



**HEILTSUK**  
DEVCO

# W'áném't'a

NOVEMBER | VOLUME 5  
2015 | ISSUE 2

## In This Issue

**HEDC Chair Committed to More Employment**  
PAGE 2

**COO Message**  
PAGE 3

**HEDC Community Spending**  
PAGE 4

**Store Manager Retires**  
PAGE 5

**Airport Upgrade Underway**  
PAGE 7

**Where Do Heiltsuk Logs End Up?**  
PAGE 8

**HEDC Directory**  
PAGE 11

**Hereditary Chief Committed to Bella Bella**  
PAGE 12

**First Nations Businesses**  
PAGE 14

## 2015 Annual General Assembly and Open House - this Thursday Nov. 19th

**Elder's Building from 4 to 8 pm**  
Refreshments and snacks served  
Great door prizes

**4 to 5 pm**  
**Job Fair**  
Meet HEDC Managers and hear about job skills and opportunities.

**5 to 8 pm**  
**Open House**  
Meet HEDC Directors and Managers, questions and answers.

*This is your opportunity to learn about HEDC progress and job opportunities!*



**W'áném't'a**  
(pronounced Wa nem da) means to trade or exchange, reflecting historical Heiltsuk leadership in trading of furs, seaweed, and other trade and cultural products which underlie the important business relationships with outsiders to sustain our community.

## HEDC Chair Looks to Future for Improving Bella Bella Employment

Bo Reid's family origin is from Qvuvayaitxv – Qvuqvai "Calm Water" name of the village at Gale Creek. He was born and raised in Bella Bella and spent two years completing his high schooling at Killarney High School in Burnaby. He then completed two years in Business Administration from Vancouver Island University and decided to move into the Integrated Technology field and obtained a Network Administration Diploma. He is married to Stacey and enjoys their blended family of 5 children.

Bo has been the Bella Bella Health Centre IT Department Manager for the past ten years. "IT has really improved the quality of health care in our community. We also assist our neighbours in Denny Island, Klemtu and Ocean Falls by providing telemedicine access to specialists. This is a huge benefit to a remote community to be able to interact with Vancouver Coastal Health resources. The initial video and audio links were supported by Health Canada grants".

As a community leader Bo has served on the Tribal Council for many years and was strongly associated with HEDC and its origins. Bo is currently the Chair of the HEDC Holdings Board. "I was on the Tribal Council in 2002 when we moved forward with integrating the vital community businesses into a development corporation. We saw the need to keep politics out of the businesses by having independent management of everything from the airport, the store, and

the post office. Over the past decade there have been some bumps on the road for HEDC. We realized it was critical that the Council was kept in the loop for information about the businesses. We needed to reorganise the structure and that's what we have done this year. That's why the HTC has appointed a Council Member as a member of the Heiltsuk Holdings board. Communications is really a major success factor" noted Bo in a recent interview.

"On November 19 we will be reporting to the community on our progress and identifying some of our succession needs in terms of capacity building and training opportunities. Succession is a huge issue for us as some of the current HEDC employees reach retirement. We are going to identify the skill sets we need in the future to strengthen the leadership in our critical businesses. I sincerely hope to see a lot of community members attend our Open House on Nov. 19."

A recent study indicated employment levels of about 50% in Bella Bella. While still a serious challenge for everyone in the community this is improved from times when unemployment was as high as 70 to 80%. Bo said "HEDC employs more than 50 people in Bella Bella and we have to increase those employment numbers. A good steady job is the best way out of poverty and giving people a big boost in their lives".





## COO Message

The sound of the first school bell in early September does not only usher in a busy new school year, but it also means a hectic schedule for Heiltsuk businesses. This fall has been particularly busy for HEDC staff as it copes with the loss of its Chief Operating Officer (COO). The Management Services Board is searching for an excellent candidate to become the new COO and hopes to hire in the next two months.

Other businesses have also been busy with various projects. The airport experienced a very busy summer with over 10,000 passengers moving through the airport. With all this traffic, Bella Bella Airport Authority is starting renovations to the terminal building and parking area to help make the airport a more pleasurable experience for customers. The renovations will provide more seating space inside and allow for better traffic flow.

Lama Pass Fuel has also been busy. Work is being done to make the facility safer for staff, customers, and the environment. I recognize Lama Pass Fuel has had many challenges over the past few years. Management and staff are working hard on these issues, and we are doing our best to improve customer service to the community. Your comments, suggestions and support are much appreciated.

The Band Store had a major change at the end of September with the retirement of manager Pat Housty. The Board of Directors and I thank Pat for her decades of service to the store and the community. We wish her all the best in her retirement. Replacing Pat is Carmen Eissa.

Carmen was formerly on the Tourism and Retail Operating Board and was formerly the Executive Director of HTC. Carmen is working hard to build on the excellent work Pat did, continuously striving to improve your shopping experience. The Band Store, Post Office and Liquor Agency look forward to moving into their new building sometime

next fall. You should see construction start up again in the New Year.

