

Northern Development Initiative Trust

# 2010 Year in Review: Strategic Initiatives and Accomplishments



Northern Development Initiative Trust  
301-1268 Fifth Avenue  
Prince George, BC V2L 3L2  
Tel: 250-561-2525  
Fax: 250-561-2563  
Email: [info@northernddevelopment.bc.ca](mailto:info@northernddevelopment.bc.ca)  
Web: [www.northernddevelopment.bc.ca](http://www.northernddevelopment.bc.ca)

## **Northern Development Initiative Trust has Five Priorities:**

1. **Funding Program Delivery**  
Fund economic development opportunities for central and northern British Columbia
2. **Economic Development Capacity Building**  
Facilitate the growth of economic development capacity in the region
3. **Partnerships and Networking**  
Facilitate funding and development relationships to increase the flow of funding into the region
4. **Private Sector Development**  
Facilitate the growth of the wealth creating business sectors in the region
5. **Demonstrate Best Practices**  
Demonstrate best practices in economic development, fund management, financial management and governance

### **1. Funding Program Delivery**

During 2010, staff worked very closely with local governments, First Nations, non-profits, and businesses who wished to access Northern Development funding throughout the region. Staff continue to be focused on providing a high level of client service, coaching applicants to success, networking with other funding agencies to move projects forward, and conducting due diligence prior to Board recommendations.

Overall, application intake for Northern Development programs in 2010 was very comparable with the demand for programs experienced in 2009. 252 project applications were received in 2010 in comparison to 273 received in 2009 (not including 490 additional CAF applications). 100% or 206 of all applications reviewed by the Regional Advisory Committees and Board of Directors were approved in 2010. The 35 projects or 14% of applications received that were not reviewed by the Regional Advisory Committees and Board of Directors were either deferred to the following year by the applicant (applications were submitted too early to Northern Development – not yet fully formed as fundable projects), withdrawn by the applicants, or were projects that are not eligible under Northern Development’s funding mandate and the client was advised very quickly.

#### *252 Received*

Cariboo-Chilcotin/Lillooet	5
Northeast	12
Northwest	20
Prince George	6
Cross Regional	183 31 with the New Relationship Trust
Pine Beetle Recovery	26

#### *217 Approved or In Progress*

Cariboo-Chilcotin/Lillooet	4 + 2 in progress
Northeast	6 + 2 in progress
Northwest	10 + 2 in progress
Prince George	6
Cross Regional	166 30 with the New Relationship Trust
Pine Beetle Recovery	13 + 5 in progress

Based on a sampled 5:1 ratio of general funding enquiries to formal project applications, in 2010 staff worked with at least 1,235 enquiries (25 enquires on average per week). For every enquiry received, staff assist clients by assessing alignment with Northern Development's funding programs and mandate. Staff invite formal applications, coach on completeness, and direct clients to additional appropriate sources of funding.

## 2. Economic Development Capacity Building

**Northern Development facilitated the growth of economic development capacity in the region through the following initiatives in 2010:**

- Partnered with twenty-nine communities across central and northern BC, developing Investment-Ready Community Profiles that enable each community to engage with investors and site selectors. *See attached list of Investment-Ready Community Profiles developed in partnership with communities.*
- Partnered with five communities to undertake the first year of a new initiative that develops international marketing collateral promoting industrial investment opportunities in central and northern BC (Terrace, Ashcroft, Northern Rockies/Fort Nelson, New Hazelton, and Kitimat). *See attached list of investment opportunity brochures created in partnership with communities.*
- Partnered with InvestBC to provide investment-ready marketing materials on behalf of communities for distribution by internationally-based Trade and Investment Representative Offices operated by the Province of British Columbia.
- Developed sector profiles for Transportation and Logistics, and the Bioenergy industries.
- Partnered with Fort St. John and the North Peace Economic Development Commission to undertake a competitive analysis of the community compared to other cities in Alberta and British Columbia.

- Northwest Economic Development Course – Ellensburg, WA (August)

*Dean McKinley accompanied thirteen Economic Development and Chief Administrative Officers staff from the region to attend the 19th Annual Northwest Economic Development Course in Ellensburg Washington. The course provided intensive training in the basic concepts, methods, and strategies of local and regional economic development. Feedback on the course provided by the participants was very positive. Northern Development sponsored the course tuitions for the participants. See attached list of Economic Development and Chief Administrative Officers that received training tuition funding to attend the 2010 Northwest Economic Development Course.*

- 'Unlock Your Funding Potential' Workshop

*Brodie Guy and Dean McKinley developed a new four hour grant writing training workshop that is delivered in communities across central and northern BC, and online via an interactive webinar.*

*This new workshop is a comprehensive upgrade on the prior web-only training provided in prior years. The workshop focuses on the keys to success prior to writing proposals – working with stakeholders, building project outlines, and writing compelling proposals. In December, Brodie Guy and Dean McKinley travelled to Mackenzie and Hudson's Hope to deliver four hour grant writing workshops to approximately 30 attendees at each session.*



- Economic Development Intern Program

*Brodie Guy and Dean McKinley developed a recruitment and selection program following the Board's approval of the Economic Development Intern program at the January 2010 board meeting. Ron Poole, Chief Administrative Officer for the City of Terrace participated as part of the selection committee.*

*Once Economic Development Interns began their work terms with Northern Development, Brodie Guy and Dean McKinley were responsible for mentoring and performance management of the interns, while also establishing partnerships with communities to develop investment readiness material and initiate business retention and recruitment work, to both assist communities while also ensuring relevant work experience for the intern staff.*

*Work term placements were secured for the interns in Terrace, Fort St. James, Williams Lake, and Tumbler Ridge. These placements were crucial to the work accomplished in 2010, however, also importantly, the Terrace and Tumbler Ridge placements enabled the interns to be well-positioned for permanent Economic Development Officer positions which they were both successful in being selected for.*

### 3. Partnerships and Networking

- Connecting Citizens (January)

