Collaborate with DFN Community School on engagement opportunities with school-aged youth and with youth out of school and emerging adults on raising awareness of employment, entrepreneurial and learning opportunities. 	2018-ongoing
3. Ensure our culture and values are incorporated in economic development ventures.	<ul style="list-style-type: none"> a) Include representation on relevant committees and consultation with diitiid7aa7tx who can provide insights and guidance, particularly on large scale developments and enterprises. Include perspectives of youth and those with pertinent backgrounds. 	2018-ongoing
4. Enhance communications systems.	<ul style="list-style-type: none"> b) Collaborate with DFN communications workers to ensure inclusion of economic development information, including consultations, employment and business opportunities. 	2018 ongoing
Capacity and Knowledge Management		
5. Prepare Workforce Development Plan for all EcDev-related positions (current and in development).	<ul style="list-style-type: none"> a) Collaborate with the 2018-19 Community Learning Strategy development to include the overall EcDev Workforce Development Plan. b) Consult with relevant staff and resource people and review relevant business plans for information specific to capacities required. 	2018-19 w/ updates as required

Objectives	Actions	Timeline
6. Ensure all staff are fully trained in their respective roles.	a) Design and deliver training for all staff at the beginning of the season and during the off-season, including: customer service, safety and equipment orientations, heritage guiding (as outlined in the Community Learning Plan and individual business plans). b) Collaborate with DFN Administration on training that will be relevant for all staff across DFN programs.	Seasonal
7. Create knowledge management systems to record key information about DFN business processes, policies and procedures in 'organizational memory' and ensure that it is easily assessable to relevant business staff when needed.	a) Develop and implement a knowledge management system (e.g. DropBox) for keeping up-to-date business information, including: <ul style="list-style-type: none"> • processes and policies • names of service providers (e.g. for café stove maintenance) and suppliers • equipment manuals and other relevant information • information on processes and initiatives that have been tried and what happened (to avoid reinventing the wheel or redundant efforts) • visitor comments and suggestions 	2019 – ongoing
Safety and Security		
8. Ensure Safety Plans are in place and implemented for all staff in DFN and associated businesses.	a) Develop an overarching Safety Plan, in collaboration with the larger community Safety Plan, that includes specific plans for all DFN businesses, including the Ditidaht Store, Gas Station, Café, Motel, Windsurfer Park, West Coast Trail and all other businesses as they are developed. Safety Plans will include various scenarios such as tsunami, earthquake, fire, etc. and specify roles for specific staff (e.g. hotel staff, café, etc.). b) Collaborate with private businesses working with DFN businesses on aligned Safety Plans. c) Provide training in respective Safety Plans for all staff relevant to their positions. d) Provide regular 'drills' and 'pop quizzes' to build long-term capacity. e) Ensure staff certification in First Aid, as appropriate	2019/20 and ongoing as relevant
9. Ensure security systems are in place for each of the Ditidaht enterprises.	a) Review and update security systems for each of the Ditidaht enterprises.	2018 - ongoing
10. Ensure secure financial procedures are in place.	a) Develop common, agreed financial procedures, including for handling of cash and deposits, for each of the Ditidaht enterprises.	2018 - ongoing

Objectives	Actions	Timeline
11. Ensure effective and efficient storage systems are in place for all DFN assets.	<ul style="list-style-type: none"> a) Design and build storage systems that ensure dampness and rodents do not damage overwintered, non-perishable items. b) Develop knowledge management system that specifies where all assets are stored. 	2018 - ongoing
Tourism		
12. Take a strategic approach to tourism that encompasses all DFN owned and co-managed lands.	<ul style="list-style-type: none"> a) Conduct study on taking a coordinated approach to tourism on all DFN owned and co-managed lands (e.g., Doobah, Hobiton, West Coast Trail, Windsurfer Park, village resources, etc.). b) Keep current overall tourism land-use strategy that includes DFN owned and co-managed lands. c) Make specific plans based strategic plan. 	2019-20 Ongoing
13. Assess development of the Hobiton Lake Chain.	<ul style="list-style-type: none"> a) Conduct feasibility study for the Hobiton Lake Chain development. b) Create specific plan for the development and management of Hobiton Lake Chain Work with Parks Canada to identify roles and responsibilities for developing the Chain. c) Plan for Parks Canada training for board walks, enforcement, safety, search and rescue and trail building. 	2019-20
14. Continue process of review and decision-making on Doobah land (Nitinaht Lake Resort).	<ul style="list-style-type: none"> a) Review of Nitinaht Lake Resort Business Plan (Doobah area) by Chief and Council, Ditidaht Development Corporation Board, and Economic Development Strategy Committee. b) Continue discussions with lead consultants (Castlemain and Legacy Tourism Group). c) Conduct community consultations with Ditidaht membership. <p>If it is decided to proceed with the resort:</p> <ul style="list-style-type: none"> d) Develop a committee (reporting to Chief and Council and the DEDC) to oversee all aspects of research, construction and management of operation, including oversight of all financial transactions. e) Make decision on whether to hire a management firm and for what aspects. f) Develop a financial plan for acquiring capital funds to build and finance the resort. g) Develop a cultural sharing plan that identifies what parts of the DFN culture and heritage are appropriate to respectfully share with visitors. 	2018-20

Objectives	Actions	Timeline
	h) In coordination with the current “Skills and Interests Inventory” and the “Community Learning Strategy” conduct a community capacity review and workforce development strategy to identify current skills and training requirements.	
15. Explore opportunities to strengthen and expand DFN’s existing tourism related enterprises.	a) Assess feasibility and timing of expanding the Nitinaht Lake Motel. b) Assess opportunities to expand offerings at the Ditidaht Store, Café and Fuel Station, e.g.: <ul style="list-style-type: none"> Expand the menu to meet the interests of the community and tourists Market the kayaks and paddleboards locally and through social media Explore opportunity for local crafts to be sold in the Visitors Centre and the Store c) Assess the feasibility and timing of expanding the number of Comfort Camping tents/cabins. d) Assess the feasibility and timing of additional locations for similar campsites. e) Continue to enhance the Windsurfer Park with improved signage, washroom facilities, garbage and recycling programs, covered cookhouse/pavilion, and improved site design and maintenance standards. f) Assess the feasibility and timing of expanding the Windsurfer Park into private, adjacent land. g) Assess the feasibility of equipment rentals and windsurfing lessons.	2018 - ongoing
Natural Resources		
16. Continue exploration for Land-based Aquaculture	a) Continue discussions with the Nitinaht Hatchery on co-management of increased production of round-take land-based aquaculture.	2018-21
17. Continue to identify and develop opportunities to buy forest tenure and forestry-related businesses.	a) Continue current and new negotiations with private sector companies in identifying forested land or tenure. b) Continue exploring opportunities for forestry-related businesses such as road maintenance.	2018 - ongoing
18. Continue development of the Little Nitinaht River Hydro Project.	a) Proceed with development once Energy Provider Agreement is approved and decision is made by Ministry of Energy and Mines to approve the project.	2018 - ongoing

Marketing		
19. Continue to develop our marketing strategy and approaches for current and new businesses.	<ul style="list-style-type: none"> a) Work with social media savvy members, our youth, the DFN School and consultants to expand our social media presence and identify ways for staff and membership to contribute. b) Encourage our membership and visitors to post photos on FaceBook and Instagram, using relevant hashtags (e.g., #Nitinaht) c) Consider developing a dedicated social media function for economic development – either as part of an existing position or as a new position. d) Explore opportunities for increasing third party marketing such as our current arrangement with Coastal Bliss. e) If Doobah land is developed as a resort, work with company TBD to expand into high-end marketing network. 	2018 - ongoing

The Objectives and Actions outlined above are acknowledged to be an evolving part of this living document and will need to be reviewed for achievements and also adjusted to address changes in the context and opportunities as they arise.

Implementation of several of the objectives and actions above will require the development specific workplans, including timelines, resources required and identification of who will be involved.

8. MONITORING AND EVALUATION

The previous section sets out a specific objectives and actions aimed at furthering our overarching goals. The intention is for the Five-Year Economic Development Implementation Plan (EDIP/18-23) and associated workplans to be reviewed regularly and monitored for achievements, emerging opportunities, and any issues that might impede progress. This will support our ability to adjust as necessary, celebrate our achievements, and learn by reflecting on our activities and results.

We are suggesting the following approach:

1. After review and approval of the EDIP/18-23 by Chief and Council, the DEDC Board, and the newly formed Economic Development Committee (EDC), it will be important to agree on a regular monitoring schedule and who will be involved in monitoring/reviews. It is recommended that representation from all three of the EcDev bodies (as noted above) be included and that the reviews happen at least twice a year (i.e. March and October - pre and post season).
2. A preliminary review of the EDIP/18-23 needs to include consultations with relevant staff members (e.g., Store and Motel management) and resource people to develop specific timelines and more detailed workplans as appropriate, with specific milestones and reporting commitments.
3. It will be the responsibility of the Executive Director (ED) and Economic Development Officer (EDO) (in collaboration with the DFN Administrator where appropriate) to monitor plans and activities ongoingly, in addition to the regularly scheduled reviews. It will also be up to the ED and EDO to ensure the twice-yearly review with representatives occurs.
4. It is the responsibility of all involved and particularly the Executive Director and Economic Development Officer to remain vigilant for changes, challenges, barriers and opportunities that will affect implementation of the EDIP/18-23 objectives and pass the information on as appropriate.
5. The 5 Year Strategic Implementation Plan will need to be updated periodically to accommodate new circumstances and opportunities. It is suggested that this be done midway through the five year period in 2021.

APPENDIX 1 - GLOSSARY AND PLACE NAMES

Balaats’adt – balaacadt Ditidaht village at the head of Nitinaht Lake on Indian Reserve 11, Malachan. Also known as Malachan.

Caycuse - qiiquuws River south of Malachan (balaats’adt)

Cheewhat – jaaxviyt Cheewat IR 4A on east side of Cheewat River. Traditionally sockeye harvesting. Graveyard/cemetery site.

Clo-oose - λuu?uuws Claoose 4 IR on , traditional year around village site.

Co-management - Cooperative management, joint management, and collaborative management are all terms synonymous with co-management. These terms are used to define an institutional arrangement in which responsibility for resource management, conservation, and/or economic development is shared between governments and user groups; management systems in which users and other interests take an active part in designing, implementing, and enforcing management regulations; a sharing of decision making between government agencies and community-based stakeholders; management decisions (policy) based on shared information, on consultation with stakeholders, and on their participation: the integration of local-level and state-level systems; and/or institutional arrangements in which governments and other parties, such as Aboriginal entities, local community groups, or industry sectors enter into formal agreements specifying their respective rights, powers, and obligations with reference to, for example, environmental conservation and resource development” Canada’s Oceans Strategy (2002), referencing the definition reached at the 1998 National Round Table on Environment and the Economy (Sustainable Strategies for Oceans: A Co-Management Guide, 1998 NRTEE Ottawa).¹

Crown Land – an English term for lands held by Canadian governments as agents of the British Crown, essentially public lands.

DDC - Ditidaht Development Corporation (owned by DEDC)

DEDC – Ditidaht Economic Development Corporation Limited Partnership

DFN – Ditidaht First Nation

diitiid7aa7tx – members of the Ditidaht First Nation

Doobah - duba/ - Doobah – IR 10 located on east side of Nitinaht Lake., traditionally the winter village site, chum salmon harvesting.

Economic Development - activities that are in a line with a community’s overall goals and values and are aimed at improving the economic well-being and quality of life of a community.

EDO - Economic Development Officer

¹ Assembly of First Nations. Co-Management Definitions Guide: Appendix to Co-Management Discussion Paper. https://www.afn.ca/uploads/files/env/comanagement_definitions_guide.pdf

EDSC – Economic Development Steering Committee

Expenses or Expenditures– the amount spent as a cost of doing business

Fee simple - a permanent and absolute tenure of land with freedom to dispose of it at will. This is the main type of land ownership.*

Hobiton – ḡubitadt - Homitan IR 8, location. Traditionally a resource camp, sockeye.

Iktuksasuk - hitaCa?saq - Iktuksasuk IR 7, village site on west shore of Nitinaht Lake north of Narrows

In Trust – a legal term that means a responsible relationship in which one person (the trustee) holds the title to property (the trust estate or trust property) for the benefit of another (the beneficiary). The property is said to be held “in trust”. The trustee must manage the property in the best interests of the beneficiary.

Joint Venture - any business venture where an agreement is made between two or more companies (who remain separate entities) to engage in ongoing collaboration to pool complementary assets and/or skills for a common goal (i.e. profit, capacity)²

Lease - a contract between the **Lessor** renting land, buildings, etc., to another, the **Lessee**; a contract or instrument conveying property to another for a specified period.

Lessee - a person who has an agreement that allows them the use of land, car, house, etc., for a period of time in exchange for a payment to the **lessor**.*

Lessor - a person who has an agreement that allows another person the use of the **lessor**'s land, car, house, etc., for a period of time in exchange for a payment to the **lessor**.*

Malachan - Malachan IR 11, Indian Affairs name for reserve, Ditidaht source not known

Partner - a person who takes part in an undertaking with another or others, especially in a business or company with shared risks and profits.

Narrows - a narrow tidal passage between Nitinaht Lake and the ocean

Nitinaht Lake – caabaqk - large lake and inlet on the southwestern coast of Vancouver Island

Oyees - /uuyiyi/s - Oyees IR 9, winter village site/ Cedar harvesting, canoe making, cedar house planks, cedar bark gathering on east shore of Nitinaht Lake north of Narrows

Partnership – an association of two or more people as partners.

Profit – the financial gain from a business. The amount of revenue remaining after all expenses are paid.

Profitability – a measure of the financial success of a business.

Revenue – the amount received as a result of doing business.

Run of the River Hydro – power generated by diverting part of a river flow, rather than damming

² <https://www.thecommonsjournal.org/articles/10.18352/ijc.132/>

Saouk - caaʔuq - Saouk IR 16, northern most Ditidaht reserve on Nitinaht River, near Nitinaht falls

Stakeholders - A group or set of individuals that has an interest in an issue, decision or outcome. For example, members of a community are stakeholders, or a private sector business looking to create a commercial interest on a First Nation reserve is a stakeholder in advancing that project. The neighbouring municipality that would have to deal with the increased traffic to the reserve as a result of that project would also be a stakeholder. Stakeholders do not necessarily have a legal claim or basis to support their interest but may have moral influence over others, for example because of their experience, knowledge or relations.³

Tsocowis – caqqawis - west of Klanawa River mouth

Trustee - an individual person or member of a board given control or powers of administration of property in trust with a legal obligation to administer it solely for the purposes specified.

Tsuquadah - cuxvkvaada/ - Tsuquanah IR 2, traditional year around village site west of Narrows

Tsusiaticusiiyit - river mouth, falls at ocean, river, lake, west of Narrows

Waayaa – waayaa - Whyah IR3. traditional year around village site

³ <https://www.aadnc-aandc.gc.ca/eng/1100100033576/1100100033577>

APPENDIX 2 – DITIDAHT FIRST NATION WEBSITES

Ditidaht Website: <https://www.nitinaht.com/>

Ditidaht First Nation FaceBook Page: <https://www.facebook.com/Ditidaht/>

Ditidaht West Coast Trail: <http://www.westcoasttrail.com/>

West Coast Trail Instagram: https://www.instagram.com/westcoasttrail_nitinat/?hl=en

Comfort Camping: <https://www.westcoasttrail.com/comfort-camping/>

Comfort Camping Booking: <https://www.westcoasttrail.com/booking/>

Interactive Comfort Camping Map: <https://www.westcoasttrail.com/comfort-camping/>

West Coast Trail FaceBook Page: <https://www.facebook.com/TheWestCoastTrail/>

Parks Canada West Coast Trail Website – with link to Nitinaht Comfort Camping:
<https://www.pc.gc.ca/en/pn-np/bc/pacificrim/activ/activ6a/x>

APPENDIX 3 - TERMS OF REFERENCE FOR DFN ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

PROJECT DESCRIPTION

Ditidaht First Nation (DFN) is developing an Economic Development Strategy that will present a picture of past, present and potential future economic development for the Nation. The Strategy will reflect the community's vision and desires for economic development, including specific opportunities and options, timelines, budget projections and processes. Information in the strategy will be identified through a review of existing plans and materials, community consultations with diitiid7aa7tx, input from key resource people, and research with training institutions, existing/potential partners, and funders.

The Strategy will be developed by the Economic Development Officer (Project Lead) and Ditidaht staff and consultants, in close consultation with a Council Lead, the Ditidaht Economic Development Strategy Committee (EDSC), DFN Administration and Leadership, diitiid7aa7tx, and subject matter experts.

COMMITTEE MANDATE

The mandate of the Ditidaht Economic Development Strategy Committee (EDSC) is to provide guidance and support in the development and drafting of the Strategy.

TERM AND SCOPE

The EDSC will serve in an advisory capacity for the duration of the development of the Strategy, until March 31, 2018. While the EDSC is not intended to be a decision-making body, committee members will be involved in developing recommendations for inclusion in the Strategy.

ROLES AND RESPONSIBILITIES

Committee members will:

- Participate in meetings, briefings and planning processes
- Provide guidance on approaches and methods used in diitiid7aa7tx engagement and consultation processes
- Provide input into strategy development for the duration of the initiative
- Review drafts and provide feedback

Committee members may also:

- Assist in community consultations
- Provide subject matter expertise in areas of individual and professional competence and knowledge

MEMBERSHIP

- Between 5 and 7 members
- Individuals that represent as many different Ditidaht groups and interests as possible

APPENDIX 4 - TERMS OF REFERENCE FOR DITIDAHT ECONOMIC DEVELOPMENT CORPORATION EXECUTIVE BOARD MEMBERS

PURPOSE:

1. To manage the CEO, including but not limited to:
 - a) Act as the DEDC's Board senior leaders and provide management support for the CEO on a day-to-day basis, consistent with DEDC policies, strategic plan, and prior Board decisions, and when necessary make interim decisions when the Board (as a whole) is unable to meet;
 - b) Ensure that the Board fulfills its legal, ethical, and financial responsibilities and ensure the long-term sustainability of the DEDC; and
 - c) Undertake additional work as directed by the remainder of the Board.

MEMBERS:

1. The committee shall consist exclusively of DEDC directors that include the DEDC President, Vice President, and Secretary/Treasurer;
2. The Chairman of the Committee shall be the President of the Board of Directors.

ATTENDANCE AT MEETINGS:

1. Normally the attendance will be committee members only but the committee may invite other outside sources to provide professional guidance.

FREQUENCY OF MEETINGS:

1. The committee shall meet not less than three (3) times a year with at least one (1) meeting held midway through the fiscal year of the corporation.

TERMS OF REFERENCE:

1. The committee reviews annually the remuneration package, including a contract amount or salary, bonus and other benefits for the CEO. The committee then recommends to the Board any bonus or increase, which would start on, May 1st of the year. Bonuses are based on the previous year's results as presented by the audit committee each March.
2. The committee reviews regularly the process of CEO succession planning and career development plans
3. The committee may seek the information it requires from outside consultants on issues of remuneration if and when considered appropriate
4. The performance evaluation of the CEO shall assist the Board of Directors to set and evaluate achievements relative to the mutually agreed goals approved by the Board in the CEO's annual objectives and the expectations set out in the CEO's job description.
5. The evaluation is designed to encourage a full and healthy dialogue between the Board and the CEO concerning the performance of the DEDC and the CEO's individual performance.
6. The committee will review its terms of reference on a bi-annual basis
7. The committee will review the CEO job description on an annual basis.

REPORTING PROCEDURES:

1. The Chair shall circulate or report on the minutes of the meetings of the Committee to all members of the Board at an "in camera" session.
2. The meetings of this committee will always be considered to be "in camera".

APPENDIX 5 - TOURISM INDUSTRY RELATED AND BUSINESS TRAINING PROGRAMS IN THE VICINITY

Title	Institution	Description	Details
Aboriginal Tourism and Service			
Aboriginal Ecotourism Training Program	Vancouver Island University	<p>This program is designed to provide certified skills for employment within the Aboriginal Tourism sector, including adventure tourism and recreation such as sea kayaking, interpretation, leadership, risk management, wilderness first aid, etc.</p> <p>https://aboriginal.viu.ca/sites/default/files/print_aboriginal_ecotourism_brochure-final_2018.pdf</p>	<p>Tuition fees, learning resources, travel and accommodations are covered while in the course.</p> <p>Includes internship during the summer.</p> <p>October 2018 – September 2019</p> <p>10 months full time</p> <p>Nanaimo and other BC locations</p>
First Host Course	Native Education College	<p>Participants learn about providing excellent customer service in the Aboriginal tourism industry. This workshop is designed to celebrate the culture and community of Indigenous people while covering various topics including how to master communication and interpersonal skills and learn about the hospitality industry. After completing this workshop, participants receive a certificate which is recognized by the Aboriginal Tourism Association of BC and WorldHost® Training Services.</p> <p>http://www.necvancouver.org/programs/continuing-education/certificate/first-host</p>	<p>1 day</p> <p>Can be brought to 13 communities for \$85 per participant, plus cost of lodging, travel expenses.</p>
Aboriginal Tourism Operations Certificate	Native Education College	<p>This program prepares learners for positions in the Aboriginal Tourism sector. Students gain practical skills and knowledge in ecotourism, heritage interpretation, and cross-cultural tourism. After completing the in-class courses, students continue with a practicum placement with a tourism company based in Metro Vancouver. A major component of this certificate</p>	<p>Tuition and related expenses: 7,500 as of this report</p>

		<p>program is learning how to incorporate Indigenous culture and heritage into the tourism industry.</p> <p>Transferable to the Aboriginal Tourism Management Diploma at NEC http://www.necvancouver.org/programs/business/certificate/aboriginal-tourism-operations</p>	<p>11 months full time Between September – July</p> <p>Vancouver</p>
Aboriginal Tourism Management Diploma	Native Education College	<p>prepares students for an exciting career in the Indigenous tourism industry, which continues to grow across Canada. Building on the foundational NEC certificate program in Aboriginal Tourism Operations, students learn about managing a small business in the tourism sector. Coursework includes marketing, organizational dynamics, human resource management, and business law followed by a practicum placement to apply their skills and knowledge at a tourism company based in Metro Vancouver.</p> <p>Transferable to the Bachelor of Tourism Management at Capilano University and Bachelor of Arts in Global Tourism Management at Royal Roads University.</p> <p>http://www.necvancouver.org/programs/business/diploma/aboriginal-tourism-management</p>	<p>Tuition and related expenses: 7,200 as of this report</p> <p>11 months full time Between September – July</p> <p>Vancouver</p>
Hospitality Industry			
Hospitality Management Diploma	Vancouver Island University	<p>A co-operative two-year diploma program designed to prepare students for middle management positions within the hospitality industry. Coursework offers students the opportunity to examine management from behavioral, functional, situational and systems perspectives. Students are encouraged to explore and develop their individual leadership styles. Students study the important marketing-management relationship in detail. This program contains two Co-op semesters allowing students two four-month co-operative education work terms of paid, hospitality-related employment, which will be counted as credit. Classroom instruction is augmented with actual experience in the</p>	<p>Approximate costs of tuition, books and fees over 2 years: 14,000 as of this report</p> <p>Nanaimo Campus</p>

		industry. This format permits students to experience a variety of career opportunities in the hospitality industry. https://www.viu.ca/programs/tourism-recreation-hospitality/hospitality-management-diploma	
Tourism & Hospitality Management Certificate	North Island College	Provides industry-specific skills required in tourism sectors such as accommodation, food and beverage, adventure tourism and recreation, events and conferences, transportation, attractions and travel trade. The program focuses on the specific skills needed for supervisors and managers. Over the span of eight months, students develop the business skills necessary to compete effectively in the marketplace. https://www.nic.bc.ca/programs-courses/tourism-hospitality/tourism-hospitality-programs/tourism-and-hospitality-management-certificate/	Approximate costs of tuition, books and fees: 5,755 as of this report One Year Comox Valley, Port Hardy
Hospitality Distance Learning	North Island College	A self-paced program that allows beginners or experienced employees to build skills in room management, food and beverage management, marketing and sales, hospitality fundamentals, hospitality operations and management. Each of these certificate areas consists of several courses. NIC has partnered with the American Hotel and Lodging Education Institute (AHLEI) to offer distance courses and certificates that lead to internationally-recognized industry certificates. https://www.nic.bc.ca/programs-courses/tourism-hospitality/tourism-hospitality-programs/tourism-distance-based-certificate-and-diploma-courses/	Cost per course, including resources is approximately 350 as of this report Courses are self-paced therefore durations will vary.
Adventure Tourism			
Adventure Guiding Certificate	North Island College	This program develops guiding skills for the adventure tourism industry. Students will develop and practice valuable career skills while training in mountaineering, interpretation, leadership, sea kayaking, canoeing, sailing, river rafting, mountain travel, wildlife viewing, wilderness first aid and other outdoor education specialties. All courses are highly experiential,	Tuition and related expenses: 9,700 as of this report 1 year

		giving learners the opportunity to progressively build their knowledge and confidence. Applied theory courses provide a more comprehensive view of the adventure guiding industry, including a focus on sustainability, law and ethics and cross-cultural skills. This includes learning through Aboriginal tourism interactions as part of guiding on the coast. Course hours are divided between the classroom and the field. Classmates frequently take turns co-leading while instructors provide support, direction and feedback. https://www.nic.bc.ca/programs-courses/tourism-hospitality/tourism-hospitality-programs/adventure-guiding-certificate/	Comox Valley
Adventure Tourism Program (various specific certificates)	Westcoast Adventure College	Provides a blend of local and national certifications, experience and outdoor leadership training and risk management skills. Courses include sailing, environmental stewardship, marine foundations, sea kayaking, adventure tourism business, heritage interpretation, leadership and communication, advanced wilderness and adventure foundations. Certificates include: Canadian Red Cross Advanced Wilderness and Remote First Aid, Canadian Red Cross Marine First Aid, High Point Outdoor Education Emergency Responder, HPOE Heritage Arts and Survival Skills, Canadian Marine VHF Restricted Radio Operator License, Canadian Coast Guard Pleasure Craft Operator Certificate, Transport Canada Marine Emergency Duties A2, Sea Kayak Guides Alliance of BC Day Guide, International Sail and Power Association Competent Crew. https://www.westcoastadventurecollege.com/	14,000 + approx. 1,500 for gear 8 months over two semesters
Cook and Culinary Training			
Professional Cook (Culinary Arts Apprenticeship Levels)	North Island College	Preparation for a culinary career in well-equipped training facilities, including the Third Course Bistro in Campbell River or the Roger Street Bistro in Port Alberni. Students will learn from highly-experienced, qualified instructors as they develop core culinary skills in Level 1, advance their skills in Level 2 and prepare to take a leadership role in the kitchen with Level 3.	\$1,318 average per level 7 months for level 1 3 months for level 2 Campbell River and Port Alberni

Culinary Arts Certificate Program	Vancouver Island University	https://www.nic.bc.ca/programs-courses/trades-technical/culinary-arts-programs/culinary-arts/ The Culinary Institute of Vancouver Island (CIV) at VIU provides students with the options of the Professional Cook 1 (PC1) Certificate, the one-year Culinary Arts Certificate (PC1 & PC2 offered at the Nanaimo campus), and the two-year Culinary Management Diploma (offered at the Nanaimo campus). The Certificate and Diploma programs provide students with culinary training and management skills, giving them the leading edge to advancement in the culinary profession. https://www.viu.ca/programs/trades-applied-technology/culinary-arts	\$7,475 for certificate, see site for additional levels Certificate offered through the Nanaimo, Cowichan & Powell River campuses Advanced offered at Nanaimo campus
Prep Cook Certificate	North Island College	Develops essential workplace skills, safety knowledge and job readiness to launch a career in the food services industry. Students will learn to prepare soups, stocks, sauces, sandwiches, cookies and quick breads from highly-experienced, qualified instructors in modern, fully-equipped training facilities. On completion of program, graduates will be qualified for employment as a prep cook, porter or food service worker in a commercial kitchen, restaurant or resort. https://www.nic.bc.ca/programs-courses/trades-technical/culinary-arts-programs/prep-cook-certificate/	4 months Campbell River
Business and Entrepreneurial Skills			
Aboriginal Leadership Certificate	North Island College	Provides practical tools and knowledge to work at management and administrator levels of Aboriginal organizations across Canada. Learners work collaboratively as part of a cohort of experienced and emerging leaders. Online course work and in on-campus classes as part of 2-3 day gatherings on select weekends during each semester. Course work includes organizational writing and communications; history and impact of colonization; governance and organizational structure; vision, values, philosophies and ethics; community development and planning; economic development; human resources; finance.	Tuition and related expenses: 3,981 as of this report Start Date: Fall (1 year program with 5 years to complete) Dates and locations of residencies TBD but will rotate between regions

		https://www.nic.bc.ca/programs-courses/business/business-programs/aboriginal-leadership-certificate/	
NEDC Business Development Programs	Nuu-chah-nulth Economic Development Corporation	The NEDC provides workshops on a number of topics including business plan development, all aspects of financial planning, market research and pulling it all together. https://www.nedc.info/	Free Locations and dates announced on the website calendar. Sign up for notices.
Essential Skills for Indigenous Business	Native Education College	http://www.necvancouver.org/programs/business/certificate/essential-skills-for-indigenous-business	
Aboriginal BEST Program	BC Ministry of Advanced Education, Skills and Training and federal and private partnerships	The Aboriginal BEST Program provides a free training series on job creation & skills training. The program helps to nurture the entrepreneurial spirit of people, communities, and organizations. Participants meet guest speakers, identify viable business ideas, determine their feasibility, and take steps to start or grow their own businesses. http://aboriginalbest.com/about-aboriginal-best/	No cost for students. Locations and dates vary, listed on website
General Bookkeeping and Payroll	Vancouver Island University	Provides training in bookkeeping (levels 1 and 2), SAGE 50 accounting (levels 1 & 2) and Quickbooks (levels 1 and 2) https://pdt.viu.ca/bookkeeping-and-payroll	Contact institution for current costs. 6 evening sessions per level Offered in Nanaimo and Cowichan through VIU and Port Alberni through NIC.

