

RFP VBL-ED2022-002 Village of Burns Lake Export Market Plan

Final Report



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1. Introduction

The project team was engaged by the Village of Burns Lake, with funding support from the Prince Rupert Port Authority, to investigate the export potential of the Village of Burns Lake and surrounding region. This document summarizes research findings and presents preliminary considerations for the export plan. It is based on extensive desk research and engagement with nearly 30 stakeholders.

The study follows from several recent projects in the region that have taken similar approaches to assessing Burns Lake Village, such as the 2018 Lakes District Economic Diversification and Community Development Strategy, which established economic diversification as a means of improving economic resiliency.

2. Exports and Sustainable Growth Relevant Practice

Those regions and their communities that have grown around single resource-based industries, such as mining, forestry or fisheries, are vulnerable to issues of sustainability, whether from the boom and bust cycles of markets, or the supply of the natural resource itself. With market crises or the maturing and/or decline of the resource base, new and sustainable sources of income are needed to maintain the community's economic health.

'Sustainable' has also acquired new meanings within the context of climate change. While communities and regions reliant on single industries remain vulnerable to market cycles and resource availability, climate change has added new dimensions - in some cases increasing vulnerabilities, but also creating new opportunities as they search for new sources of income. In the same way, 'economic diversification' also takes on added relevance as a strategy when fostering new income creating activities that contribute to GHG reduction and or climate resilience.

One way of sorting new business ideas is how they might contribute to community or regional income.

- ◆ Primary: those which bring new income to the community through sales of production or services to customers or clients outside the area (including global markets or other areas of Canada).
- ◆ Secondary: those which depend on primary business(es) as a customer(s) - i.e. they would not exist without the primary businesses. Some services and products which initially aim at local markets may also have export potential, if they are producing goods and services which can compete in outside markets.
- ◆ Tertiary: Like secondary business, these depend on cash circulating in the local economy; retail, financial, utilities, and real estate as well as a myriad of services. While these contribute to cash circulating locally, they 'live off the local economy' and often are a source of cash outflows. Some exist solely to extract revenues as profits or rents from the local economy. Typically, the majority are Micro Small and Medium Enterprises (MSME) that are vulnerable to economic downturns. They will also generally appear where there are rent-taking and other investment opportunities.

While both secondary and tertiary businesses may also provide important support services, products and amenities (and vibrancy) to the local economy and may be required together with public services to attract primary (and secondary) businesses, we will largely focus on primary businesses.

2.1 What does this mean for Burns Lake

Increasingly, the search for a new approach to regional development has shifted away from attracting international firms and instead to making domestic firms more competitive and/or finding new

products and services for export. The result is an emphasis on regional “assets” as the source of regional competitiveness, ranging from traditional assets like infrastructure and natural resources and skilled labour, to less tangible factors such as culture and community, entrepreneurship, availability of risk capital and economic diversification to name some. Thus, identification of sustainable opportunities in a region requires a holistic or terroir approach to inputs and outputs.

There are linked relationships in economic development and business growth. Among these:

- ◆ Access to risk and working capital
- ◆ Competitive infrastructure
- ◆ Competitive inputs
- ◆ Competitive products and services
- ◆ Housing, retail, hospitality, healthcare
- ◆ Labour
- ◆ Livability/environment
- ◆ Management and entrepreneurial skills
- ◆ Political and social stability
- ◆ Proximity to major market(s)
- ◆ Schools, housing, lifestyle, demographics
- ◆ Skills, costs, union, training
- ◆ Support and secondary industries
- ◆ Taxes and other support
- ◆ Transportation infrastructure (roads, rail, air, sea)

While these are critical growth factors, they do not in themselves provide specific new and growth business opportunities.

2.1.1 Differentiating local versus international competitiveness:

Developing innovative products and services for local clients may provide a basis for exports. The major requirement is the ability to compete regionally and preferably globally. Competitive factors include:

- ◆ After sales service and support
- ◆ Brand recognition
- ◆ Cost
- ◆ Customer relations
- ◆ Inputs
- ◆ Intellectual property (IP)

- ◆ Logistics (transportation, delivery times etc)
- ◆ Management
- ◆ Marketing
- ◆ Product performance
- ◆ Reliability
- ◆ Trust
- ◆ Working capital access

While local markets may offer good opportunities for business, competitiveness may be artificially enhanced by proximity, lower costs in transportation, marketing, customer access and retention, and cost of after sales support. In this case, profits and sustainability will be determined or limited by the threat of external competition, including from low-cost suppliers in Asia and elsewhere. Low entry barriers will also encourage competition for the same customer base and reduce business to cost plus. On the other hand, low competition can mean limited inducement for innovation which might otherwise create export opportunities.

3. Burns Lake Asset Mapping

Burns Lake is a small community, but it has a strong history of being a regional hub. The local economy has traditionally been dominated by the forestry industry and service provision associated with local forest harvest and processing. Today, Burns Lake is experiencing the effects of several growing environmental, political, and economic trends that accelerate the need for economic diversification and new export products.

This section seeks to provide a holistic map and assessment of the resources, assets, structures, people, and relationships that make up Burns Lake in order to identify opportunities for economic development surrounding exports. It demonstrates that despite urgent challenges, Burns Lake has several paths forward to diversify its own exports as well as benefit from regional exports as a regional hub and service centre.

The graphics below highlight key assets in each of the categories mapped below. These **categories are widely regarded as key pillars of export-led growth.**



People

Established families with deep local roots

Gradual population decline (est. 2,107 in 2006, est. 2,029 in 2011, est. 1,779 in 2016, est 1,659 in 2021)

Median age 39.5, median total income 42,800,

High concentration of labour in manufacturing and forestry

New residents with potentially diversified skillsets

Higher unemployment than Northern BC average

Younger work force than Northern BC average

Low concentration of non-official language or non-indigenous language speakers

Government

Village of Burns Lake
Province of British Columbia
Government of Canada
Skin Tyee Nation
Nee Tahi Buhn
Cheslatta Carrier Nation
Lake Babine Nation
Wet'suwet'en First Nation
Ts'il Kaz Koh First Nation (Burns Lake Band)
Regional District of Bulkley
Nechako

Environment

Forests
Arable land
Minerals and special resources
Lakes and watershed
Scenery and attractive areas
Increasing protected forests
Short growing season
Increasing forest fire risk

Economy

Primary forestry harvest and manufacturing
Forestry residuals manufacturing
Public sector and services
Tourism
Agriculture, particularly livestock
Lack of economic diversification
Mining

Services

Burns Lake Native Development Corporation
Community Futures Nadina and Stuart Nechako
Lakes District Hospital and Health Centre
Accommodation including Key-oh Lodge and Sunshine Inn
Tourism Centre
Library
Provincial Government services office
Small Business BC
Carrier Sekana Family Services

Transportation

Highway 16 Proximity
On major trucking route
Railway
Port of Prince Rupert

Civil Society

Burns Lake & District Chamber of Commerce
Burns Lake and Chinook Community Forests
Burns Lake Community Garden
Burns Lake Heritage Commission

Relationships

First Nations relationships
Public private relationships
Intermunicipal relationships (Smithers, Prince George, Prince Rupert)
Relationships with different tiers of government

Resources

Forestry
Arable Land
Fisheries and Wildlife
Commercial Land
Minerals

Major Employers

Forestry: 30 to 40%, Public Sector - 20 to 30%, Tourism 10 - 15%, Agriculture 5 to 10%, Services - 10 - 15%, Mining 1 to 5 %
Hampton Affiliates - 265 employees
Lake Babine Nation - 140 employees
Tahtsa Timber - 109 employees
DRAX Group Burns Lake - 54 employees
Lakes District Maintenance - 50 employees
Public Sector