*Dean McKinley represented central and northern British Columbia on the review and adjudication committee for the Connecting Citizens grant program, which assists local internet service providers with the infrastructure costs associated with the delivery of high-speed internet connectivity to homes and businesses in rural and remote locales in British Columbia. Grants of up to \$50,000 are available from a funding envelope of \$1.5 million..*

- Meeting of Minister Bennett and the Economic Development Trusts (January)

*Janine North and Chair Saugstad met with the other Economic Development Trusts and briefed the new Minister of Community and Rural Development. Topics discussed included success to date, review process and best practices.*

- BC Natural Resource Forum (January)

*The CEO and operational staff participated in the BC Natural Resource Forum and Janine North was involved in the formational meeting of the Northern Bioenergy Partnership.*

- BC Rural Secretariat, Ministry of Community and Rural Development (throughout year)

*Janine North and the Economic Development Managers met with the Assistant Deputy Minister and Rural Secretariat staff by phone or in person throughout the year to facilitate community capacity development and communicate Northern Development success and best practices.*

- Expanded Grant Writing Support Program with New Relationship Trust (February)

*Northern Development partnered with the New Relationship Trust to expand the Grant Writing Support program to First Nations communities. The additional \$250,000 provided by the New Relationship Trust funded 16 grant writing positions within the Northern Development region and 15 positions throughout the rest of British Columbia.*

- Initiatives Prince George China 101 Workshop – Prince George (May)

*Brodie Guy, Dean McKinley, Evan van Dyk, and Kelly Bryan participated in workshops with delegates from China Ocean Shipping Company (COSCO), CN Intermodal/Logistics, Export*

*Canada, Department of Foreign Affairs and International Trade, and Initiatives Prince George, covering topics of increasing trade and exports in northern BC communities.*

- North-Central Local Government Association Conference – Smithers (May)

*Janine North was a speaker at this annual conference attended by community leaders and municipal staff from across the north-central region. Janine spoke on the Northwest Transmission Line and the project's economic development potential for northern BC. Economic Development Managers and interns staffed a trade show booth and took the opportunity to talk with local government representatives to find out where Northern Development could assist them with their priorities.*

- Nechako Kitamaat Development Fund (May)

*Janine North met with the Chair of the Board to share best practices and organizational success and potential for future funding partnerships.*

- Vancity Capital, Social Enterprise Portfolio (May)

*Janine North met with the Investment Manager to explore areas of common funding interest.*

- Minister Ian Black, Ministry of Small Business and Technology (May)

*Janine North participated in a meeting regarding the innovation and commercialization of technology and provided a briefing relevant on resource technology and northern BC.*

- Downtown Prince George Workshops (May)

*Janine North and Brodie Guy participated in workshops focused on downtown renewal in Prince George and local economic development opportunities.*

- Northwest Corridor Development Corporation (June)

*Janine North provided individual presentations to the Northwest Corridor Development Corporation and the Fort St. John City Council on accessing Northern Development programs and the success of the organization to date.*

- Service Providers - Financial Institutions, Lawyers and Accountants (Throughout the year)

*Janine North and Dennis Callaghan met with executives from financial institutions, law firms and accounting firms to share regional economic intelligence and provide information about Northern Development programs for their clients.*

- Economic Development Association of BC Conference (June)

*Janine North was a speaker at this annual conference attended by economic development practitioners from across the province. Janine spoke with the other regional economic trust CEOs with an update on Northern Development's Five Years of Success.*

- Omineca Beetle Action Coalition – Agriculture Centre Strategy (July)

*Brodie Guy met with members of the Omineca Beetle Action Coalition (OBAC), Provincial staff, and agricultural producers to inform fundraising and planning for a proposed partnership between the agriculture sector and the University of Northern BC, proposing to establish an Agriculture Centre in northern BC.*

- Union of BC Municipalities Conference (September)

*Brodie Guy and Dean McKinley participated in the Funders' Forum, meeting with a variety of local government staff and elected officials to discuss project ideas and funding opportunities. Janine North and the Chair met with Ministers, MLA's, senior bureaucrats and community leaders.*

- Junior Chamber of Commerce International (September)  
*Janine North was the guest speaker for the Lower Mainland Chapter, on the provincial relevance of the northern resource economy and leadership lessons.*
- UNBC JDC West Non-Profit Team – Coaching (Sept-Dec)  
*Brodie Guy and Dean McKinley coached University of Northern BC Commerce students on non-profit management and the development of case studies as they prepared for the JDC West business case competition.*
- Bioenergy Investor Forums – Prince George and Quesnel (October)  
*Janine North was a speaker and Dean McKinley and Brodie Guy participated in the Bioenergy Investment Forums held in Prince George and Quesnel. The forum provided an opportunity for regional producers to discuss potential biomass projects with the Austrian Biomass Heating Delegation and breakout sessions on funding biomass heating projects, biomass heating project development, sharing knowledge and technologies, and moving forward, biomass heating in BC.*
- Leadership Lessons from Influential Women (October)  
*Janine North was a group facilitator and speaker at this event organized by Business in Vancouver.*
- Department of Foreign Affairs and International Trade – Invest Canada Community Initiative (December)  
*Brodie Guy represented Northern Development and the central and northern British Columbia regions on the review and adjudication committee for the Department of Foreign Affairs and International Trade’s Invest Canada Community Initiatives (ICCI) program. This program provides federal funding support to communities to increase investment readiness to attract foreign investment to Canada.*
- North Central Local Government Association Executive  
*Janine North and Chair Saugstad met with the NCLGA executive to discuss respective mandates, roles, process and common interests for influence.*
- Media Tours in the Region and Media Relations – (Throughout the year)  
*Janine North responded to media enquiries when appropriate, and facilitated industry tours in Prince George, Fort St. John, Chetwynd and Mackenzie for Business in Vancouver reporter Joel McKay which increased media coverage of northern resource industries and communities.*
- Community Adjustment Fund (CAF) Program Management and Reporting (Throughout the year)  
*\$26.6 million (88.7% of total \$30 million dollars) has been provided to CAF recipients based on project completion to date. 19 projects were substantially finished by December 2010. Pro-active project involvement with CAF clients has resulted in 0% slippage in funding to date.*
- Enterprising Non-Profits (Throughout the year)  
*Brodie Guy and Dean McKinley represent Northern Development and the central and northern British Columbia regions on the review and adjudication committee for Enterprising Non-Profits annual funding intakes. Enterprising Non-Profits receives annual funding from Northern Development and is focused on supporting and developing social enterprise in British Columbia – non-profit organizations that undertake entrepreneurial initiatives to support their social mandate and financial sustain their operations.*