Employment Readiness Support			
Nuu-chah-nulth Employment and Training Program (NETP)	Nuu-chah-nulth Tribal Council	<p>Helps build confidence and skills needed to find and keep employment. Services are available to all Aboriginal people living in Port Alberni, Zeballos, Gold River, Tofino, Ucluelet, and Nuu-chah-nulth communities.</p> <p>Includes career and job market exploration, resume development, job search and interview skills, life skills and assistance in overcoming barriers to employment (e.g., support getting driver's license, Gr. 12, work gear and clothing, daycare, etc.)</p> <p>http://www.nuuchahnulth.org/services/employment-training</p>	<p>No cost for students.</p> <p>May have costs to communities for travel of instructors, etc.</p>

APPENDIX 6 - POTENTIAL FUNDING AND FINANCING SOURCES

Title	Funder	Details	Submission Timing, if stipulated (may change)
BC Capacity Initiative (BCCI)	Government of Canada	The BCCI is a federally funded initiative that supports First Nations to enhance their capacity to prepare for consultation, negotiation, implementation or management of land and resources components of future aboriginal title settlement agreements. BCCI funding supports only land and resource activities related to First Nation' unsettled land claims and focuses on multi-sectoral land and resources, cultural heritage, community vision, strategic, comprehensive community plans, land and resource governance, land and resource professional development. www.bccapacity.org	December
Treaty Related Measures	Government of Canada	TRMs are a type of interim measure (IM) that are tied directly to treaty topics under negotiation. They are designed to facilitate treaty negotiations and bring certainty and economic resource development to First Nation and neighbouring local economies. TRMs are temporary arrangements negotiated within the treaty process, and may or may not become part of a treaty when it takes effect. https://www.aadnc-aandc.gc.ca/eng/1100100016437/1100100016438	January
Economic Project Based Funding	Indian and Northern Affairs, Government of Canada	Project-based funding is available for economic development, land management and environment management activities, including (but not limited to) capacity development, planning, land designations that support economic development, development of proposals to raise financial resources and program management services pertaining to community economic development https://www.aadnc-aandc.gc.ca/eng/1473167344730/1473167388579	Calls for proposals several times per year through regional offices Contact regional office for deadline
Aboriginal Business Entrepreneurship Development	All Nations Development Corporation, INAC, Nuu-chah-nulth	The Aboriginal Business & Entrepreneurship Development (ABED), INAC, with its program delivery partners the Aboriginal Financial Institutions (AFIs), provides funding to Aboriginal entrepreneurs, communities and organizations to increase the number of viable businesses in Canada owned and controlled by Aboriginal People. Provides business services	

Title	Funder	Details	Submission Timing, if stipulated (may change)
	Economic Development Corporation, Tale'awtxw Aboriginal Capital Corporation	and support, including repayable and non-repayable financial contributions, to aboriginal individuals, associations, partnerships or other legal entities which are wholly or partly owned or controlled by Aboriginal people, on or off reserve. Maximum funding: \$99,999 for Aboriginal individuals and incorporated businesses \$250,000 for community-owned businesses http://www.aadnc-aandc.gc.ca/eng/1375201178602/1375202816581	
Aboriginal Owned Business Loans	All Nations Trust Company	ANTCO is committed to meeting the financial needs of the Aboriginal communities. Therefore, ANTCO is pleased to offer loan products to Aboriginal business ventures for startup, expansion, acquisition or modernization purposes. http://www.antco.bc.ca/	
Aboriginal Banking and Entrepreneurship	Business Development Bank of Canada	Provides banking and loan opportunities for Indigenous people who seek to develop their own business. https://www.bdc.ca/en/i_am/aboriginal_entrepreneur/pages/default.aspx	
Lands and Economic Development Service Program (LEDSP)	Government of Canada	Provides funding for lands, environmental and economic development to assist First Nation and Inuit communities in enhancing their economic, land and environmental capacity to support the establishment of the conditions for economic development to occur. This includes funding for regional or national institutions to provide capacity development services to First Nation and Inuit communities. The program offers different types of funding to help First Nations and Inuit communities address the following: <ul style="list-style-type: none"> • Economic development in First Nations and Inuit communities • Operational (core) funding • Project-based funding • Reserve land and environmental management under the Indian Act 	Contact regional office for deadline

Title	Funder	Details	Submission Timing, if stipulated (may change)
		<ul style="list-style-type: none"> • Reserve Lands and Environment Management Regime • First Nations land and environmental management not under the Indian Act • First Nations Land Management Regime http://www.aadnc-aandc.gc.ca/eng/1100100033423/1100100033424 	
Procurement Strategy for Aboriginal Business (PSAB)	Government of Canada	PSAB supports Aboriginal business capacity development on behalf of the federal government of Canada. Through mandatory set asides, voluntary set asides, joint ventures and partnerships, the Strategy aims to assist Aboriginal businesses to compete for and win federal contracting opportunities. http://www.aadnc-aandc.gc.ca/eng/1100100032802/1100100032803	
Direct Support Funding, New Relationship Trust	New Relationship Trust, Government of BC	Supports First Nations in capacity building for planning related to governance, land use, comprehensive community plans, traditional land use, and economic development. http://www.newrelationshiptrust.ca/funding/direct-support/	May – specific date to be determined
Professional and Institutional Development	Government of Canada	Funds projects that develop the capacity of First Nation and Inuit communities to perform core functions of government, by funding governance-related projects at the community and institutional levels. http://www.aadnc-aandc.gc.ca/eng/1100100013815/1100100013816	Contact regional office for deadline
Community Opportunity Readiness Program (CORP)	Government of Canada	Provides project-based funding for First Nation and Inuit communities for a range of activities to support a community's pursuit of targeted economic opportunities that have the potential of attracting private sector funding and generate community economic benefits. https://www.aadnc-aandc.gc.ca/eng/1100100033414/1100100033415	Contact regional office for deadline
ITAC Tourism Development Funding Support Program	Government of Canada	Designed to strengthen the development of the Indigenous tourism industry across Canada. Prepares Indigenous tourism businesses to reach a market-ready state and develop sustainable growth for economic success	

Title	Funder	Details	Submission Timing, if stipulated (may change)
		https://indigenoustourism.ca/corporate/tourism-development-funding-support-program/	
Nuu-chah-nulth Economic Development Corporation (NEDC)	Various programs and Government of Canada	Helping Aboriginals and First Nation communities on Vancouver Island become healthy, wealthy and socio-economically independent by seizing all existing and emerging business opportunities and building on the new economy. https://www.nedc.info/	
Western Economic Diversification	Western Economic Diversification	WD invests in community-driven projects and other initiatives designed to increase productivity and competitiveness, and improve the quality of life in western communities. Funding is available for community projects that support at least one of WD's strategic priorities: innovation, entrepreneurship and community economic development. https://www.wd-deo.gc.ca/eng/16.asp	
Indigenous Forestry Initiative	INAC and Natural Resources Canada	To enhance the capacity of First Nations to manage sustainable reserve forests and to operate and participate in forest-based businesses; to increase First Nations cooperation and partnerships; and to investigate financing mechanisms for First Nation forestry development. https://www.nrcan.gc.ca/forests/federal-programs/13125	
Indigenous Entrepreneur Loan Program	Business Development Bank	Provides financing and practical advice on starting and building businesses. https://www.bdc.ca/en/i-am/aboriginal-entrepreneur/pages/default.aspx	
Post Secondary Education Funding	New Relationship Trust, Government of BC	Bursaries are awarded to students pursuing trades certificates and diplomas. http://www.nrtaf.ca/apply-for-funding/scholarships/ Scholarships are awarded at the Bachelors, Masters, and Doctorate levels. http://www.nrtaf.ca/apply-for-funding/scholarships/	

Title	Funder	Details	Submission Timing, if stipulated (may change)
First Nations and Inuit Summer Work Experience Program (SWEP)	Government of Canada	Projects under the First Nations and Inuit Summer Work Experience Program allow youth to learn about career options and earn an income that may contribute to university or college education. Provides youth with summer employment opportunities where they can gain work experience and develop important skills such as communication, problem-solving and teamwork. The proposals will support work experience opportunities for First Nations and Inuit secondary and post-secondary students, between May 1st and the beginning of the student's fall academic term. https://www.aadnc-aandc.gc.ca/eng/1100100033610/1100100033615	
First Nations and Inuit Skills Link Program	Government of Canada	This program helps First Nation and Inuit youth acquire essential employment skills and learn about job and career options. The First Nations and Inuit Skills Link Program supports activities that assist youth in acquiring the essential skills that will help them gain employment, function well in the workplace, and learn about job and career options. Activities may include career promotion, science and technology activities, co-operative education placements and internships and mentored work placements.	April
Indigenous Community-Based Climate Monitoring Program	Government of Canada	Provides funding to support Indigenous communities in the development and implementation of community-based climate monitoring projects. The goal of the program is to support Indigenous peoples in monitoring climate indicators, which will provide the data required to inform community adaptation actions. In addition, the data can help address climate data gaps within Canada and improve climate models and weather predictions. https://www.aadnc-aandc.gc.ca/eng/1509728370447/1509728402247	
Aboriginal Fund for Species at Risk	Government of Canada	supports the development of Indigenous capacity to participate actively in the implementation of the Species at Risk Act (SARA).	March

Title	Funder	Details	Submission Timing, if stipulated (may change)
		https://www.canada.ca/en/environment-climate-change/services/environmental-funding/programs/aboriginal-fund-species-risk.html	
The Green Source	Environment and Climate Change Canada	A resource guide prepared by Environment and Climate Change Canada that identifies numerous sources of funding for environmental projects. It includes information on public and private sector programs and organizations that provide assistance, labour costs or in-kind donations to community groups. https://www.canada.ca/en/environment-climate-change/services/environmental-funding.html	
EnviroFund	Vancity Credit Union	Supporting projects that help local communities be more sustainable, by encouraging people to consume and waste less. The Vancity enviroFund™ investments support local businesses, organizations and non-profits that are helping communities find the innovative solutions needed to consume less, while living happier and well-balanced lives. https://www.vancity.com/SharedContent/documents/pdfs/EnviroFund/Vancity_2018_Guidelines_and_Application_Process.pdf	Ongoing
BC Hydro Corporate Donations	BC Hydro	BC Hydro provides support to community-based, non-profit organizations and registered charities that are active in one of the key funding areas: 1) environmental sustainability, 2) youth and lifestyle, or 3) community leadership. https://www.bchydro.com/community/community-giving/grants.html	February - March
Real Estate Foundation of BC	Real Estate Foundation of BC	The Real Estate Foundation of BC supports real estate and land use practices that contribute to resilient, healthy communities and natural systems. The three grant program areas of focus are: 1) Built Environment, 2) Fresh Water Sustainability, and 3) Sustainable Food Systems. http://www.refbc.com/	
Arts funding	Canada Council for the Arts	Various funding streams including Professional Development for Artists at different project phases and for other kinds of development such as promotion and exhibiting. http://canadacouncil.ca/funding	

Title	Funder	Details	Submission Timing, if stipulated (may change)
Jordan's Principle	Indigenous Services Canada, Government of Canada	Based on the child-first principle meant to prevent First Nations children from being denied essential public services or experiencing delays in receiving them. It can address but is not limited to, gaps in such services as mental health, special education, dental, physical therapy, speech therapy, medical equipment and physiotherapy https://www.canada.ca/en/indigenous-services-canada/services/jordans-principle.html#a1	
RBC Youth Mental Health Project	Royal Bank of Canada (RBC)	We fund programs that address youth and family's immediate need to access mental health services, a critical area identified by parents, youth and experts in the field. We have chosen to focus our funding on two areas where we believe our support can make the biggest difference: Navigation programs and Technology based solutions http://www.rbc.com/community-sustainability/apply-for-funding/guidelines-and-eligibility/childrens-mental-health.html	
Urban Programming for Indigenous Peoples: Organizational capacity	Indigenous Services Canada, Government of Canada	UPIP is designed to assist First Nations (status and non-status), Inuit and Métis living in or transitioning to urban centres. Funding is also available for organizations that serve rural and northern areas that act as hubs for those living on reserves or in smaller northern settlements. https://www.aadnc-aandc.gc.ca/eng/1471368138533/1471368161152	
Community to Community Forums (C2C)	Union of BC Municipalities, First Nations Summit	The C2C Forum is a provincially and federally sponsored program in which "host" communities that hold a forum can get half of allowable costs covered. The forums are about opening lines of communication and building relationships between neighbours (local governments and First Nations). http://www.ubcm.ca/EN/main/funding/lgps/community-to-community-forum.html	Oct. 2018

APPENDIX 7 – A SAMPLING OF ENGAGEMENT AND DECISION-MAKING TOOLS⁴

The following tools are intended to assist in assist engagement, analysis and decision-making.

1. Stakeholder Impact Analysis – explores the following:
 - A. Impact On Stakeholders
 - B. Impact By Stakeholders
2. RASCI Chart – helps identify who to involve and how
3. SWOT Analysis – explores strengths, weaknesses, opportunities and threats
4. Force Field Analysis – explores forces for and against
5. Decisional Balance – explores the cost and benefits of doing or not doing
6. Priority Rating Matrix – aids in priority setting by assessing various factors (cost, need, etc.)
7. Risk Analysis Matrix
8. Comparison Grids – explores factors such as revenue/job and benefit/risk
9. Benefits Calculator Worksheet

Each of the tools includes a brief introduction and specific instructions on how to use them. Which of these tools you use and the order you do them in, will depend on the type of project and the what has already been established. The tools work well together to help identify issues and opportunities, their relationship to stakeholders and who to involve in what.

Note: For many of the tools it is suggested that you use a flipchart if working with a group so that everyone can see the points recorded and follow the evolution of the analysis. For presentations of results to broader audiences, it may be worth making handouts or PowerPoint so others can see the factors that went into the decision-making process.

1. STAKEHOLDER IMPACT ANALYSIS

A key component of economic development decision-making is considering impacts on and from stakeholders.

Stakeholders are any individuals, groups or organizations that may be affected by an initiative – either positively or negatively. This might include members, staff, specific groups, neighbouring communities, industries, or governments as represented by their agencies, etc. It is helpful to develop as broad a list of stakeholders as possible so as not to unintentionally miss a group, with unintended consequences.

The following stakeholder Impact tools provide ways of assessing impacts related to given project or situation. There are two kinds of impacts that involve stakeholders.

(A) positive or negative outcomes of a project on stakeholders and their interests (see tool A)

(B) impacts that stakeholders may themselves have on the project

⁴ Tools excerpted from “A Collection of Tools for Working Together”, P. Beltgens, 2013

A. Analysis of Impacts On Stakeholders

This tool is intended to review the kind and level of impacts on stakeholders as well as identifying strategies to deal with impacts.

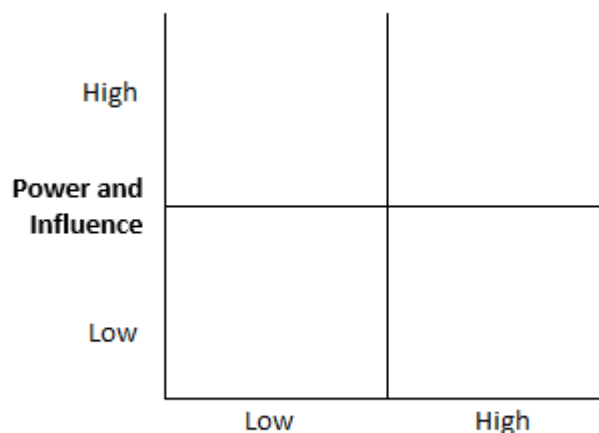
Stakeholder	Stakeholder Interests	Impact (including potential)	Positive or Negative	Level of Impact (H/M/L)	Strategies to improve

Steps in a Stakeholder Impact Analysis

1. Brainstorm all the stakeholders that are potentially involved and/or affected and list them in the first column.
2. Discuss and record the stakeholders' interests.
3. List the impacts on stakeholders' interests, both positive and negative
4. Record if the impact is positive or negative (Can use colours for this to make it more visual)
5. Record if the impact is anticipated to be high, medium or low (can use colours or height of bar chart in section)
6. Discuss and record strategies to decrease negative impacts and / or increase positive impacts.
7. Review the overall results and weight/scope of impacts as part of decision-making.
8. If there is a decision to go ahead, plan accordingly with the strategies that have been identified.

B. Analysis of Impacts By Stakeholders

This tool is used to map out the power/influence and interests of stakeholders and examine how that may impact being able to implement an initiative. This is particularly important in terms of proactively engaging with agencies, groups or individuals who may work against a project.



1. As with the previous exercise (or building on it), identify all the stakeholders. You may want to break the stakeholder list down by primary and secondary stakeholders if useful.
2. On the 2x2 grid, place the stakeholders according to their level of interest and their ability to influence the initiative (e.g., high interest, high influence would be in the upper right quadrant).
3. Review the grid after it is complete and take into consideration in decision-making and planning.

It is important to remember, especially in analyzing stakeholders interests, that interests and impacts usually cannot be quantified and measured, and there may be quite a variance in different people's perceptions. One stakeholder may be very concerned about a project, while another with exactly the same interests and/or potential impacts may have very little concern. These potential variances should be born in mind when evaluating stakeholders' interests and impacts.

2. RASCI CHART

A RASCI Chart is a table that identifies who needs to be involved in a process and the levels of responsibility and authority. The chart is useful as a planning, monitoring and orientation tool. It should be used in the planning stages to clarify the decision-making structure and identify who needs to be involved at different phases of a project. It can be used at varying levels of detail and is intended to be used in conjunction with other planning tools (e.g., workplans identifying timelines, etc.)

The RASCI acronym stands for the following:

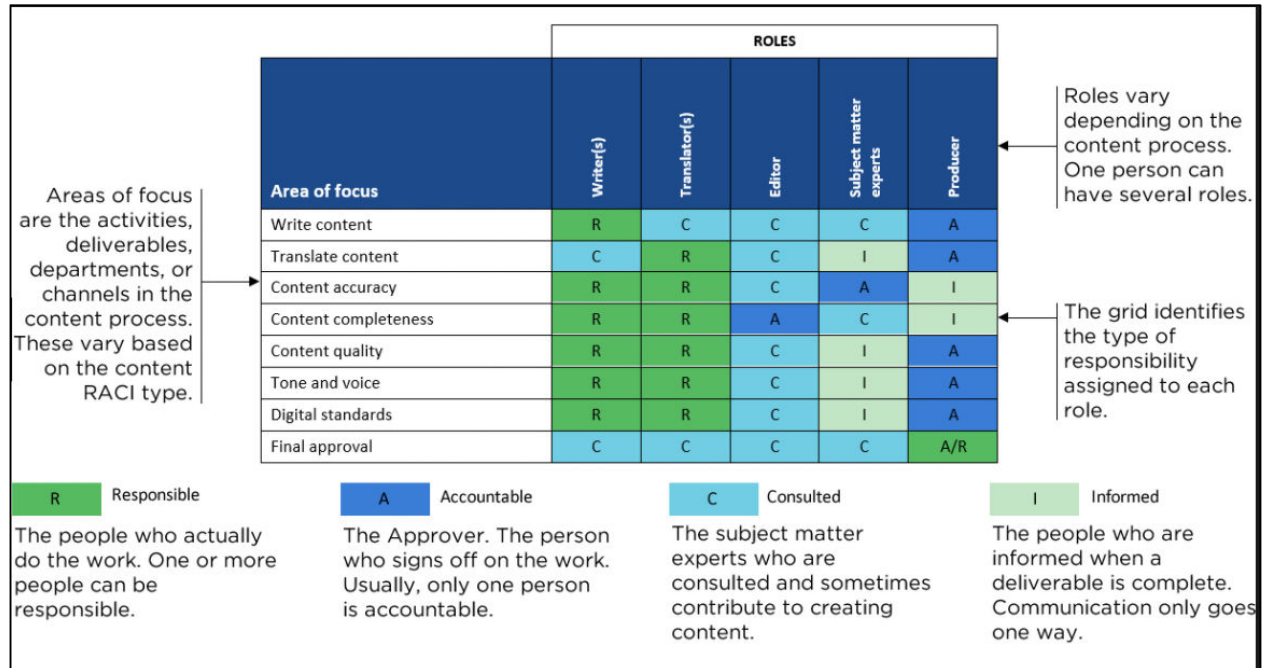
R = Responsible:	The person who is responsible for doing this task or making this particular decision. More than one person can have responsibility for a particular item.
A = Accountable	The person on the team who must sign-off (approve) this aspect of the project. This does not necessarily mean this person is doing the actual task, but they are accountable to ensure that it is done. Ideally there is only one person who fills this role for any particular item as it can get confusing if a team is accounting to more than one person. Rs are accountable to this person.
S = Supportive	This is a person(s) who supports the task or decision by providing resources or assisting in some way. (Note: this category is not always included)
C = Consulted	This is a person(s) provides substantive input/knowledge to the Rs in the planning stage, before they implement the task or make the decision.
I = Informed	This person(s) will be informed of the outcome when the task/activity has been completed, or the decision has been made.

Advantages of using a RASCI Chart include:

- It is a strong, visual communication tool illustrating roles and responsibilities
- It clarifies the differences between roles, such as responsibility and final accountability
- It ensures that all tasks have owners attached (those who take responsibilities)
- It decreases duplication of efforts
- It facilitates the right people being assigned to the right roles

- It facilitates inclusive consultation

The following are examples of RASCI Charts:



Example 1 – Developing a website⁵

Health Centre Conference Task/Activity/Decision	Health Region Director	Health Centre Managers	Community Nurses	Health Centre Admin Staff	Community Advisories	Ministry of Health
Develop Conference Agenda	A	R	C	C	C	C
Develop budget	A	R	C	C	C	I
Decide on date and venue	A	R	C	C	C	I
Organize venue	I	A		R		
Identify speakers for conference	A	R	C	I	C	C
Organize catering and onsite logistics		A		R		

Steps in developing a RASCI:

1. Identify the key tasks and decisions and list them in the column on the far left of the chart. (Using an electronic spreadsheet will allow you to add rows as you think of more items.)

⁵ <http://wiremea.com/raci-diagram-roles-and-responsibilities.html>

2. Identify all the people/groups involved and list them along the top of the table above each column. (If you've done either of the previous activities, you'll already have a comprehensive list of stakeholders.)
3. Put the appropriate letters in the cells for who is responsible/informed etc. for each task or decision. Note: Every item (step) in a RASCI requires an R – at least one person who is taking responsibility for the item.
4. Check to see if any of the items need to be divided into sub-tasks. If there are two or more Rs assigned to one task, it is worth taking another look for whether you can divide it up.
5. Check to make sure there aren't any gaps where no one is identified as Responsible.
6. Check to make sure there are no spots where more than one person is Accountable.
7. Once you've collaboratively developed the chart, share it with any people who will be involved, make any adjustments as per input and finalize.
8. Use the chart as part of your monitoring process to ensure the right people are being involved at key points in the process.

3. SWOT ANALYSIS

Another common tool for economic development decision-making is the SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. The SWOT is a simple activity to use and it quickly produces a great deal of information. A SWOT can be done on the overall project, and, with more involved projects, on individual components of the project.

Below is an example of the kinds of questions to consider during a SWOT activity.

1. Strengths (existing) <ul style="list-style-type: none"> ▪ What are our assets and resources (people, things, finances) ▪ What are our skill and knowledge assets? ▪ How are we situated in the system or market? ▪ Who are our allies? ▪ What influences are in our favour? 	2. Weaknesses (existing) <ul style="list-style-type: none"> ▪ What are we missing? ▪ Where are our gaps in capacity? ▪ What do we avoid talking about? ▪ What resources are we short in?
3. Opportunities (possibilities) <ul style="list-style-type: none"> ▪ What resources might we be able to access? (funds, expertise, etc.) ▪ What external influences could be in our favour? (trends, fashions, policies, politics, market changes) ▪ Who would we like to bring into this situation? ▪ What events could be of benefit to us? 	4. Threats (possibilities) <ul style="list-style-type: none"> ▪ What are possible trends and influences that will affect us? ▪ What is happening with our staff and leadership? ▪ What is happening with competition? (for market, funding, etc.) ▪ How are our long & short-term finances? ▪ What is happening in terms of regulations, standards, etc.?

As an example, the following SWOT analysis was included in the Vancouver Island University “Market Assessment for a Recreational Vehicle Campground for the Ditidaht First Nation” in 2010:

2010 VIU SWOT on RV Park

1. Strengths	2. Weaknesses
<ul style="list-style-type: none"> ▪ Close proximity to the Walbran Valley makes the community a logical place for overnight visitors to stay. ▪ Being the third access point on the West Coast Trail hike/ Whyac traditional village Cultural heritage site ▪ Having the second largest salt water lake in Canada with amazing winds ▪ Naturally attracting adventure tourists ▪ Lake front access and close proximity to the ocean ▪ Close to famous spots including the Tsusiat falls, Riata ship wreck, and the Carmanah lighthouse on the west coast trail ▪ Continued increase in R.Vers (baby boomers, families etc) ▪ A market of elite American tourists who want a place to escape to, store their R.V's and moor their boats. ▪ Already existing storm watching, kayaking/ canoe tours, cultural tours, whale watching and sports fishing companies ▪ Ditidaht property surrounds one of the largest fish hatcheries in BC. ▪ Local Artisans (5-6 carvers of masks and regalia plus 4-5 basket weavers) ▪ Exciting community event “WindFest” draws in local and international visitors ▪ Network of mountain biking trails ▪ Hydro hook up at the potential RV sites would be easy ▪ Existing demand for tourism from hunters, fishers, windsurfers and kiteboarders ▪ No large scale resistance to tourism/ RV park development ▪ Ditidaht owns a significant amount of private land ▪ Some of the potential RV sites are already cleared and the Nitinaht Recreation campsite has started installing platforms ▪ The existing tourism attractions and events i.e.) whale watching, Wind Fest 	<ul style="list-style-type: none"> ▪ Strong winds making it difficult for access by helicopter, airplane or float plane ▪ From the Lake Cowichan access point the traveler meets a fork in the road and there is nothing to draw them in the direction to Ditidaht (no appealing signage etc). ▪ The community's infrastructure is not market ready ▪ Untrained labor pool ▪ Washed bridges (no access to recreation sites during the wet season) ▪ No services for Rvers ▪ The road ▪ No statistics/ information on visitor characteristics ▪ No statistics on the number of existing visitors who would like to use RVs if possible ▪ Underdeveloped amenities ▪ Poverty and unemployment issues ▪ Low post secondary education levels likely means there is low business development capacity ▪ Boaters are intimidated to enter at the Nitinaht Narrows which prevents visitors accessing the community from their marine access point.

<ul style="list-style-type: none"> ▪ One of the two last rainforests on the Island 	
<p>3. Opportunities (possibilities)</p> <ul style="list-style-type: none"> ▪ If day visitors to the Carmanah Valley are drawn into Ditidaht by amenities, tours and natural features it may persuade them to stay longer and spend more money. ▪ Guided tours or self hunting opportunities (bear, deer, elk etc) ▪ Increase marketing of the Nitinat canoe triangle ▪ Develop interpretive tours such as boat trips, whale watching, wildlife viewing etc. ▪ Offer high end camping trips along the river ▪ Utilize horseback riding trails ▪ Hydro hook-up at potential RV sites would not be difficult because of their proximity to power lines. ▪ Lack of existing R.V. park leaseholds in the region ▪ Economic stimulation and diversification for the community ▪ Tap into the “rustic” RV market ▪ Provide RV storage for fishing market ▪ Develop attractions further ie) trails to cultural items ▪ Start a dialogue with Parks Canada regarding development plans 	<p>4. Threats (possibilities)</p> <ul style="list-style-type: none"> ▪ The logging roads into the community, (especially from the Lake Cowichan access point). If Western Forest Products stops maintaining them there will be no easy access for RVers ▪ Pushing out the wind/kite surfer markets by using “their areas” to cater to RVers. ▪ Closing off third access point into the park ▪ Fishing and hunting regulations could limit visitation by these markets ▪ So few businesses exist in the community that it is questionable whether or not economic benefits from an RV park would trickle down past the RV park managers ▪ Some active resistance to tourism development has been displayed by a handful of Ditidaht residents in the past, which may negatively impact Ditidaht’s image as a destination ▪ Lack of dialogue with Parks Canada could threaten the integrity of RV development

A SWOT analysis is a good evaluation tool on its own, but it can also serve as a way to involve and inform stakeholders. A SWOT analysis conducted with diitiid7aa7tx can:

- stimulate interest in the project
- draw out people’s knowledge about many factors they may not have been aware of
- reflect the broad range of SWOT perspectives
- set the stage for acceptance of the ultimate decision on a project, etc.