Education

Lakes District Secondary School (8-12)
College of New Caledonia
Burns Lake Native Logging Ltd
Lake Babine Nation/NVIT
Prince George Nechako Aboriginal Employment and Training Association
WorkBC Employment Services Centre

3.1 Key Factors for Exports

Burns Lake remains heavily dependent on the forestry industry and as such is affected by sector changes, including a) the increased role of First Nations communities in resource management and b) the reduction of the local annual allowable cut. Even as harvest volume moves elsewhere, Burns Lake retains considerable competitive advantage in timber processing, with a concentrated talent pool and several mills. Harnessing new opportunities in forestry will require a) continued investment in non-traditional processing such as residual or waste wood e.g. pellet production, and specialty wood products, b) solving transportation and logistical challenges associated with non-traditional fibre resources, c) prioritizing relationships with local First Nations, d) prioritizing relationships with firms and communities harvesting fibre elsewhere, and e) balancing the effects of the forestry industry on other export opportunities.

Beyond forestry, there may be opportunities for development of agriculture and livestock exports. However, many local farmers are also active in the forestry industry and availability of production inputs for ranching (fencing, bedding, etc.) are impacted by the forestry industry. Ranchers and farmers also face organization difficulties associated with taking product to scale and delivering it to market. Additional investment in logistics, cooperative structures and business development would be required.

Codifying business license data from Burns Lake revealed that the largest cohort of companies fit into the category of potential supply chain or service providers for potential exporters. As tabulated below, 12% of the more than 280 business licenses fit within this category, while only 3% are current or potential exporters. This illustrates the potential opportunity for supporting those organizations to better benefit from export supply chains.

Business Classification	Businesses	Breakdown
Current exporters	7	2%
Potential exporters ¹	3	1%
Supply chain providers for a potential exporter	34	12%
Total	283	100

Burns Lake sits at the confluence of 6 First Nations and as a key node among the many communities on Highway 16 between Prince George and Prince Rupert. As such, it stands to benefit from regional export development by strategically investing in service and goods provisions in surrounding locals; opportunities may include prefabricated buildings or materials for jobsites, professional services, and more.

As a growing tourism centre with a strong reputation for quality of life, outdoor recreation, and natural scenery, Burns Lake has the opportunity to leverage this branding to expand tourism and tourism-related goods. Burns Lake products associated with outdoor sports, wellness and the natural environment may provide further opportunity for export.

¹ These were identified from the business license data as: Andy's Machining and Repair Ltd. Canasteel Rebar Services Corp. Country Homes - Bill Bueckert

Major Exports	Major Value-Added Opportunities	Major New Export Opportunities
Timber Processed Residuals Pellets	Expand Processed Residuals (Sec 6.1) Mass Timber (Sec 6.6) Modular Buildings	Livestock (Sec 6.2) Greenhouse Products (Sec 6.5) New products and services for regional economic needs (Sec 6.4) Tourism, outdoor, and mountain bike related products (Sec 6.3) Minerals and mining

3.2 Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

A summary of key factors is visualized below and further described in subsequent sections.

Strengths	Weaknesses	Opportunities	Threats
Forestry expertise Agriculture Expertise Livestock Regional Hub Arable Land Dedicated Community Lifestyle and Scenery First Nations	Lack of economic diversification Overreliance on several large forestry firms Lack of professional talent diversification Small labour force Cost of living Housing shortage Services shortage Shortage of tradespeople and professionals	Expansion of transportation Expansion of residual and value-added manufacturing Expansion of farm and livestock Mineral exploration Strengthening role as interlocutor with local First Nations	Forest fires and climate change Political economic transition Loss of natural resource decisionmaking Reduction of local forest harvest Population decline Instability or fallout from major firms leaving

3.2.1 Strengths:

◆ Quality of Life:

- Including natural beauty and outdoor recreation
- Leveraging affordability and lifestyle can be key drivers for inward investment

- ◆ Cultural and economic contributions of First Nations
 - Cooperative foundation with First Nations groups through initiatives such as community forest
- ◆ Regional Hub – relative proximity to port, on CN rail line, central on Highway 16, history of service provision
- ◆ Established mills compared to more distant harvest locations
- ◆ Skilled labour force in forestry
- ◆ Quality land for agriculture, particularly livestock

3.2.2 Weaknesses:

- ◆ Economic Diversity:
 - Strong dependence on industries that are at risk due to shrinkage (i.e. forestry)
- ◆ Transportation
 - Lack of railyard (i.e., transloading site) was the most commonly cited challenge
 - Limited labour to support transportation and logistics
 - Limited local machinery and vehicles
- ◆ Housing
 - Deterrent for new talent and migrants
 - Zoning challenges limiting growth
 - Lack of tradespeople
- ◆ Labour
 - Overconcentration of talent in forestry
 - Limited talent pools across various trades and services
 - Lacking information on labour pool and cooperation between them
 - Challenges assessing skills of new residents
- ◆ Many “strengths” are not comparative strength, especially relative to similar communities along Highway 16

3.2.3 Opportunities:

- ◆ New Growth/Industry Sectors:
 - Recent diversification success stories such as DRAX Group and Tahtsa residual processing
 - Untapped agriculture and livestock exports
 - More use cases for residual wood and more urgency for its disposal

- Adoption of policies such as the Lakes District Economic Diversification and Community Development Plan has created an environment open to and encouraging of investment.
- ◆ International Markets:
 - Adoption of the Lakes District Economic Diversification and Community Development Plan has created an environment open to and encouraging of outside investors.
 - Several companies have already turned their attention towards overseas markets.
 - Tahtsa Group
 - Potential for new value-added building products.
- ◆ Growth in Indigenous-Led Economic Development:
 - Growing role of first nations in resource development decision-making
 - Incorporation of business development branches in key regional partners such as Cheslatta First Nations
 - According to the [Aboriginal Peoples Television Network](#), Indigenous Tourism was one of BC's fastest-growing sectors, generating \$705 million and creating 7,400 jobs before the pandemic
 - Organisations such as [Indigenous Tourism BC](#) and the [Indigenous Tourism Association of Canada](#) could be strong allies to an Indigenous-led tourism company based in Burns Lake
- ◆ Transportation and Service Hub Development Position of Burns Lake on rail line is underutilized
 - e.g development of real estate for railyard could provide opportunities for loading place of local goods as well as processing point along established supply chain
- ◆ Agriculture and Livestock Expansion
- ◆ International and national political trends favouring “reshoring” and expanding domestic supply chains + goods sourcing
- ◆ Tourism and Lifestyle associated branding opportunities for made-in-Burns-Lake goods

3.2.4 Threats:

- ◆ Employment:
 - Challenges attracting diversified labour force
 - Difficulty finding labour in traditional service providers and industries such as transportation
 - Risk of large scale unemployment in event of shock to forestry industry
- ◆ Seasonal Risk of Fire, Smoke, and Other Environmental Events:
 - Key industries in agriculture, forestry, and tourism face significant impacts from forest fires and associated smoke. This can produce acute, disastrous economic

disruption as incidents interrupt production as well as more gradual economic malaise, as anticipated forest fire seasons drive away potential tourists

- Waste wood or residual wood left on harvest site
- Seasonal risk of fire increases difficulty of value-added economic activity from harvest residuals

◆ Reliance on Shrinking Industries:

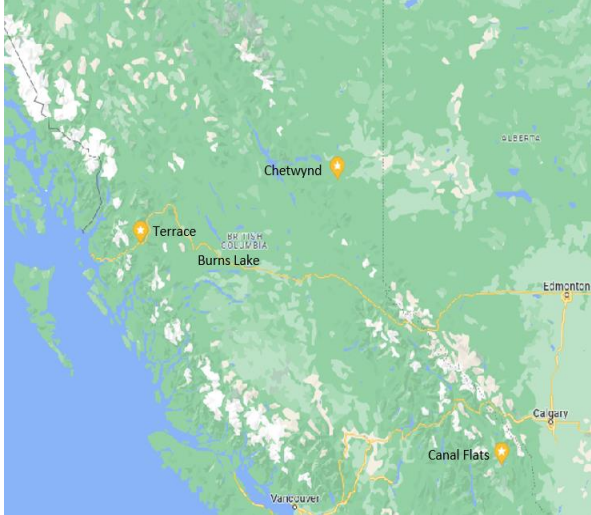
- AAC cut of 41% has not been actualized yet
- Dynamics of forestry industry is changing rapidly and reduces influence of the Village of Burns Lake
- Forestry is increasingly contentious in environmental and political terms
- Harvest volume is shifting to other regions

◆ Power and Politics Transition

- Growing role of First Nations in resource management = changed role for Burns Lake
- Greater regulation and reduction of forestry industry

4. Comparative Review

The comparative review revealed insightful themes across comparable jurisdictions: Terrace, Canal Flats, and, Chetwynd, as visualized below.



While each had important initiatives relating to sustainable economic development, none of the jurisdictions had export plans. Instead, each seemed to be focused on investment attraction. Other similarities between the jurisdictions included leveraging affordable land/housing costs and attractive lifestyles as key incentives for developing in the area. Many also note the broader favorable business environment of the province such as low taxes and Asia access as a key attraction piece. For example, it is noted by both jurisdictions in the north that northern ports are up to 60 hours closer to Asian ports than the Los Angeles and Long Beach ports. While the smaller jurisdictions of important dynamics such as First Nations relations or

climate change impact, these themes featured prominently in planning for Terrace.

The interviews also included considerations for how Burns Lake compares to what the respondents considered generally comparable communities. The following information was noted:

- ◆ Reduction of annual allowable cut poses significant challenge
- ◆ Social and environmental developments challenge traditional forestry industry
- ◆ Burns Lake benefits from its position at the centre of Highway 16 and along a railway corridor
- ◆ Land development and housing are major issues for Burns Lake
- ◆ With regards to forestry, Burns Lake benefits from a legacy of long-established mills and skilled labour.
- ◆ Over-reliance on forestry creates wide-ranging challenges for development of new industry in Burns Lake, including labour competition, lack of diversified trade services, and the influence of the forestry industry on local goods, services, and housing prices
- ◆ Proven success from local MSMEs in forestry diversification and value-added
- ◆ Positioned at the confluence of 6 First Nations – an established service centre and interlocutor
- ◆ Burns Lake has strong agricultural and livestock potential but struggles to get products to market
- ◆ Burns Lake struggles to attract new sectors or investment due to a lack of diversified labour skillsets
- ◆ Pipeline development may exacerbate existing challenges with regards to housing, labour, and goods and services prices

The table below highlights key features of economic development in each of the selected communities.

	Canal Flats	Chetwynd	Terrace
2016 Population	668	2,503	14,327
2021 Population	802	2,302	14,633
Local First Nation	Ktunaxa First Nation	Saulteau First Nation	Kitselas and Kitsumkalum First Nations and Tsimshian territories
Historical Economic Drivers	Forestry Transportation – rail and waterway	Ranchers, forestry, and gas Transportation – transshipment point during mega project development	Forestry Service and transportation hub for northwest BC
Key Challenges (e.g., economic shocks)	Closure of Canfor sawmill that accounted directly for ~10% of jobs in 2015.	Over reliance on past mega projects which are now completed Closure of coal mines in Tumbler Ridge	Closure of largest employer (Skeena Cellulose Sawmill) in 2001 Uncertainty around LNG and other mega projects Large projects can create demand for housing
Community Vision	We are the affordable, family-friendly village building a new future in housing, quality of place, tourism and a unique live-work downtown. We will be a key employment centre in a Columbia Valley that reconnects people to nature and each other.	Chetwynd exists in order that the area residents have sustainable opportunities for Security, Health, Safety & Prosperity in surroundings that display the best of our natural environment.	Terrace will prosper from its surrounding natural abundance through access to outdoor recreation, sustainable resource based industry and full use of its agricultural potential. Terrace will be a dynamic city with a diverse economy and will maintain a small town feel.
Key Sectors for Future Growth	Agrifood, Manufacturing Tourism	Heavy focus on local MSME	Transportation and logistics, Public sector, LNG, tourism
Competitive Advantages	Available of big block employment centres (mill sites) Family friendly housing, access to nature	Highway access to Prince George, Alberta, Kitimat, Yukon	Proximity to port Government (e.g., Regional District) employment
Business Support Resources	N/A	Business Support Directory to encourage buy local	Terrace Business Factsheet
FDI Tools	FDI Action Plan https://canalflats.civicweb.net/document/4617/	Investment Readiness Profile https://www.gochetwynd.com/wp-content/uploads/2011/11/Chetwynd-Investment-	Investment Portal with large amount of data on labour, land use etc https://terrace.ecdev.org/

	Canal Flats	Chetwynd	Terrace
		Ready-Profile-2014-2016-1.pdf	
Other tangential plans	http://www.canalflats.ca/wp-content/uploads/2018/10/CanalFlatsDevelopmentStrategyOctober2017.pdf	https://www.gochetwynd.com/wp-content/uploads/2018/01/Our-Future-Economic-Development-Strategy.pdf	https://www.terrace.ca/sites/default/files/docs/oct_27_2017_ocr_draft_single_page_view.pdf

5. Drivers for Change

In assessing export opportunity for Burns Lake, the project team focused on drivers for change that may change or disrupt the status quo for the area. Some of these drivers are under local control but many are not; regardless, an export development strategy must attempt to connect strengths, weaknesses, threats, and opportunities with discernable trends.

Burns Lake is a community with deep personal, business, political, and literal roots. It is also a community experiencing some of the most significant changes in decades, changes that will require innovative thinking to navigate. This section isolates 9 key drivers for change that should form the foundation of public and private export development assessment.



The following table briefly describes each of the 9 drivers for change.