Waglisla Freight and Waglisla Cablevision have been working hard to improve customer service. Waglisla Freight has renovated the freight warehouse to improve freight storage and to provide a place for you to pick-up your deliveries to save on fees. Waglisla Cablevision continues to work on improving its service to the community. In the coming weeks, we hope to have the community ad channel and TV guide up and running.

Heiltsuk Coastal Forest Products has had a busy year so far. Work continues on road building at Snass Lake to access timber for a joint venture project with Western Forest Products. Road building crews are working on south King Island and road repair and maintenance will start soon at Doc Creek.

Hope you also had a productive Fall. Thanks to all our staff for working safely every day. Looking forward to Christmas just around the corner.

Jeff Svanhill,  
HEDC Acting  
General  
Manager and  
Chief Financial  
Officer.



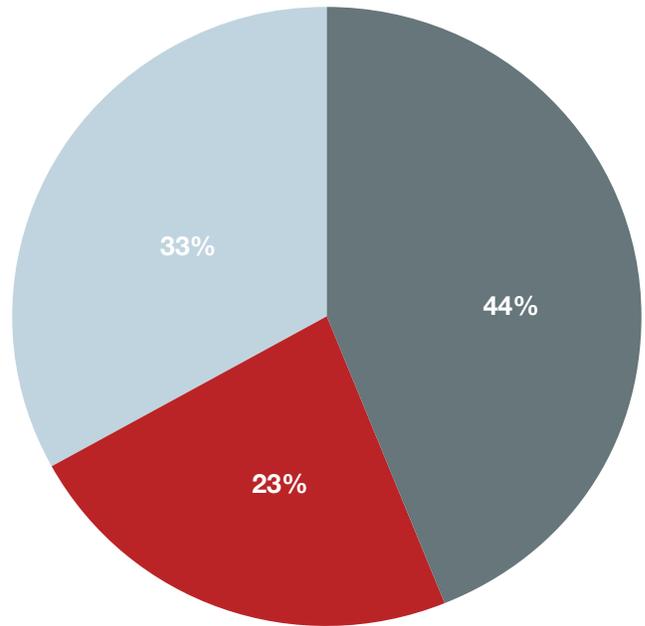
# HEDC Spends Most of its Expenses in the Community

HEDC and the group of Heiltsuk companies spend approximately 67% of their total administrative expenses on wages and purchase from local suppliers. Administration expenses include office supplies, vehicle expenses, insurance, professional fees and legal fees.

From April 2014 to March 2015, total wages paid to employees was \$1,443,600. The total purchased from Heiltsuk companies was \$751,500.

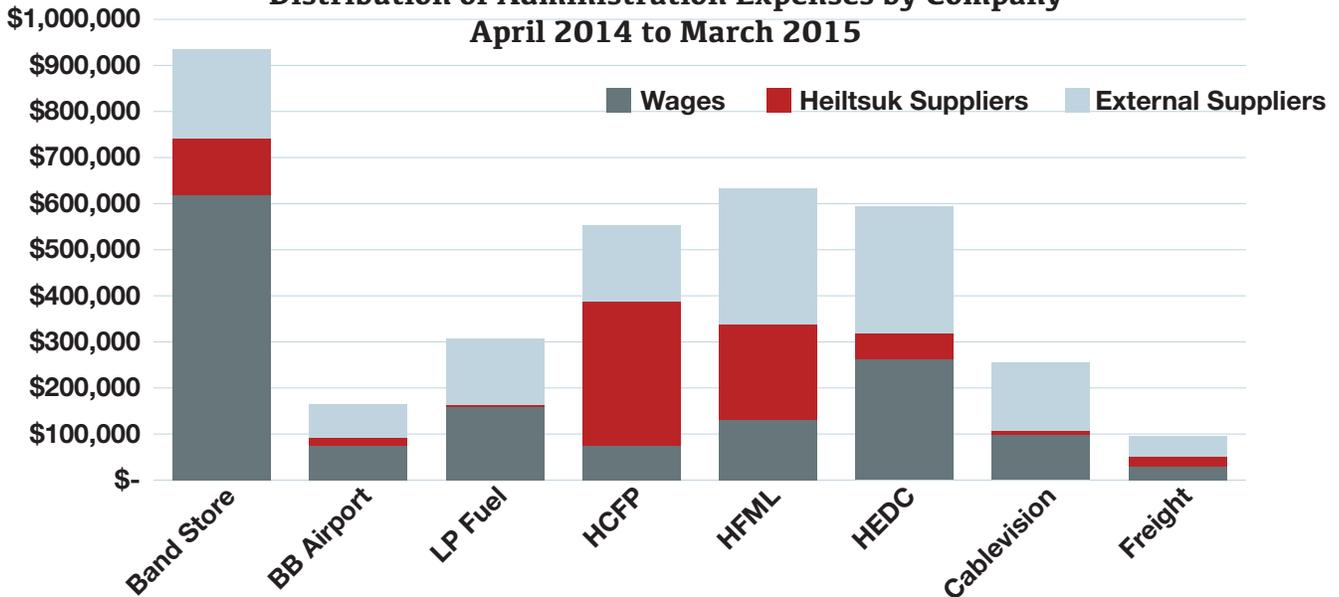
**Distribution of Administration Expenses  
All Companies  
April 2014 to March 2015**

- Wages
- Heiltsuk Suppliers
- External Suppliers



Wages paid to employees make up a large portion of the expenses of each company.