Steps in a SWOT

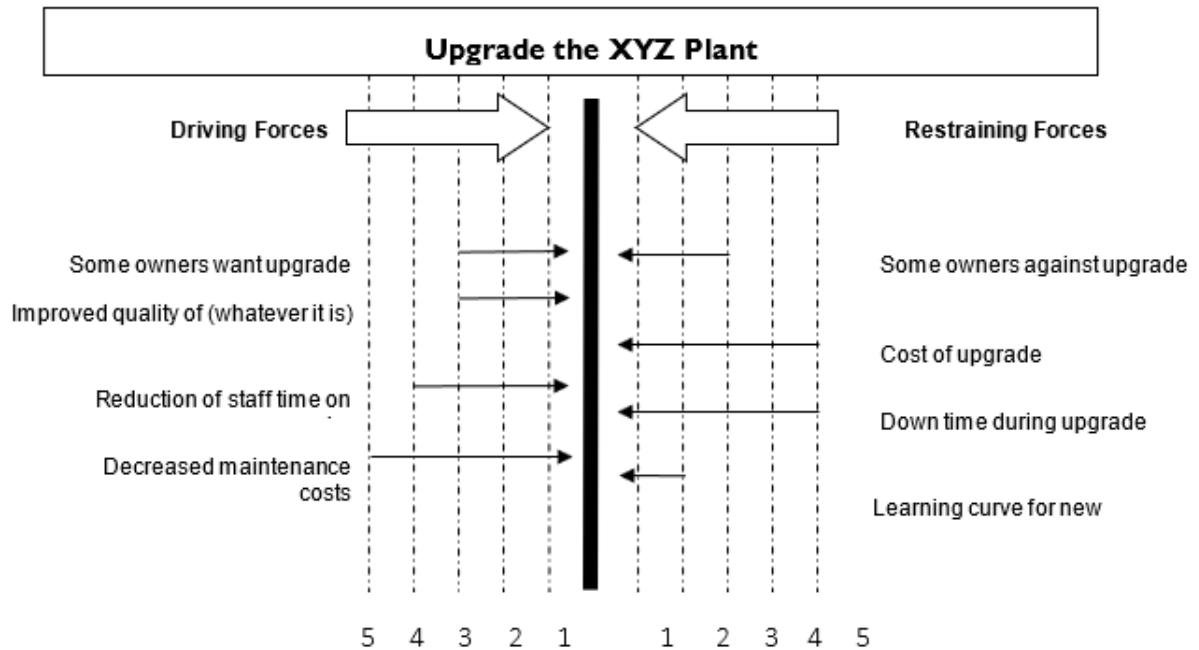
1. Discuss and identify the proposal that the SWOT will be conducted on (e.g., an RV park)
2. Brainstorm the Strengths, Weakness, Opportunities and Strengths (either in large group or small groups take sections).
3. Review and take stock of overall picture. Take into consideration in decision-making and planning (i.e., strategizing for weaknesses and threats and building on strengths and opportunities).

4. FORCE FIELD ANALYSIS

The Force Field Analysis tool was developed by Kurt Lewin (1947) as a means of identifying forces that are supportive or challenging to a given situation (a program, problem, initiative). The premise is that the most effective way to work towards success is to minimize the forces that are creating challenges and resisting the change to the desired situation. This hopefully

avoids the potential for inadvertently creating new problems by over-strengthening the Driving Forces.

The diagram on the following page shows what a Force Field Analysis looks like when it is filled out:



Steps in a Force Field Analysis

4. Discuss the current situation.
5. Describe the desired situation or proposal put the statement at the top of the flipchart.
6. List all the forces driving toward the desired situation on the left.
7. List all the forces that are restraining or resisting the desired situation on the right.
8. Examine and analyze all the forces for and against the desired situation and give each force a strength score (for example 1 = very weak and 5 = very strong)
9. Chart the forces with the Driving Forces on the right and the Restraining Forces on the left. Use a rough grid to plot the strength of each force. (see next page)
10. Explore if the desired state is possible given the various forces.
11. If it is deemed possible, discuss how to minimize the Restraining Forces and support the Driving Forces.
12. Explore what the potential impacts (intended and unintended) of minimizing or supporting the different forces.

5. DECISIONAL BALANCE

The Decisional Balance worksheet is another 2x2 matrix that allows you to fully explore the costs and benefits of doing or not doing a proposed solution. This can help a group or individual decide that a proposed action is a good way to go or perhaps that it is best to not make a change at this time.

Statement of Proposed Activity or Solution	
Benefit of Doing - - - -	Benefit of Not Doing - - - -
Cost of Doing - - - -	Cost of Not Doing - - - -

Steps in A Decisional Balance

1. Write the Statement of the Proposed Activity or Solution in the first row.
2. Go through each quadrant and add points on the costs/benefits of doing or not doing the proposed activity or solution.
3. Discuss and add to any quadrant as items emerge during discussions.
4. Explore if there are particular weights to any of the benefits or costs.
5. Use as many Decisional Balance worksheet as you have proposed solutions.

6. PRIORITY RATING MATRIX

A Priority Rating Matrix helps to identify different options or solutions and rate each of them on a variety of criteria. The main purpose of the tool is as method to ensure the key factors are taken into consideration, discussed and weighted.

The highest total number is not always the one the team will ultimately choose as the best option, but it helps in making informed decisions. Certain factors, such as the extent of the impact, may cause a team to decide that option is worth the additional effort and expense.

Benefit Rating: 10=high benefit / low expenditure of resources

1=low benefit / high expenditure of resources

Statement of the Opportunity or Issue to be Solved:					
Opportunity/Solution Options	Criteria	Criteria	Criteria	Criteria	Rating Totals
	(e.g. Cost)	(e.g. Time)	(e.g. Acceptability)	(e.g. Authorization)	
	10=high 1=low	10=high 1=low	10=high 1=low	10=high 1=low	

Steps in a Priority Rating Matrix

1. Write the Statement of the Issue to be Solved in the first row.
2. List all the possible solution options in the first column. Make room for as many solutions as you need.
3. Add your own rating criteria across the top for the remaining columns (the ones above are just examples).
4. You can give some items a greater weight if it has a greater significance in the decision-making by multiplying any of the ratings in that column by 2 (e.g. 'cost').
5. Rate each option taking with 10=high benefit or low expenditure of resources and 1=low benefit or high expenditure of resources
6. Add the total of each row and put the totals into the final column.
7. Discuss the ratings and see if there are any additional considerations.

7. RISK ANALYSIS MATRIX WORKSHEET

A Risk Analysis Matrix is an effective tool for identifying the risks involved in a particular solution or initiative. Depending on the nature of the project and the risks, significant research may be involved in assessing the probability and the seriousness of the risks. The matrix can be a starting place for those conversations and research planning.

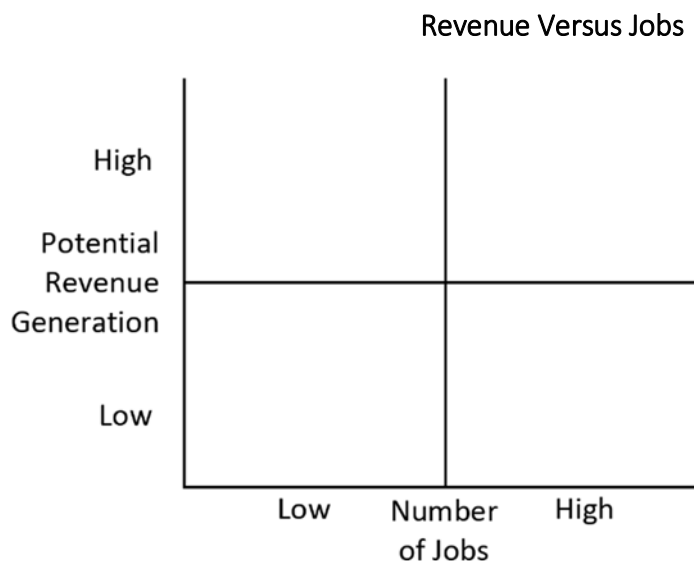
Proposed Solution:			
Risk (list the risks associated with the proposed solution Add more lines if needed)	Probability 10=high 1=low	Seriousness 10=high 1=low	P x S
Total			

Steps in a Risk Analysis Matrix

1. Use as many of these matrices as you have proposed solutions.
2. Write the proposed solution in the first row and the lists associated with the proposed solution in the first column.
3. Rate the probability of the risk happening on a scale of 1 – 10. (conduct research first if needed)
4. List the seriousness of that risk if it occurs on a scale of 1 – 10. (conduct research first if needed)
5. For each row, multiply the probability by the seriousness for a total of that risk.
6. Add the totals of the last column to find the total risk rating of the proposed solution.
7. Compare the total risk numbers for every proposed solution that has been analyzed.

8. COMPARISON GRIDS

Two other grids to support analysis and decision-making are show below:

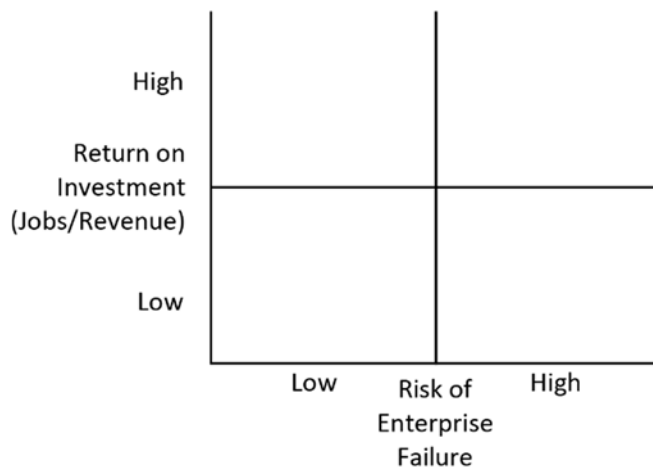


The revenue versus jobs grid shows the balance between whether a venture can potentially make profits to provide revenue to the First Nation, and/or jobs for diitiid7aa7tx. The ideal of high revenue generation and high job creation is rarely possible so it is good to look at how they balance out.

Steps in a Risk Analysis Matrix

1. To do this exercise you put the potential economic development activities in the appropriate sections of the grid.
2. The information to put in the in the grid will likely require some background research to ensure it is roughly accurate.

Return Versus Risks



The return versus risk grid shows how benefits may be balanced against risks. The ideal in this case is high return on investment through revenue and/or jobs, at very little risk of the enterprise failing (falling in the upper left quadrant).

As with the previous grid, some research may be involved in order to place activities reasonably accurately on the grid.

9. BENEFITS CALCULATOR WORKSHEET

2018-2019 BENEFITS CALCULATOR WORK SHEET

Recipient Name:

Proposal: Title of Project

BENEFIT	YEAR								How will jobs, training and spin-off businesses be created/generated?
	1	2	3	4	5	6	7	8	
Aboriginal full-time jobs at year end									
Aboriginal part-time jobs at year end									
Community members trained during year									
Spin-off businesses at year end									
Value of Aboriginal full-time employment(\$)									
Value of Aboriginal part-time employment(\$)									
Value of training for community members (\$)									
Value of new businesses or business expansions (\$)									
Value of contracts for or sales from community businesses (\$)									
Value of incremental community government revenue (\$)									
Value of new investment in community (\$)									
Value of community infrastructure benefits (\$)									
Value of quantitative community economic benefits (\$)									
Total Quantitative Community Economic Benefits (\$)									

Fill information in the appropriate columns.

**Ditidaht First Nation
Proposed lodge at Whyac, Nitinat Lake, BC

Preliminary Report
August 8, 2006**

Prepared by:
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1. Background and Scope

In the Ditidaht First Nation area tourism is an emerging industry. In the region, tourism developments are expanding with many new products coming onto the market. Also of consequence is the sale of fee simple land parcels near the Band held by primary industry corporations (i.e. forestry corporations such as TimberWest), and inquiries by these new buyers for water access. Ditidaht feels that it is important for it to enter the tourism industry now so that it will be able to:

- maximize on the opportunities in the area (rather than being a follower); and
- be the tourism leader in their territory so that it is developed in a manner that reflects their cultural values, principles, land management practices, and provides economic and employment to their community.

The Band feels the development of an upscale lodge facility on Band lands is a way to enter the industry, generate revenue, create Band member employment and offer tasteful and authentic interpretation of a range of its cultural and heritage experiences.

The original site identified by the Band is Iktuksasuk also known as “The Flats”. This was changed prior to the commencement of this assignment to a site known as Whyac at Nitinat Lake Narrows.

The consultant’s role was to determine the financial feasibility of the project as outlined by Ditidaht and, on the assumption that our findings conclude that an economic opportunity exists with no more than reasonable level of business “risk”, make recommendations on the preferred concept and seek equity investor interest.

1.1 Status of the Assignment

Onsite fieldwork was conducted from July 17 to 24, 2006 and comprised of an escorted tour of the site preferred by Ditidaht, documentation gathering, visits to other sites, and the review of relevant tourism attractions and overnight accommodation facilities. In addition, interviews were held with representatives of public and private sector agencies appropriate for our purposes.

The following is a preliminary summary of the findings. It provides an overview of the preferred sites, issues related to infrastructure that would affect visitor travel decisions, general market conditions, and conclusions affecting the feasibility of each site. This report closes with recommendations on activities that should be undertaken to evaluate feasible opportunities and development of an approach that would fulfill Ditidaht’s desire to enter and be leaders in their region in tourism.

2. General Area Considerations

2.1 General Location and Transportation Routes

The preferred site is located at the foot of Nitinat Lake in the southwest corner of the Cowichan Valley Regional District. This is situated in the southern portion of Vancouver Island, British Columbia.

Access to Vancouver Island is approximately two hours west of British Columbia's Lower Mainland by public ferry from Tsawwassen or Horseshoe Bay to either Nanaimo or Sidney (Victoria). Access to Victoria and Nanaimo is also possible via commercial airlines to both Nanaimo and Victoria offering a preferred alternative for business travellers. Smaller commercial airlines fly to Port Alberni and Ucluelet/Tofino.

2.1.1 Nitinat Lake

Nitinat Lake is situated southwest of the Village of Cowichan Lake being about two hours driving distance from the City of Duncan via highway #4 west. This is a paved, year round, two-lane route permitting speeds of up to 100 kph to be safely driven to the Village of Lake Cowichan. Thereafter, access to Nitinat Lake is via one of two alternate logging roads (Caycuse/Honeymoon Bay or Youbou), both maintained at the grace of the logging companies while active logging continues in the area. Accordingly, these are unpaved, two-lane, narrow and twisting and open year round, but not maintained to the standards required by provincial highways. Access on either route takes approximately one to 1.5 hours from the Village and is somewhat dependent on the extent of logging truck passage. It is slightly shorter via Youbou by approximately nine kilometres than via Caycuse. Neither is considered comfortable or safe for first time visitors particularly if logging traffic activity is heavy or during periods of low lighting and after dark. While recreational vehicles (RVs) and camper trailers do access the lake along these routes, neither would be acceptable for group tour buses. Visitors using rented vehicles traveling to the area may also be restricted driving these routes by the rental company. It is our understanding that there are no plans to upgrade either road.

Access to the Nitinat is also possible via Port Alberni in a generally south westerly direction. While this is also an active logging road, it has been somewhat upgraded and presents a more uniform stable driving surface of about the same driving distance as the route from the Village of Lake Cowichan. Port Alberni is a major marine industrial location for a range of timber related activities. It also provides direct highway and marine access to a number of tourism experiences within Pacific Rim National Park and at offshore marine locations respectively. It is located less than one hour driving distance from Nanaimo along highways #19 and #4. It is a paved, two-lane, year round route permitting safe, convenient access to Port Alberni and onwards to the park and neighbouring communities at speeds of up to 90 kph.

2.1.2 The City of Duncan

Located approximately one hour north of Victoria, this is accessed via the Vancouver Island portion of TransCanada Highway #1 and less than one hour from Nanaimo via the same route. Highway routes are paved, open year-round, four-lane and permit speeds of up to 90 kph to be safely driven.

2.1.3 The City of Nanaimo

The City of Nanaimo has reinforced its position as Vancouver Island's mid-island "hub" community with the recent years' completion of the new high speed Inner Island Highway connecting Nanaimo with Campbell River to the north. This route permits high speed access (up to 110 kph) along a modern four-lane paved, year round route. As a result it now brings tourism experiences north and west of Nanaimo (and the Port Alberni, Ucluelet, Pacific Rim National Park and Tofino areas in particular) directly into the competitive environment of many Cowichan Valley Regional District attractions making them much more easily, speedily and safely accessible for visitors from Nanaimo and Victoria approach directions. This is of particular importance in context of Nitinat Lake and area located tourism experiences including Carmanah Pacific and Walbran Provincial Park (the 32 km access to which from the Nitinat Lake junction is also a poorly maintained logging road).

It is also worth noting that the recent years' introduction of the Pacific Marine Circle Route promotes an upgraded route that connects Mesachee Lake (at the eastern end of Lake Cowichan) with Port Renfrew, the southern terminus of the West Coast Trail. The circle extends southeast through Sooke to Victoria and northwards to Duncan. There is no connection with Nitinat Lake and none is contemplated. In our view this aggravates an already difficult situation for tourism projects along the Nitinat Lake access route and area.

Brief comment on marketing oriented directional signage is appropriate. This is acceptable on main highway approaches to Duncan in both north and south bound directions. Similarly, signage along highway #4 west between Duncan and the Village of Lake Cowichan directing visitors to the Nitinat Lake and Carmanah Provincial Park areas is decent. By contrast, signage for visitors along the logging routes' access is unacceptable and is confined to logging route directions and to the minimal extent that this is required.

2.2 Conclusion

As a result of our fieldwork, we concluded that poor and time consuming road access to Nitinat Lake without any indication of improvements is an adverse market condition to commercial tourism projects in the Nitinat area. This is aggravated by the improved and relatively more convenient, safer and speedier access to "intervening" tourism opportunities within the Nanaimo, Campbell River, Port Alberni, Ucluelet-Tofino corridor and new Pacific Marine Circle Route.

3. Site Analysis

3.1 Whyac

Whyac, called the “Place of nettles” (although we encountered none) is located above Nitinat Narrows, where Nitinat Lake enters the ocean. It is a rocky outcropping bordering the Narrows, with a vegetation covered “saddle” connecting the point with a tree line which eventually borders the West Coast Trail on the south side of the Narrows. Upland lands bordering Ditidaht First Nations’ reserve land on both sides of the Narrows and for stretches along the lake are within Pacific Rim National Park. The site is not serviced with no provision for hydro, water or garbage removal.

There is an accessible beach immediately south of Whyac. This beach is fully exposed to the ocean but represent a lee-shore under prevailing northwest wind situations. A narrow, unkept but used trail connects a small bay immediately north of Whyac with this beach.

Views from the top of the site are spectacular, and even more impressive than those from either Middle Beach Lodge or Wickaninnish Lodge in the Long Beach area of Pacific Rim National Park, north of the site. This is largely due to the absence of islands off shore which in the case of the latter two properties act to break the power of the waves before they crash on shore.

We have already described access to Nitinat Lake. Access to the Ditidaht Village is an extension of this route which branches north of the Village with logging road access to Carmanah and Walbran Provincial Park. Hydro and water are available to the Village.

Access to Whyac is by boat along Nitinat Lake, a trip of approximately a half hour and is somewhat dependent on lake conditions, winds and types and speed of vessel used. Access to the ocean through the Narrows is challenging for boaters and inexperienced, unfamiliar recreation boaters in particular, due to the extremely strong adverse flows at tidal changes which is a situation aggravated by seasonal prevailing winds.

3.2 Freehold Sites

During the course of our fieldwork we identified a number of undeveloped freehold sites at the head of Nitinat Lake. These border the Nitinat Hatchery fish pens and public boat launch, are adjacent to the Little Nitinat River, and are easily accessible from the Ditidaht village road (more or less at the intersection of this with the Carmanah Walbran Provincial Park fork). In addition, we understand that one or more of these is zoned for tourism accommodation and water recreation uses and would only require building permission for licensed uses. While no building permits have been issued at this time, it is important that we undertake supplementary due diligence to determine the business risk potential which these may pose to a future development at Whyac or alternative site.

We understand that while water is readily available in the general area of Nitinat Hatchery and Ditidaht Village, digging for water elsewhere may lead to contact with hydrogen sulphide deposits which is an undesirable situation.

3.3 Conclusions

Despite its spectacular location, this is a tough site from perceived development cost, site servicing and as formerly commented, does not offer ease of quick, safe and convenient access points of view. From a marketability standpoint, comparable opportunities within the Ucluelet corridor are likely to represent intense competition for international upscale markets to be targeted by Whyac. These are already well-established products and areas with increases to inventory planned, and this outside areas benefit from “clustering” of tourism experiences. Clustering enables each to market cost-effectively: a situation which we do not anticipate would be for a tourism development at Whyac to achieve until it becomes firmly established in the marketplace and other tourism experiences are available in the immediate Nitinat area.

We briefly looked at both bays en route to the Narrows (as referred to above) as well as the Flats’ site. While none has the spectacular location which Whyac enjoys and water, power and garbage disposal issues would also need to be addressed, each appears to be more economic to develop than Whyac. Each of these new sites would too be largely dependent upon the expectations of principal seasonal target markets.

4. Nitinat Lake Area Tourism

4.1 The West Coast Trail

The Pacific Rim's West Coast Trail (WCT) is a rugged 75 km (47 mile) challenging five to seven day trip for experienced hikers and adventurers. The trail follows the coast in a southerly direction from the north trailhead at Bamfield, to the southern access at Port Renfrew. The trail lays immediately upland of the Nitinat Narrows on north and south sides, bordering Ditidaht First Nation lands on both sides. Access across the Narrows to the Trail's continuation is facilitated by a Band member who operates a water taxi service and "comfort station" which is located in a relatively quiet bay close to the Narrows and the Whyac sites. The Band member offers the ferry service as the official operator to the WCT earning a capture rate of 100% of hikers (which is of some importance for purposes of our work). This access and service are provided for both south and north bound trail users.

A former cannery site is located adjacent to this "comfort station"; these are both located within Pacific Rim National Park and adjacent to Band land which includes a residence owned by the Band member who operates the water taxi.

We understand that the cannery site has two water wells on site, but that water for the "comfort station" is carried in, garbage transported out and power provided by portable propane tanks.

4.2 Ditidaht Village

The Ditidaht Village provides minimal visitor servicing infrastructure which also supplies village residents. This infrastructure comprises a nine-unit motel (demand statistics for which are not maintained) and a combination convenience store, gas bar, café and camping permit issuing location. Cube ice and junk foods are most in demand and block ice demanded but not sold. Popular café items include chicken strips. Fresh meat and beer are the most requested, but meat is brought in frozen and beer is not sold and unlikely to be (based on our interview with the store operator). A limited inventory of logo retail items is also merchandised.

4.3 Nitinat Lake Recreational Vehicle Campground

The Nitinat Lake Recreational Vehicle Campground was formerly operated by the Ministry of Forests is situated immediately south of the Village via the same route which skirts the village proper on its west side. This is a popular location for recreation windsurfers and kiteboarders as the lake has a vaunted reputation as a premier site for these two water sports. It is classified as a primitive site providing rudimentary restroom facilities and firewood but nothing else. Campsites for recreational vehicles, campers, vehicles and tents are unmarked and no site servicing (water or power) provided. Now under the auspices of the Ministry of Tourism, the site is managed by the Band but no visitor statistics are maintained. During the course of our visit we counted 97 vehicles with 95 license plates from B.C., one from Alberta and one from elsewhere. Visitors comprised a mix of young adults, couples, families and seniors presumably bound by their love of both sports, ample evidence of

which was provided by the sight of windsurfing and kiteboarding equipment strewn along the length of the foreshore fronting the campground. It is our understanding that the facility is full and overflowing during long weekends throughout the summer with upwards of 300 vehicles.

4.4 Nitinat Lake Hatchery

This is a federal government installation above the head of Nitinat Lake lying on the Nitinat River. This is Canada's largest hatchery with stable runs of chum salmon returning annually. The Hatchery is open to visitors Monday through Friday throughout the year but provides a minimal tourism experience. Depending upon the time of year, visitors may visit the static display in the Hatchery office, view the holding pens and watch the egg fertilisation process.

4.5 Carmanah and Walbran Provincial Park

Remotely located, some 32 kms up a challenging logging road from a fork in the road just before the Ditidaht Village, the Park contains coastal rainforest old-growth of significant ecological value including spectacular examples of very old and large trees, varied bird species, anadromous fish and predators including wolves and bears.

The Park's stated priority is to protect old growth biodiversity values associated with the temperate rainforest of the west coast of Vancouver Island and has provincial, national and global significance. Its secondary role is to provide day and multi-day opportunities for low impact recreation in a wilderness setting and marketed as "the Green Cathedral." Visitor amenities include pit toilets, fire rings, walk-in campsites with tent pads, picnic tables and cold water taps. Tertiary and quaternary priorities include the protection of cultural features and provide opportunities for forest research respectively.

4.5.1 Conclusions

Seasonal demand is strong for both the Nitinat Lake RV Campground and West Coast Trail (WCT). Demand for the WCT is maximised at 8,000 per year, with actual utilisation recorded at approximately 5,400. These are the logical markets which may be immediately available for a tourism project to be located at Whyac or alternative site.

4.6 Area Tourism Infrastructure

4.6.1 Village of Lake Cowichan

A very popular extended season destination location for water-recreation-oriented visitors and fresh-water fishing enthusiasts (both lake and river), this is also the general location of logging operations at Honeymoon Bay and Caycuse both located along Cowichan Lake. These also control the height of water and flow of the Cowichan River within prescribed limits, to ensure the recreation value of the river which lies within the provincially-managed Cowichan River Recreation Corridor.

The Village is located approximately 45-minutes driving distance from Duncan and is the staging area for direct access to Nitinat Lake via either the Caycuse/Honeymoon Bay or Youbou logging roads. The community provides a range of required visitor facilities, amenities and services and generally “at market” levels, but in limited amounts and, positioned to slightly below middle and middle income earners.

4.6.2 City of Duncan

The nearest full service centre for the Village of Lake Cowichan and Nitinat Lake, Duncan lies directly on the principal highway being TransCanada #1 connecting Victoria to the south with Port Hardy to the north of Vancouver Island. Accordingly, the city has benefited from the increasing economic health of the Island, a situation which is expected to grow with the recent addition of the Inner Island highway. The Island continues to attract growing number of year round visitors and Duncan’s transient accommodation inventory reflects this recording healthy annual room occupancies and average room rates. Duncan is also the site of the Quw’utsun’ Cultural and Conference Centre, one of the better First Nations’ attractions sites which attracts group tour and fully independent travellers (FIT). Currently open year round, discussion is underway to determine if economic marketability would be more readily achieved by limiting the operation to an extended season facility only.

4.6.3 Conclusions

It is likely that both these communities and their tourism infrastructure will continue to grow and expand. This results from ease, speed and convenience of road access from major originating locations, facilities, amenities and services at or close to being “at market”. In addition, it is from improved consistency in product and service delivery which expands the range of visitor attractions and clusters, and from improving the effectiveness of marketing activities. To the extent that there will be challenges, these will mainly be in the area of conveniently scheduled ferry service from lower mainland locations and the incidence of periodic work stoppages by Ferries’ staff.

4.7 Comparable Tourism Communities

For purposes of our work, we confined our review to the Ucluelet-Tofino Corridor. In our view, the development of any upscale tourism accommodation facility at Whyac with location, climatic and visitor experience features similar to other more established west coast locations combined with the relative ease of high speed road access to those (as referred to in a previous section of this report) would make the Ucluelet-Tofino corridor directly competitive with a facility at Whyac.

The corridor includes tourism infrastructure both within and outside Pacific Rim National Park with the notable presence of Tofino outside the Park on its north side.

In recent years visitor and related facilities’ growth along the corridor have resulted in what may be described as a “mini-Whistler” with its associated advantages and issues not the least of which are shortages of housing in general and staff housing in particular and community services’ pressures.

The general quality of tourism attractions and visitor services including accommodation, dining and attractions is excellent with increases to inventory underway or in the planning stages. The establishment and maintenance of Parks Canada standards throughout the Park have also contributed to this situation. Campground demand far exceeds supply, expansions are planned for at least one established hotel and a new, upscale 55-unit resort lodge is scheduled for development in the general area of Chesterman Beach. Year round room demand is in the high 60% to low 70% range with average room rates for leading properties from \$150.00 to \$200.00 nightly. At these levels, it is likely that acceptable income (cash flow) is being generated for the owners.

4.7.1 Conclusions

Positioned and targeted to the same market segments as properties along the now well established Ucluelet-Tofino corridor, a comparable facility located at Whyac in the foreseeable future would be at a significant marketing disadvantage and likely represent an unreasonably high business risk to the First Nation.

5. Next Steps

This is a preliminary report on the field work findings. The principal purpose of this study is to alert Ditidaht First Nation of the general conditions and concerns, more important, to suggest activities which that should be undertaken to prepare a final determination of financial feasibility before any serious work is started on the concept. It also offers direction on development of a feasible approach for Ditidaht to take to enter the tourism industry so it may achieve the goals of capitalising on tourism in the area, generation of economic and social benefits from the opportunities, and being the regional leaders.

1. The initial research conducted on the feasibility of developing a high end resort along Nitinat Lake (Whyac or the Flats) does not appear to have economic merit in the short to medium term. However understanding that Ditidaht would like to develop an entry point into tourism, we would recommend a change in the Terms of Reference for the project away from a high end resort to evaluating other potential opportunities.
2. The logical short- to mid-term markets for a lodging development are clearly those walking the WCT. These would be a captive market for such a facility and clearly distinguish the property from its otherwise directly competitive Ucluelet-Tofino corridor peers and have a distinctive competitive advantage over these. We therefore need to know what lodging concept and related amenities and services if any at all, these visitors would use and at what demand levels. While it is likely that some form of tent cabin structures would be marketable certainty is required. This would involve a survey of users to be developed as a short-term priority for use during the balance of the current WCT season and in co-operation with Pacific Rim National Park, directed to future users who make reservations to walk the Trail. Also consider a survey at the Ditidaht convenience store to capture the market interests and profile of current Nitinat Lake visitors.
3. Identification of the individual owners of the freehold parcels at the head of Nitinat Lake has not yet been done (to which we refer in a previous section of this report). As one or more of these is zoned for tourism accommodation and recreational water uses, it is important that a land title search is conducted and owner motivations for these sites' development established before final development recommendations are made.
4. A preliminary geotechnical review of all three sites should be done to confirm the development costs at each. With this information, it is easier to forecast income and Return on Equity (ROE) based on annual demand levels, room occupancy and average room rates.

Nitinaht Lake Resort Business Plan – add when available

Market Assessment for a Recreational Vehicle Campground for the Ditidaht First Nation



Prepared by: Wendy Scott, Becky Jones & Maddy Koch

Advisors: Dan McDonald and Ken Hammer

Vancouver Island University

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Executive Summary

Aboriginal tourism is being increasingly used as an economic diversification tool for First Nations communities, and Ditidaht is one of the communities seizing this opportunity. Partnering with Vancouver Island University and the Ministry of Tourism, Culture and the Arts, Ditidaht is assessing the RV campground market on Vancouver Island to determine whether or not they could benefit by becoming involved in the RV campground sector. This market assessment report is phase one of the Ditidaht First Nation Recreational Vehicle Campground project.