Resource Decisionmaking Changes
The influence of the Village of Burns Lake has declined and can be expected to continue declining with regards to decisionmaking on nearby resource extraction. The largest firms, first nations, and the provincial government are the centre for these discussions.
Climate Change and Forest Fires
Climate change effects Burns Lake directly - both in terms of increased risk of forest fires and changing growing seasons - as well as indirectly through increased pressure from the rest of the province to limit the forestry industry. Forest fires pose not only an economic risk, but also a risk to health, the tourism industry, and relations with other stakeholders.
Local Fibre Harvest Reduction
Local fibre harvest is set to reduce by 41% - 970,000 cubic metres, down from the 1.6 million cubic m of the old AAC. These restrictions have not yet taken affect as harvesters continue to operate under old licenses. There is likely a significant fibre supply shock within 5 years.
International Trends and Geopolitics
International trends and geopolitics affect Burns Lakes' traditional and potential exports in multiple ways. Traditional export markets in the United States and China are increasingly unstable. Some key trends include reshoring processing and manufacturing arising from both supply chain issues and geopolitical frictions and which may present new local value-adding opportunities.
Growing Tourism
Burns Lake is an excellent tourism destination for outdoors activity despite a brief window of quality weather. While forest fires threaten perception of the tourism window, it highly regarded within the province and has recently gained more international attention from mountain biking.
Increasing Agriculture Options
Burns Lake has a strong base in agriculture and livestock, with a large portion of the community engaged in some form of production - often as a secondary source of income. Alongside a potentially expanding local growing season, there is a persistant demand for Canadian agricultural products internationally alongside an increased demand for "local" goods from areas such as the lower Mainland of British Columbia. Recent growth in the hothouse economy in British Columbia also provides the opportunity for exploring hothouse products.
Service Centre Demands
Burns Lake is positioned as a service centre at the confluence of 6 key First Nations that will play increasingly significant roles in resource-management decisions in the province. It will also remain a key node along Highway 16 and may provide services for regional development projects.
Housing Shortage and Population Reduction
The population of Burns Lake continues to reduce, while housing and cost of living remain a major if not the primary contention for locals and prospective residents. A housing shortage is not a unique challenge for Burns Lake but one that creates a significant barrier for attracting labour at a time when many are looking for a new place to establish themselves.
New Labour Talent Pool
Burns Lake benefits from an influx of new residents but faces challenges in assessing the skillsets of these individuals as well as integrating them in the local economy.

5.1 Key Considerations within Drivers for Change

In addition to the above opportunity-specific recommendations, the following are a list of key focal points for development of export in Burns Lake. Any given focal point may benefit multiple export development opportunities.

Resource Decisionmaking Changes	<ul style="list-style-type: none"> Renew focus on relationship with local First Nations Position Burns Lake as a service centre Evaluate current strategies regarding major firms and other stakeholders in forestry
Climate Change and Forest Fires	<ul style="list-style-type: none"> Expand value-added production using residuals Counteract challenges presented by forest fires to growing tourism Capitalize on agriculture opportunity
Local Fibre Harvest Reduction	<ul style="list-style-type: none"> Expand value-added production using residuals Focus on synergies with new primary harvest locations (connect to municipalities, first nations, and firms involved) Seek opportunity for expanding transportation (industrial real estate development, or rail yard)
International Trends and Geopolitics	<ul style="list-style-type: none"> Capitalize on demand for reshoring Access and assist local firms in accessing new provincial + federal funding opportunities Assess supply chain changes and demands
Growing Tourism	<ul style="list-style-type: none"> Expand accomodation for tourism Explore Burns Lake branded goods connected to tourism, including arts, agricultural products, and products attached to local tourism experiences
Increasing Agriculture Options	<ul style="list-style-type: none"> Explore locally-based abbatoir Explore large scale greenhouse operation (e.g. cucumbers) Solve chips and bedding challenges for ranchers Connect farmers, encourage co-op development or joint branding (e.g. Burns Lake Beef)
Service Centre Demands	<ul style="list-style-type: none"> Assess needs of nearby export developments and position Burns Lake as service centre Embrace role as service centre provider to First Nations communities
Housing Shortage and Population Reduction	<ul style="list-style-type: none"> Continue new real estate developments Promote Burns Lake lifestyle Attract professionals based on local needs
New Labour Talent Pool	<ul style="list-style-type: none"> Improve communication and networking with new residents of Burns Lake Conduct study on professional skills of new residents

6. Recommended Export Opportunities

While there were many opportunities explored and uncovered during the research, the sections below feature our top seven recommended export growth avenues for the Village of Burns Lake to pursue. Section 7 describes in more detail some of the broader actions needed to realize the potential for these opportunities, including some of the critical foundation needs in Section 7.2.

As seen below, each recommendation includes:

- ◆ A description of the recommendation as revealed through research and engagement
- ◆ A rationale describing ‘why Burns Lake’ may have a competitive advantage relating to this opportunity
- ◆ Potential outcomes/impacts for the recommendation, should it be realized
- ◆ Implementation considerations including a list of potential partners/resources
- ◆ A high-level assessment of the impact/feasibility of each recommendation²

A summary of recommendations is tabulated below and described further in the subsequent sections.

Recommendation Category	Shorter Term Opportunity	Longer Term Opportunity
Forestry	Expand Residuals Processing and Innovation	Explore Value-Added Mass Timber
Agriculture	Brand Burns Lake Beef and Lamb	Develop Agri-Food Opportunity in Greenhouses
Location-based opportunities	Market Adventure Tourism Utilize Burns Lake as a Transportation Hub	Leverage Reshoring Trends with Burns Lake as a Service Centre

6.1 Expand Residuals Processing and Innovation

This focus capitalizes on established strengths in Burns Lake, including established mills and an established labour base in the forestry industry. It expands on recent innovation successes; residuals timber fibre processing has been a source of innovative economic value for Burns Lake in recent years, led by Tahtsa Group and DRAX Group. Finally, local residuals processing can provide a source of low-cost inputs for other potential Burns Lake exports such as livestock or manufacturing.

Expanding residuals processing in Burns Lake will require close consultation with active stakeholders. This will require taking inventory of current harvest-site residuals and mill-produced residuals to assess supply, coordinating closely existing forms that work with residuals as well as First Nations buy-in, negotiation with primary harvesters, evaluation of current mill production and what is required for expansion, assessing transportation needs, and strategizing for additional products that may be produced from residuals.

Rationale:

² Recommendations with the highest impact and feasibility (e.g., lowest ‘effort’) will have X closest to the top right of the graph.

At present, the supply of local residuals outstrips demand, and residuals that are not harvested by the established safety deadline are destroyed. While the reduction of the local AAC will affect supply of residuals and primary harvests are moving to more remote regions – Burns Lake has a key advantage in the concentration of mills, which produce residuals as well. Thus, while local harvest-site supplies diminish, supply within reasonable transportation range will remain alongside those residuals processed locally.

Burns Lake benefits from being an existing centre for residuals processing, and a focus on this will position it to retain sustainable export potential long term. There is increasing demand for more sustainable wood in construction across British Columbia and elsewhere, and this trend is likely to maintain. Longer term, residuals have numerous applications in biofuel, industrial manufacturing and more. Establishing itself as a centre for residuals processing could position the community well for these and other medium-term possibilities as technology comes to scale.

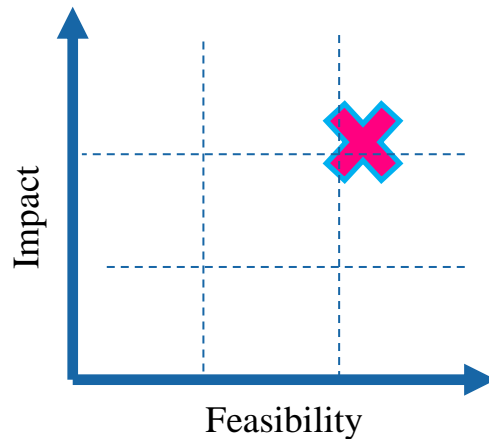
Current products include pellets, animal bedding, shipping boxes, fencing, plywood and glulam. Potential medium-term projects include mass timbre (an industry without any northern processing facilities at present) as well as biomass for static energy production, biofuels, industrial chemicals, and so on.

Potential Outcomes:

Potential outcomes include stabilizing the transition of the local forest industry as local primary harvest wanes, building upon established labour and business expertise in Burns Lake, and long-term attracting new investment for residuals processing.