## 4. Private Sector Development

- Eurocan Operations in Kitimat (January)  
*Janine North was invited by the Mayor, West Fraser Vice President, Deputy Minister of Forests Dana Hayden and the Union to manage a consulting report on Eurocan's future potential for investment by other business interests.*
- Mines and Major Energy Projects Enabled by the Northwest Transmission Line (January)  
*Janine North participated in meetings with mining industry executives and federal Ministers and Deputy Minister, the Chair and Executive of the BC Transmission Corporation and BC Hydro to further advance industrial need for this transmission infrastructure in a timely period.*
- BC Business Council (Throughout year)  
*Janine North, as a Governor on the BC Business Council joined the Board of Governors in their meetings with the Premier, Cabinet Ministers (provincial and federal) and business leaders to advance the policy interests of the central and northern BC region. Janine wrote a contributing paper for the 2020 Economic Outlook conference series, reviewed the summary proceedings and chaired a speakers panel of Carole Taylor, Minister Stilwell, UBC President Stephen Toope and industry leaders.*
- Northern Industry Expansion Program (Throughout the year)  
*Janine North and staff developed the policy framework, negotiated terms with BDC and CIBC and launched the program in April 2010. It was then promoted across regional communities and facilitated application intake and approvals with the lending partner.*
- Ridley Terminals Inc. (Throughout the year)  
*Janine North and Chair Saugstad were involved in facilitating supply chain solutions for industry and northern communities at the request of communities, industry, and both senior levels of government.*
- Red Chris Mine (June)  
*Janine participated in a tour of the proposed mine site with federal and provincial Ministers and community/First Nations leadership to determine regional economic opportunities from this major mine development.*
- Women's Enterprise Centre – Provider Summit (September)  
*Janine North spoke on the northern economy, Northern Development business programs and the success of Northern Development as a funding model and organization.*
- BC Log Home and Timber Building Industry Conference (September)  
*Janine North spoke on how the industry could utilize Northern Development business programs and the success of Northern Development*
- BC Rail Properties (September)  
*Janine North, Chair Saugstad and Directors met with Minister Bond, Ministry of Transportation senior executives to urge that the property portfolio from Lillooet north to Fort Nelson be actively marketed to business owners and developers to increase the tax base and employment opportunities.*
- Regional District of Bulkley-Nechako Business Forum – Burns Lake (October)

*Brodie Guy was a speaker at the bi-annual business forum and presented Northern Development's business incentives to an audience of business leaders and local government leaders. Meetings were held with numerous non-profit organizations.*

- Northeast Energy Conference – Fort St. John (October)

*Janine North spoke on competitive advantages of the northeast economy and Northern Development business and community programs.*

- BC Export Awards (November)

*Janine North attended as the guest of Deputy Minister Martyn Brown (Tourism, Trade and Investment) as three regional companies who received Northern Development Competitiveness Consulting program funding were honoured.*

- Federal Senate Hearing on the Future of the Forest Industry (November)

*Janine travelled to Ottawa to present a set of recommendations on the forest industry at the invitation of the Senate Committee Chair.*

## 5. Demonstrate Best Practices

- Five Year Review of the Trust

*On April 21, 2010, 13 people that are key influencers across many sectors of business and community in central and northern BC, and whom are independent from the Board of the Northern Development Initiative Trust, were brought together to review the first five years of Northern Development's operations as required by statute (Northern Development Initiative Trust Act).*

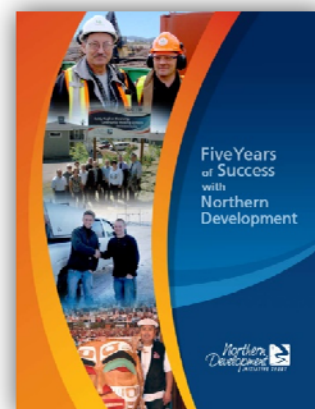
*The group brought together for the five year review focused on several topics including: what were the significant contributions that Northern Development has made to the regional economy, and why should the Trust remain sustainable for future generations; what is the level of public awareness and satisfaction; how effective is the organization; and should there be any changes to the legislation recommended to government.*

*The consensus was that opportunities and successes enabled by Northern Development Initiative Trust have allowed communities to move away from a competing style and become a more unified, singular region in terms of economic development and growth, policy advocacy, and influence. It has also given communities more capacity and tools to attract investment and infrastructure projects. A report was developed for the Minister and the public.*

- Community Funding Programs – Implementing Key Deliverable Analyses

*Brodie Guy and Dean McKinley collaborated in refining community funding program policy for the Economic Diversification Infrastructure, Marketing Initiatives, Feasibility Studies, Community Halls and Recreation Facilities, Grant Writing Support, Economic Development Capacity Building, and Community Foundations Matching Grants programs in 2010.*

*Continuous improvement of the community funding programs was focused on refining 'Key Deliverables' required by each program as well as new scorecard assessment tools for each program. The Key Deliverables and Scorecard are central to qualification and eligibility criteria for each program. The refinements implemented in 2010 increased focus on creation of*





*incremental employment and revenue generation as well as now capturing the pre-project baselines for jobs and revenues for every project funded by Northern Development.*

*Additionally, new client-centric Application Guides and Forms utilizing Java technology were created for every community funding program in 2010. The new forms assist clients in applying for funding and streamline program eligibility criteria while also implementing the new Key Deliverables criteria.*

- **Community Adjustment Fund (CAF) Program Management and Reporting**

*Pro-active project involvement with CAF clients has resulted in 0% slippage in funding to date. Northern Development staff conducted site visits of all repayable projects and 20 non-repayable projects in 2010.*