A secondary literature review of research reports, statistics, competitor websites and maps was the primary data collection method used for this research. Phone interviews with regional RV campgrounds, a site visit and phone interviews with stakeholders were other methods used to supplement the literature review.

The phone interviews with Vancouver Island RV campground operators revealed that the RV market on Vancouver Island is mostly composed of local families on short getaways who do not mind “rustic” RV amenities. The literature review shed light on another user group. Interior BC caters to a group of “large scale” RVers whose needs differ from those of Vancouver Island’s “rustic market”. According to interior BC research data, RVers tend to be over the age of 45, value the comforts of home, travel for extended periods of time, and have relatively high education and income levels. The niche market of tourists interested in aboriginal culture was also examined to give Ditidaht an idea of the implications of incorporating aboriginal culture into the RV campground product.

Strengths, weaknesses, opportunities and threats are identified for both the RV sector as a whole and for Ditidaht in terms of their readiness to engage in this market. Broader recommendations for further research include; research into the characteristics of the “rustic” RV market and research into RVer expenditures. Ditidaht could benefit from researching the characteristics of visitors to their community. This report also includes recommended steps for Ditidaht to follow to become engaged in the RV sector.

The purpose of this report is to give Ditidaht a realistic idea of what the RV sector looks like so that they can determine the feasibility of their community catering to the RV camping market.

Introduction

Mid-West Vancouver Island is home to the Ditidaht First Nation and has been for many centuries. The Ditidaht people's traditional culture speaks to their location. Weather resistant, cedar planked houses were the Ditidaht's accommodation and salmon, crustaceans, berries, birds and elk were their diet. The community has maintained a high degree of cultural longevity which is attributed to the Nation's pride, concern and isolation.

The Ditidaht First Nation's traditional territory expands north to Pacheena point, east to from Cowichan Lake and South to Bonilla Point. Before European contact, the Ditidaht people had villages spread throughout this vast territory. Upon the arrival of Europeans, several reservations were established in Ditidaht territory, but only the Malachan reservation (balaats'adt) is actively used today.



The balaats'adt community, which was settled in the 1960s, is located on the eastern tip of Nitinat lake and is occupied by about 130 Ditidaht people. Today, the Ditidaht community is accessible via logging road through either Lake Cowichan or Port Alberni. A gas station which triples as a general store and a restaurant acts as the community's commercial hub. Ditidaht boasts a very successful preschool to grade 12 community school.

At present, Ditidaht has relatively little involvement in the tourism industry. A campground widely used by wind surfers in the summer and a motel make up their accommodation sector. The community has one whale watching company and hosts Wind Fest, an annual kite board and windsurf festival.

Nitinaht lake is legendary in the windsurfer and kitesurfer communities. Fishers and hunters have also been drawn to Ditidaht territory. To the rest of the tourist market, however, Ditidaht is relatively unknown, or at least unvisited. The Ditidaht First Nations Council and the Ministry of Tourism, Culture and the Arts have decided to explore the potential of using tourism, particularly through the development of an RV park, as a means to diversify the community's economy.

The Ditidaht First Nation, the Ministry of Tourism, Culture and the Arts and Vancouver Island University have collaborated to produce this market assessment report as phase one of the

Ditidaht First Nation Recreational Vehicle campground project. This report is meant to be used as a reference for the community in making decisions surrounding RV park development in Ditidaht.

Once a decision to travel to an area is made, visitors have to invest in travel to access the experiences that they want to have. This is important for communities to recognize as well, since infrastructure that provides access to the natural and cultural amenities is a key investment in tourism success. This includes the obvious airports, roads, but also marinas, back country areas, trails if these are the assets being promoted to visitors. If visitors make a decision to travel somewhere to experience certain amenities but then they cannot access them, they will be dissatisfied. Therefore, before amenities are actively marketed, efforts need to be made to get “products ready for the market”.

Methodology

The data for this market assessment was compiled by three Vancouver Island University Tourism Management students and their professor. The data was collected between January and April 2010.

The majority of the research was completed using a secondary literature review method. This method was used in collecting background research for the project and completing the majority of the market assessment requirement as outlined in the methodology section in the terms of reference. About 10 research reports pertaining to RV markets in other regions of British Columbia were reviewed, along with tourism statistics, competitor websites, aboriginal tourism reports, maps and social networking sites (see references for a full list of sources used).

In addition to the literature review, the research team visited Ditidaht in order to gain an understanding of the community context, view the potential RV sites and meet some of the project stakeholders. Parks Canada were also consulted with through a conference call. Telephone interviews with regional RV campground operators were conducted to collect data in regards to the current state of the RV market in the region.

Data pertaining to Rvers specifically visiting Vancouver Island is very limited. While the phone interview segment of the research was very useful in offering insight into the Vancouver Island market, case studies from off of Vancouver Island were examined, under the assumption that Rvers share characteristics regardless of the region they are visiting.

A brief description of each of the case study communities is provided below to show context. In the discussion section, the community in question is referred to for clarity.

Results

Regional Campground Operators

Telephone interviews with 12 regional campground operators within the communities of Cowichan Lake, Bamfield, Port Alberni, Port Renfrew, Ucluelet, and Sooke were conducted as a way to profile RV tourists visiting Vancouver Island. Each campsites' amenities, quality of facilities, recreation opportunities, natural features, events, festivals and other special features were identified during this process. Tourists visiting the region were local Vancouver Islanders, mainland British Columbians, Albertans, Europeans and other Canadians. The visitors were described as being families and seniors. Fishing, hiking, visiting parks, canoeing, kayaking, surfing, interpretive tours, sight seeing and wildlife viewing were some of the activities the visitors enjoyed participating in. They seem to value quiet campgrounds with beautiful natural scenery. Please refer to Part E of the appendix for more details.

After gathering this qualitative data regarding the neighboring campgrounds' services it became clear that other regional campgrounds are more "market ready" than Ditidaht. Many of the other regional campgrounds were accessible by wide, paved roads while Ditidaht is only accessible by a narrow logging road. Also, many of the other campgrounds are near urban centres with amenities while Ditidaht is relatively remote and lacking in amenities.

Profile of the R.V. traveler

While the RV market as a whole shares some general characteristics, it is very diverse and encompasses many subgroups which are quite distinct from one another. While many subgroups exist, for the purposes of this assessment, two groups within the RV market will be distinguished between when relevant: large-scale RVers and rustic RVers.

Large scale RVers are generally concerned with having the comforts of home and feeling safe. Rustic RVers are often "ex-tenters" who have decided to mildly increase their level of comfort by using a tent trailer, camper or other small-scale sleeper unit. The decision to make a small upgrade is often associated with aging.

Following are examples and descriptions of other traveler segments within the RV market:

Active Centrics: Tend to be soft tenters, B&Bers or Soft Core RVers. Show interest in wilderness and cultural/heritage experiences.

Mellow Centrics: Tend to be hard core RVers who show more interest in cultural/heritage experiences and light nature based experiences.

Trends

The Self Drive and recreational vehicle (RV) tourism market has seen many changes in the past ten years in Canada. Increased car ownership, retiring baby boomers, the development of larger and more powerful vehicles, and preferences for domestic travel has facilitated the growth of this market. Interestingly, Go RV found that it has been estimated that Canada has a higher level of RV ownership than the USA, with 13% of the population owning an RV, compared to 10% in the USA.

As a result of RV market growth, the demand for high-quality RV camping which offers amenities, services and comforts is increasing. RVing is also becoming more popular with the younger market as well, but these travelers prefer much shorter, local trips than the baby boomer market, since these types of trips cater to their lifestyles better. The demand from the younger market will be for greener, more sustainable RV products and sites. Strata, membership and seasonal RV sites as opposed to overnight rentals are a growing trend as RV park owners seek more stable incomes.

Today's tent campers are tomorrow's RVers

RVing seems to be a natural progression from tent camping and backpacking as one becomes older and needs more convenience. Most were already looking at RVs while tent camping. The natural evolution of the RVer continues with the purchase of ever bigger vehicles. RVs are rewards and also means to persuade spouses to engage in RVing. (Excerpt from Dawson's Creek)

The Vancouver Island Market

Telephone interviews with the region's R.V campground stakeholders revealed the demographic of travelers within the region tend to be local Vancouver Island residents, Albertans, lower mainlanders, other Canadian travelers and Europeans. The European market is mainly made up of German, Austrian, French, and British people. After numerous interviews, the following theme was detected; customers are local Vancouver Islanders who are choosing to take their holidays closer to home due to the increase in ferry costs over the past few years. However, this increase in cost has not seemed to deter Albertan, lower mainland, European and Canada-wide RV markets from visiting Vancouver Island. This may suggest a difference in available disposable income between the Vancouver Island travelers and fellow Canadians or Europeans who plan on vacationing within the Cowichan Lake, Honey Moon Bay, Bamfield, Ucluelet, Port Renfrew, Port Alberni and Sooke areas. This also reveals the demand for tourism experiences and products in this region.

Based on descriptions from RV park operators, the following segments of visitors have been identified:

The Family market: These visitors are seeking a safe place with outdoor activities for their children.

The seniors market: These visitors are seeking safe, comfortable place with access to outdoor activities, cultural tours, festivals or events.

The Outdoor Enthusiast market: These visitors enjoy the following activities; windsurfing, surfing, hiking, kayaking, canoeing, whale watching, site-seeing, sport fishing, biking etc.

Demographics

A Bella Coola survey found that RVers tend to be married, in the middle class of society, retired and between the ages of 45 and 74. RVers tend to be well-educated, with most possessing some form of post secondary education.

Large scale RVers tend to be less physically active than their small-scale RVer counterparts.

Please note that the RV market heading to the Bella Coola region may vary from those who would travel to Ditidaht as Bella Coola is quite far from a major city whereas Ditidaht is relatively close to a major city.

Motivation, Needs, Expectations

Motivation:

Travelers to Bella Coola indicated that they were looking to relax, have a holiday and to get away. The motivations of the Bella Coola tourist may be similar to the market motivations of those traveling to the Ditidaht Region.

Trip activity preferences

Soft core RVers are looking to be close to nature and interact with the locals of the destination they are visiting.

Rocky Mountain National Park found that RV visitors to their region enjoyed participating in sightseeing, day hiking, photography, shopping, wildlife viewing and visiting museums the best.

<i>Greater influx of RV travelers to remote areas expected (Go RVing, 2008)</i>

Needs/Expectations

The Dawson's Creek study revealed that RVers perceive RV sites with scenery (scenic drives, natural beauty, views), activities (hiking, wildlife viewing, fishing) and campground amenities (full hook ups, wireless internet and grassy, flat sites) as being great. Cultural attractions, good/

safe roads, cleanliness, RV-friendly businesses, welcoming locals and signage were also identified as making a “great” RV destination.

Sites lacking quality, accessibility and amenities were identified as being “terrible”. Poor, boring or expensive destinations and attractions are also disliked by the RV market. Overly developed and commercialized RV sites are perceived badly, as are sites with limited information and poor security.

The Dawson Creek RV market will differ from those traveling with an RV on Vancouver Island as Dawson Creek mainly attracts Americans heading to Alaska. The amenities will also vary as the market traveling to remote locations on Vancouver Island will not necessarily be looking for full hook ups and wireless internet. RV signage is important in any location as are clear directional signs to RV campgrounds.



Vancouver Island RV park operators described their visitors as ranging from rustic RVers to slightly higher end RVers. They explained that their customers did not need full amenities like wireless internet or satellite dishes and were content with basic services such as electrical hook-ups and water access.

Size of Group

Group size varies, but there is a notable difference in the general group sizes associated with large scale and small scale RVers. Large scale RVers are more likely to travel in larger groups or “communities” than small-scale RVers who tend to travel with smaller groups of friends or family. However, most RVers visiting Bella Coola were adult couples traveling alone.

Note: Bella Coola is similar in remoteness to the Ditidaht community.

Dawson’s Creek found that American RVers were far more likely to travel in groups than Canadian RVers.

80.5% of Dawson Creek RVers were couples travelling without children and 76% of Bella Coola Valley RVers were traveling without children.

Trip Origin

The phone interviews revealed that visitors to RV campgrounds in and around the Pacific Rim region were mostly traveling from Vancouver Island, with a significant number of Albertans, Americans and Europeans visiting as well.

Dawson Creek found that 79.7% of their RV visitors were from the US, 15.3% were from Canada and only 0.8% were international visitors. The RVers traveling to Dawson Creek will

vary from those traveling on Vancouver Island as Dawson Creek acts as a hub for a large number of Americans heading to Alaska.

Expenditures

While data pertaining to RV market expenditures is unavailable, a Tourism Vancouver Island exit study reveals that visitors to the Pacific Rim region spend \$240 per day on average.

Income

According to the Recreational Vehicle Association, RVers make an average household income of \$56,000 annually.

Over 50% of RVers are employed or self employed. The second most common employment status of RVers is retired.

Length of Stay

The RV market's length of stay varies considerably. Trips can be short stays of one to four days, short trips of four to seven days or long tours of eight days and longer. Some RVers spend months on the road; however, they do not usually spend extended periods of time at a single site. For example the length of stay in Bella Coola was 1-2 nights 54% of the time. Longer stays were less likely than shorter stays.

Notes: Bella Coola Survey – The vast majority of those surveyed were either “satisfied” or “very satisfied” with their BC Ferries trip. Please note that the ferry experience to Bella Coola is quite different from any other BC Ferry experience. Recently with BC Ferry rate increases travelers coming to Vancouver Island may want to stay on the Island for longer periods of time to make the most of their trip and their money.

Competitor Analysis

Direct Competitors

The Pacheena and Pacheedaht campgrounds are comparable to Ditidaht in terms of their West Coast location and their opportunity use cultural icons such as totems and traditional style buildings as a part of their tourism product. The communities differ from one another in that the Nitinaht Lake Recreation Camp site is situated on a brackish lake while Pacheena and Pacheedaht are located on beach front property. Ditidaht's location is protected from the wide open Pacific Ocean which is beneficial for the wind and kite surfing communities. Despite being protected, it is only a 20-30 minute boat ride to the West Coast Trail beach front. Ditidaht tourism stakeholders recognized that the area attracts a small market of elite Americans who come to the community to escape their busy lives back home by taking part in recreational fishing, hunting and boating activities.

Unique Selling Points-Competitors

It is likely that because Pacheena and Pacheedaht are located directly on beach front property, they are able to tap into a wide market of customers who enjoy marine recreational activities or who simply want to sit and relax in a peaceful scenic environment. They are both adjacent to the two main entrances to the world class West Coast Trail which ensures a steady stream of backpackers during the summer high season.

Pacheena is located within the quaint town of Bamfield which offers additional amenities to their campground such as a Marine Science Center, restaurants, a pub, and a tourist information center. This campsite caters to RVers who can be categorized anywhere between rustic RVers and slightly higher end RVers.

The Ditidaht's recreation campground's general competitors are the campgrounds in Cowichan Lake and Honeymoon Bay areas. These campgrounds cater mainly to domestic families, seniors and international European markets. Most of these markets enjoy safe campgrounds with outdoor recreation activities such as canoeing, kayaking, fishing, hiking, wildlife viewing and swimming. These campgrounds are easily accessible to RVers and provide the water, electrical hook-ups and facilities that the rustic to semi-high end RVers prefer. Their proximity to some in town amenities such as restaurants, pubs and shops may also help them draw visitors.

Opportunity

Clearly, the Ditidaht Recreation campground's competitors are offering more developed campground amenities and surrounding tourist experience opportunities. Also, the Cowichan Valley hosts a variety of events and festivals such as FolkFest, Sunfest, Salmon Run on the Cowichan River and Cowichan Wine and Culinary Festival which draws visitors to the region. The Ditidaht community annually hosts the renowned Windfest where 11 countries compete in kiteboarding and windsurfing. All summer long, and especially during this event, campers exceed the capacity of the Nitinaht campground, cramming in cars bumper to bumper. This event is free publicity for the Ditidaht community and is a natural draw for tourists. It is also a reminder each year that the campground needs to expand and upgrade if it wants to offer RV sites and facilities.

Budget Competitors

Overall, it is evident that the Nitinaht Lake Recreation Campground does not have any budget competitors within the region since they charge the lowest rate due to the limited amenities and undeveloped nature of the site. The campsite naturally attracts self-sufficient recreationalists dedicated to driving down a long, rough logging road to enjoy a rugged adventure and a piece of paradise. The nature of the access points into Ditidaht may be deterring families and seniors with RVs. These markets would likely seek a level of comforts and amenities which is currently available at Cowichan Lake campgrounds including; Gordon Bay, Paradise Village, Beaver Lake

and Peter's Pond. Many RVers, including RV renters, may not want to risk damaging their Rvs in the process of reaching the destination.

Bench Marking

Through informal conversations with a few of Ditidaht's community leaders and telephone interviews with regional RV campground providers, successful products and experiences which are comparable to Ditidaht's in terms of outdoor marine and terrestrial recreational activities were identified. Pacheena campground in Bamfield, BC is situated at a pivotal part of the West Coast Trail excursion which guarantees a high influx of the adventure backpacking market. This campsite also draws in RVers looking for soft adventure activities..

While the entire region boasts a wide-range of RV campground operators offering natural settings and marine access, Ditidaht is the most remote and farthest from larger amenities. This remoteness can either work against or in favor of the community depending on the experiences they can effectively market. It is important for Ditidaht to be aware of the needs of the current markets (elite Americans, hunters, fishers, kite boarders and wind surfers).

The Cowichan Lake, Honey moon Bay, Sooke, Port Alberni and Ucluelet campgrounds all cater to families, seniors, European visitors and recreationalists. They range from providing flush toilets, showers, electricity, water, petting zoos, playgrounds, fields, docks, boat launches, canoe rentals, kayak rentals, trails, and park interpretative services. Currently, there is a gap between the amenities offered by the Ditidaht and the other more developed RV campgrounds within the region.



View from Pacheena Bay Campground

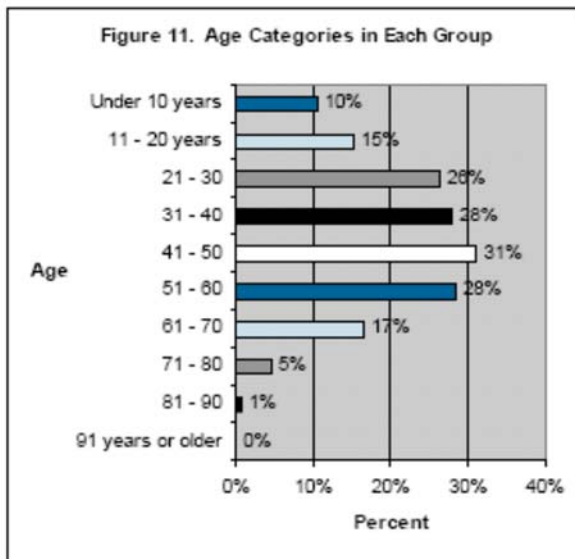
Profile of Regional Visitors

While the following visitor profiles do not directly pertain to RV visitors, they could be useful in gaining insight into the existing market of visitors.

Pacific Rim Visitors:

Age of Visitors

Figure 11. The age of individuals in each group of visitors is illustrated by this graph. Notice the fairly even spread of visitors from ages 21 to 60.



Trip Purpose

Leisure 89%

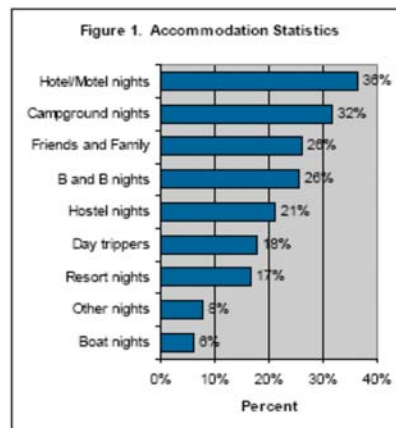
Figure 2. When asked what the purpose of their visit was, 89% of visitors to the Pacific Rim region indicated that their trip was for leisure purposes.

Results of Pacific Rim Visitors

Accommodations

Figure 1. Visitors were asked to indicate which forms of accommodation they would be using during their time on Vancouver Island.

* Multiply accommodations can be used therefore percent does not equal 100%



Vancouver Island and the Gulf Islands Visitors in General

Note: This survey concludes that 7% of travelers on Vancouver Island use an RV

Transportation

Figure 3. Visitors were asked to indicate what type(s) of transportation they used to travel while on Vancouver Island or the Gulf Islands.

*Multiple forms of transportation can be used therefore percent does not equal 100%

Figure 3. Types of Transportation Used

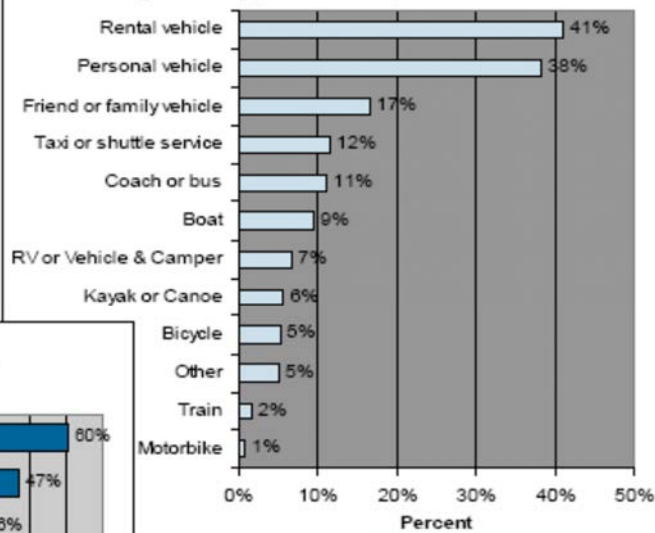
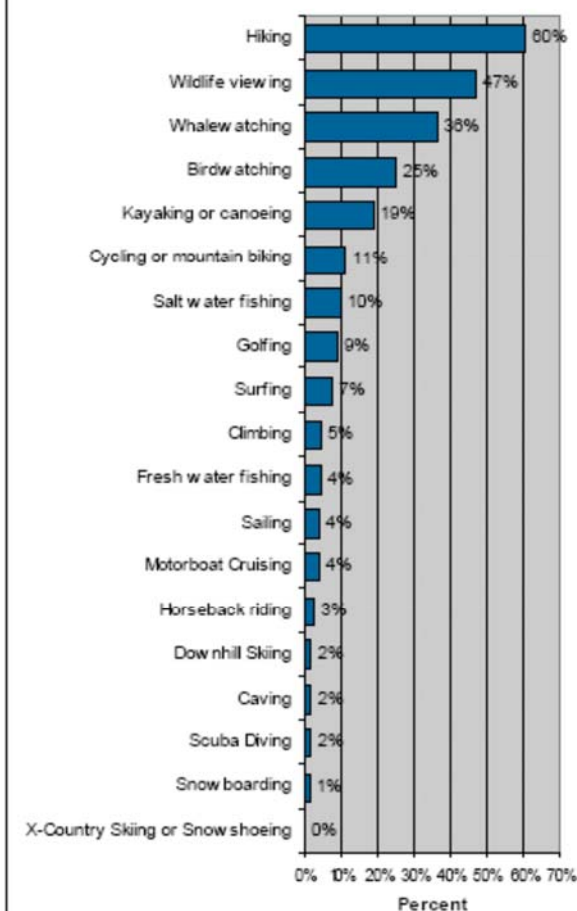


Figure 4. Activities Participated In



Activities

Figure 4. Visitors to the Pacific Rim Region indicated which types of outdoor recreation activities their group had participated in or planned to participate in during their stay. **Hiking** was the number one choice with 60% indicating they had participated in, or intended to participate during their visit.

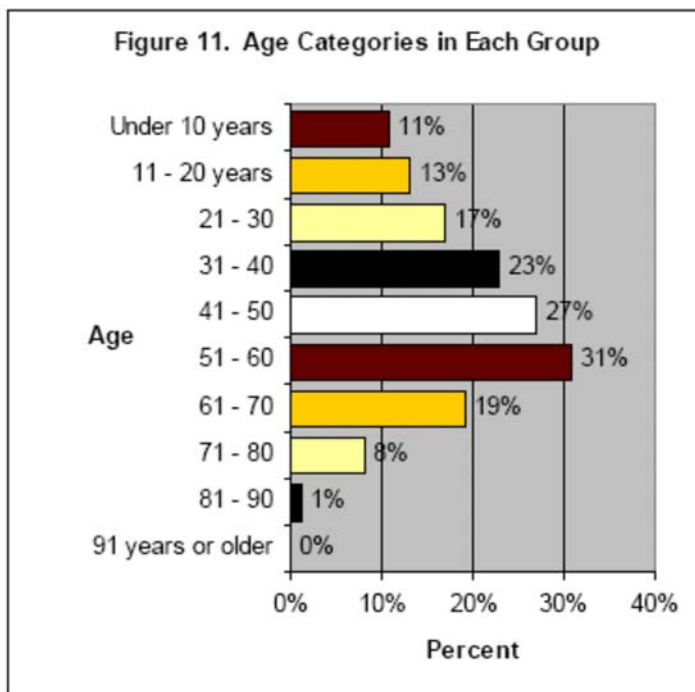


Hiking through the Rainforest.

Cowichan Visitors

Age of Visitors

Figure 11. The age of individuals in each group of visitors is illustrated by this graph.



Trip Purpose

Leisure 81%

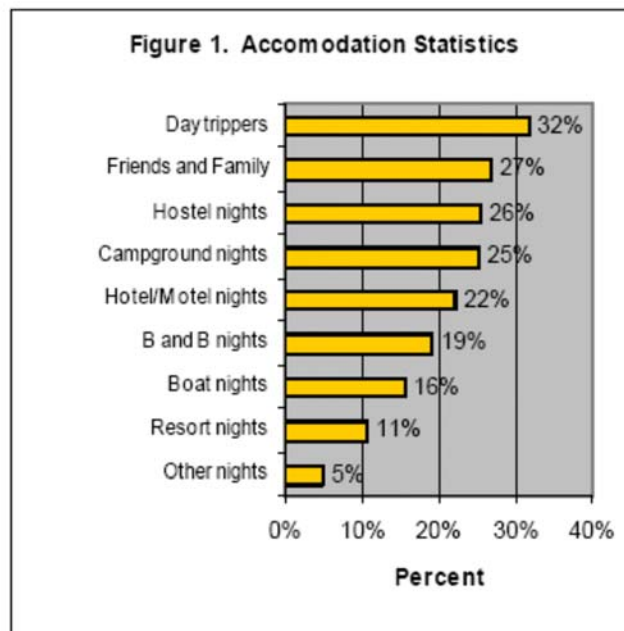
Figure 2. When asked what the purpose of their visit was, 81% of visitors to the Cowichan region indicated that their trip was for leisure purposes.

Results of Cowichan Region Visitors

Accommodations

Figure 1. Visitors were asked to indicate which forms of accommodation they would be using during their time on Vancouver Island.

* Multiply accommodations can be used therefore percent does not equal 100%



Conclusion

The overall results of the project are that:

- Demand for a variety of tourism products exists throughout the entire Vancouver Island Region.
- Regional visitation is generating significant economic returns for a variety of tourism related businesses.
- Demand for emerging sectors of the tourism industry is evident.

This information can be used to help grow and sustain the tourism labour market on Vancouver Island by:

- Providing local, current information for business plan and marketing plan development.
- By providing support and information to existing tourism organizations to help attract increased visitation thereby creating additional employment opportunities.

Profile of the Aboriginal Tourism Traveler

The Ditidaht First Nations people have an incredible cultural history and tie to the land. In terms of tourism development, the Ditidaht people have an advantage over the conventional mass tourism because they have the opportunity to cater to specific niche markets who are seeking vacations where they can be immersed within the region's natural beauty while understanding the cultural history of the area. The following paragraphs will profile the types of travelers interested in Aboriginal tourism products and experiences.

Aboriginal tourism is not completely immersed in Canada's mainstream tourism industry. With effective target marketing and well-planned communication, aboriginal tourism operators can develop appealing, sustainable and profitable operations that reward both the consumer and the providers.

Profiling the visitor market interested in Aboriginal tourism

The Learner group, which accounts for a third of all Canadians, has the highest potential for target marketing.

Learners

- *Cultural History Buffs (9%)*
-Strive to understand the history and culture of others, most likely own a passport, and enjoy solitary travel.
- *Cultural Explorers (13%)*
-Active travelers who enjoy frequent weekend escapes, are always on the move and enjoy immersing themselves in nature, local culture and history.
- *Authentic Experiencers (12%)*
-Like improvisational artists, these travelers explore nature, history, and culture, all for the purpose of personal development.

This information could be valuable for the Ditidaht community if they choose to incorporate cultural elements into their RV campground in hopes of attracting visitors who are interested in consuming cultural products. Some examples of cultural icons which could be used on site include; totems, masks, traditional building style of facilities etc. If the RV site was within close proximity to cultural attractions such as the hatchery, old growth trees, decaying canoes, and the Whyac village site it would likely be even more attractive to aboriginal cultural tourists.

The top three types of trips to BC for the BC, Alberta and American markets include:

- Trips to experience BC's scenery and nature
- Trips for outdoor recreation
- Trips to visit national and provincial parks

The Ditidaht's location gives the community the potential to tap into all three of these trip types. They are conveniently located at a third access point to the Pacific Rim National Park West Coast Trail unit. Also, these outdoor recreation enthusiasts are inclined to camp at the location, and participate in the recreational activities the area has to offer and possibly go on historical tours once they are further developed.

From a market development perspective, BC's primary Aboriginal Cultural Tourism market tends to be well-educated, upper middle-income wage earning female baby boomers who are visiting from primarily North American and European destinations. The distribution is as follows:

- *23% are visiting from BC*
- *22% are visiting from other parts of Canada*
- *29% are visiting from the USA*

-Of these 65% included Aboriginal tourism in their BC travels for the first time

-Of these 64% take part in aboriginal tourism in places beyond BC

-Spend more money per trip than other tourists

-Plan their trip at least 3-8 weeks in advance

-Plan their trip on their own, using informal sources

-Expressed they had difficulty finding pre-trip information to plan for their Aboriginal tourism activities in BC.