Implementation Considerations:

This proposal seeks to build upon Burns' Lake strengths in its largest industry while preparing it for likely economic transition in the industry. As such, implementation considerations require a strong foundational assessment of forestry trends and engagement with key local stakeholders. Focused study of local residual processors (Tahsta and DRAX) and residual processors elsewhere in BC, inventory of residuals supply/demand, destruction schedule, inventory of local residual processing equipment and identification of gaps + opportunity, and expansion local import/transportation are all required. Partnerships with local first nations and economic integration with entities such as the Cheslatta Economic Development Corporation will be key.



Partnerships with local first nations and economic integration with entities such as the Cheslatta Economic Development Corporation will be key.

A first step would be to establish a Burns Lake Forestry Residuals Workshop to bring together representatives from 5 to 10 key players in the area and establish direct consensus on immediate next steps. This may be accompanied by a focused study on residuals or a working group for discovering government grants and other funding resources. Partners could include:

- ◆ Burns Lake Native Development Corporation
- ◆ Burns Lake Community Forest
- ◆ Chinook Community Forest
- ◆ BC First Nation Forestry Council

- ◆ Burns Lake Native Development Corporation
- ◆ Tahsta Group
- ◆ DRAX Group
- ◆ Babine Forest Products
- ◆ Port of Prince Rupert
- ◆ Local First Nations
- ◆ Forest Innovation Investment and BC Wood Specialties Group

6.2 Brand Burns Lake Beef and Lamb

Meat products are highly valuable and trends toward locally-based diets create an opportunity to establish regional branding for export within and outside of British Columbia. In particular, regions such as Burns Lake have the potential to leverage their reputation as beautiful, natural, and down-to-earth to create branding such as “Burns Lake Beef” to benefit local producers.

Rationale:

Burns Lake possesses large areas of good quality ranchland and at least 30% of the population is involved in some form of agriculture. With the land resources and expertise present, this remains an untapped export for Burns Lake that is held back by key obstacles preventing organization and scaling. In addition, there is increased demand within British Columbia for all goods that have First-Nations led production as some point in the chain – this creates particular opportunity for development of meat for export in Area E.

Potential Outcomes:

Expanding livestock production for export will help diversify the Burns Lake export base while improving incomes for one of the largest economic sectors by workforce participation.

Implementation Considerations:

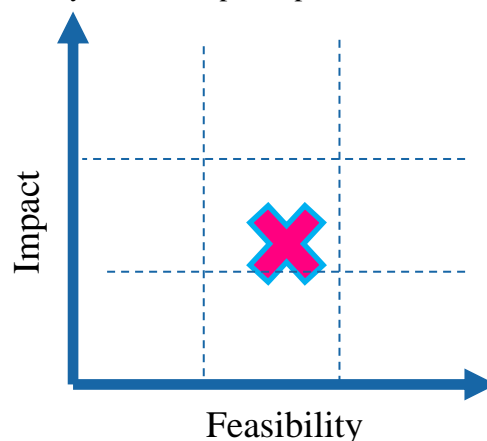
Major obstacles for developing livestock export include cost of inputs, the relative small size of individual ranches, lack of coordination between ranches, transportation challenges related to processing. As such, implementation considerations should focus on the following:

Identification of leading candidate farms

Coordination of leading candidate farms to form a cooperation or some other formal organization to access government programs, coordinate, collectively negotiate with residuals producers, and represent their interests

Investment in key equipment for farm inputs (woodchippers for creating bedding) or **coordination with local residuals processors** to secure cost-effective supply of inputs

Investment in key equipment for livestock processing with the primary focus on investing in an abattoir to service local ranchers (at present, the closest slaughterhouses are small scale operations in Telkwa and Vanderhoof and a medium scale operation in Prince George)



- ◆ Burns Lake & District Chamber of Commerce
- ◆ Northern Development Initiatives Trust
- ◆ Spencha Lake Ranch, Meadow Ridge Acres and other local ranches
- ◆ Regional District of Bulkley-Nechako
- ◆ Ministry of Agriculture and Food
- ◆ Agrarians Foundation

6.3 Market Adventure Tourism

Tourism serves as an export in terms of its ability to build local production, jobs, and other economic activity by attracting foreign expenditures (e.g., new money to circulate in the local economy). It also serves to potentially bolster the brand of a region and add demand for other products produced there.

Rationale:

Burns Lake has the opportunity to continue building off an established reputation as an adventure destination. Adventure tourism is the fastest growing subsection of tourism worldwide and continues to benefit from new technologies, improved products, and social media. This builds upon an already burgeoning tourism industry and may provide the opportunity to produce additional products connected to the Burns Lake adventure tourism brand.

Potential Outcomes:

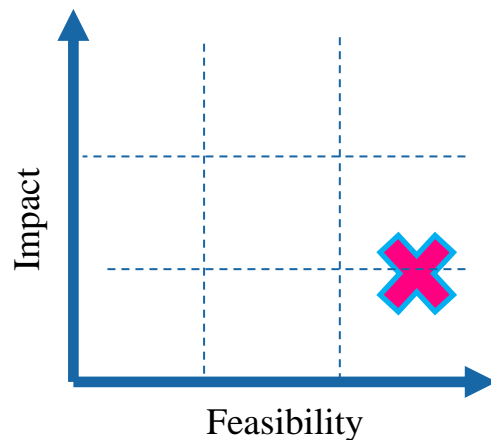
Increased accommodation and hospitality revenue will provide more demand for services-based jobs where there is a notable employment shortage at present. Focusing on particular types of tourism, such as mountain biking, may allow for hosting a major international event such as a mountain biking competition. In addition, the expansion of the Burns Lake adventure reputation will create opportunities for branded-products, such as kayaks, Burns-Lake branded mountain biking accessories, memorabilia, and the like.

Implementation Considerations:

Much of the territory for adventure tourism is on unceded First Nations territory and land where First Nations have increasing decision-making power. Thus, expansion of tourism is heavily dependent on maintaining quality relationships with First Nations and pursuing co-development.

In addition to relevant government ministries and local First Nations, potential partners or funding resources could include:

- ◆ Indigenous Tourism BC
- ◆ Wilderness Tourism Association of BC
- ◆ Destination BC
- ◆ Northern BC Tourism Association
- ◆ Tourism Relief Fund



- ◆ Natural Infrastructure Fund³

6.4 Utilize Burns Lake as a Transportation Hub

Expanding the transportation capacity of Burns Lake through truck or train can decrease costs for local exporters while capitalizing on the broader transportation needs of the region.

Rationale:

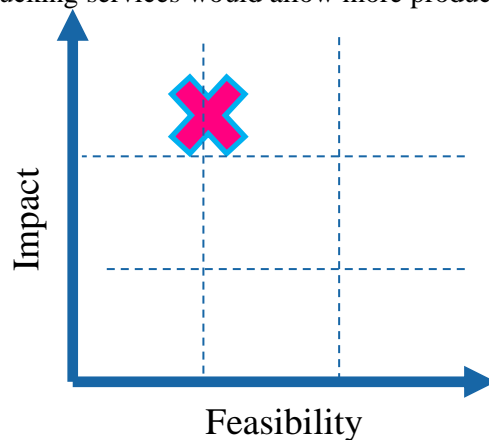
Positioned along Highway 16 and on a CN rail line, many goods move through Burns Lake. At the same time, local transportation needs are great and this has been highlighted as a critical need by local stakeholders. The obstacles range from lack of transportation workers to lack of specific transportation vehicles, such as for cattle. While Burns Lake is well-positioned along the railroad, it does not currently have the infrastructure necessary to benefit from that position.