- *Western Economic Diversification CAF program managers Wendy Rogers (spring) and Kevin Lewis (fall) accompanied staff on several project tours. Northern Development hired an independent audit firm (Dean Mason and Company Inc.) to conduct an independent third-party audit of all CAF projects, resulting in a favourable audit opinion on all CAF files. This was followed by a smaller selective audit by Collins Barrow LLP, a firm selected by Western Economic Diversification, which also resulted in a favourable opinion. [See attached list of Community Adjustment Fund project site visits conducted in 2010.](#)*

- **Catalyst™ Software Development**

*In 2010, Northern Development undertook a comprehensive re-design of the organization's grants management software system. The new software, 'Catalyst' enables Northern Development to manage the full lifecycle of every grant application from initial enquiry, application, Regional Advisory, Board decision, funding agreement, cheque disbursements, ad-hoc reporting, and more.*



*Brodie Guy spearheaded design and implementation of the system through the first half of the year working with the software developer All-North Consulting. Dennis Callaghan spearheaded further development in the second half of 2010 with important improvements to financial reporting tracked and produced by Catalyst. In April 2010, the CEO and staff presented to Western Economic Diversification Information Technology staff from Ottawa on how the Catalyst software and systems enabled efficient delivery of the Community Adjustment Fund. Federal staff were doing a cross-Canada tour and analysis of how best practice project management software could inform their own information systems re-design process.*

- **Regional Mapping**

*Brodie Guy and Dean McKinley secured the services of a GIS technician and Northern Development's design agency to design a regional map of central and northern BC depicting all regional boundaries, municipalities, regional districts, and First Nations within the Trust's geographical area. This map is since serving as an excellent tool for clients and staff in discussing regional economic development projects.*



- **Human Resource Issues and Governance Training**

*Six board directors attended the Institute of Corporate Directors course on Governance for Not-For-Profit Directors. Janine North was consulted on human resource issues and staff evaluations*

for several Economic Development organizations and local governments. She also provided governance training to three non-profit boards in Terrace.

- Cost Management and Improved Efficiency

Northern Development conducted Request for Proposals in 2010 for banking services and Information Technology (IT) services. The result has been more efficient service agreements at a lower cost to Northern Development. Northern Development's new IT provider has enabled the growth of the Catalyst software system and the implementation of a higher powered accounting system with ease, and has increased the reliability and integrity of data back-ups. The new banking services provider has online software compatible with Northern Development's accounting software, enabling "real time" tracking of bank transactions and allowing clients to make loan repayments electronically.

- Client Satisfaction Surveys

Northern Development developed and administered a Client Satisfaction Survey in October of 2010 to aid in the alignment of programs and processes with client needs. Northern Development received favourable comments and scores throughout the survey, with a 98% overall approval rating. All clients over the first five years of Northern Development's history were surveyed. The survey will be administered annually to new clients. (See attached results of survey.)

- Standardized Contracts and Reporting Forms

Northern Development made significant upgrades to contract templates in 2010, and has established PDF reporting forms for most programs. The standardized reporting forms increase consistency between projects in all programs, outline required attachments, and improve the clarity and auditability of project files. Revised contract templates are more user friendly, and outline more clearly the processes for receiving project payments. Together, these initiatives increase the efficiency of processing project reporting and the tracking of measurable statistics for both Northern Development staff and Northern Development clients.

- Finance Systems and Processes

Northern Development upgraded its accounting program in 2010, to allow for increased efficiency and reporting capabilities during a period of heightened activity as many projects approved through the first five years of Northern Development's existence move through their reporting phase. Adagio was implemented in July of 2010.

- Records Management and Freedom of Information

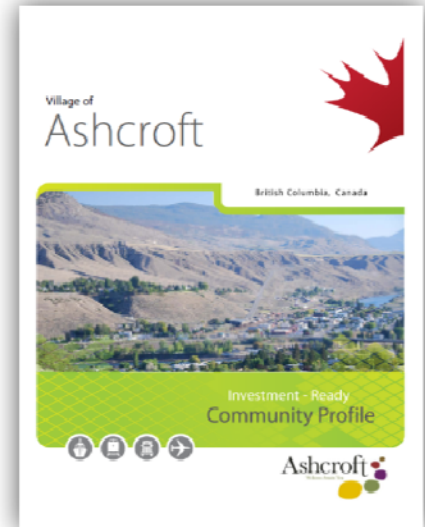
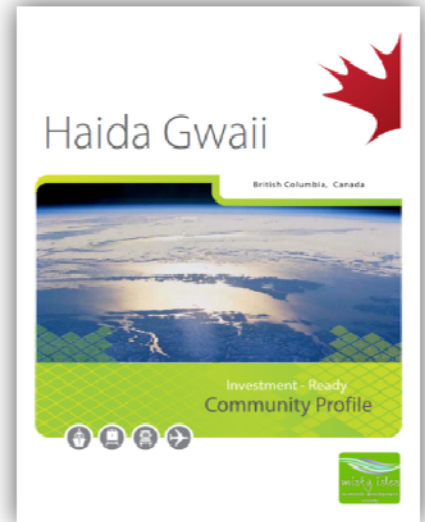
The CEO and Executive Coordinator have made substantial progress implementing best practices in records management and response to Freedom of Information requests.