The CTC and Environics (Canadian marketing and social science research firm) have developed the Explorer Quotient (EQ) to help Canada's tourism industry develop "different" customized opportunities for travelers.

This EQ tool is based on reasons "why" people travel, focusing on an individual's personality qualities rather than the usual demographics such as education, gender and age. This information targets 9 types of EQ travelers under 4 categories; Learners, Reluctant Travelers, Escapists, and Enthusiastic Indulgers. These groups are categorized based on their social values and preferences:

Learners	Reluctant Travellers	Escapists	Enthusiastic Indulgers
✓ Authentic Experienter	✓ Gentle Explorer	✓ No-hassel Traveller	✓ Free Spirit
✓ Cultural History Buff	✓ Virtual Traveller	✓ Rejuvenator	✓ Personal History Explorer
✓ Cultural Explorer			

Throughout the research process, it became clear that out of these 9 types of EQ travelers, 5 types may be motivated to visit the Ditidaht area.

Under the Learner category, the “Authentic Experienter” and “Cultural History Buff” could describe the existing kite boarding and windsurfing markets that camp at the Nitinaht Recreation campground in the sense that they seek intrinsically rewarding experiences and pursue a hobby or interest. If aboriginal tours and products were more market ready they may be willing to purchase them.

Since the trip to Ditidaht is long and bumpy, visitors usually stay for longer than two nights. The “No Hassle” and the “Rejuvenator” Under the Escapists category may not be fitting due to their preferences for shorter vacations. However, the area will satisfy their need to get away from their everyday stresses, to rest and recharge in beautiful surroundings.

Under the Enthusiastic Indulgers category, “The Free Spirit” traveler may be the closest fit considering they may have a lot of energy and enjoy the proximity to thrilling recreation activities like the ones offered by Ditidaht.

SWOT Analyses

The SWOT analysis provides information on a region, area or community's real and perceived strengths, weaknesses, opportunities and threats which can be described as follows:

Strengths:

- The advantages of a region
- What can be characterized as being done well
- What relevant resources are available
- What other people (from the outside) see as strengths
- What is unique, different and attractive
- What provides a competitive advantage

Weaknesses:

- What could be improved
- What are seen as deficiencies
- What can be characterized as being done badly
- What should be avoided
- What other people (from the outside) see as weaknesses
- What can be considered a competitive disadvantage

Opportunities:

- Unexploited markets, trends and opportunities

Threats:

- What obstacles the region is facing
- Who the competition is and how it is behaving
- Changing markets

The following SWOT analysis was included in a UNBC study on the RV market in the Dawson Creek area. It analyzes the RV sector based on market supply and demand, trend analysis, market definition and segmentation, competitive analysis and benchmarking.

SWOT Analysis of the RV Park Sector

Strengths

- Diversity of product
- In some regions, RVs can be used throughout the year
- Growth in RV Sales
- Appeal of the RV lifestyle
- Increased demand for RV rentals
- Marketing
- Affordability
- Standards

- Municipal policies
- Seasonal income stream
- No accurate inventory for all types of RVs
- Consistency of product quality
- Lack of coordinated marketing
- Need for RV-friendly signage

Weaknesses

- Information Gaps
- Availability of land in high demand areas
- Financial institutions not willing to finance RV businesses
- Size of sites and services
- Property taxation

Opportunities

- RV tourism is a source of economic benefit
- The shoulder and winter seasons are presently under utilized by the RV market
- Municipalities can implement tax-exempt RV parks by taking advantage of the Community Charter's revitalization program.
- Pursue education and training resources to build business development capacity.
- Take advantage of BC's good reputation as an RV destination
- Learn from on successful enterprises on First Nation land
- Promote RVing as a green activity

Threats

- Campground owners are feeling pressure to sell as land values and demand for condominium development increase.
- Higher gas prices, carbon footprint and ferry cost hikes could all negatively affect RV travel. However, since higher gas prices encourage longer stays at each campground, this could have a positive effect.
- High cost of starting an RV park can be challenging for operators
- Sewage disposal regulation is confusing
- Some RVers choose to "boondock" which means parking for free in areas like mall parking lots and other areas which are not designated or designed for camping. This puts little money into the local economy.
- Passport requirements may limit the number of American RVers visiting Canada

SWOT Analysis for the Ditidaht Community

The following SWOT analysis was developed by the VIU research team and is specific to Ditidaht's strengths, weaknesses, opportunities and threats based on their readiness to engage in the RV park sector.

Strengths:

- Close proximity to the Walbran Valley makes the community a logical place for overnight visitors to stay.
- Being the third access point on the West Coast Trail hike/ Whyac traditional village Cultural heritage site
- Having the second largest salt water lake in Canada with amazing winds
- Naturally attracting adventure tourists
- Lake front access and close proximity to the ocean
- Close to famous spots including the Tsusiat falls, Riata ship wreck, and the Carmanah lighthouse on the west coast trail
- Continued increase in R.Vers (baby boomers, families etc)
- A market of elite American tourists who want a place to escape to, store their R.V's and moor their boats.
- Already existing storm watching, kayaking/ canoe tours, cultural tours, whale watching and sports fishing companies
- Ditidaht property surrounds one of the largest fish hatcheries in BC.
- Local Artisans (5-6 carvers of masks and regalia plus 4-5 basket weavers)
- Exciting community event "WindFest" draws in local and international visitors
- Network of mountain biking trails
- Hydro hook up at the potential RV sites would be easy
- Existing demand for tourism from hunters, fishers, windsurfers and kiteboarders
- No large scale resistance to tourism/ RV park development
- Ditidaht owns a significant amount of private land
- Some of the potential RV sites are already cleared and the Nitinaht Recreation campsite has started installing platforms
- The existing tourism attractions and events ie) whale watching, Wind Fest
- One of the two last rainforests on the Island

Weaknesses:

- Strong winds making it difficult for access by helicopter, airplane or float plane
- From the Lake Cowichan access point the traveler meets a fork in the road and there is nothing to draw them in the direction to Ditidaht (no appealing signage etc).
- The community's infrastructure is not market ready

- Untrained labor pool
- Washed bridges (no access to recreation sites during the wet season)
- No services for Rvers
- The road
- No statistics/ information on visitor characteristics
- No statistics on the number of existing visitors who would like to use RVs if possible
- Underdeveloped amenities
- Poverty and unemployment issues
- Low post secondary education levels likely means there is low business development capacity
- Boaters are intimidated to enter at the Nitinaht Narrows which prevents visitors accessing the community from their marine access point.



Opportunities:

- If day visitors to the Carmanah Valley are drawn into Ditidaht by amenities, tours and natural features it may persuade them to stay longer and spend more money.
- Guided tours or self hunting opportunities (bear, deer, elk etc)
- Increase marketing of the Nitinat canoe triangle
- Develop interpretive tours such as boat trips, whale watching, wildlife viewing etc.
- Offer high end camping trips along the river
- Utilize horseback riding trails
- Hydro hook-up at potential RV sites would not be difficult because of their proximity to power lines.
- Lack of existing R.V. park leaseholds in the region
- Economic stimulation and diversification for the community
- Tap into the “rustic” RV market
- Provide RV storage for fishing market
- Develop attractions further ie) trails to cultural items
- Start a dialogue with Parks Canada regarding development plans

The coastal BC Field Unit First Nations Tourism Initiative: Summary of Market Research concludes that “niches exist for well-planned Aboriginal tourism opportunities, developed with

consideration of target audiences social values and leisure interests, and supported by strong, relevant online information”. (Parks Canada, 2007)

Threats

- The logging roads into the community, (especially from the Lake Cowichan access point). If Western Forest Products stops maintaining them there will be no easy access for RVers
- Pushing out the wind/kite surfer markets by using “their areas” to cater to RVers.
- Closing off third access point into the park
- Fishing and hunting regulations could limit visitation by these markets
- So few businesses exist in the community that it is questionable whether or not economic benefits from an RV park would trickle down past the RV park managers
- Some active resistance to tourism development has been displayed by a handful of Ditidaht residents in the past, which may negatively impact Ditidaht’s image as a destination
- Lack of dialogue with Parks Canada could threaten the integrity of RV development

Recommendations

The VIU research team recognized 2 different key categories for recommendations one being the need for further primary and secondary research and the second being specific recommendations for the Ditidaht community and the existing Nitinaht Campground.

Further research

When speaking with a few of the Ditidaht community leaders they expressed an unawareness of the number of tourists that visit their community. While they have gained a general idea of this information through casual observation, they do not have any solid facts or statistics confirming this information.

By conducting surveys, focus groups or interviews, Ditidaht would be able to better understand visitor motivations for travel, service needs, satisfaction, demographics and numbers. It is recommended that regular quantitative research is conducted. A survey similar to the one developed for Bella Coola could be useful for Ditidaht’s purposes. See Part B of the Appendix for a survey sample.

Currently, Parks Canada has no information on day access people entering the West Coast Trail. It is critical that the Ditidaht community and Parks Canada begin to track the number of day use visitors entering the W.C.T and share their findings with one another. This will provide a more accurate number of the day-use market, enabling them to see the feasibility of developing products for this type of user.

Research into RV expenditures in a given community would be very useful, especially if it was divided into the different market segmentation groups. Further research into the characteristics of the rustic RV market would also be very beneficial to understanding the RV market on Vancouver Island.

For Ditidaht

The following is a suggested process for Ditidaht to follow to guide their RV park development.

Phase one: “Dust off and polish what you have”

Step one:

Develop signage. Ensure that signage exists at both entrances to the community (Port Alberni and Lake Cowichan), at every turn along the way, and at every place where someone could possibly be confused as to where to go. It is recommended that an attractive welcome sign at the entrance of the community is created. This could possibly be made by a local artisan. Some form of signage, however, needs to be implemented immediately. It is recommended that the welcome sign includes symbols representing the amenities available within the community.

Step two:

Complete the current development of the RV area in the campground. Do any low-cost development, but stop at that for now.

Step three:

Update the website to include a “visitors” section which outlines exactly what is offered in the community.

Phase two: “Involvement in the RV Industry”

***NOTE: The outcomes of each of these steps should dictate whether or not the next step is taken. For example, if the community does not support the development, it is not recommended that it goes forward. If the existing markets indicate that they would discontinue visiting under certain development circumstances, it is recommended that the direction of the project is reconsidered.**

Step one:

Have a Participatory Rural Appraisal done, or at least consult the community regarding their opinions and values surrounding further RV development to ensure there is community buy-in.

A Participatory rural appraisal refers to a growing family of participatory approaches and methods that emphasize local knowledge and enable local people to make their own

appraisal, analysis and plans. The PRA process uses group animation and exercises to facilitate information sharing, analysis, and action amongst stakeholders. Although originally developed for use in rural areas, PRAs have been employed successfully in a variety of settings. The purpose of a PRA is to enable development between practitioners, government officials, and local people to work together to plan context appropriate programs. The PRA process is an exercise in communication and transfer of knowledge. The learning by doing and teamwork spirit of PRA requires transparent procedures. For that reason, a series of open meetings, final meeting and follow-up meeting generally frame the sequence of PRA activities. A few of the benefits in using this approach include:

- *Providing an opportunity to stimulate dialogue*
- *It can pull residents of the community together*
- *As well as, allows people to take ownership of the ideas*
- *Provides insights on how the community can diversify and build capacity*

Step two:

Start a dialogue/partnership with Parks Canada, local municipalities, other First Nations in the area and other regional tour operators. These partnerships facilitate cross-promotions of regional tourism products.

Build business development capacity through workshops, training etc. See Aboriginal Tourism BC/ Canada for ideas of how to do this. Build a labour pool and community capacity to ensure that money generated trickles down past the RV park management alone. This could also counteract some of the poverty issues faced by the community.

Step three:

Speak to existing markets (windsurfers, hunters, fishermen) regarding their needs, future plans, whether or not they would be interested in using RVs and their thoughts on larger scale RV introduction.

Step four:

At this point, a move towards more involvement in the RV industry would be appropriate. Use the research in this report to assess the needs of this market. Work on developing these amenities while developing more RV sites. By this point in time, you should have community buy in, businesses, tourism capacity within the community and an idea of the needs of your current markets.

References:

1. Cowichan Region Profile. (n.d.). Retrieved March 3, 2010, from <http://www.tourismvi.ca/research/index>
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4. Gretzel, U., & Hardy, A. (2007, July). *RV traveler study*. University of Northern British Columbia.
5. Hardy, A. (2007, January). *Understanding self drive tourism (rubber tire traffic): A case study of Bella Coola, British Columbia*. University of Northern British Columbia.
6. Hardy, A., & Simic, J. (2006, January). *Assessing drive tourists' preferences and motivation: A case study of Bella Coola, British Columbia*. University of Northern British Columbia.
7. n.a. (2010). *Camping and Rving in British Columbia*. Retrieved from http://www.camping.bc.ca/camping_vancouver_island_and_the_gulf_islands.aspx

8. *Pacific Rim Profile*. (n.d.). Retrieved March 3, 2010, from <http://www.tourismvi.ca/research/index>
9. Parks Canada's Coastal BC Field Unit and Western & Northern Service Center. (2007, September). *Coastal BC Field Unit First Nations Tourism Initiative: Summary of Market Research*.
10. *Park Visitors Characteristics and Views of Services: An Overview Preliminary Results from the 2006 BC Parks Satisfaction Survey*. (n.d.). Retrieved April 2, 2010, from <http://www.env.gov.bc.ca/bcparks>
11. *Recommendations for recreational vehicle park development in British Columbia*. (2008, February). Joint Industry/ Government Working Group on Recreational Vehicle Park Development.
12. *2008 Exit Survey Results*. (n.d.). Retrieved March 3, 2010, from <http://www.tourismvi.ca/research/index>

Appendices

Part A

Park Visitors Characteristics and Views of Services

Park Visitors Characteristics and Views of Services: An Overview

Preliminary Results from the 2006 BC Parks Satisfaction Survey

March 2, 2007

Camper Characteristics

Nearly two-thirds (64%) from BC

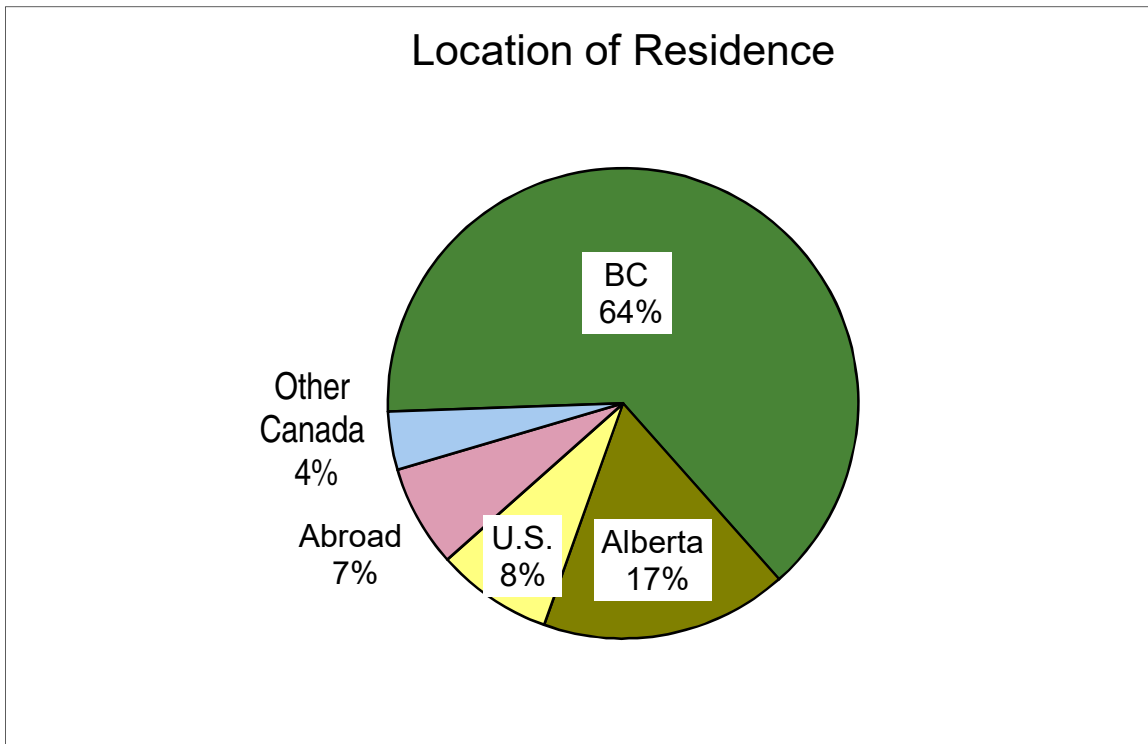
About 35% were parties with children

Average party size - 3.0 people

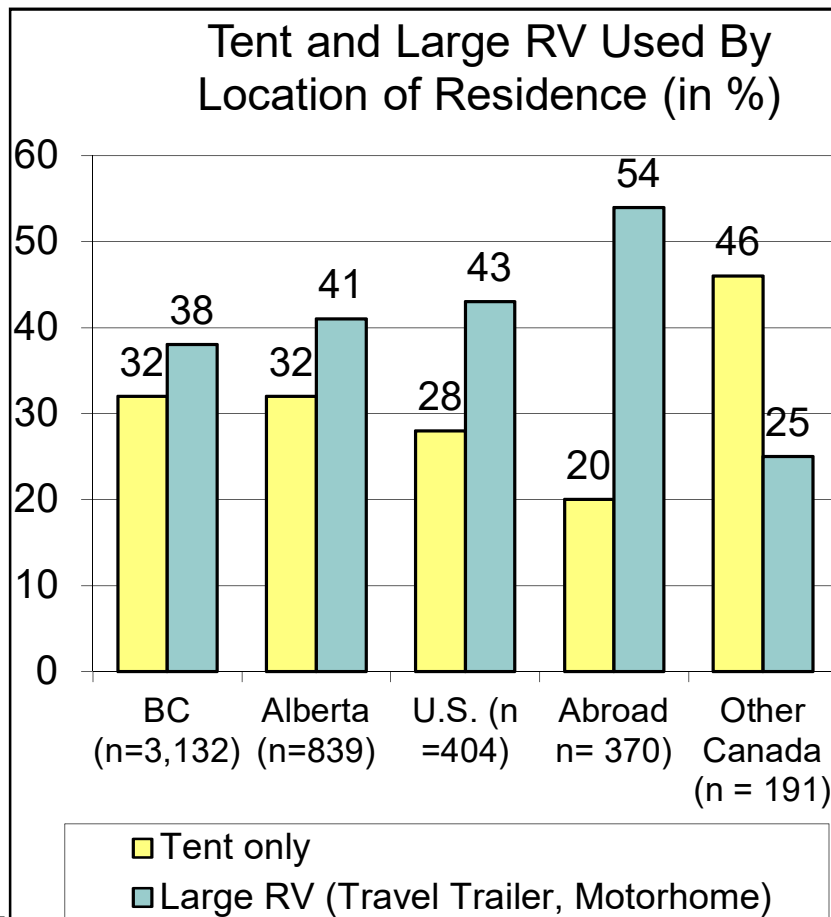
About 69% are RV campers*/ about 31% are tent campers

* In total, about 39% are “large RV’s” campers (use travel trailer, 5th wheel, motorhome)

Based on 4,967 respondents:

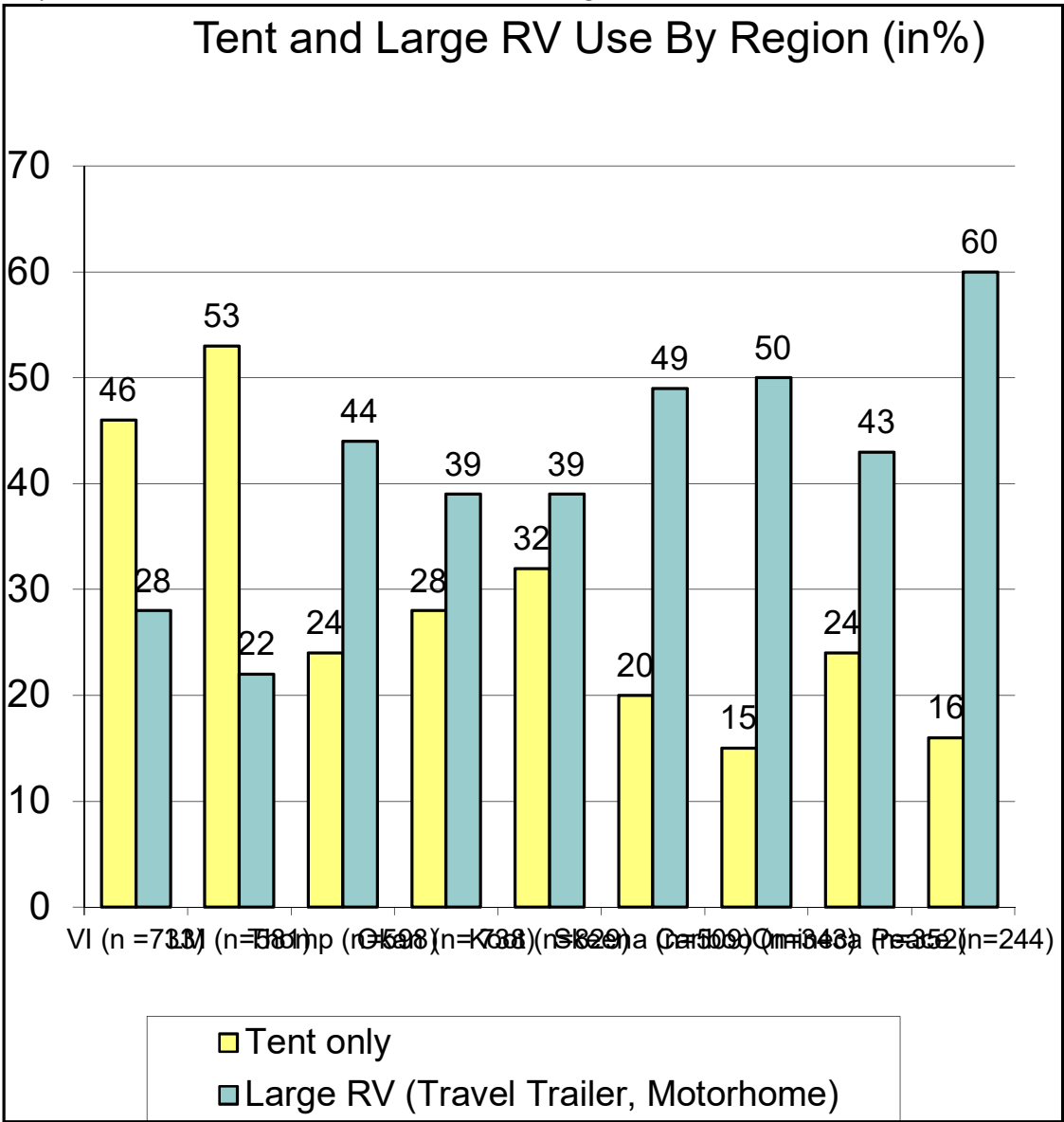


- higher percent of tent campers among young age groups
- Higher percent of RV campers among older age groups



As age increases, RV campers increase and tent camper decrease.

There is a higher percent of large RV campers in the northern regions and a higher percent of tent campers in Vancouver Island and Lower Mainland regions.



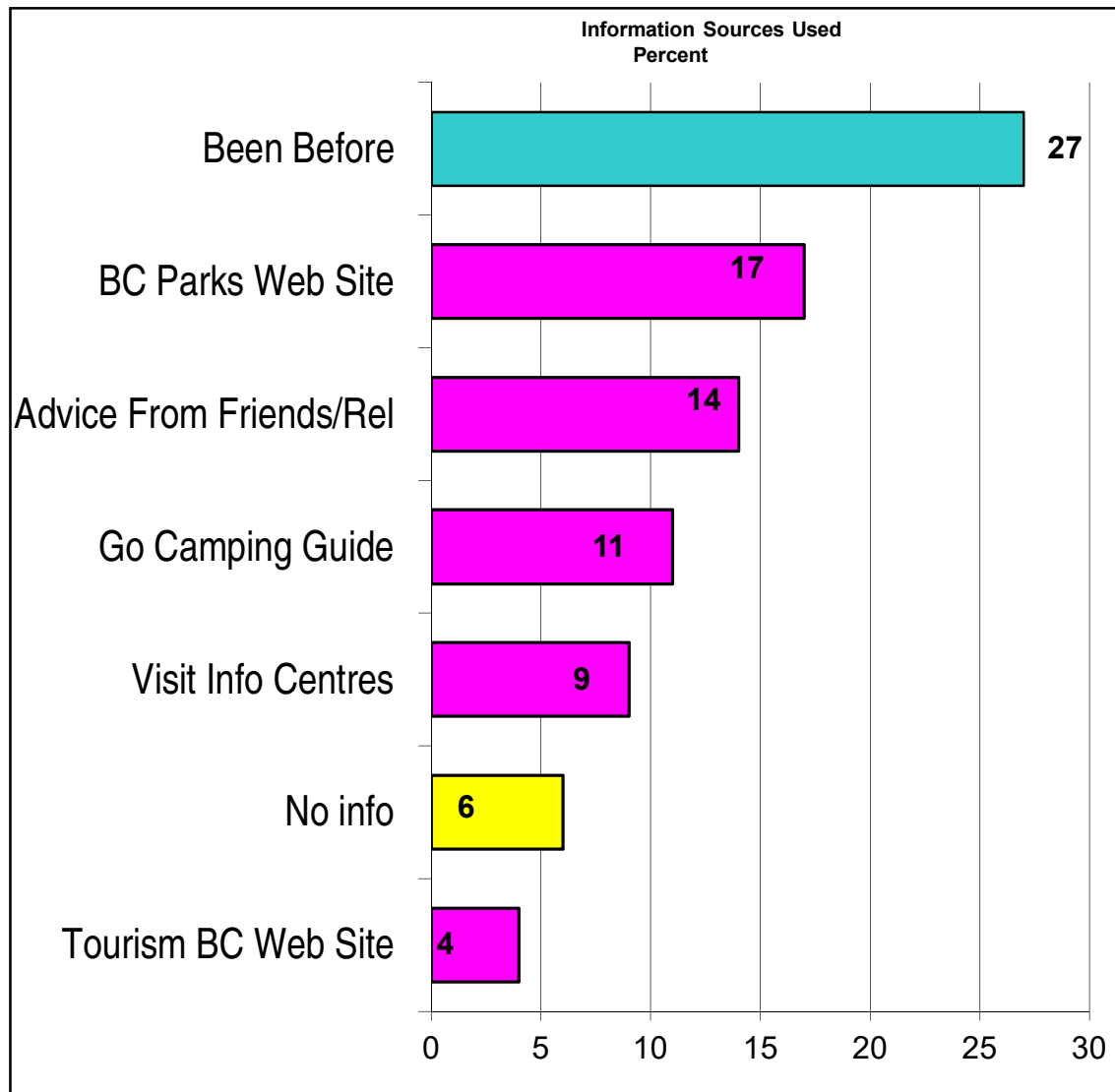
Trip planning by campers

Advance planning

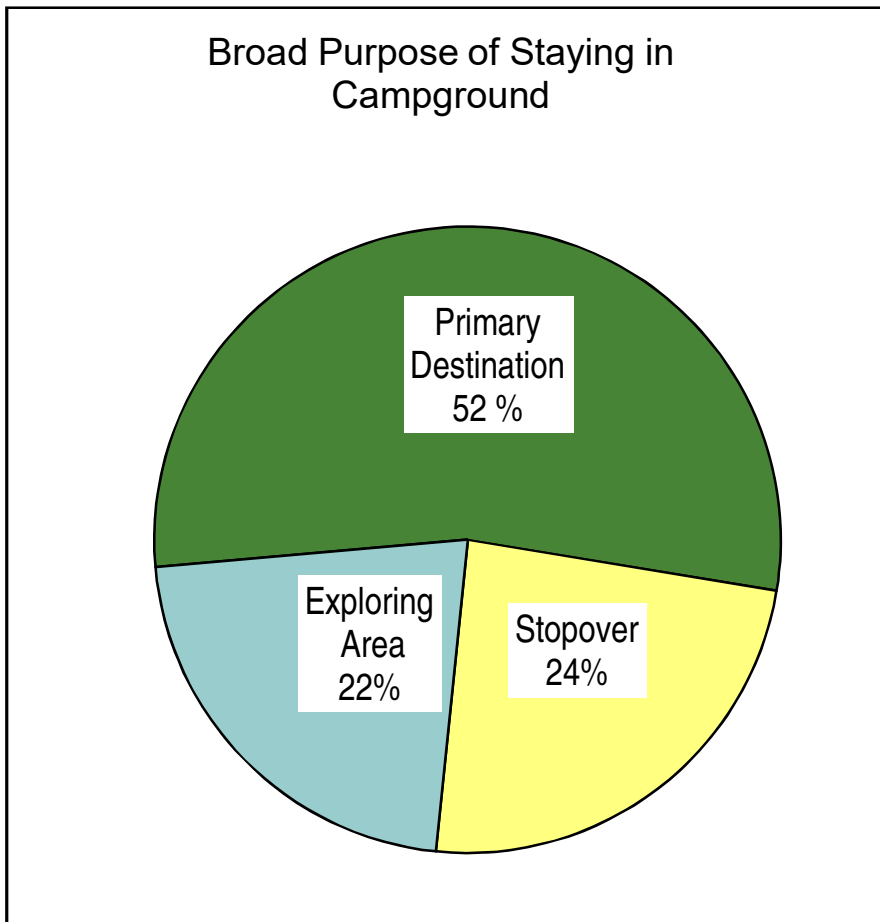
- Less than a month (48%)
- One to 3 months (28%)
- Over 3 months (23%)

Key information source used

- Prior experience (been before)/advice from friends and relatives
- BC Parks Web Site
- "Go camping" guide