Potential Outcomes:

By investing in transportation and logistics, expanded trucking services would allow more products to move in and out of Burns Lake. It would also prepare the village for upcoming transition in primary wood fibre harvests to more remote regions. In addition, the construction of a transload yard for the railroad in Burns Lake would allow it to actively participate in rail supply chains.

Implementation Considerations:

Burns Lake should immediately explore the viability of a transload railyard. This process will require consultation with CN Rail and a cost/feasibility assessment of suitable areas for the railyard. A similar assessment should be done for expanding trucking and storage facilities. Stakeholders to engage include the largest current exporters, representatives from potential exporters such as farmers, as well as CN and major trucking firms.



In Canada, there were over [134,000 trucking](#) companies as of 2019. In BC alone, trucking is a multi-billion-dollar business with over 33,000 registered trucking companies. A list of major trucking firms can include, but is not limited to:

- ◆ DelGate Warehousing and Distribution
- ◆ Arrow Transportation Systems
- ◆ TFI International
- ◆ Canadian National Transport
- ◆ Mullen Group

Other potentially valuable stakeholders include regulatory bodies and industry associations who are responsible for transportation policies and advocate for the value of the transportation industry. Potential industry associations and regulatory bodies include:

³ <https://www.infrastructure.gc.ca/nif-fin/applicant-guide-demandeur-eng.html>

- ◆ Transport Canada
- ◆ BC Trucking Association
- ◆ Railway Association of Canada
- ◆ Canadian Association of Fleet Supervisors
- ◆ BC Ministry of Transportation and Infrastructure
- ◆ Canadian Trucking Alliance
- ◆ Canadian Trucking Association
- ◆ Transportation Association of Canada

From 2018 to 2028, the [Canadian government will invest \\$3.917 billion](#) in B.C. Infrastructure. Existing potential grants and funds for the establishment of a transportation hub, or upgrading of current infrastructure include:

- ◆ [National Trade Corridors Fund](#)
- ◆ [Active Transportation Infrastructure Grants Program](#) (Infrastructure and Network Planning Grants)
- ◆ Additionally, since the Government of Canada has funded numerous applicable infrastructure projects in the past, additional novel infrastructure funding opportunities for Burns Lake are expected to arise in the future

6.5 Develop Agri-Food Opportunity in Greenhouses

Agri-food is a potential economic development opportunity for Burns Lake. Access to waste heat from industrial processes; ample available water; the ability to grow food year-round; and access to the Port of Prince Rupert will allow the export of high-value crops to Asia and the U.S. West Coast.

This opportunity requires access to reliable, affordable, year-round transportation. Food is shipped in refrigerated containers (known as “reefers”), and these containers must access the Port of Prince Rupert at an affordable price. Given current and anticipated labour shortages among truck drivers, rail access may be essential. Depending on transportation availability and pricing, this opportunity may only be a viable option once a rail transload facility is established in the community.

Rationale:

Greenhouse-based food production for export makes sense for Burns Lake if it has available heat and water; affordable access to Asian and Western North American markets through the Port of Prince Rupert; and reliable and cost-effective transportation of refrigerated containers.

Currently, Burns Lake has two of these three essential components. Existing industrial plants generate waste heat and operate year-round, so greenhouse producers could negotiate access to that heat source to allow them to produce year-round. The Port of Prince Rupert has the capacity to handle refrigerated containers, so shipments to customers in Asia and Western North America could occur through that venue.

Potential Outcomes:

Food processing is a consideration for some crop options. Health-related categories such as nutraceuticals demand both vegetables and fruit. The Bulkley-Nechako region has reasonably good options for higher-value food production at a scale necessary for export. Garlic, Haskap, Saskatoon

and Jerusalem Artichoke have all been identified as economically viable,⁴ though the berry-related options require processing facilities for their potential to be realized.

Implementation Considerations:

Should Burns Lake be successful in attracting a rail transload facility, or should truck transport to Prince Rupert prove affordable, then this option comes into play for the community to develop.

Given the export focus of this report, a scenario in which Burns Lake exports Agri-food products requires considerable production scale. Unless local producers have the business networks, core skills and background for such volume, Burns Lake may need to engage external actors whose existing export business makes such an expansion an incremental step in their operation.

It should be noted that labour was not listed as a critical input. While greenhouses clearly use labour, they tend to consist mostly of unskilled workers operating under a few highly-skilled positions. A facility sufficiently large to serve export markets may require a head grower and an assistant grower, 2-3 technicians, and the rest as unskilled labour. The specialized nature of the skilled workers is such that they would need to be recruited to the community from outside, while 10-12 unskilled workers are available in any community. Therefore, labour is not listed as a critical category.

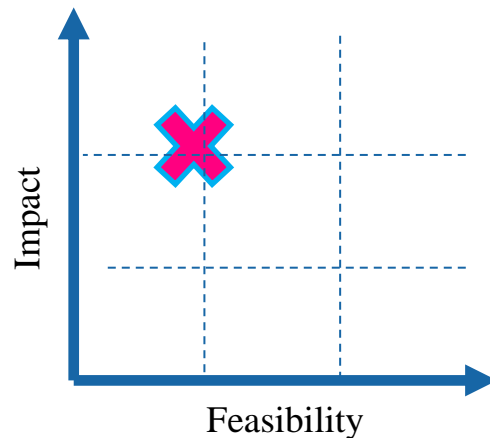
In addition to relevant government ministries, potential partners or funding resources could include:

- ◆ BC Greenhouse Grown
- ◆ Alberta Greenhouse Grown Association
- ◆ BC Agriculture Association
- ◆ Weston Foundation Homegrown Innovation Challenge
- ◆ Canadian Food Innovation Network
- ◆ Canadian Agricultural Partnership

6.6 Explore Value-Added Mass Timber

Opportunities abound in mixed-source value-added manufacturing of wood products such as log ⁵and timber frame homes, pre-fabricated housing, cabinetry, millwork and finishing, and engineered wood products. At the cutting edge of these products is mass timber, which is rapidly gaining favour in major development projects and has emerged as a major strategic economic priority for the Province of British Columbia.

Rationale:



⁴ Refer to “Market Research and Economic Feasibility on Specialty & Alternative Crops in the Bulkley-Nechako Regional District,” Scott Consulting, March 2017.

⁵ Note the impact of BC’s new Energy Step code may impact the legality and demand for log homes.

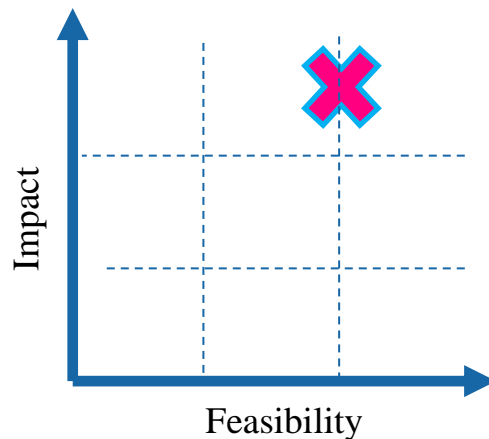
The export of value-added wood products in British Columbia peaked in 2001 – 2005 followed by a steep decline over the following decade despite a strong social, cultural and political consensus on the value and sustainability of such activity. Over the past 5 years, dramatic shifts in economic markets, policy priorities, and emergence of new technologies have created an environment where rejuvenating value-added wood products in British Columbia is not just desirable but widely considered critical for the economy moving forward.