- Awards

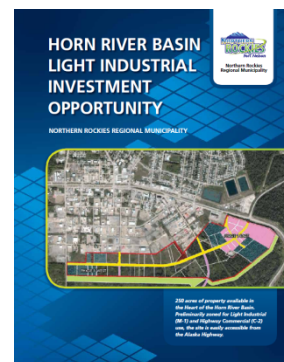
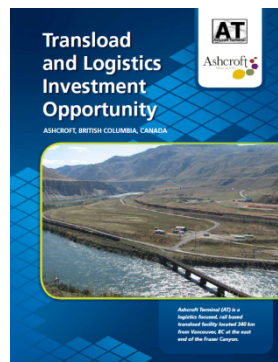
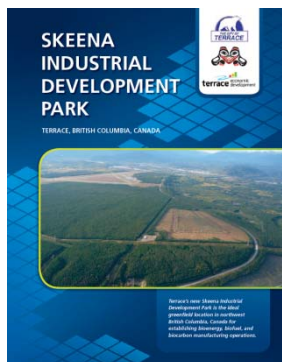
Janine North was recognized as Influential Woman in Business by Business in Vancouver, and Mentor of the Year and Newsmaker of the Year at the Northern Technology and Industry Awards. She was also honoured with an Honorary Lifetime UNBC Alumni Award and was appointed to the board of BC Hydro where she gleaned best practices to incorporate at Northern Development. Northern Development was also a finalist for Employer of the Year at the Prince George Chamber of Commerce Business Excellence Awards.

## Community Profiles Published

Northwest	Haida Gwaii (six communities)
Northwest	Hazelton
Northwest	Houston
Northwest	Kitimat
Northwest	New Hazelton
Northwest	Nass Region - Nisga'a Nation (four communities)
Northwest	Prince Rupert and Port Edward (two communities)
Northwest	Stewart
Northwest	Telkwa
Northwest	Terrace
Prince George	Fort St. James
Prince George	McBride and Robson Valley
Cariboo-Chilcotin/Lillooet	100 Mile House
Cariboo-Chilcotin/Lillooet	Ashcroft
Cariboo-Chilcotin/Lillooet	Cariboo Region
Cariboo-Chilcotin/Lillooet	Quesnel and Wells (two communities)
Cariboo-Chilcotin/Lillooet	Williams Lake
Northeast	Chetwynd



## 2010 Industrial Opportunities Profiles Published



Brochures for the above industrial investment opportunities are available upon request.

## 2010 Local Government Meetings

Community	Month	Staff Member(s)	Comments
<b>Wells/Barkerville</b>	May	Dean McKinley Kelly Bryan	<i>Met in Wells with CAO Gary Champagne and EDO Sundance Topham to tour previously funded Northern Development projects and to discuss economic development initiatives. Met in Barkerville with CEO Judy Campbell for a site tour and to discuss economic development initiatives in Barkerville.</i>
<b>Logan Lake</b>	June	Dean McKinley Brodie Guy Evan van Dyk Kelly Bryan	<i>Met with District of Logan Lake staff to introduce interns and discuss internship program, overview Northern Development programs, discuss economic development initiatives and specific project ideas in Logan Lake.</i>
<b>Village of Ashcroft</b>	June	Dean McKinley Brodie Guy Evan van Dyk Kelly Bryan	<i>Met with CAO Michelle Allen and CFO Natalie Alderink to introduce interns and discuss internship program, overview Northern Development programs, discuss economic development initiatives, and discuss the Investment Readiness program.</i>
<b>Cache Creek</b>	June	Dean McKinley Brodie Guy Evan van Dyk Kelly Bryan	<i>Met with CAO Tom Kadla and CFO Lori Pilon to introduce interns and discuss internship program, provide an overview of Northern Development programs, discuss economic development initiatives, and discuss the Investment Readiness program.</i>
<b>Prince Rupert</b>	July	Brodie Guy Evan van Dyk	<i>Met with the CAO, CFO, and EDO to discuss development of marketing materials to attract investment in City owned industrial properties. Visited Ridley Terminals and Maher Terminals with the EDO and Port Authority staff.</i>
<b>Port Edward</b>	July	Brodie Guy Evan van Dyk	<i>Met with the CAO to discuss the District's residential development plans. Met with North Pacific Cannery to introduce new EDO and discuss grant needs.</i>
<b>Skeena-Queen Charlotte Regional District</b>	July	Brodie Guy Evan van Dyk	<i>Met with the Deputy CAO to discuss development of a North Coast Investment-Ready Regional Profile to compliment the Prince Rupert profile.</i>
<b>Regional District of Kitimat-Stikine</b>	July	Brodie Guy Evan van Dyk	<i>Met with the regional district's Planner and the Executive Director of the Skeena-Nass Centre for Innovation in Resource Economics (SNCIRE) to discuss partnership with the Nisga'a Nation on investment readiness material development and Northern Development funding of SNCIRE.</i>
<b>Fort St. James</b>	July	Brodie Guy Kelly Bryan	<i>Met with the Deputy CAO and CFO regarding development of an Investment-Ready Community Profile and marketing of local industrial assets to investors. Met with the Fireweed Collective Society, College of New Caledonia, and Conifex, Inc.</i>
<b>Fort St. James</b>	July	Kelly Bryan	<i>Kelly worked in the District of Fort St. James municipal office for one week focused on development of the community's investment attraction marketing materials.</i>