Purpose of trip

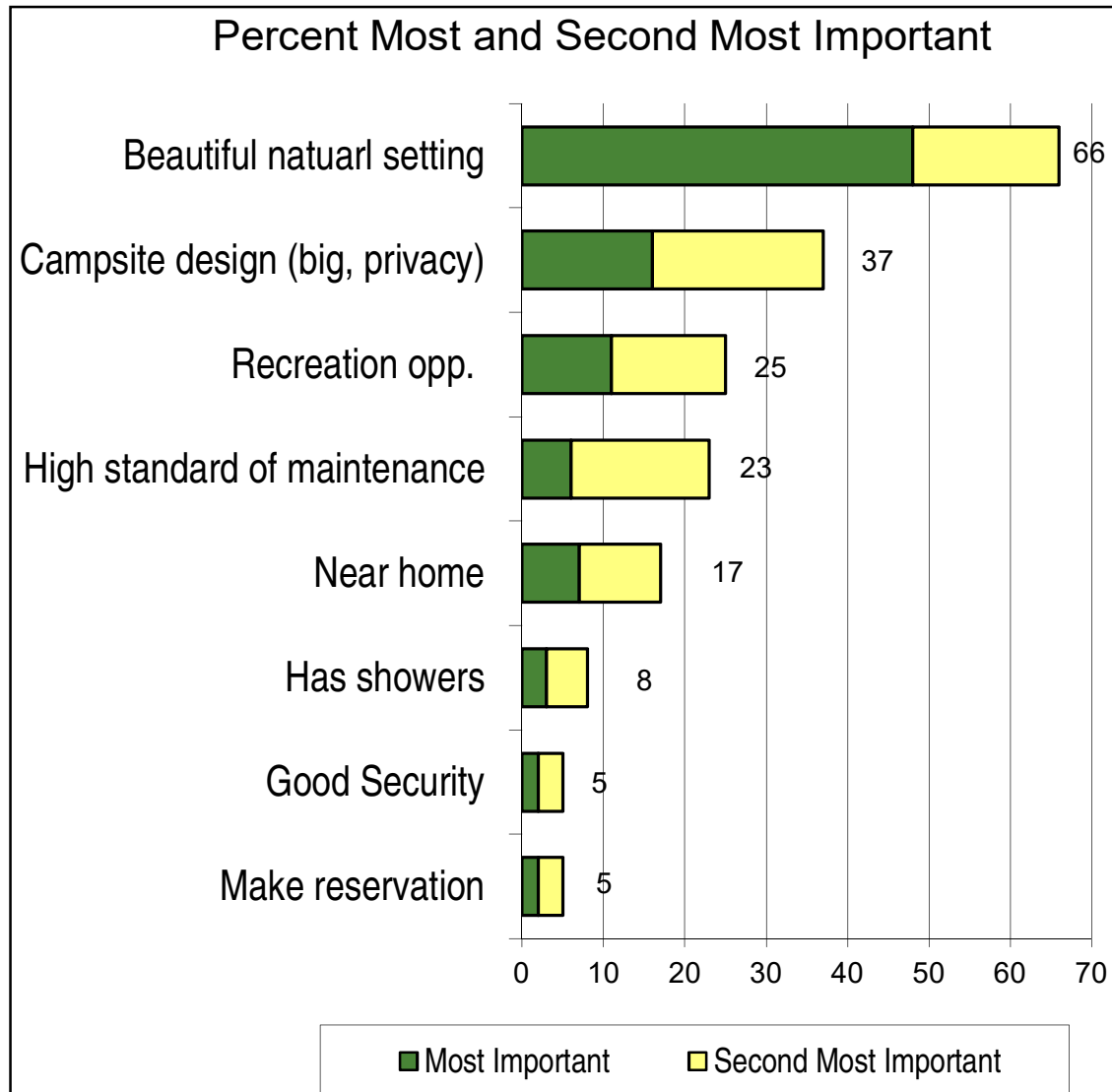


Specific Reasons for Selecting BC Park Campgrounds

Most important reasons*

- Natural setting
- Campsite design
- Recreation opportunities in or near park
- High standard of maintenance

Having recreation opportunities was more important to tent campers (30%) than large RV campers (21%)



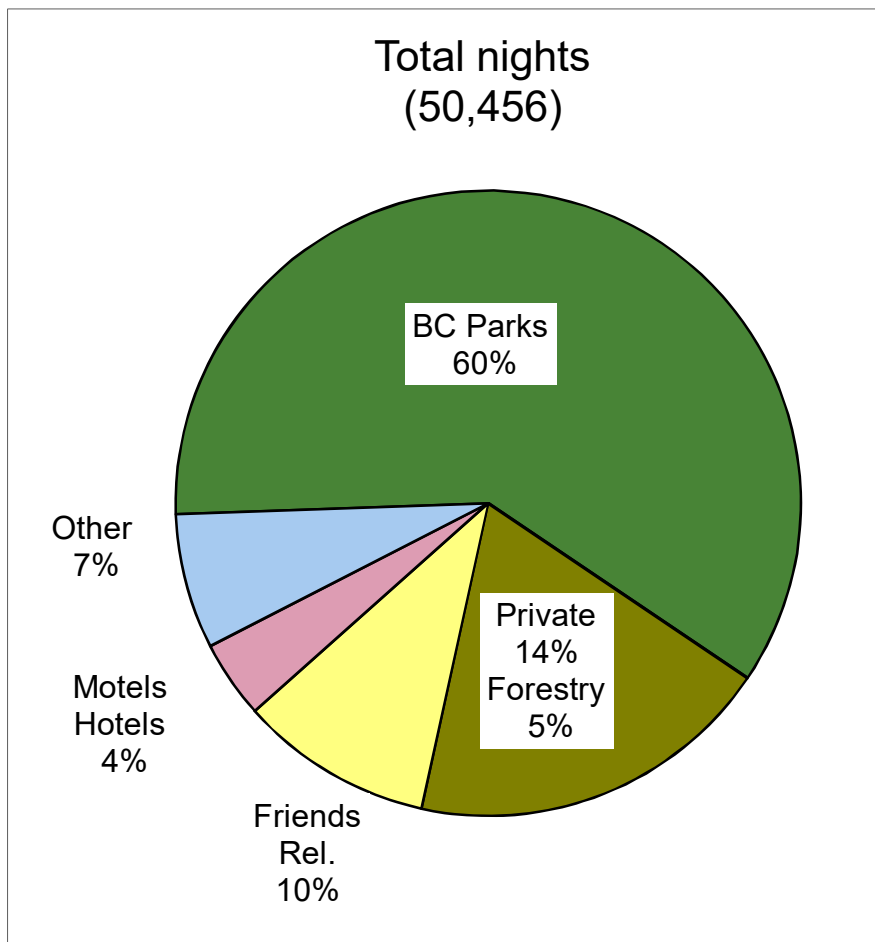
Trip pattern by campers

Average length of entire trip is 10 nights

Average length of stay

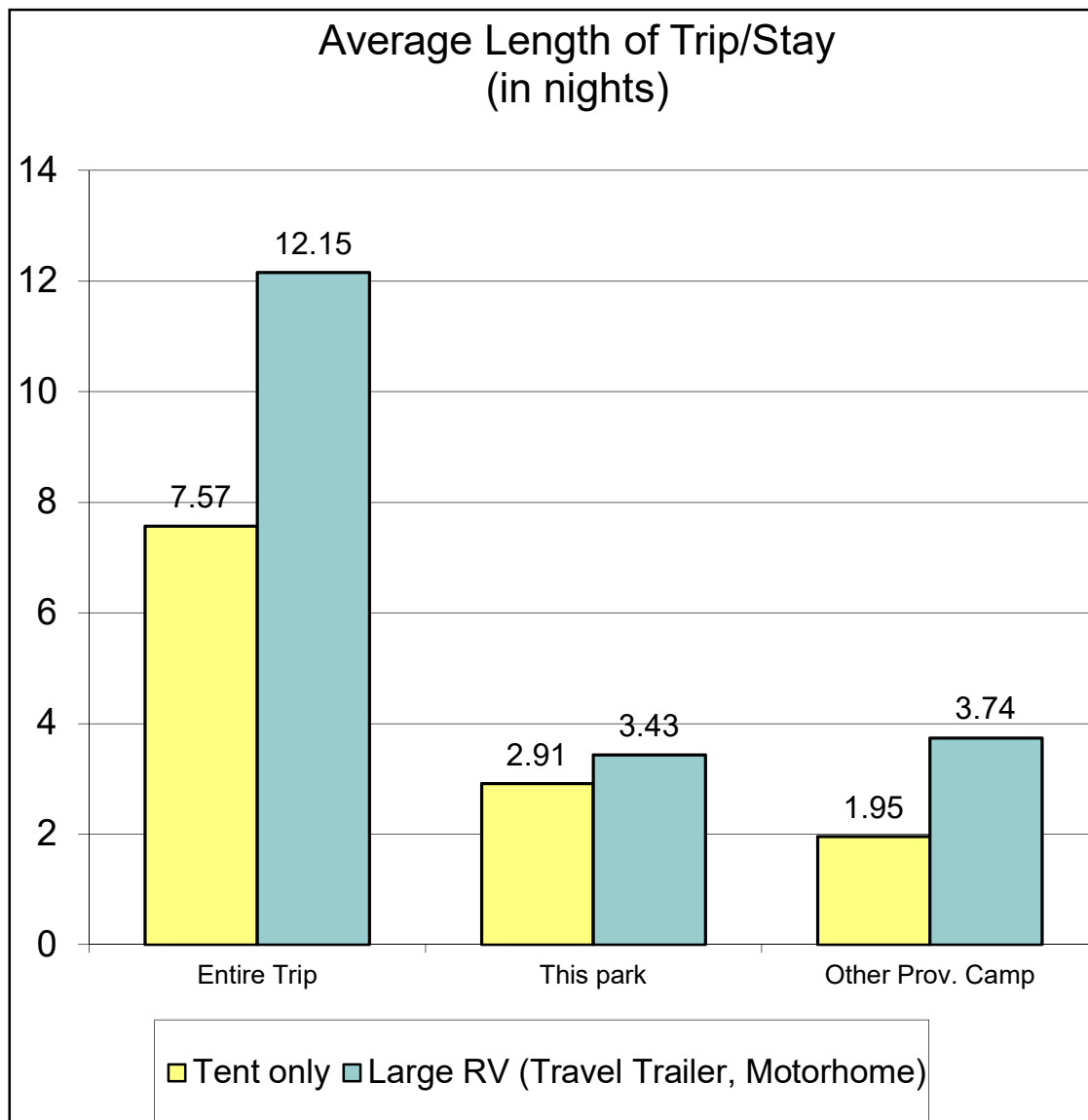
- This campground - about 3 nights
- Other provincial camp – about 3 nights
- Other forms of accommodation – about 4 nights

BC Parks captures nearly 60% of all nights spent by campers on trip



Average length of overall trip is nearly 5 days more for large RV campers than tent campers

Average length of stay in provincial campgrounds is about 2 days more for RV campers than tent campers



Part B

Bella Coola Visitor Survey

Appendix 1

Bella Coola Valley Tourism Seeks Your Opinion!

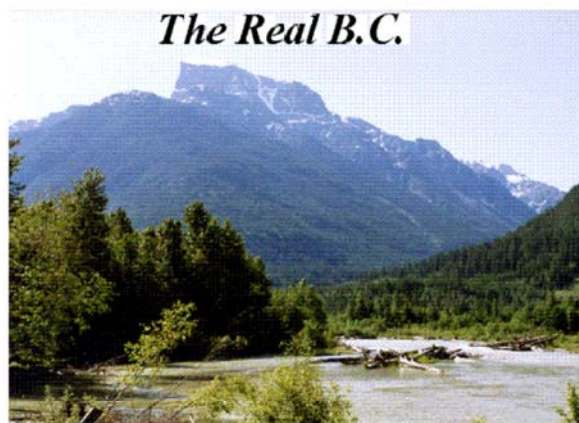
**Please Participate in our 5 Minute Survey to Share Your Experiences
in the Bella Coola Valley and enter a draw to WIN a copy of**

“Bella Coola: life in the Heart of the Coast Mountains”

a picturesque coffee table-style book by Hans Granander & Mike Wigle

The purpose of this research is to find out more about those who drive to the Bella Coola Valley or use the ferry in order to better serve visitors needs.

If you have visited the Bella Coola Valley, we would like you to participate!



UNBC UNIVERSITY OF
NORTHERN BRITISH COLUMBIA

**Thank you for helping us improve your experience
in the Bella Coola Valley!**

Attached to the back of the survey is an information sheet which will provide you more about the research and who to contact if you want more details.

Q1. Firstly, please tell us how you got to the Bella Coola Valley (check one only)

<input type="checkbox"/> a	By Ferry
<input type="checkbox"/> b	By Plane
<input type="checkbox"/> c	By Car, truck or recreation vehicle
<input type="checkbox"/> d	By Motorcycle
<input type="checkbox"/> e	By Bicycle
<input type="checkbox"/> f	By Coach Tour
<input type="checkbox"/> g	Other, please specify and continue

Q2. What is the main form of transport you are using while in the Bella Coola Valley? (check one only)

<input type="checkbox"/> a	Driving your <u>own</u> car/truck
<input type="checkbox"/> b	Driving a <u>rental</u> car/truck
<input type="checkbox"/> c	Driving your <u>own</u> self-contained recreational vehicle
<input type="checkbox"/> d	Driving a <u>rented</u> self-contained recreational vehicle
<input type="checkbox"/> e	Cycling
<input type="checkbox"/> f	Motorcycle
<input type="checkbox"/> g	On a coach tour
<input type="checkbox"/> h	Other, please specify and continue

Q3a. In total, how long will your stay in the Bella Coola Valley be?

<input type="checkbox"/> a	For one day only- please go to question 3b
<input type="checkbox"/> b	1 night - please go to question 4
<input type="checkbox"/> c	2 nights - please go to question 4
<input type="checkbox"/> d	3 nights - please go to question 4
<input type="checkbox"/> e	4-7 nights- please go to question 4
<input type="checkbox"/> f	7-13 nights - please go to question 4
<input type="checkbox"/> g	More than two weeks- please go to question 4

Q3b. If you are only staying in the Bella Coola Valley for one day, why have you chosen not to stay overnight?

Q3c. If you are only staying in the Bella Coola Valley for one day, could anything be changed to encourage you to stay longer?

Q4. How long will your entire vacation be? (check one only)

<input type="checkbox"/> a	One day
<input type="checkbox"/> b	One night
<input type="checkbox"/> c	Two nights
<input type="checkbox"/> d	Three nights
<input type="checkbox"/> e	4-7 nights
<input type="checkbox"/> f	8-13 nights
<input type="checkbox"/> g	2-4 weeks
<input type="checkbox"/> h	More than one month

Q5a. Have you been to the Bella Coola Valley before? (check one only)

<input type="checkbox"/> a	Yes- please go to question 6
<input type="checkbox"/> b	No- please go to question 5b

Q5b. If you have not been here before, what did you expect Bella Coola to be like before you came here?

Q 5c. If you have not been to Bella Coola before, were your expectations of Bella Coola met?

<input type="checkbox"/> a	Yes
<input type="checkbox"/> b	No

Q6. What is the main purpose of this vacation? (check one only)

<input type="checkbox"/> a	Holiday, getting away, leisure, relaxation
<input type="checkbox"/> b	Visiting friends or family
<input type="checkbox"/> c	Participating or attending a festival or event
<input type="checkbox"/> d	Working holiday
<input type="checkbox"/> e	Live in local area (Thank you for your time, there is no need to continue)
<input type="checkbox"/> f	Business trip including Conference, exhibitions, conventions, trade fairs
<input type="checkbox"/> g	Other, please specify

Q7. What are three things that you like most about the Bella Coola Valley?

1. _____
2. _____
3. _____

Q8. What are three things that you like least about the Bella Coola Valley?

1. _____
2. _____
3. _____

Q9. How did you first hear about the Bella Coola Valley?

Q10. To what extent did you plan your vacation?
(check one only)

<input type="checkbox"/> a	Planned whole journey
<input type="checkbox"/> b	Mostly planned but with some flexibility
<input type="checkbox"/> c	Some planning but with lots of flexibility
<input type="checkbox"/> d	No planning, totally flexible

Q11. How would you describe your immediate travel party? (check one only)

<input type="checkbox"/> a	Travelling alone
<input type="checkbox"/> b	An adult couple (partners in a relationship)
<input type="checkbox"/> c	A family group with children
<input type="checkbox"/> d	Other family group and friends
<input type="checkbox"/> e	Friends travelling together without children
<input type="checkbox"/> f	Friends travelling together with children
<input type="checkbox"/> g	Other, please specify

Q12. Which of the following sources of information did you use when planning your vacation?
(Check all that apply)

<input type="checkbox"/> a	Didn't use any information at all (please go to question 13)
<input type="checkbox"/> b	Motoring organisation (e.g. BCAA)
<input type="checkbox"/> c	Previous visit(s)/ prior personal knowledge
<input type="checkbox"/> d	Word of mouth
<input type="checkbox"/> e	Tourist Visitor Information Centre
<input type="checkbox"/> f	Travel guide or book. If so which?
<input type="checkbox"/> g	Television/radio programs
<input type="checkbox"/> h	Telephone or written inquiry to Cariboo Chilcotin Coast Tourism Association
<input type="checkbox"/> i	Travel Agent
<input type="checkbox"/> j	http://www.bellacoola.ca/
<input type="checkbox"/> k	Other website
<input type="checkbox"/> l	Road maps
<input type="checkbox"/> m	Newspaper/magazine article. If so please specify which one:
<input type="checkbox"/> n	Tour operator
<input type="checkbox"/> o	Other, please specify:

Q 13. Of the sources of information that you used above, which did you find the most useful?

Q14. What was your major activity while in Bella Coola (check one only)?

<input type="checkbox"/> a	Hiking
<input type="checkbox"/> b	Visiting Museum and Art Galleries
<input type="checkbox"/> c	Visiting Cultural Sites
<input type="checkbox"/> d	Fresh Water Fishing
<input type="checkbox"/> e	Salt Water Fishing
<input type="checkbox"/> f	Visiting Historical Sites
<input type="checkbox"/> g	Outdoor adventure, please specify:
<input type="checkbox"/> h	Other, please specify:

Q15a. If you used BC Ferries for your trip to or from Bella Coola, how would you rate your experience with BC Ferries? *If you did not travel on BC Ferries please continue to question 16.*

Please circle appropriate box

Very Dissatisfied	Dis-satisfied	Neither satisfied or dis-satisfied	Satisfied	Very satisfied
1	2	3	4	5

Q15b. What, if anything, did you like most about your BC Ferries trip?

Q15c. What, if anything did you like least about BC Ferries trip?

Q16. Please indicate the degree to which each of the following statements applies to you. Does it apply very much, somewhat, a little or not at all?

	Very Much	Some what	A Little	Not at All
I prefer visiting places that haven't been discovered	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I will hurry to get places, even when I have plenty of time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I am actively involved in physical fitness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Generally I would rather go for a walk than read a book	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I have more energy than most persons my age	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I get very frustrated when I'm stuck in traffic	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I make decisions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

quickly & easily				
Crowds in shopping malls have always bothered me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q17. Please indicate your gender (check one only)

<input type="checkbox"/> a	Male
<input type="checkbox"/> b	Female

Q18. Please indicate to us your annual household income before tax in Canadian dollars (check one only)

<input type="checkbox"/> a	0-\$20,000
<input type="checkbox"/> b	20,001- \$40,000
<input type="checkbox"/> c	40,001-\$60,000
<input type="checkbox"/> d	\$60,001-\$80,000
<input type="checkbox"/> e	\$80,001-\$100,000
<input type="checkbox"/> f	Over \$100,000

Q19. Please indicate your highest level of education (check one only)

<input type="checkbox"/> a	High school graduate
<input type="checkbox"/> b	Trade certificate
<input type="checkbox"/> c	College diploma
<input type="checkbox"/> d	undergraduate degree
<input type="checkbox"/> e	Grad or post grad degree

Q20. How old are you (check one only)?

<input type="checkbox"/> a	18-24
<input type="checkbox"/> b	25-34
<input type="checkbox"/> c	35-44
<input type="checkbox"/> d	45-54
<input type="checkbox"/> e	55-64
<input type="checkbox"/> f	65-74
<input type="checkbox"/> g	75 years and older

Q21. Where do you live?

BRITISH COLUMBIA	CANADA	USA	OTHER COUNTRIES
City:	Province:	State:	Country:

Q 22. Please indicate to us employment status (check one only)

<input type="checkbox"/> a	Employed or Self employed
<input type="checkbox"/> b	Retired
<input type="checkbox"/> c	Not working/ stay at home parent/ student

Part C- Regional RV Suppliers, Services and Rentals

RV Suppliers, Services, Rentals

Closest to the Cowichan Region

ARBUTUS R.V. & MARINE SALES LTD.

3430 Trans Canada Hwy, **Cobble Hill**, BC V0R 1L0

Telephone: 250-743-3800 Fax: 250-743-1938

Toll Free: 1-800-665-5581

Website: www.arbutusrv.ca

Services: Sales, Repair Facility, Parts & Service , Storage

[Map it!](#)

BIG BOY'S TOYS LTD.

1421 E Island Hwy, **Nanoose Bay**, BC V9P 9A3

Telephone: 250-468-1500 Fax: 250-468-1599

Toll Free: 1-800-492-2869

Website: www.bigboystoys.ca

Services: Sales, Repair Facility, Service, Rental, Storage

[Map it!](#)

CANADRE

HUB CITY RV LTD.

1465 E. Island Hwy, **Nanoose Bay**, BC V9P 9A3

Telephone: 250-468-7000 Fax: 250-468-7071

Website: www.hubcityrv.ca

Services: Rentals, Repair Facility, Parts & Service, Sales (used)

[Map it!](#)

VANCOUVER ISLAND R.V. RENTALS

Ladysmith

Class C \$149.00 Day Campervans \$99 Day Include Insurance and 75 km. per day Fully

Equipped Automatics

COAST RV SALES & SERVICE LTD.

1458 Industrial Way, **Parksville**, BC V9P 1W3

Telephone: 250-248-3602 Fax: 250-248-7305

Website: www.coastrvsales.com

Services: Sales, Repair Facility, Parts & Service

COURTENAY CAR CENTRE LTD.

#12 - 5th Street, **Courtenay**, BC V9N 3N7

Telephone: 250-334-4428 Fax: 250-334-4494

Toll Free: 1-800-663-0194

Website: www.courtenaycarcentre.com

Services: Rentals, Parts, Service, Repairs, Used Sales, Consignments

[Map it!](#)

ACCESS-KERRECT RV LTD.

1778 Alberni Hwy, Box 455, **Coombs**, BC V0R 1M0

Telephone: 250-248-9444 Fax: 250-248-9411

Website: www.accesskerrectrv.com

Services: Sales, Repair Facility, Parts & Service

[Map it!](#)

VANCOUVER ISLAND R.V. RENTALS**Parksville**

We offer an affordable RV Rentals. Class "A" fully loaded motorhome and a 23 foot fully loaded travel trailer.

K-jack R. V. Rentals**Parksville**

Rent R.V.'s in Central Vancouver Island with a hassle free experience! A home based business that looks after the details.

SUNQUEST R.V.**Nanoose Bay**

Sunquest RV is conveniently located in Nanoose Bay on Vancouver Island. Centrally situated to serve as an excellent starting point for your vacation.

Farthest from the Cowichan Region

BILL HOWICH R.V.

2900 North Island Hwy, **Campbell River**, BC V9W 2H5

Telephone: 250-287-9514 Fax: 250-287-9515

Toll Free: 1-877-289-9514

Website: www.billhowichrv.com

Services: Sales, Parts & Service, Repair Facility

PEDEN RV SUPERSTORE

10049 Galaran Road, **Sidney**, BC V8L 5X3

Telephone: 250-656-3464 Fax: 250-656-3179

Website: www.pedenrv.com

Services: Sales, Parts & Service, Repair Facility

TRIANGLE RV CENTRE

10299 McDonald Park Road, **Sidney**, BC V8L 5X7

Telephone: 250-656-1122 Fax: 250-656-2161

Website: www.trianglerv.com

Services: Sales, Repair Facility, Parts & Service, Rental, RV-Autowash

RV Tours

Rec-Vee Holiday Adventures

Specializing in tours to Northern British Columbia, Yukon and Northwest Territories, and Alaska.

Call toll free: 1-877-773-2833

Website: www.recveeholidayadventures.com

Ridge Valley Tours

Specializing in tours in western Canada: Alberta, British Columbia, Saskatchewan, Yukon, Northwest Territories and Alaska. They have a number of trips planned throughout the summer, and can also arrange to rent RVs for participants. Trips may be customized and a choice of activities included if you call to make arrangements well in advance.

Telephone: 250-460-0787

Website: www.rvtours.ca

Wagon Train RV Tours

One of Canada's original caravan clubs, Wagon Trains can take an ordinary trip and turn it into a fabulous trip of a lifetime. You will see more, do more and enjoy your RV Adventure Holiday like never before.

Call toll free: 1-888-762-3278 or 905-846-0151

Website: www.wagontrainsrvtours.ca

Part D-Regional Festivals

Mid-Island Festivals & Events

Bamfield

1. Bamfield Mushroom Festival
2. Pacific Rim Whale Festival

Cowichan Valley

1. Cowichan Wine and Culinary Festival
2. Cowichan Exhibition
3. Cobble Hill Fall Fair
4. Duncan Summer Festival
5. Honeymoon Bay Blackberry Festival
6. Maple Bay Wooden Boat Festival
7. Sunfest Music Festival
8. Salmon Run on the Cowichan River

Chemainus

Refer to link

<http://www.hellobc.com/en-CA/SearchResultsListings/BritishColumbia.htm?CATID=-1&LOCID=127&KWDS=&NBY=True&FLID=127&FL1ID=6&PN=1>

Duncan

Refer to link

<http://www.hellobc.com/en-CA/SearchResultsListings/BritishColumbia.htm?CATID=-1&LOCID=184&KWDS=&NBY=True&FLID=184&FL1ID=6&PN=1>

Ladysmith

1. Arts on the Avenue
2. Festival of Lights
3. Ladysmith Maritime Festival
4. Ladysmith Days
5. Ladysmith Waterfront Arts Gallery
6. Vancouver Island Paddlefest

Port Alberni

Refer to Link

<http://www.hellobc.com/en-CA/SearchResultsListings/BritishColumbia.htm?CATID=-1&LOCID=463&NBY=True&FLID=463&FL1ID=6&PN=1>

Ucluelet

1. Pacific Rim Arts and Culture Week, Ucluelet and Tofino-Event Date: **April 19th - 25th, 2010**
2. 10th Annual George Fraser Days-Event Date: **May 22nd, 2010**
3. Cadillac Van Isle 360 Yacht Race-Event Date: **June 6th - 21st, 2010**
4. Edge to Edge Marathon-Event Date: **June 13th, 2010**
5. Canada Day celebrations-Event Date: **July 1st, 2010**
6. Pacific Rim Summer Festival-Event Date: **July 1st - 15th, 2010**
7. Ukee Days-Event Date: **July 24th - 26th, 2010**
8. "EIGHT ON THE EDGE" 8 km (5 mi) Run/Walk-Event Date: **October 2010**

Tofino

Refer to link

<http://www.hellobc.com/en-CA/SearchResultsListings/BritishColumbia.htm?CATID=-1&LOCID=625&NBY=True&FLID=625&FL1ID=6&PN=1>

Part E- Regional RV Campgrounds

Pacheena Bay Campground

Pachena Bay Campground, which is owned and operated by the Huu-ay-aht First Nations, is located at the centre of one of the most spectacular settings in the world. Nestled amidst a virgin rainforest on Vancouver Island's rugged and unspoiled West Coast, the Campground has been upgraded to welcome campers and RVs with modern facilities and services to make visits enjoyable and memorable.

The Campground, which is located next to an expansive sandy beach at the head of a beautiful scenic bay, directly faces the open Pacific Ocean, and is at the head of the world-famous West Coast Trail. Here you will enjoy unparalleled wilderness experiences, including beachcombing, hikes through old-growth rainforest and wildlife watching, or you can partake in some of the world's best sportsfishing, kayaking, diving or eco- and cultural tourism adventures.

Campground Amenities

Pets Permitted
 30 Amp Service
 Water On Site
 Tenting Area
 Telephone On Site
 Security On Site
 Sewer On Site
 Flush Toilets
 Showers
 Seasonal Campsite Rentals
 Firewood
 Fishing
 Beach / Natural Swimming

Campground Facilities

Pay Phone(s)
 Fishing
 Beach / Natural Swimming

Campground Front Desk Services

Credit Cards Accepted
 Debit Cards Accepted
 Reservations Accepted

Operating Season:

May 1- Sept 30

Occupancy Rates: Winter: 0

Summer: always full-people are booking a year in advance.

Demographic: Local Vancouver Island customers, Albertans, Canadians

Profile: wide-range of customers from the hard/soft adventurers, wedding market,

-Variety of RVers from high-end motor-homes to more rustic truck style RVers

Land Status: Indian Reserve

*Lake Cowichan Campgrounds**Beaver Lake Campground*

Peace, tranquility, relaxation. Family oriented campground offering spacious sunny or treed RV/tent sites/cabins on beautiful private lake. Fantastic hiking trails, minutes to Lake Cowichan. Clean washrooms, hot showers, laundry, confectionery, playground, sandy beach, swimming, firepits, horseshoes, basketball, volleyball, badminton, watercraft rental. Pets on leashes.