Mass timber production is a central part of the ongoing Stronger BC Economic Plan and will be a major destination for investment for the next decade. The Mass Timber Action Plan was released by the province in April 2022 **and anticipates the creation of up to 10 mid-sized factories across the province by 2035, worth \$403 million and providing over 4000 jobs.**

Burns Lake is a strong candidate for mass-timber manufacturing due to its relevant labour force, position at the nexus of primary and residual timber harvest and processing, and proximity to the Port of Prince Rupert. In addition, it is a strong fit for the Mass Timber Action Plan's explicit goal of creating new potential in rural as well as First Nations communities. Demand for mass timber products is high within British Columbia, but also in other reliable export markets such as Japan.

Potential Outcomes:

A mass timber factory would benefit Burns Lake in multiple ways. It would create a sustainable source of new value-added manufacturing jobs. It would expand the market for harvesting residuals and would synergize with expanding transportation capacity of the city. The front-and-center role of mass timber in major architectural projects would also promote the Burns Lake brand in areas where major pieces are featured. It would be a strong platform for expanding co-development with surrounding First Nations communities. Furthermore, mixed sourcing of mass timber inputs would improve the sustainability of forestry-related manufacturing in Burns Lake in anticipation of supply changes in the coming decades.



Implementation Considerations:

At present, Burns Lake appears to be a strong candidate to be one of the first mass timber factories in Northern British Columbia, as most facilities are currently in the south of the province. Burns Lake should immediately engage with the British Columbia Office of Mass Timber Implementation to gather guidelines on funding opportunities, investment opportunities, candidacy, and so on. At the same time, it should engage with First Nations partners, local business and other local stakeholders to develop a joint development strategy. Partners could include:

- ◆ Active Mass Timber firms in BC such as Kalesnikoff Mass Timber, Structurlam, and Seagate Mass Timber
- ◆ Wood Innovation and Design Centre in Prince George
- ◆ British Columbia Office of Mass Timber Implementation
- ◆ Northern Development Initiatives Trust
- ◆ Burns Lake Native Development Corporation

- ◆ BC Wood Specialties Group
- ◆ Tahsta Group
- ◆ Burns Lake Community Forest
- ◆ Chinook Community
- ◆ Decker Lake Forest Products
- ◆ Port of Prince Rupert
- ◆ Local First Nations
- ◆ Forest Innovation Investment

6.7 Leverage Reshoring Trends with Burns Lake as a Service Centre

Reshoring has gained significant momentum in recent years because of increased concerns over global supply chain disruptions, environmental impacts of shipping, growing economic protectionism across nations, and increasing wage inequality. “Bringing home” quality jobs from overseas is increasingly seen by many as a panacea for several contemporary problems, and thus Burns Lake has the potential opportunity to directly or indirectly benefit from provincial and federal efforts to do so.

Rationale:

As reinforcing supply chains across British Columbia remain a primary goal of the province, there will be increased and new opportunities produced not only in Burns Lake but in surrounding regions. This is also true of expanding investment in First Nations-led economic development – where Burns Lake benefits from strategic positioning as a service centre for the surrounding 6 First Nations.

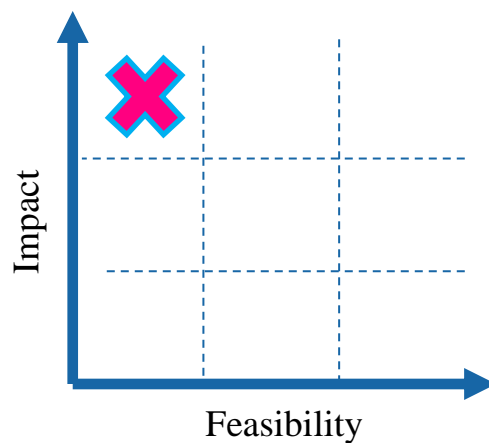
Potential Outcomes:

Through assessing service needs of nearby economic developments, Burns Lake can strategically position itself as a services centre for the region. This includes areas such as education, shared working spaces, advising, research, financial services, and more. It can also position itself as a centre for consensus building among stakeholders, for example through partnership and investment in a convention centre.

Implementation Considerations:

Implementation requires focused relationship building important stakeholders such as neighboring First Nations, other municipalities, the province, and large firms starting projects in the region. Assessment of regional needs will require persistent research and ideally should be part of an ongoing or annual study to identify opportunities in partnership with public sector and private sector industry association such as:

- ◆ Manufacturing BC
- ◆ Canadian Manufacturers and Exporters



- ◆ Business Development Canada (BDC)

7. Action Plan

The below key actions to be further refined and discussed through client engagement.

7.1 Precursors for Success:

The research identified some foundational challenges that could be addressed as important first steps for developing export-led, economic development opportunities.

- ◆ Continue ongoing work with key partners to address some of the key blockages or enablers for export and economic diversification success (tabulated in Section 7.4) such as:
 - Working with the BC government to explore industrial and commercial rezoning as well as ALR policies
 - Collaborating with CN rail and other partners to develop a transloading site in Burns Lake
 - Exploring opportunities to incentivize housing development of in the area
- ◆ Prioritize partnerships with local First Nations for joint economic development
 - Position Burns Lake as a facilitator, ally and source of information for First Nations economic development leaders
 - Consult with First Nations to assess service needs and expand community ties
 - Share information on labour pool resources, needs and interests
 - Conduct joint assessments of economic opportunity and funding sources
- ◆ Increase awareness of export opportunities in and around Burns Lake, through initiatives such as:
 - Drive community interest in exports with events (e.g., networking or pitch nights) or workshops (e.g., with Export Navigator or industry association presentations)
 - Develop easy to find ‘toolkits’ regarding key first steps for accessing export markets (e.g., leveraging [existing resources](#), or tools such as that in Appendix 1)
 - Engage key industry leaders as champions and to assess potential for spin off benefits
- ◆ Conduct a labour market assessment to better understand recent changes at the micro-level (moving well beyond what is possible with existing data) with the following priorities:
 - New entrants to the community that may be interested in developing a business
 - Identify groups that are *not* engaging with the labour market (e.g., youth) and what may be required to better leverage new talent pools

7.2 Medium Term Actions:

Following on the precursors to success, medium-term actions could include:

- ◆ Continue to seek shorter-term opportunities described in Section 6.1-6.4

- ◆ Prioritize opportunities in existing primary/keystone industries serving Burns Lake and the surrounding area

7.3 Longer Term Growth Drivers:

In the longer term, the Village could pursue the following actions for growth:

- ◆ Pursue longer term opportunities described in Section 6.5-6.7.
- ◆ Seek potential opportunities to *attract* investors or large projects to Burns Lake as a driver for cash inflow and economic impact
- ◆ Explore hosting a major event associated with one of the identified export opportunities, such as a Mount Biking Competition, a Mass Timber Research Conference.

7.4 Critical Enablers for Success

Throughout the engagement, numerous foundational challenges were explored with stakeholders (as described in more detail above). The table below illustrates how the six recommended opportunities relate to some of these key challenges.

Recommended Opportunity	Key Enabler	Awareness of Export Opportunity	Access to Additional Labour	Housing Availability	Transloading Site	Industrial Rezoning	Major Funding
Greenhouse		X	X	X	X	X	X
Residuals Processing		X		X	X	X	
Beef and Lamb		X		X	X		
Tourism			X	X			
Reshoring as Service Centre			X	X	X		X
Transportation Hub					X		X
Mass Timber		X	X	X	X	X	X

8. Appendix 1 - Company Self-Assessment Tool

The following is a questionnaire that can be used as a starting point for the development of toolkit for companies to assess their export capabilities.