<b>Terrace</b>	July	Evan van Dyk	<i>Evan worked for two weeks in the Terrace Economic Development Authority office focused on supporting on-going economic development initiatives and development of marketing collaterals for the Skeena Industrial Development Park.</i>
<b>Williams Lake</b>	August	Kelly Bryan	<i>Kelly worked for two weeks in the City of Williams Lake municipal office with Alan Madrigga, Economic Development Manager focused on industrial land inventory, investment readiness profile updates and business engagement tool development.</i>
<b>New Hazelton</b>	September	Brodie Guy	<i>Met with the CAO to discuss completion of New Hazelton's Investment-Ready Community Profile and development of marketing collaterals to develop, translate, and provide to InvestBC for District-owned industrial properties and the former Carnaby sawmill site).</i>
<b>Terrace</b>	September	Brodie Guy	<i>Met with the CAO and City staff to showcase the George Little Park Revitalization project funding by the Community Adjustment Fund to Western Economic Diversification staff on a regional tour of federally-funded projects.</i>
<b>Hazelton</b>	September	Brodie Guy	<i>Met with the CAO to discuss development of Hazelton's Investment-Ready Community Profile and the Upper Skeena Arena's business plan development.</i>
<b>Lillooet</b>	September	Dean McKinley	<i>Met twice in 2010 with CAO Grant Loyer and EDO Jerry Sucharnya to discuss Northern Development funding programs, economic development priorities and initiatives for Lillooet, potential collaborative projects and use of the Economic Development Capacity funding. Visited and met with Fort Berens Estate Winery to discuss Northern Development business programs.</i>
<b>Telkwa</b>	September	Brodie Guy	<i>Met with the CAO to discuss development of an Investment-Ready Community Profile and support of other projects led by the Village.</i>
<b>Peace River Regional District</b>	October	Dean McKinley	<i>Presented Northern Development Program, Investment Readiness Information and Economic Development Capacity program information to the North Peace Economic Development Commission.</i>
<b>Tumbler Ridge</b>	October	Kelly Bryan	<i>Kelly worked for two weeks in the District of Tumbler Ridge under CAO Kim Isaak focused on business engagement tool development and supporting economic development initiatives.</i>
<b>Burns Lake and Regional District of Bulkley-Nechako</b>	October	Brodie Guy	<i>Presented Northern Development's business incentives at the Regional District of Bulkley-Nechako's annual Business Forum. Met with numerous non-profits from Burns Lake and the regional district to discuss fundraising for projects and grant opportunities with Northern Development and other agencies.</i>
<b>Hudson's Hope</b>	November	Dean McKinley Brodie Guy	<i>Presented Northern Development Programs and Investment Readiness Information to the Mayor, Council and municipal staff.</i>
<b>Mackenzie</b>	December	Brodie Guy Dean McKinley	<i>Delivered the new "Unlock Your Funding Potential" workshop to an audience of 30 non-profit attendees for a three hour session and discussion of fundraising and grant writing techniques.</i>

<b>District of Chetwynd</b>	December	Dean McKinley Brodie Guy	<i>Met with Ellen Caillou, EDO to discuss internship program, investment readiness and business engagement tools. Looked at products produced by the EDO office.</i>
<b>Hudson's Hope</b>	December	Dean McKinley Brodie Guy	<i>Delivered the new "Unlock Your Funding Potential" workshop to an audience of 20 non-profit attendees and District staff in conjunction with Grant Writer Andy Ackerman for a two hour session and discussion of fundraising and grant writing techniques.</i>
<b>Tumbler Ridge</b>	December	Dean McKinley Brodie Guy	<i>Met with CAO Kim Isaak and new EDO Kelly Bryan to discuss Economic Development initiatives, priorities for Tumbler Ridge, and collaborative funding opportunities for 2011.</i>
<b>Cariboo Regional District</b>	September	Dean McKinley	<i>Met with Director of Community Services Darron Campbell to discuss potential upcoming projects and economic development priorities.</i>

## 2010 Community Adjustment Fund (CAF) Site Visits

CAF Project	Staff /WED	Comments
<b>Mount Timothy Ski Society</b>	Dean McKinley	<i>Visitors to the hill will find several improvements over last season, including the new Freestyle Zone with a platter lift, along with upgrades to the T-bar.  The most noticeable change is the new 4,000-square-foot guest services building, which is still under construction, with completion set for the end of March.</i>
<b>Gitxsan Treaty Society – Suskwa Watershed Sustainability</b>	Brodie Guy Kevin Lewis	<i>A much stronger relationship between the Gitxsan and the Integrated Land Management Bureau has been established.  The Gitxsan have secured a Letter of Intent from Run of River Power in August 2010 enabled by this project.  "Wilp" profiles of all individuals within the Suskwa territory have been compiled.</i>
<b>CFDC of the North Cariboo – Rural Green Heat Initiative</b>	Dean McKinley Nadine Sharma	<i>Project Coordinator David Dubois provided an update on the progress made so far. Several potential projects are being identified with communities throughout the region.</i>
<b>CCIPPA – Mobile Processing Facility</b>	Dean McKinley Kelly Bryan	<i>CAF funding has helped CCIPPA in constructing a Mobile Poultry Unit (MPU), six Docking Stations, Value Added Trailer and a wood chipping operation. The MPU will provide processing services from Lillooet to Burns Lake.  The MPU will enable small poultry producers to safely and efficiently process chicken, turkey, duck and rabbit. There will be six docking stations situated in the region and the Value Added Trailer will travel in tandem with the MPU.</i>
<b>City of Terrace – George Little Park</b>	Brodie Guy Kevin Lewis	<i>The project completed early in the Spring, allowing a full season at the new farmers' market site.  Market attendance has exceeded 2,500 each week, up over 25% from previous years.  A new bakery business, "Baker Extraordinaire", started up adjacent to the market, citing the increased downtown traffic on weekends.</i>

<b>City of Prince George – Forest Regeneration Project</b>	Dean McKinley Wendy Rogers	<i>Project is substantially completed and creating local employment. The project is exceeding the expectations of the City of Prince George.</i>
<b>Quesnel Downtown Association</b>	Dean McKinley Nadine Sharma	<i>The completed renovation and enhancement projects have resulted in a noticeable improvement to the appearance of Quesnel’s Downtown.  In addition to the 66 jobs created through the building renovations, 6 community hosts have been hired to work for two summers.</i>
<b>Skeena Supported Bakery</b>	Brodie Guy Dean McKinley Kelly Bryan Evan van Dyk Kevin Lewis	<i>Trainees are now undertaking professional culinary training courses in Terrace and Grade 12 completion.  Initially projected 1 business maintained, created, or expanded but has seen 4 supported in the Hazeltons.  90%+ of the trainees are First Nations from as far away as Kitwancool.  Operations continue to provide locally produced foods and skills training.</i>
<b>UNBC – Aboriginal Business Students</b>	Dean McKinley	<i>The Program has had over 82 participants and consisted of business, computing, and writing courses, many of which can now be applied towards a Bachelor of Commerce degree. The courses were taught by instructors who lived in or near the communities so they will be available as community mentors after the program’s completion. The instructor also liaised with band offices and tribal councils to increase and help kick start First Nations community ventures.</i>
<b>Soda Creek First Nations (Xats’u’ll) – Heritage Village</b>	Dean McKinley Nadine Sharma	<i>The project has exceeded the expectations of the Xats’u’ll First Nation.  The four crew members (David Pop, Lee Sellars, Johnnie Phillips, and Darren Russell) were employed throughout the entire length of the CAF project.  The project has generated a strong sense of pride within the community.</i>
<b>Metlakatla Development Corporation – Canoe Quest</b>	Dennis Callaghan	<i>This project originally projected creation of 1 new business, but has seen 11 reported businesses maintained, expanded, and created during the 2010 tourism season.  Through the canoe construction and the first season of operation, this project has already created 38 person months of employment.  This stimulus project has created a long-term legacy and new business.</i>
<b>Smithers Mountain Bike Association – Tourism Infrastructure Project</b>	Brodie Guy Kevin Lewis	<i>The project resulted in new partnerships with First Nations, a higher than anticipated amount of employment generated, and the ability to significantly enhance tourism infrastructure in Smithers.</i>
<b>Cheslatta Carrier Nation - Forest Fuel Mitigation</b>	Brodie Guy	<i>This project has employed significantly more people than was originally estimated. The project has enabled a further \$1.5 million project developing a community wildfire protection plan.  Currently, Cheslatta is securing additional unanticipated funding from FNESS (provincial funding program).  An additional unanticipated outcome of the project is Level III first aid training that has been achieved by a number of Cheslatta Band members.</i>