Camping Rates:

\$25.00-35.00 per 2 persons
 Add'l \$5.00
 Weekly rates Cabin only
 Monthly and seasonal rates available

Nearest Community: Lake Cowichan

Land Status: Private

Address: 8631 South Shore Rd.
 Lake Cowichan BC
 V0R 2G0

Number of sites: 12

Telephone: (250) 749-7792

Operating Season: April 1- Oct 31st

Fax: (250) 749-7782

Occupancy Rates: Winter: 0/

Email: info@beaverlakecampground.com

Summer: 85%/Long weekends: full

Website: www.beaverlakecampground.com

Demographic: Families and seniors who enjoy the outdoors. Local Vancouver Island customers, lower mainland, Albertans/ Europeans (German, U.K. people)

Campground Amenities	Campground Facilities	Campground Front Desk Services
Pets Permitted	Play Ground	
30 Amp Service	Convenience Store	Credit Cards Accepted
Water On Site	Entertainment Available	Debit Cards Accepted
Tenting Area	Pay Phone(s)	Reservations Accepted
Telephone On Site	Laundry Facilities	Free Parking
Security On Site	Canoe/Rowboat Rental	
Sewer On Site	Fishing	
Flush Toilets	Beach / Natural Swimming	
Showers		
Certified Cgrd Operator		
Seasonal Campsite		
Rentals		
WIFI or Internet		
Connection		

Gordon Bay Campground

R.V. & Tenting Campground

Rural, Mountain, Waterfront
Location

For a great family camping vacation, head to Gordon Bay Provincial Park, located on the shores of Lake Cowichan, north of Duncan on Vancouver Island. In the summer the lake is warm and the sandy beach makes for great family swimming. History buffs find plenty to interest them in the park and the surrounding area, which is home to a second-growth Douglas-fir forest. Set in one of Vancouver Island's sunniest valleys, this area boasts the highest average annual temperature in Canada.

Activities & Proximity to recreational sites:

The lake is known for its spectacular fresh-water fishing in the spring, fall and winter, when anglers can be challenged by rainbow, cutthroat and Dolly Varden trout. Waterskiing and windsurfing are also popular activities on the lake.

This small wilderness area features a number of walking and hiking trails with unparalleled views. Keen-eyed hikers can spot a variety of wildlife and birds, including juncos, Stellar's jays, chestnut-backed chickadees, mergansers and golden eye ducks. Visit in April when the wildflowers are at their peak.

Camping

Rates:

Camping fees range from \$10.00 to \$30.00 per party, per vehicle, per night. A second vehicle (non RV) may be allowed on site for an additional nightly charge of 1/2 the campsite fee (to a maximum of \$12/night)

Campground Contact

Name: Gordon Bay Provincial Campground

Nearest Community: Cowichan Lake

Is located 35 km northwest of Duncan on southern Vancouver Island. The park, situated on the shores of Cowichan Lake, is accessed via Hwy #18 off Hwy #1. Travel 26 km west on Hwy #18 to Lake Cowichan, then 14 km on South Shore Road. Nearby communities include: Honeymoon Bay, Cowichan Lake, Youbou, Duncan

Address:

No. of Sites: 126

Operating Season:

Opening and Closing

Campground Dates:

-(campground is accessible but may not offer full services such as water, security, etc.)-All Year round

- Campground Dates with Full

Services and Fees: April 1 – October 30

Tel: (250) 474-1336

Web site: <http://www.env.gov.bc.ca/>

Campground Amenities

Campground Facilities

Campground Front Desk Services

Pit or flush toilets
Showers
Drinking water
Fire pits
Picnic areas

Play Ground
Beach, Swimming, water activities
Boat launch
Wheelchair Access

Credit Cards Accepted
Debit Cards Accepted
Reservations Accepted

Occupancy Rates:

Winter: 0-10%

Summer: 85-100%

Demographic: All ages, Families/kids, Vancouver Island customers

In situ Land status: Provincial

Paradise Village R.V. Park Inc

Cabin/Cottage and Campground

Rural, Mountain, Waterfront
Location

Paradise Village is a family oriented RV park located in the quiet and safe town of Honeymoon Bay on the beautiful and sunny shores of Lake Cowichan on Vancouver Island, British Columbia Canada.

Activities/ Proximity to recreation sites: Tourists are attracted to the beauty of the area and recreational activities include camping at the local Gordon Bay Provincial Park. Other activities include walking through the Wildflower Reserve, golfing at March Meadows or visiting any number of beaches.

Camping		Campground Contact	
Rates:		Name:	Paradise Village R.V. Park Inc
\$25.00-35.00 per 2 persons		Nearest Community:	Honeymoon Bay
Add'l \$5.00			Paradise Village Road,
Weekly rates Cabin only			6855 Park Avenue
Monthly and seasonal rates available		Address:	Honeymoon Bay
			BC
			VOR 1Y0
No. of Sites:	12	Tel:	(250) 710-1317
Operating Season:		Fax:	(250) 749-7782
Apr 1 - Oct 31		Web Site:	http://www.paradisevillagervpark.com

Campground Amenities	Campground Facilities	Campground Front Desk Services
Pets Permitted	Play Ground/fields	
30 Amp Service	Convenience Store	Credit Cards Accepted
Water On Site	Pub	Debit Cards Accepted
Tenting Area	Entertainment Available	Reservations Accepted
Telephone On Site	Canoe/Rowboat Rental	Free Parking
Security On Site	Fishing	
Sewer On Site	Beach, Swimming, water activities	
Flush Toilets	Fire pits	

Showers
Certified Cgrd Operator
Seasonal Campsite Rentals
Laundry
Secure storage for boats and trailers

Boat launch

Community Amenities:

The Honeypot Pub
Gas station
Community Hall
General Store
Butcher shop
Post office

Occupancy Rates:

Winter: 0

Summer: 75-80%

Demographic: All ages, Vancouver Island customers

Land status: Private

Peter's Pond

R.V Campground

Rural, Waterfront Location

Welcome, on the following pages you will find links and information for the family oriented RV park located in the quiet and safe town of Honeymoon Bay on the beautiful and sunny shores of Lake Cowichan on Vancouver Island, British Columbia Canada.

Activities/ Proximity to recreational sites:

	Campground Contact
	Name: Peter's Pond R.V. Park Inc
	Nearest Community: Honeymoon Bay
Camping	
Rates:	Address: Southshore Road
\$ 550 a month	
	Tel: (250)749-6687
No. of Sites: 15	

Operating Season:

May 24-Sept 7th

Campground Amenities

Pets Permitted
30 Amp Service
Water On Site
Tenting Area
Port a potty
Dock for boats
Beach access
Swimming area

**Campground
Facilities**

Fishing
Beach, Swimming, water
activities
Fire pits
Boat launch

Campground Front Desk Services

Credit Cards Accepted
Debit Cards Accept

Occupancy Rates:

Winter: 0

Summer: (Depends on weather) 50%
busier on weekends

Demographic:

Vancouver Island people
(Victoria/Nanaimo)
Europeans (Germans, British)

Arrowvale Campground and Cottages

Cabin/Cottage and Campground

Rural, Waterfro

On the Somass River: Large grassy treed sites,
mountain views, pets on leash, hiking trails,
River fishing, bike trails, walking tours to see animals.

Camping	Campground Contact
Rates:	Arrowvale
\$22.00-\$25.00 per 2 persons	Name: Campground and
Add'l \$5.00	Cottages
Elec \$2.00, Water \$1.00	Nearest
No. of Sites: 40	Communi Port Alberni
Operating Season:	ty:
Open All Year	Arrowvale
	Campground and
	Cottages
	Address: 5955 Hector Road
	Port Alberni
	BC
	V9Y 9E8
	Tel: (250) 723-7948
	Fax: (250) 723-7948
	Toll-free: No Service
	E-mail: info@arrowvale.ca
	Web Site: www.arrowvale.ca

Campground Amenities

Pets Permitted
Firewood
Limited electric sites
Tenting Area
Telephone On Site
Security On Site
Flush Toilets
Showers
Pull Thru Sites
Certified Cgrd Operator

Campground Facilities

Play Ground
Convenience Store
Pay Phone(s)
Hot-Tub / Whirlpool
Laundry Facilities
Breakfast Continental/Full
Fishing
Beach / Natural Swimming

Campground Front Desk !

Credit Cards Accepted
Debit Cards Accepted
Reservations Accepted
Free Parking

Occupancy Rates: Summer (June-September) 75-85%

Demographic: Has changed over the past few years to more local people, no more Americans

Europeans (95% German and Dutch).

Attract the sports fisherman, families/kids, Sporting events, anyone heading to Long Beach.

Land Status: Private

Port Renfrew Campgrounds

Pacheedaht Campground

Campground Amenities:

Outhouses

Showers in the summer

Campground Front Desk:

Self check in (put money into an envelope and drop into a secure box)

Land Status: Indian Reserve

Sooke Campgrounds

Sooke Potholes Campground

Campground , RV Park , Seasonal Campsite Rentals and
Tenting Area

Mountain, Wilderness,
Waterfront Location

Located in the majestic Sooke Potholes Regional Park our campground is on the famous Sooke River. Nestled amongst Douglas firs, our campsites fit tents with four guests or RVs under 26' with six guests. Cyclists may bike into our campground and enjoy our communal bicycle camp.

Camping

Rates:

per persons

No. of Sites:

Operating Season:

May - Aug

Campground Contact

Name: Sooke Potholes Campground

Nearest

Community: Sooke

Address:

	Sooke River Road	Occupancy
	Sooke	Rates: End of
	BC	May-June
	V0S 1N0	50%
Tel:	(250) 383-4627	-Summer
Fax:	(250) 744-2251	80%
Toll-free:	(888) 738-0533	-Higher on
E-mail:	tlccamping@conservancy.bc.ca	Weekends
Web Site:	www.conservancy.bc.ca/potholescamping	then
		weekdays

Campground Amenities

Campground Facilities

Campground Front Desk Services

Pets Permitted

Water On Site

Tenting Area

Seasonal Campsite Rentals

Fishing

Beach / Natural Swimming

Credit Cards Accepted

Reservations Accepted

Demographic: Family Demographic since the individual has to be over 25 years of age to book anyone under the age of 19 has to be accompanied by an adult.

Land Status: CRD Municipal Land

Sunny Shores Resort & Marina

Cabin/Cottage , Campground and Tenting Area

Waterfront Location

At Sunny Shores Resort & Marina, we offer modern housekeeping units with colour cable TV, tent and trailer sites, firepits, picnic tables, clean washrooms, laundromat, large pool, mini golf, horseshoes and children's playground. Full marina facilities, boat launching ramp, moorage, gas, diesel, bait, tackle shop, plus boat and motor repairs. Pets on leash. Open all year.

Activities/Proximity to recreational sites: Swimming pool, marina, charter fishing, mini-golf.

		Campground Contact
		Name: Sunny Shores Resort & Marina
		Nearest Community: Sooke
		Sunny Shores Resort & Marina
		5621 Sooke Road, RR 1
		Sooke
		BC, V0T 1M0
Camping		Tel: (250) 642-5731
Rates:		Fax: No Fax
No. of Sites:	70	Toll-free: No Service
		E-mail: info@sunnyshoresresort.com
		Web Site: www.sunnyshoresresort.com

Campground Amenities

Water On Site
Treed /open R.V. & tenting
areas
Full Hook-ups
Washrooms
Fire rings

Campground Facilities

Convenience Store
Laundry Facilities
Picnic Tables

Campground Front Desk Services

Credit Cards Accepted
Debit Cards Accepted
Reservations Accepted
Free Parking

Occupancy Rates: winter nobody

Summer: 60-70% full, but decreasing each year

RV tourists range from a more rustic type not needing any hook-up/water others do

Demographic: Families/kids from Vancouver Island close by, no Americans, few European

Fisherman, hikers etc.

Ucluelet Campgrounds***Island West Resort*****Campground**

Full service resort offering guided charters, RV & moorage, gift & marine store, 2 motels, lodge and camping. Eagles' Nest Marine Pub. Right in town. Walk to all amenities. Close to Pacific Rim National Park & famous Long Beach. Great off season rates.

Waterfront Location**Camping****Rates:**

\$29.00 - \$35.00

No. of Sites: 40

Operating Season:

Open All Year

Campground Contact

Name: Island West Resort

Nearest Community: Ucluelet

Island West Resort

1990 Bay Street

Address: Ucluelet

BC, V0R 3A0

Tel: (250) 726-7515

Fax: (250) 726-4414

Toll-free: No Service

E-mail: fish@islandwestresort.com

Web Site: www.islandwestresort.com

Campground Amenities

Pets Permitted
Water On Site
Tenting Area
Telephone On Site
Sewer On Site
Flush Toilets
Showers
Dump Station

Campground Facilities

Convenience Store
Pay Phone(s)
Laundry Facilities
Snack Bar
Restaurant On Site
Bar / Lounge / Pub
Boat Launch
Marina
Fishing

Campground Front Desk Services

Credit Cards Accepted
Debit Cards Accepted
Reservations Accepted
Free Parking

Occupancy Rates: April-60% full, July-August-100%

Demographic: Albertans, Vancouver Islanders

Adventure type: People taking surf lessons, whale watching, site seeing

Rustic RVer just want water and electrical hook-up.

Land status: Private

Surf Junction Campground

Campground , RV Park , RV Resort , Seasonal Campsite Rentals and Tenting Area

Rural, Wilderness Location

Affordable woodland luxury 1 km from Pacific Rim National Park. Private wooded campsites and full service RV sites. We offer surf lessons, surf rentals, tour bookings, adventure packages available. Check our web site. Amenities include hot tub, sauna, hot showers, flush toilets, camp store, espresso bar. Reservations strongly recommended.

Camping

Rates:

\$25.00-\$35.00 per 4 persons

Seasonal rates available.

No. of Sites: 49

Operating Season:

Apr 1 - Oct 15

Campground Contact

Name:

Surf Junction Campground

Nearest Community:

Ucluelet

Surf Junction Campground

2650 Tofino/Ucluelet Hwy

Address:

Ucluelet

BC

V0R 3A0

Tel:

(250) 726-7214

Fax:

(250) 726-4606

Toll-free:

(877) 922-6722

E-mail:

surfjunction@alberni.net

Web Site:

www.surfjunction.com

Campground Amenities

Pets Permitted
30 Amp Service
Water On Site
Tenting Area
Telephone On Site
Security On Site
Sewer On Site
Flush Toilets
Showers

Campground Facilities

Convenience Store
Entertainment Available
Pay Phone(s)
Sauna
Hot-Tub / Whirlpool
Meeting / Banquet Facilities

Campground Front Desk Services

Credit Cards Accepted
Debit Cards Accepted
Reservations Accepted
Free Parking

Occupancy Rates: June-August-85-100% full

Demographic: Europeans, Vancouver Islanders

No high-end Rvers, more rustic just want water and hook up

Receive lots of overflow campers.

Land status: Private

Ucluelet Campground

Campground , RV Park , Seasonal Campsite Rentals and Winter Camping Downtown, Waterfront
Location

Ucluelet Harbor views, walk to all amenities, full, partial and tent sites, forested, showers, whale watching and salmon and halibut fishing, guided charters and moorage arranged, adjacent to boat launch, hiking ocean front trails, golfing, bowling, restaurants and shopping nearby. Flight seeing tours.

Camping

Rates:

\$25.00-\$38.00 per 4 persons

Add'l person fee

Weekly, monthly and seasonal rates available

No. of Sites: 100

Operating Season:

Mar 1 - Sep 30

Campground Contact

Name: Ucluelet Campground

Nearest Community: Ucluelet
Ucluelet Campground
260 Seaplane Base Road

Address: Ucluelet

BC

V0R 3A0

Tel: (250) 726-4355

Fax: (250) 726-7452

Toll-free: No Service

E-mail: camp@uclueletcampground.com

Web Site: www.uclueletcampground.com

Campground Amenities

Pets Permitted

Water On Site

Tenting Area

Telephone On Site

Sewer On Site

Flush Toilets

Showers

Dump Station

Certified Card Operator

Seasonal Campsite Rentals

Campground Facilities

Convenience Store

Pay Phone(s)

Boat Launch

Fishing

Campground Front Desk Services

Credit Cards Accepted

Debit Cards Accepted

Reservations Accepted

Free Parking

Occupancy Rates:

Winter: 0

Summer: 90-100%

Demographic: Albertans,

Vancouver Islanders, Europeans

Land Status: Municipal

Sproat Lake

Campground , RV Park

Waterfront Location

Fresh water adventure seekers will not want to miss a visit to Sproat Lake Provincial Park in the Alberni Valley on central Vancouver Island. Located 15 minutes west of Port Alberni, Sproat Lake is a favoured location for swimming, fishing, waterskiing and, when the wind is up, windsurfing.

A variety of short access trails lead visitors around this park, including a trail to the eastern end of Sproat Lake, which is home to one of the finest panels of prehistoric petroglyphs in British Columbia. Little is known about this petroglyph, named K'ak'awin, but it isn't hard to imagine this rock carving as depicting some mystical ancient monsters of the lake.

Two separate campgrounds and a large day-use area make this park a popular destination for campers and picnickers, who come here to enjoy the host of recreational pursuits available or just relax in the sun by the warm lake.

Activities: Swimming, canoeing, fishing, cycling, scuba diving, wind surfing, waterskiing, wildlife viewing, Interpretive Programs

Camping Rates :

Range from \$10.00 to \$30.00 per party, per vehicle, per night. A second vehicle (non RV) may be allowed on site for an additional nightly charge of 1/2 the campsite fee (to a maximum of \$12/night)

No. of sites:

Lower campground = 15
Upper campground = 44

Operating Season:

Open all year round

Campground Contact

Name:

Sproat Lake Provincial Campground

Nearest Community: Port Alberni

Address: Located 13 km northwest of Port Alberni on central Vancouver Island.

The park sits on the north shore of Sproat Lake, and can be reached via Hwy #4.

Tel: (250) 474-1336

E-mail: office@rlcenterprize.com

Website:

http://www.env.gov.bc.ca/bcparks/explore/parkpgs/sproat_lk

Campground Amenities

Pets Permitted
Water On Site
Tenting Area
Security On Site
Sewer On Site
Pit & Flush Toilets
Showers
Pull Thru Sites

Campground Facilities

Fire Rings
Picnic Areas
Boat Launch
Pay Phone(s)
Wheel chair access
Beach / Natural Swimming

Campground Front Desk Services

Credit Cards Accepted
Debit Cards Accepted
Reservation

Occupancy Rates: Info couldn't be obtained

Demographic: Info couldn't be obtained

APPENDIX 11 - LIST OF PAST ECONOMIC DEVELOPMENT STUDIES, ASSESSMENTS & PLANS

Year	Study Title	Prepared or Assisted By
2018	Ditidaht First Nation Nitinaht Lake Resort Business Plan	Legacy Tourism Group Corporation
2017	Doobah Site Pre-Feasibility Report	Legacy Tourism Group Corporation
2017	Doobah Lands Assessment: Highest and Best Use Analysis Development Opportunities Study	Castlemain
2017	3 rd Party Assessment Report, Report reviewing studies on Recirculating Aquaculture Project by AgriMarine Technologies and Pacific Rim Aquaculture Corporations	Odd Grydeland
2016	Feasibility Study for Recirculating Aquaculture Project to be Located on Ditidaht First Nation Owned Reclaimed Sawmill Site	AgriMarine Technologies, Pacific Rim Aquaculture Corporate
2016	Pre-Feasibility Study for Recirculating Aquaculture Project to be Located on Ditidaht First Nation Owned Reclaimed Sawmill Site	AgriMarine Technologies, Pacific Rim Aquaculture Corporate
2015	Ditidaht Doobah Tourism Opportunities Study	EcoPlan International
2013	Little Nitinat River Hydropower Project Development Plan: Submitted in support of the Commercial Waterpower Application, Lands File 14113685, Water File 1002916	Barkley Project Group
2010	Market Assessment for a Recreational Vehicle Campground for the Ditidaht First Nation	Vancouver Island University Project
2009	Nitinaht Resort Lodge	
2008	Unleashing the Nitinat III: Marketing and Development Plan for Ditidaht Tourism	Bob Isbister & Associates Ltd.
2006	DFN Proposed Lodge at Whyac, Nitinat Lake, BC	Brian Payer & Associates O'Neil Marketing & Consulting, Bennett Brown & Associates, DM Russell & Associates

APPENDIX 12 – ADDITIONAL WEBSITES AND RESOURCES RELATED TO ECONOMIC DEVELOPMENT

(Note: Please also see resources in Appendix 5 and 6 on Training and Funding Resources)

ABORIGINAL AQUACULTURE ASSOCIATION	<p>The AAA is a National not for profit corporation established in 2003 to facilitate meaningful participation of Aboriginal communities and Aboriginal entrepreneurs in the aquaculture sector. Aboriginal Aquaculture Association is a sectoral organization designed to assist, support and facilitate the meaningful participation of First Nations in sustainable aquaculture development.</p> <p>http://www.aboriginalaquaculture.com/</p>
ALL NATIONS DEVELOPMENT CORPORATION	<p>All Nations Development Corporation (ANDEVCO) was incorporated in 1987 under the Company Act of the Province of British Columbia; it is a wholly owned subsidiary of ANTCO. ANDEVCO was formed to facilitate receipt of Native Economic Development Program (NEDP) funds for developmental lending. The primary function of ANDEVCO now is to provide advisory services for Aboriginal entrepreneurs and First Nations in BC. ANDEVCO provides business counseling and financial advice North of Hope BC. ANDEVCO also provides access to equity contributions from the Business Equity Fund (BEF).</p> <p>*May be able to provide information regarding agricultural ventures (ask for Paul Donald).</p> <p>http://www.antco.bc.ca/companies/all-nations-development-corporation</p>
CANADA BUSINESS NETWORK - BUSINESS PLANNING	<p>Information, templates, and tools for developing successful business plans</p> <p>https://canadabusiness.ca/business-planning/?it=eng/page/2865/</p>
CANADIAN CENTRE FOR COMMUNITY RENEWAL	<p>Some are better than others, but generally, public policy and programs affecting local development share one big weakness: they want to assess program effectiveness piecemeal, and without regard to the big picture – the realization of vital, self-reliant communities. Here are two frameworks that will connect our public investments to real progress in the revitalization and empowerment of distressed towns and neighbourhoods. One was created to assess the effectiveness of government programs in Yukon Territory, and the other for comparative analysis of the performance of regional community economic development organizations in Nunavut Territory.</p> <p>https://canadabusiness.ca/business-planning/?it=eng/page/2865/</p>
CANADIAN COUNCIL FOR ABORIGINAL BUSINESS	<p>Mission: To foster sustainable business relations between First Nations, Inuit and Metis people and Canadian Business.</p> <p>https://www.ccab.com/</p>

CANADIAN COUNCIL FOR ABORIGINAL BUSINESS - ABORIGINAL BUSINESS MENTORSHIP PROGRAM	CCAB's Mentorship program pairs Aboriginal entrepreneurs with experienced mentors to help them take their business to the next level. Entrepreneurs gain expert advice from industry leaders. Protégés choose the mentor that best fits their needs from a roster of available mentors. https://www.ccab.com/programs/aboriginal-business-mentorship-program-abmp/
CANADIAN EXECUTIVE SERVICE ORGANIZATION	Since 1969, CESO has worked with Indigenous communities across Canada, collaborating on more than 30,000 projects. CESO Volunteer Advisors (VAs) support individuals, small and medium-sized businesses, and community organizations to build long-term economic development, good governance, strong community planning infrastructure, and sound financial management https://www.ceso-saco.com/our-work/ .
CANADIAN SOCIAL ENTERPRISE GUIDE	The guide answers question such as: <ul style="list-style-type: none"> • How can you tell if your group is ready to embark on a social enterprise? • What are the steps in a social enterprise planning process? • How do you identify and assess enterprise opportunities? • How to you plan for a social enterprise? • How can you measure social returns in a business setting? • What do you need to know about the legal context? http://vibrantcanada.ca/files/social_enterprise_guide.pdf
CAPE FUND - CAPITAL FOR ABORIGINAL PROSPERITY AND ENTREPRENEURSHIP	CAPE Fund is a \$50 million private-sector investment fund initiated by 21 of Canada's leading companies, individuals and US based Foundations. CAPE Fund will be focused on mid-market opportunities with a strong degree of Aboriginal involvement and connection to Aboriginal communities throughout Canada. Its mission will require that it act with the same rigour, discipline and best practices with regards to the application of its investment guidelines, processes, and corporate governance standards applied in the private sector. http://www.capefund.ca/
CH'NOOK INDIGENOUS BUSINESS EDUCATION	Ch'nook's mission is to promote business, management and entrepreneurship as viable career opportunities for Aboriginal students in order to contribute to creating a sustainable and self-sufficient economic future for First Nation communities in British Columbia and across Canada. https://www.sauder.ubc.ca/Programs/Chnook

COLUMBIA BASIN TRUST - BASIN BUSINESS ADVISORS	<p>If you need help making your business stronger, you can use this program to access confidential, one-to-one counselling and assessment services free of charge. You may access this program if you represent a small- or medium-sized business in the Basin, including a social enterprise. This program is delivered by Community Futures.</p> <p>https://ourtrust.org/our-work/economic/basin-business-advisors/bbaprogram.ca</p>
COLUMBIA BASIN TRUST - IMPACT INVESTMENT FUND	<p>If your business needs financial support but isn't able to secure conventional financing, this fund may be able to help. The fund supports business opportunities that are higher risk and may not offer adequate financial returns to an investor, but will benefit Basin residents and communities in some other way. For example, it may create jobs, address a community need, help the environment, or support arts and culture.</p> <p>https://ourtrust.org/grants-and-programs-directory/impact-investment-fund/</p>
COMMUNITIES COMMITTEE - ACQUIRING AND MANAGING A COMMUNITY-OWNED FOREST: A MANUAL FOR COMMUNITIES	<p>This handbook provides a guide for communities interested in establishing a community-owned forest. We hope that it will be useful for communities in various stages, whether just beginning to think about a project or re-engaging community residents around land already in community ownership. As the examples in this handbook show, each community forest effort is unique to the local forest and community.</p> <p>http://www.communitiescommittee.org/pdfs/Acquiring_and_Managing_a_Community-Owned_Forest.pdf</p>
COMMUNITIES COMMITTEE - FOREST SUSTAINABILITY INDICATOR TOOLS FOR COMMUNITIES	<p>This document is intended to serve as an indicator 'tool kit' for forest-based communities that are working on maintaining and enhancing their natural resources as a basis for long-term economic, social and environmental health.</p> <p>http://www.communitiescommittee.org/fsitool/index.html</p>
COMMUNITY CURRENCY GUIDE	<p>Community Currency allows localities and regions to create real wealth in their local economy by matching the unmet needs with the underutilized resources. It also provides a way for the wealth that is produced locally to benefit local people, rather than being siphoned off to distant companies. This workbook takes you through four basic steps to evaluating, choosing, and implementing a local community currency that improves your economy and builds local capacity.</p> <p>https://www.lyttelton.net.nz/images/timbank/community_currency.pdf</p>

COMMUNITY ECONOMIC DEVELOPMENT - BUILDING FOR SOCIAL CHANGE (BOOK)	<p>This book is designed for CED practitioners, for others working in community-based organizations and those being trained. The goal of this book is to describe and analyze CED practice, primarily in Canada, but also the US and Kenya, through a wide range of subjects, the evolution of its definitions and economic dimensions</p> <p>https://ccednet-rcdec.ca/en/document/community-economic-development-building-social-change</p>
COMMUNITY FUTURES DEVELOPMENT CORPORATION OF CENTRAL INTERIOR FIRST NATIONS	<p>CFDC of CIFN promotes and provides community economic development support services to Indigenous people within the Central Interior of BC.</p> <p>http://cfdcofcifn.com/</p>
COMMUNITY FUTURES PACIFIC NORTHWEST	<p>Community Futures provides financing alternatives to small and medium enterprises when access to credit is a challenge to starting or growing their business. Different than a bank, Community Futures uses different lending criteria, focusing on rural development and providing business financing to small local businesses. We also work in partnership with other business lenders, educational institutions, not-for-profits and community governments to grow and diversify the local economy.</p> <p>https://www.communityfutures.ca/</p>
FIRST NATIONS TAX COMMISSION	<p>The FNTC operates in the larger context of First Nation issues which goes beyond property tax. The FNTC is concerned with reducing barriers to economic developing on FN lands, increasing investor certainty, and enabling FNs to be part of their regional economies. The FNTC is working to fill the institutional vacuum that has prevented FNs from participating in the market economy and creating a national regulatory framework for First Nation tax systems that meets or beats the standards of provinces</p> <p>http://fntc.ca/</p>
INDIGENOUS BUSINESS AND INVESTMENT COUNCIL	<p>The Indigenous Business and Investment Council is focused on increasing Indigenous participation in the economy, promoting Indigenous businesses and entrepreneurs, and industry partnerships. IBIC's strategic objectives are to advance Indigenous peoples' participation in the economy by: Identifying successful businesses and partnerships between Indigenous communities and investors, and identifying ways that they can be replicated in BC; Helping act as a conduit for Indigenous associations and communities to voice their issues to the Province; Providing investors with a forum to engage and partner with BC First Nations and Indigenous people; and Encouraging relationships between Indigenous communities, industry and government to implement practical measures for economic development.</p> <p>https://www.bcibic.ca</p>