Example of Self-Assessment Tool

- Was your company founded in Burns Lake?
- Is your firm's HQ in Burns Lake?
- If any, where are your related companies located? _____
- Please rank the top 3 advantages of being located in Burns Lake?
 - Access to Port Prince Rupert
 - Access to other transport (road, rail, air)
 - Affordable housing
 - Proximity of resources and other inputs
 - Availability of skilled workers
 - Close to your major customers
 - Close to growth export markets
 - Good place for families
 - Location
 - Natural surroundings
 - Recreation
 - Other (Please indicate) _____
- In your own words, what is the greatest advantage of being located in Burns Lake?

- What the disadvantages, if any, of being located in Burns Lake?

- _____
- Is your company affiliated with or owned by a First Nation?

Firm Inputs

- Do you expecting sourcing materials, parts, and components to become increasingly difficult over the next 5 to 10 years?
- Does your firm use materials, parts and components from Canadian sources outside of Burns Lake?
 - If yes, from where are these sourced _____
- Do you use materials, parts and components from international sources?
 - If yes, from where are these sourced
 - U.S., Asia, Eu. Other
- What materials, parts or components do you feel you would significantly benefit from local sourcing? _____

Firm Outputs

- What industry do you operate in?
- What are your primary products and services?
- Please indicate the demand for your products and services over the previous 5 years:
 - Very low priority to very high priority
- Do you expect demand for your products and services to increase or decrease over the next 10 years?

Example of Self-Assessment Tool

- Significant decrease to significant increase
- Please indicate to what degree your firm will prioritizing innovating, diversifying or expanding into new products and services over the next 10 years:
 - Very low priority to very high priority

Finance

- What is your primary source of working capital?
 - Banks (LOC's, loans)
 - Investors
 - Cash flow
 - Band funds
 - Other
- Over the last 10 years, how challenging has it been for your firm to secure funding?
 - Very challenging, somewhat challenging, not very challenging, not challenging

Government Services

- How regularly do you interact with the following local, provincial, and federal government services (rarely to often):
 - Village of Burns Lake
 - The Government of British Columbia
 - Relevant British Columbia Ministry Programs
 - The Government of Canada
 - Relevant Federal Government Programs
 - The City of Prince Rupert
 - The City of Prince George
- Do you use any government services for supporting exports? Please check each one used.
 - BC Trade
 - BDBC
 - EDC
 - IRAP
 - ISED
 - Trade Commissioner Service
 - Other _____
- Have you or your staff participated in a trade mission or missions
 - If yes, what year was this _____
 - If yes what country and/or cities did you visit? _____

Example of Self-Assessment Tool

- Was it a successful mission for you? Yes. No.
- If no, how was it disappointing? _____

Market Opportunities

- What are your primary exports?
 - _____
- Where are you currently exporting?
 - Top three markets. Canada, U.S. Japan, China, ASEAN, EU, other
- If you are not exporting already, are you interested in growing through exports?
- What do you see as your biggest challenges in reaching new markets? (Score matrix each 1-5 with 1 being big challenge, and 5 no challenge)
 - Lack of information about opportunities
 - Cost of overseas marketing and market presence
 - Customs regulations
 - Developing new marketing strategies
 - Different product standards and regulations in other countries
 - Finding business partners
 - Finding new markets
 - High Canadian dollar
 - Inflation
 - Interest rates
 - Lack of globally competitive products and services
 - Language and/or cultural gap
 - Large geographical distance
 - Market access limitations
 - Negotiating with new suppliers and customers
 - Poor internet connection to sell online
 - Poor online payment alternatives to sell online
 - Securing export finance
 - Threat to loss of IP, trade secrets and designs etc
 - Other _____
- Who in your company is responsible for marketing?
 - CEO
 - Head of marketing
 - Other _____
- Where do you find your information on new market opportunities?

Example of Self-Assessment Tool

- BC Trade
- Conferences and Trade Shows
- From customers
- Global Affairs Canada and the TCS
- Market research (inhouse or commissioned)
- Market studies
- Trade consultants
- Other _____
- How do your goods get to market?
 - Directly
 - By sea, by air, by truck
 - Through intermediary
- If your markets are overseas, how do you sell?
 - Through an agent
 - Through a channel distributor
 - Directly
 - Through a re-seller
 - As a component in an exported third-party assembly
 - Other
- Are there any impediments or irritants to exporting that might be alleviated through government action (border controls, documentation etc)

Government Policies

- Have new opportunities arisen for your company through
 - Trade agreements (CPTPP, USMCA, Canada-Korea, other)
 - Trade missions (outgoing, incoming)
- Has your business been affected by sanctions? U.S., China, other?
- Has your business been affected by political events (China, Russia etc)

Technology and IP

- Are your products and services unique?
- Where is your greatest competition?
- Do you own your IP?

Ability to absorb new technology/innovation

Example of Self-Assessment Tool

- What are the greatest barriers to bringing in new technology/innovation?
 - Skilled workers
 - Finance
 - Awareness of new developments
 - How do you keep abreast of new developments in your industry? (if more than one, please rank)
 - Employees
 - Industry Associations
 - IRAP
 - Trade journals
 - Trade shows
 - Word of mouth
 - Other _____

Firm Self-assessment

- What is your industry?
- Are you an industry leader?
 - If yes, what is your competitive 'edge'
 - Technology
 - Market connections
 - Value-added
 - Trade secrets and know-how
 - Reputation
 - Skilled staff
 - Price competitive
 - Other _____
- Do you supply or provide goods and services to a company or companies that export?

Firm details

- How old is your firm?
- What is your estimated annual revenue?
- How many staff do you employ?
- How many of your staff would you qualify as skilled technicians?
- What is the size of your marketing team?

Example of Self-Assessment Tool

Follow up

- Do you agree to be interviewed by one of our team, either in person or virtually?
- Would you participate in a Round Table with other Burns Lake stakeholders?
- Are there other firms or stakeholders that you believe would be relevant to this study?
Please _____ indicate _____ below:

9. Appendix B – List of Stakeholders Engaged

The following stakeholders were engaged through various stages of the research and reporting.

Organization	Name
BC Forestry Innovation Investments	Michael Loseth
BC Government	Beth Eagles
BC Government	Marc Von Der Gonna
BC Representative and CN Rail Representative Singapore	Rohan Belliappa
BC Wood Talks	Ken Hori
Beaver Point Resort / Ec Dev Committee	Brenda Hiebert
Burns Lake Chambers of Commerce	Randi Amendt
Burns Lake Community Forest	Frank Varga
Cheslatta Carrier Nation	Mike Robertson
RDBN Area Director - Electoral Area E	Clint Lambert
Export Navigator	Tim Thomas
Babine Forest Products	Daniella Oake
Indigenous Solutions Canada (past Port of Prince Rupert Rep)	Maynard Angus
Kal Tire	Mark Rogers
Lake Babine Nation	Joyce Williams
Northern Development Initiative Trust	Joel McKay
RDBN Area Director - Electoral Area B	Michael Riis-Christainson
RDBN Manager of Regional Economic Development	Nellie Davis
Rio Tinto	Quinten Beach
Skin Tyee Band	Debbie Pierre
Tahtsa Group	Klaus Posselt
Village of Burns Lake	Dolores Funk
Village of Burns Lake	Henry Wiebe
Village of Burns Lake	Sheryl Worthing
Woods N Water Sport and Rec / Ec Dev	Paul Hilliard