<p><b>Lakes Economic Development Association – Tourism Infrastructure</b></p>	<p>Brodie Guy</p>	<p><i>The project included an unanticipated project partnership with BC Parks that is continuing to develop.</i></p> <p><i>The Burns Lake Band has been another important unanticipated project partnership. The project has received significant support from the First Nation, which is currently underway in securing additional unanticipated direct project related funding from Indian and Northern Affairs Canada.</i></p>
<p><b>Nazko First Nation – Youth Forestry Workers</b></p>	<p>Dean McKinley Nadine Sharma</p>	<p><i>The project has exceeded expectations regarding the level of employment as well as the partnerships developed.</i></p> <p><i>Over 52 person months of employment have been generated, including over 10 different labourers and trades people.</i></p> <p><i>The project has seen a recent partnership with the Wet’suwet’en First Nation who have investment in additional trail development based on the success of this project.</i></p>
<p><b>Dawson Creek Exhibition Association – Northeast Regional Auction Mart</b></p>	<p>Dean McKinley</p>	<p><i>The new facility has been highly successful in pulling in a lot of cattle that previously were transported to Clyde, Grand Prairie and Edmonton.</i></p> <p><i>While nationally, the number of cattle sold at auction is lower than 2009, the numbers are up in Dawson Creek by 2,000 head in September alone.</i></p>
<p><b>Tumbler Ridge Museum Foundation – Incremental Expansion</b></p>	<p>Dean McKinley</p>	<p><i>The upgrade project has resulted in increased visitation with well over 3000 visitors for the 2010 season.</i></p> <p><i>Visitor reviews and comments have been very positive and media coverage has been exceptional, with features by CBC, BBC, Global TV, BC Magazine, Vancouver Sun, Westworld and others.</i></p>
<p><b>Northern Environmental Action Team</b></p>	<p>Dean McKinley</p>	<p><i>The project is ongoing and will continue to March 31, 2011.</i></p> <p><i>Hired program coordinator on August 17, 2009</i></p> <p><i>5 eco-advisors hired, based in Fort St. John, Dawson Creek, Fort Nelson and Chetwynd</i></p> <p><i>New fee-for service contract with Northern Rockies Regional Municipality</i></p>
<p><b>Bridge River Indian Band - X’Wisten Experiences</b></p>	<p>Dean McKinley</p>	<p><i>The project was completed in the Summer of 2010 and the X’Wisten Experiences cultural tours are vastly improved with the new infrastructure.</i></p> <p><i>Construction was done predominantly by band members.</i></p> <p><i>Elders were commissioned to teach band members how to properly construct the traditional pit-house.</i></p>
<p><b>Nechako View Senior’s Housing Project</b></p>	<p>Dean McKinley Wendy Rogers Dennis Callaghan</p>	<p><i>Project has doubled the available seniors housing in Vanderhoof.</i></p> <p><i>Benefits include improved community facilities that aid in reducing migration out of the community, and meeting the aging population’s needs for housing.</i></p> <p><i>Other unexpected benefits include seniors moving back to Vanderhoof from other communities, including the Okanagan and Lower Mainland.</i></p>
<p><b>Conifex – Modernization, Lumber Drying and Finishing</b></p>	<p>Dennis Callaghan</p>	<p><i>Grading upgrades now complete, and kiln project will be substantially complete by the beginning of January 2011.</i></p> <p><i>Conifex has had a successful initial public offering and purchased new assets in Mackenzie since the project began. These assets include two sawmills, power generation equipment, and forest licenses.</i></p>