INDIGENOUS TOURISM ASSOCIATION OF CANADA - NATIONAL GUIDELINES: INDIGENOUS CULTURAL EXPERIENCES	The intent of this guide is to inspire excellence in Indigenous cultural tourism (ICT) experiences across Canada. These National guidelines are YOUR tool to help you to develop and deliver a “market ready” and authentic ICT product. The guide contains valuable information, checklists and best practices. https://indigenoustourism.ca/corporate/wp-content/uploads/2017/11/ITAC-Indigenous-Cultural-Experiences-Guide-web.pdf
INDUSTRY COUNCIL FOR ABORIGINAL BUSINESS - ECONOMIC DEVELOPMENT TOOLKIT FOR FIRST NATIONS ECONOMIC DEVELOPMENT OFFICERS, CHIEFS AND COUNCILS AND COMMUNITY MEMBERS - BASIC INFORMATION AND GUIDE	This toolkit is designed to provide guidance and information on the kinds of business structures that are available to a First Nation community. It also provides information on the role that community members might have in businesses that are carried out by their First Nation. The toolkit also explores the roles of a Chief and/or Council in economic development and what role the economic development officer holds. http://www.sauder.ubc.ca/Programs/Chnook/Students/~media/Files/Chnook/ICAB.ashx
INSTITUTE ON GOVERNANCE - BUILDING SUSTAINABLE COMMUNITIES: GOOD PRACTICES AND TOOLS FOR COMMUNITY ECONOMIC DEVELOPMENT	Designed by the Institute to systematically capture the knowledge and insights of economic development experts, many of whom were about to retire from the public service. Based on The IOG Memory Stick Program: Capturing Corporate Wisdom for Future Leaders, it covers numerous economic development issues, ranging from business development - to employment - to tourism, and provides useful information and links for economic development officers across governments and in First Nation and Inuit communities. https://iog.ca/research-publications/publications/building-sustainable-communities-good-practices-and-tools-for-community-economic-development
ISLAND COASTAL ECONOMIC TRUST - DEVELOPMENT READINESS PROGRAM	The economic development readiness program provides communities, First Nations, sectoral organizations, non-profits and regional collaboratives located in the ICET region with funding to support economic development and investment readiness. Funding can be used to access expertise or resources which are not available within the organization and to fund activities which are incremental to the organization's day to day business and activities. http://www.islandcoastaltrust.ca/economic-development-readiness
ISLAND COASTAL ECONOMIC TRUST - ECONOMIC INFRASTRUCTURE PROGRAM	The program enables local governments, Indigenous communities, non-profits and other eligible applicants to develop the infrastructure required to support strategic economic development initiatives. Projects should be consistent with local, regional and provincial strategic priorities or meet unique local or regional needs. All projects must demonstrate incremental economic benefits in the short to medium term (3-5 yrs). Benefits may include new investment attraction, business, industry or sectoral growth, creation of new employment, new business start-up, new visitor or resident

	<p>attraction, emerging sector development or any other tangible, measurable economic benefits to communities and their residents. Vancouver Island and Sunshine Coast communities are eligible. Maximum funds \$400,000</p> <p>http://www.islandcoastaltrust.ca/economic-infrastructure-program</p>
<p>MINDING OUR OWN BUSINESS: HOW TO CREATE SUPPORT IN FIRST NATIONS COMMUNITIES FOR ABORIGINAL BUSINESS</p>	<p>The purpose of the project was to investigate what other First Nations have done to support their small business operators, and to create a process to look at what could be done in your community.</p> <p>http://www.sauder.ubc.ca/Programs/Chnook/Students/~media/Files/Chnook/Minding%20Our%20Own%20Businesses.ashx</p>
<p>NATIONAL ABORIGINAL FORESTRY ASSOCIATION</p>	<p>The overall goal of NAFA is to promote and support increased Aboriginal involvement in forest management and related commercial opportunities. In the working toward this goal, NAFA is committed to holistic or multiple-use forestry, which implies the rebuilding and the sustainable development of the forest resource to serve a multitude of community needs, among those being the protection of wildlife and traditional food stuff habitat, protection of fur bearers, protection of clean and adequate supplies of water, establishment of forested areas for recreation and tourism attractions, traditional cultural and spiritual use, as well as the production of fibre for timber, pulp and paper and other wood by-products. Key to the concept of holistic forestry is the idea of community based strategies for transforming this resource ethic into reality.</p> <p>http://nafaforestry.org/index.html</p>
<p>NATURAL CAPITALISM SOLUTIONS - LOCAL ACTION FOR SUSTAINABLE ECONOMIC RENEWAL</p>	<p>Local Action for Sustainable Economic Renewal is a set of reference materials developed to help community leaders create vibrant and healthy local economies. Economic renewal enhances community well-being in an array of ways. It creates real jobs. It strengthens local businesses. It improves quality of life. This new approach fosters environmental integrity, social cohesion, good governance and equitable economic opportunity.</p> <p>https://natcapsolutions.org/tools/laser-local-action-for-sustainable-economic-renewal/</p>
<p>NEW RELATIONSHIP TRUST - ECONOMIC DEVELOPMENT</p>	<p>NRT is a part of Entrepreneurs Equity Matching Initiative; Community Equity Matching Initiative; and Economic Development Working Group</p> <p>http://www.newrelationshiptrust.ca/initiatives/economic-development/</p>

NUU-CHAH-NULTH ECONOMIC DEVELOPMENT CORPORATION	<p>Helping Aboriginal people start, acquire and expand businesses, NEDC services are offered to all Aboriginal people within the Nuu-chah-nulth territory – free of charge. Services include:</p> <ul style="list-style-type: none"> • Providing commercial financing to Aboriginal owned businesses • Assisting in the financing of feasibility studies and in the development of business plans • Accessing contributions for individual and tribal enterprises • Assisting clients in acquiring and/or enhancing their management skills • Working towards the strategic corporate goals of self-sufficiency and service expansion <p>*May be able to provide information regarding agricultural ventures.</p>
STRATEGIC ANALYSIS FOR NATIVE NATIONS	<p>This instrument is designed to serve as an analytical tool for use by Indian Nations, Indian-owned or operated corporations or companies, Indian entrepreneurs, and other Native entities seeking to promote economic development in Native communities. It is intended to be a relatively quick, self-administered, intermediate step designed to assist Indian entities in thinking through their situations and their options and in improving the quality of their economic decisions.</p> <p>http://fngovernance.org/resources_docs/Strategic_Analysis_for_Economic_Development.pdf</p>
THE COMMUNITY RESILIENCE MANUAL: A RESOURCE FOR RURAL RECOVERY & RENEWAL	<p>This manual aims to help rural communities cost-effectively to assess their own state of resilience and establish priorities for strengthening it. It also provides an important set of resources by means of which communities can strengthen their ability to, and influence the course of, social and economic change.</p> <p>http://communityrenewal.ca/sites/all/files/resource/P200_0.pdf</p>
THE COOPERATORS - COMMUNITY ECONOMIC DEVELOPMENT FUNDS	<p>The mission of the Community Economic Development (CED) Funds is to contribute to financial security for Canadians and their communities through community economic development. The funds support community economic development initiatives that lead to job creation and/or enhanced employability for marginalized youth and persons with mental health issues.</p> <p>https://www.cooperators.ca/en/About-Us/foundation/ced.aspx</p>
VANCITY COMMUNITY FOUNDATION - SOCIAL ENTERPRISE FUND	<p>Together with Vancity Credit Union we offer comprehensive suite of financial and technical support to help organizations explore and test their ideas, launch or scale-up or expand their social enterprise initiatives. Priority is given to initiatives that are member organizations and/or located in the Vancity service regions: Metro Vancouver, the Fraser Valley, Victoria, Squamish and Alert Bay.</p> <p>https://www.vancitycommunityfoundation.ca/seek-support/social-enterprise</p>

WESTERN ECONOMIC DIVERSIFICATION CANADA - WESTERN DIVERSIFICATION PROGRAM	<p>The Western Diversification Program (WDP) is the main program through which Western Economic Diversification Canada (WD) makes strategic investments in initiatives with not-for-profit organizations that enhance and strengthen the economy of Western Canada.</p> <p>https://www.wd-deo.gc.ca/eng/301.asp</p>
YOUTH TAKE CHARGE PROGRAM	<p>The Youth Take Charge Program aims to strengthen youth attachment to Canada through engagement. In this context, youth is defined as individuals between 7 and 30 years of age. Our key expected results include youth being engaged in communities and aware of the importance of being an active and engaged citizen. We support organizations delivering youth-led projects that involve activities in one or more of four thematic areas:</p> <ul style="list-style-type: none"> • Arts and culture; • Civic engagement and youth service; • Economic activities; • History and heritage <p>https://www.canada.ca/en/canadian-heritage/services/funding/youth-take-charge.html</p>

Windsurf Park Expansion and Ditidaht Campsite Project

The following outline is for discussion purposes and summarizes projected costs of approximately \$500,000 for both the planning and construction phases for the campsite expansion project while providing associated spin offs and employment opportunities for Ditidaht.

The concept and pricing is based on discussions with DFN Public Works and local contractors familiar in campsite development and include conceptual drawings and photos

● Currently there are approximately 70 established camping sites that DDC manages on Crown land for the Ministry of Forests Lands and Natural Resource Operations, BC Parks and Recreation. The expansion project will include adding more sites to the Crown land as well as sites to the private land portion owned by the Ditidaht First Nation. Additional sites will include serviced RV sites, parking areas, larger group sites and standard individual tent sites. Approximately 6 sites will be established on the Crown portion and 50 sites on the private land. The project requires a continuation of the current road on the Crown land doing a loop through the private land to connect into the Provincial Campsite road behind the Malachan Indian Reserve No. 11.



Projected Costs

■ Road location

Two man engineering crew required to determine and layout road location for 50 meters on Crown Land and 1050 meters on private land. This includes marking center lines, spur roads, parking lots, culvert locations and potential rock quarry sites.

- Two man engineering crew @ \$700 per day (5 days) -- **\$3500**
- Transportation \$100 day @ 5 days **\$ 500**
- Supplies (Paint, ribbon, stakes) **\$ 200**

■ Site location

Two man crew including project planner and Ditidaht site representative to identify and layout RV sites, group sites, and individual camp sites. Layout requires establishment of falling boundaries for RV and larger group sites and single tree marking for the individual sites. Once identified engineering crew will be required to survey all current and proposed camping sites for GIS purposes.

- Application process for Ministry approval -road construction and site locations harvesting of timber **\$ 500**
- Two man senior crew @ 900 per day for 5 days **\$4500**
- Two man engineering crew @ 700 per day for 2 days **\$1400**
- Transportation \$100 per day **\$ 700**

CONSTRUCTION COSTS

Estimates for construction costs for roads, sites, parking lots, right of way falling, hazard abatement, water and power line establishment, shelters, washrooms, picnic tables and training requirements for incorporating Ditidaht employment opportunities.

■ Falling Costs

Due to the size of the timber a 2 man falling crew will be required to fall and process the 1.1 km of road right of way and approximately 3.0 hectares of RV and campsite establishment.

-2 man falling crew @ \$1600 per day 9 days **\$14,400**

-Feller Buncher, - Processor (from active Block DL2318) **\$13,200**

■ Road Construction

A total of 1.1 ha of road construction and 2.0 hectares of site clearing for the RV park, parking lot and individual sites is required. Equipment needed includes an excavator size 350 or greater, spread cat, rock and gravel trucks. Costs for subgrade including culvert establishment and gravel source within 1.5 km. Road and campsites to be built to OM 2 standards (subgrade and gravel topped). Capping for dust control could be added at later date.

-1.1 km of road construction at OM 2 standards **\$ 75,000**

-Subgrade and gravel for 40 campsites and RV park **\$110,000**

-Capping with $\frac{3}{4}$ road base for roads and sites **\$ 14,000**

Projected costs cont'd

■ Hazard Abatement

Debris from road construction and land clearing for site establishment and parking lots will have to be hauled, piled and burned in a timely manner. This will include utilizing the Dittidaht dump truck as well as additional hauling equipment to improve efficiencies. (Equipment required: dump and rock truck, excavator)

-3 days of debris hauling, loading, piling (\$400 hour) **\$9600**

■ Infrastructure Establishment (campsites)

Construction of various facilities including outhouses, picnic tables, kiosks, shelters.

-40 picnic tables including labour and supplies(\$600 per) **\$24,000**

-3 sign kiosks @ \$2,000 per **\$ 6,000**

-2 permanent camping shelters 20 x 20 , cement slabs **\$30,000**

- 6 Pit Toilets @ \$2,500ea **\$15,000**

-Washroom, shower facility **\$50,000**

-Waterline to RV sites and showers **\$60,000**

-600 amp underground service **\$50,000**

-Sewer Treatment Plant **\$35,000**

<i>Project costs cont'd</i>									
<ul style="list-style-type: none"> Trail Reconnaissance and Mapping Currently numerous trails exist on the Crown and Private portions of the campsite area. The trail network requires mapping and assessments to determine which ones are safe and will be maintained and which ones are to be discontinued. The layout crew will identify and record trail locations and forward recommendations to the project planner and site representative. <table> <tr> <td>-Two man layout crew @ \$700 per day for 5 days</td><td>\$3500</td></tr> <tr> <td>-Ditidaht site rep and project planner</td><td>\$ 900</td></tr> <tr> <td>-Supplies for trail identification</td><td>\$ 200</td></tr> <tr> <td>-Transportation \$100 per day for 5 days</td><td>\$ 500</td></tr> </table> 	-Two man layout crew @ \$700 per day for 5 days	\$3500	-Ditidaht site rep and project planner	\$ 900	-Supplies for trail identification	\$ 200	-Transportation \$100 per day for 5 days	\$ 500	
-Two man layout crew @ \$700 per day for 5 days	\$3500								
-Ditidaht site rep and project planner	\$ 900								
-Supplies for trail identification	\$ 200								
-Transportation \$100 per day for 5 days	\$ 500								
<ul style="list-style-type: none"> GIS All field data for road, site and trail locations will be forwarded to GIS staff to create geo referenced ortho and regular overview and working 1:50,000 1:20,000 and 1:5,000 operational maps. These will be available in digital format for IPADS and computers as well as paper copies for creating harvesting plans for operators. Site and trail maps will also be available for WIFI downloading or brochure handout. <table> <tr> <td>-GIS staff @\$50 per hour</td><td>\$2500</td></tr> </table> 	-GIS staff @\$50 per hour	\$2500							
-GIS staff @\$50 per hour	\$2500								

Projected costs cont'd

■ Web Site Construction, Reservation System

Currently no site information or reservations are available online. The project manager will work with consultants and staff to determine costs to develop a web site outlining facilities and services available and develop and implement a reservation system that is secure and efficient.

-Project manager

\$1000

-Web site and reservation system development (license)

\$5000

■ User Survey Feedback

Develop a simple user survey feedback form outlining positive and negative experiences and suggestions for further improvements or safety concerns. Develop survey for website and onsite suggestion box deposits.

-Project manager form development

\$ 500

-Website establishment and suggestion box format

\$1000

TRAINING REQUIREMENTS AND JOB OPPORTUNITIES

- In addition to job opportunities for trail building from the students and picnic table construction and site cleanup, job opportunities presently exist with TimberWest, Western Forest Products and Island Timberlands. Present and future opportunities focus on mechanical brushing and weeding, hazard abatement pile burning and fire fighting opportunities. Mandatory courses required for all workers are Level 1 first aid, \$100 fire fighting and powersaw operations for mechanical brushing. Trained firefighting crews would not only provide protection for the campsites but could provide initial attack fire fighting services for the major companies operating in the area. Minimum crew size is 3 man Initial Attack crew (IA) and 5 man mop-up crew.

■ Training Costs

- Level 1 first aid and transport endorsement (\$200 person @ 6) **\$1,200**
 - S100 fire fighting course and pump endorsement (2 days) **\$1,200**
 - Training wages and associated costs **\$3,600**
- Open for up to 6 people.

PROJECT REVENUE

- Several sources of revenue generation estimated at \$315,000 will occur with the completion of the project. Revenue from timber harvested roads and sites will occur, increased revenue from a reservation system as well as new revenue from sites constructed. Adjacent campsites in the area are charging \$25 dollars per site for reservations and \$20 for non reserved sites. This compares with \$15 dollars currently charged per unit at the campsite. Serviced RV sites with power and water are averaging \$45 dollars for 2 adults and \$10 per additional adult per night. Logging costs are reduced by utilizing equipment from Block DL2318.

Timber values from roads and sites harvested minus trucking costs <i>-3.0 hectares @ 600 meters per hectare @\$70 per meter</i>	\$126,000
Additional campsites at current and reservation prices <i>-40 sites @ 100 days per year @ \$15 per night OR</i> <i>-40 sites @ 100 days per year @ \$25 per night</i>	\$60,000 \$100,000
RV sites with power and water connections and reservations <i>-12 sites @ 80 days per year @\$45 per night</i>	\$43,200
Current campsite revenue <i>-70 sites @ \$15 per night (76 nights)</i> <i>-Rate increase to reflect current market value to \$20</i>	\$80,000
Firewood sales for current and additional campsites	\$5,000

TO BE TAKEN INTO CONSIDERATION

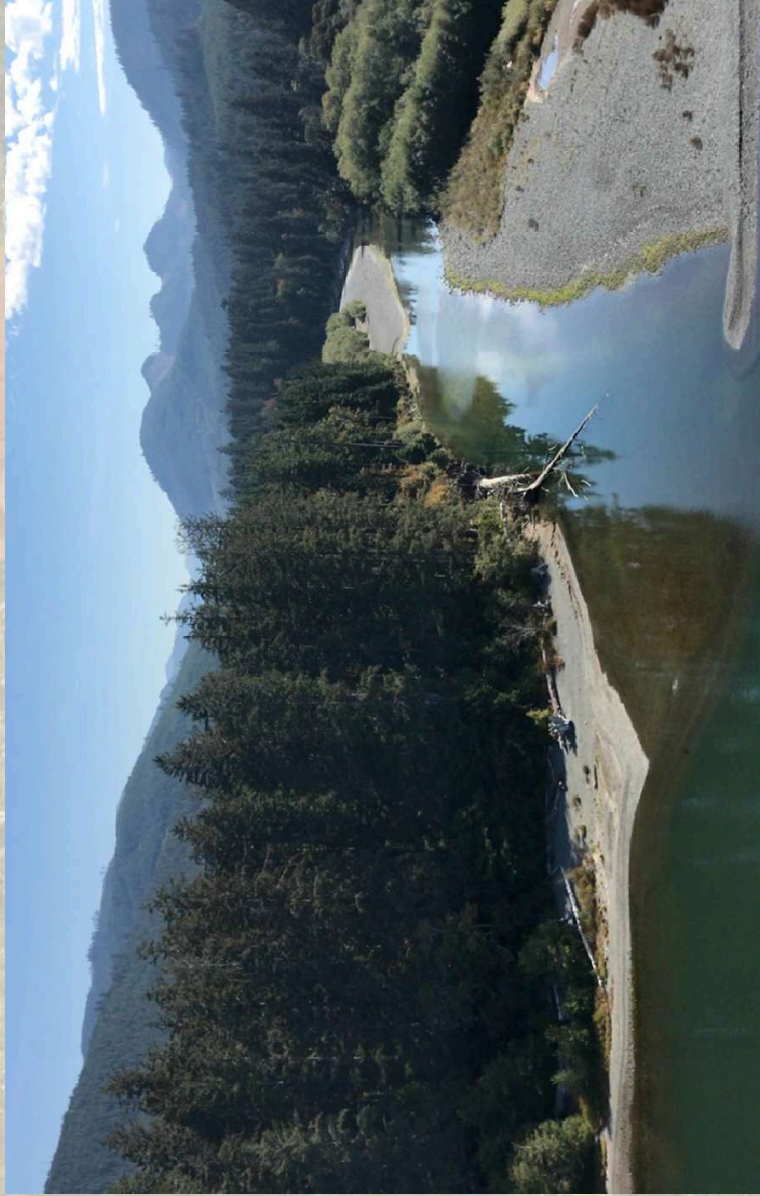
We will need a civil engineering company to do a plan and drawing to share with Hydro, CVRD, FNHA and possibly DFO.

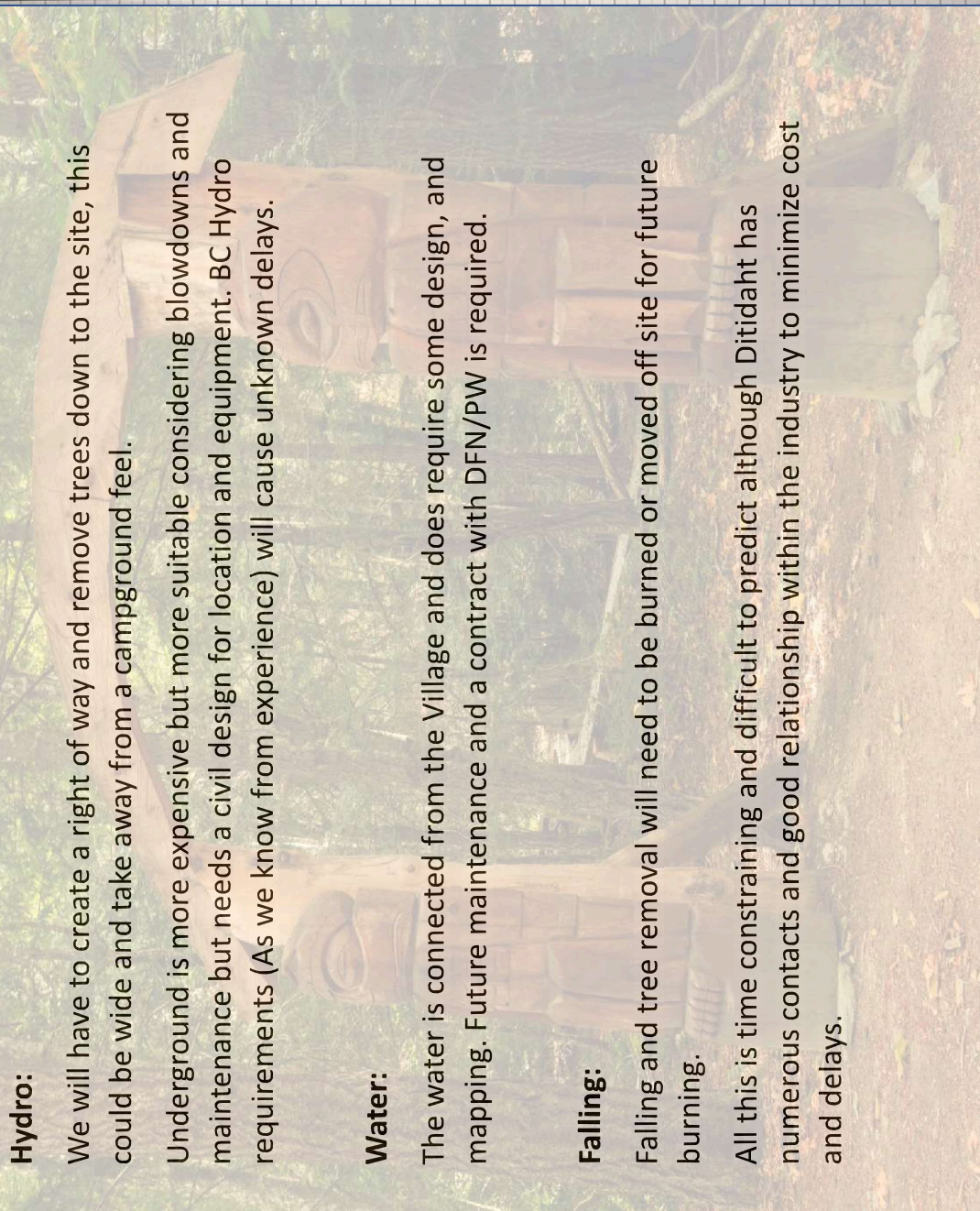
Civil firms are busy and hard to find one that can do a quick turn-around.

Agency reviews take time, and sometimes need additional time to change plans to fit concerns.

Unknowns are with CVRD for commercial zoning and approval requirements for sewer, etc. Does VIHA need involvement on non reserve lands?

Having sewer close to water sources may require a treatment plant or a sewer lift pump station.





Hydro:

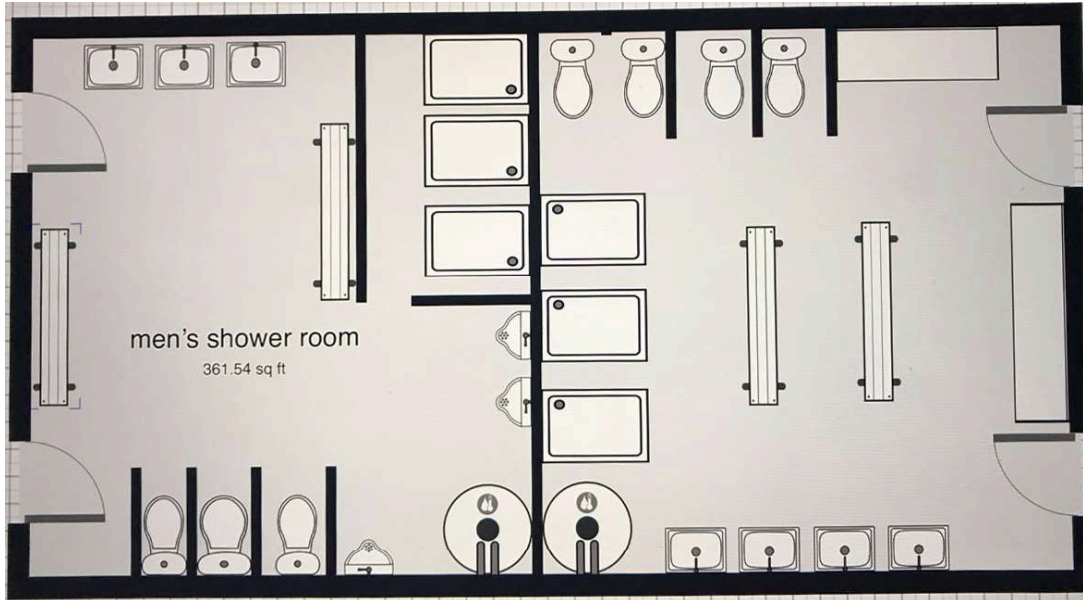
We will have to create a right of way and remove trees down to the site, this could be wide and take away from a campground feel. Underground is more expensive but more suitable considering blowdowns and maintenance but needs a civil design for location and equipment. BC Hydro requirements (As we know from experience) will cause unknown delays.

Water:

The water is connected from the Village and does require some design, and mapping. Future maintenance and a contract with DFN/PW is required.

Falling:

Falling and tree removal will need to be burned or moved off site for future burning. All this is time constraining and difficult to predict although Ditidaht has numerous contacts and good relationship within the industry to minimize cost and delays.



Priority 1

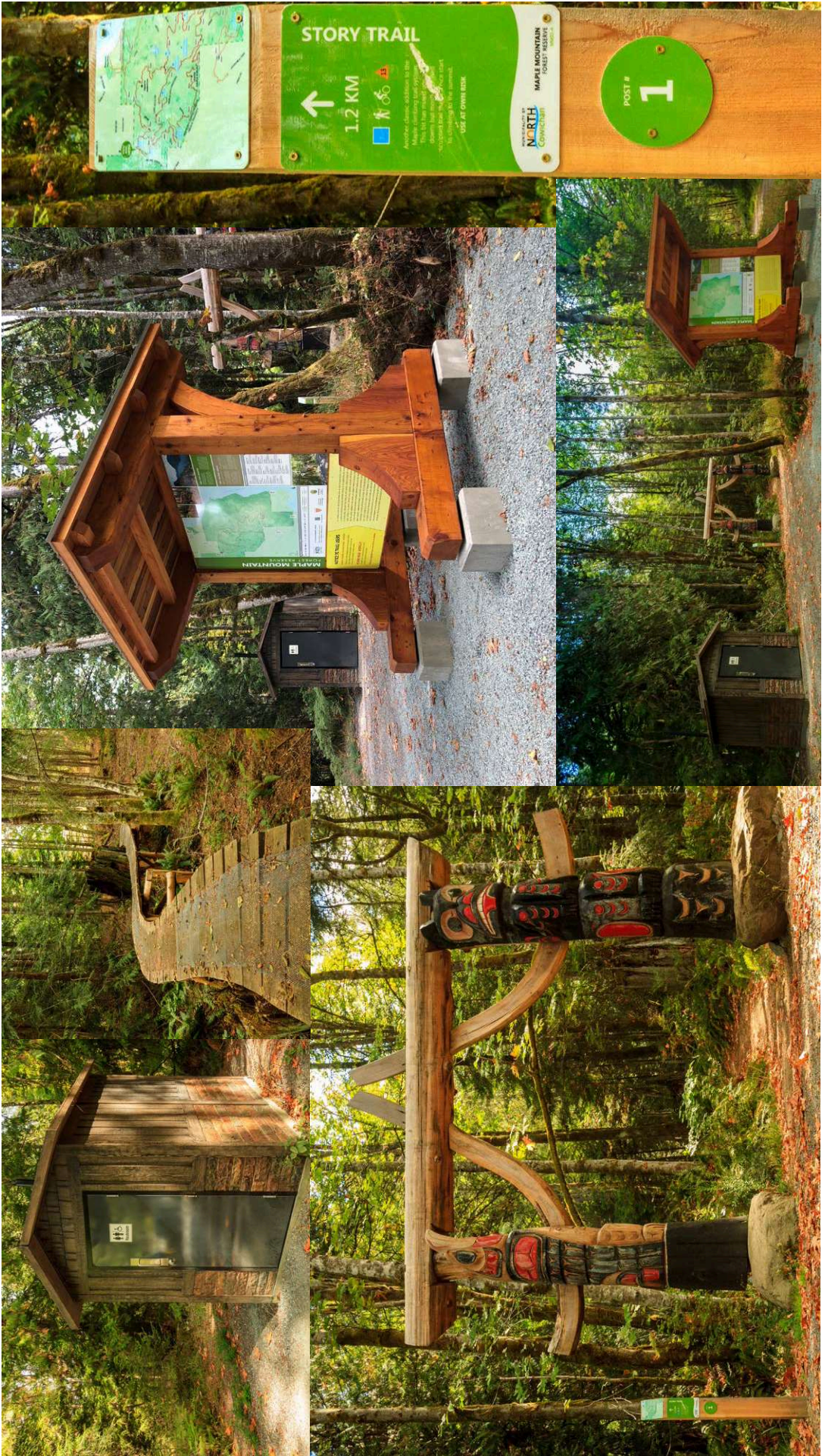
Once approved by DFN and the DDC Board, we will need to get a survey crew to confirm lines and plans. The road would be an initial starting point and establishing a gravel supply would be first and foremost. Conversations with BC Parks & Recreation has acknowledged that in light of an imminent Treaty Settlement they see no issues with DFN moving forward with road building or site improvement on Crown Land.. Section 16 of the Forestry Act will allow DFN to retain the value if any timber removed, less stumpage.

Opportunity:

- The windsurf park is full and will generate 80K this season
- Online booking is required and a way to increase revenue
- The WCT Motel bookings are up 200% this season
- Provincial and Private campgrounds full. Booking start in January and BC is investing in campgrounds as they also see the demand.



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Appendix 13 - Camp Expansion Project