<p><b>Morictown Supported Work/Manufacturing Centre - Operations</b></p>	<p>Brodie Guy Kevin Lewis</p>	<p><i>The project has exceeded the expectations of the Smithers Community Services Association and Morictown Band.</i></p> <p><i>Trainees that will be able to attain manufacturing skills at this important social enterprise will be well-positioned for securing higher paying forest product manufacturing positions locally at Kyahwood Forest Products or regional sawmill operations.</i></p> <p><i>The project is generating a strong sense of pride within the community.</i></p>
<p><b>Commonwealth Medical Center</b></p>	<p>Dennis Callaghan Nadine Sharma Dean McKinley Brodie Guy</p>	<p><i>Floor space for approximately 70 local doctors with Family Practices.</i></p> <p><i>The second floor already has physician offices with one 10-year lease (\$200 per square foot) signed for an office of 4 doctors and 1 nurse practitioner.</i></p> <p><i>Newly contracted tenants also include Statistics Canada.</i></p>
<p><b>Pinnacle Pellet - Meadowbank</b></p>	<p>Nadine Sharma Holly Hill</p>	<p><i>The new in-feed system is running 24 hours a day, seven days a week, and has lowered Pinnacle's cost of fibre overall.</i></p> <p><i>Resulted in three new operator positions (one per shift), and one additional maintenance staff. Project completed in early 2010, and Pinnacle has made two loan re-payments thus far.</i></p>
<p><b>Pioneer Biomass</b></p>	<p>Dean McKinley</p>	<p><i>Pioneer Biomass has been able to successfully start-up and refine their operations over the past several months.</i></p> <p><i>In addition to production and delivery of hog fuel to the EPCOR Williams Lake cogeneration plant, Pioneer has developed signed agreements to provide fibre to Pinnacle Pellet.</i></p>
<p><b>Chetwynd Thermal Oil</b></p>	<p>Dennis Callaghan</p>	<p><i>The primary benefits of using thermal oil are:</i></p> <p><i>Lumber now dried more evenly, enabling the mill to realize the true grade of the lumber vs. marking it down in value due to uneven drying and poor consistency.</i></p> <p><i>Significant reduction in natural gas consumption despite this improved heat transfer.</i></p> <p><i>The ability to use other heating sources in the future, such as bio-energy from mill waste.</i></p>
<p><b>Mackenzie Thermal Oil</b></p>	<p>Dennis Callaghan</p>	<p><i>Displaces 35,000 tons of GHG emissions per annum, or 1.4 million tons over the lifespan of the new equipment.</i></p> <p><i>World Class particulate emissions of just 40 mg per Nm<sup>3</sup>.</i></p> <p><i>As with Chetwynd, without funding for this project the mill would not be operating. Two shifts of approximately 140 employees at each site.</i></p>
<p><b>Northwest Wood Preservers</b></p>	<p>Dean McKinley Wendy Rogers Dennis Callaghan</p>	<p><i>A small fence-post mill has been constructed next to the pellet facility, adding more value as a result of the project.</i></p> <p><i>Pellet plant is operating at capacity, with sales of all new pellets already contracted until April of 2011.</i></p> <p><i>Pellets are made exclusively with residual products from the mill's existing operations.</i></p>

## 2010 Northwest Economic Development Course Participants

Participant	Employer /Community	Position
<b>Dean McKinley</b>	Northern Development	<i>Economic Development Manager</i>
<b>Evan van Dyk</b>	Northern Development/Terrace Economic Development Association	<i>Economic Development Intern/Economic Development Officer</i>
<b>Kelly Bryan</b>	Northern Development/District of Tumbler Ridge	<i>Economic Development Intern/Community Development Officer</i>
<b>Derek Baker</b>	Prince Rupert and Port Edward Development Corporation	<i>Economic Development Officer</i>
<b>Alan Madrigga</b>	City of Williams Lake	<i>Economic Development Manager</i>
<b>Kim Isaak</b>	District of Tumbler Ridge	<i>Chief Administrative Officer</i>
<b>Michelle Taylor</b>	Kitimat Terrace Industrial Development Society	<i>Economic Development Officer</i>
<b>Sandra Lemmon</b>	North Peace Economic Development Commission	<i>Economic Development Officer</i>
<b>Erma Stanonik</b>	Treaty 8 First Tribal Council	<i>Economic Development Coordinator</i>
<b>Ellen Caillou</b>	District of Chetwynd	<i>Community and Economic Planning Advisor</i>
<b>Melissa James</b>	Initiatives Prince George	<i>Manager, Marketing and Communications</i>
<b>Donny van Dyk</b>	District of New Hazelton	<i>Administrator</i>
<b>Chelan Zirul</b>	Quesnel and District Economic Development Commission	<i>Economic Development Officer</i>

## Northern Development's 2010 Client Engagement Survey Results

### Application Intake

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total
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**1. Northern Development staff responded to our organization in a timely manner throughout the application process.**

82	33	1			1	117
70%	28%	1%	0%	0%	1%	100%
<b>99%</b>						

**2. Northern Development's program policies were clearly communicated and easy to understand.**

62	47	3	2	1	2	117
53%	40%	3%	2%	1%	2%	100%
<b>95%</b>						

**3. Northern Development's application form was well designed and easy to complete utilizing the application guide found on the website.**

55	50	6	2	1	2	117
47%	43%	5%	2%	1%	2%	99%
<b>92%</b>						

**4. Northern Development staff provided knowledgeable and helpful coaching throughout the application process.**

71	36	7	1		2	117
61%	31%	6%	1%	0%	2%	100%
<b>93%</b>						

## Northern Development's 2010 Client Engagement Survey Results

### Contracts & Disbursements

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	N/A	Total
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**5. Northern Development financial staff responded to our organization in a timely manner throughout the contract development process.**

50	56	3	3		5	117
43%	48%	3%	3%	0%	4%	100%
<b>95%</b>						

**6. Northern Development's reporting requirements were clearly communicated and easy to understand.**

44	52	13	4		4	117
38%	44%	11%	3%	0%	3%	100%
<b>85%</b>						

**7. Northern Development's reporting forms were well designed and easy to complete.**

39	51	11	1	1	14	117
33%	44%	9%	1%	1%	12%	100%
<b>87%</b>						

**8. Northern Development financial staff provided knowledgeable and helpful coaching throughout the payment disbursement process.**

62	35	5			15	117
53%	30%	4%	0%	0%	13%	100%
<b>95%</b>						

## Northern Development's 2010 Client Engagement Survey Results

### Overall Experience

**9. How did you initially hear about Northern Development?**

Local Gov't	Online	Word of Mouth	Project Announcement	Newspaper	Other
89	9	5	7	3	4
76%	8%	4%	6%	3%	3%

**10. I believe Northern Development is respected as a highly effective regional economic development organization.**

Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
67	37	12	1		117
57%	32%	10%	1%	0%	100%
<b>89%</b>					

**11. Our overall experience with Northern Development has been:**

Very Positive	Somewhat Positive	Neutral	Somewhat Negative	Very Negative	Total
101	14	2			117
86%	12%	2%	0%	0%	100%
<b>98%</b>					