**Distribution of Administration Expenses by Company  
April 2014 to March 2015**





Haglisla Band Store Ltd.  
and  
Liquor Agency

## Long Time Bella Bella Store Manager Retires

Pat Housty started as a cashier at the band store in October 1972, became Manager in 1980 and recently took a well-deserved retirement on September 30 after a career spanning almost four and a half decades as a dedicated employee serving her community.

There were many changes in the business over the years. The decline of the commercial salmon and herring fishery had a big impact on annual sales. The disastrous fire at the store in July 2013 presented an immense challenge that, as usual, Pat met head on and with help from the community re-opened in 3 days in the local church.

Today's retail store business has averaged \$3.5 million in annual sales from produce, meat, dairy, grocery and other goods. The main suppliers of the enterprise are Buy Low foods, Island Foods and Canada Bread which have weekly supply runs to Bella Bella.

Pat commented in a recent interview "we tried to be very flexible and responsive to community needs and worked hard to always meet expectations. That was a real challenge in the overcrowded temporary store. The new store building of 10,000 square feet will allow expanded services and products as well as a more attractive retail experience".

The store and its 15 full and part time employees are more than just a retail grocery operation. "We served all the banking needs of our community. Our business is also a strong supporter of the community and its events. We are a service provider making a small profit or breaking even on our operations on an annual basis. Our business objective is to operate without any subsidies."

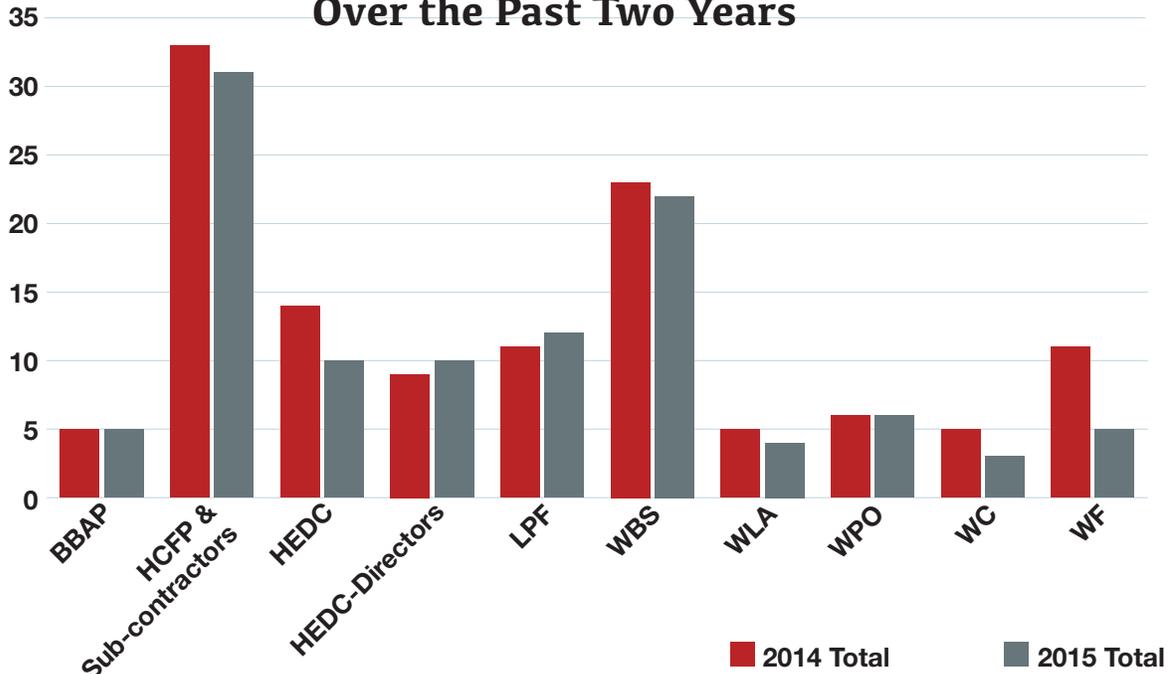
Even though her job was a very busy one Pat also served her community well in a number of positions such as band councillor. She was born in Bella Bella and except for several years of high school in Port Coquitlam always lived in the community. She completed her grade 12 locally through a GED program and spent 6 weeks training when she initially was hired to work as a cashier at the store.

Pat and her husband Clark, a local fisherman, have been married 47 years and have two children, 7 grandchildren and one great-grandchild that she will now have more time to enjoy. Pat commented "I enjoyed working at the store every day and will miss the great people I worked with and for". Pat and Clark have some plans for travel next spring and look forward to her retirement. "It's actually been quite busy since I finished work last month so my retirement hasn't quite sunk in yet but I know there will be lots of things to fill my days".

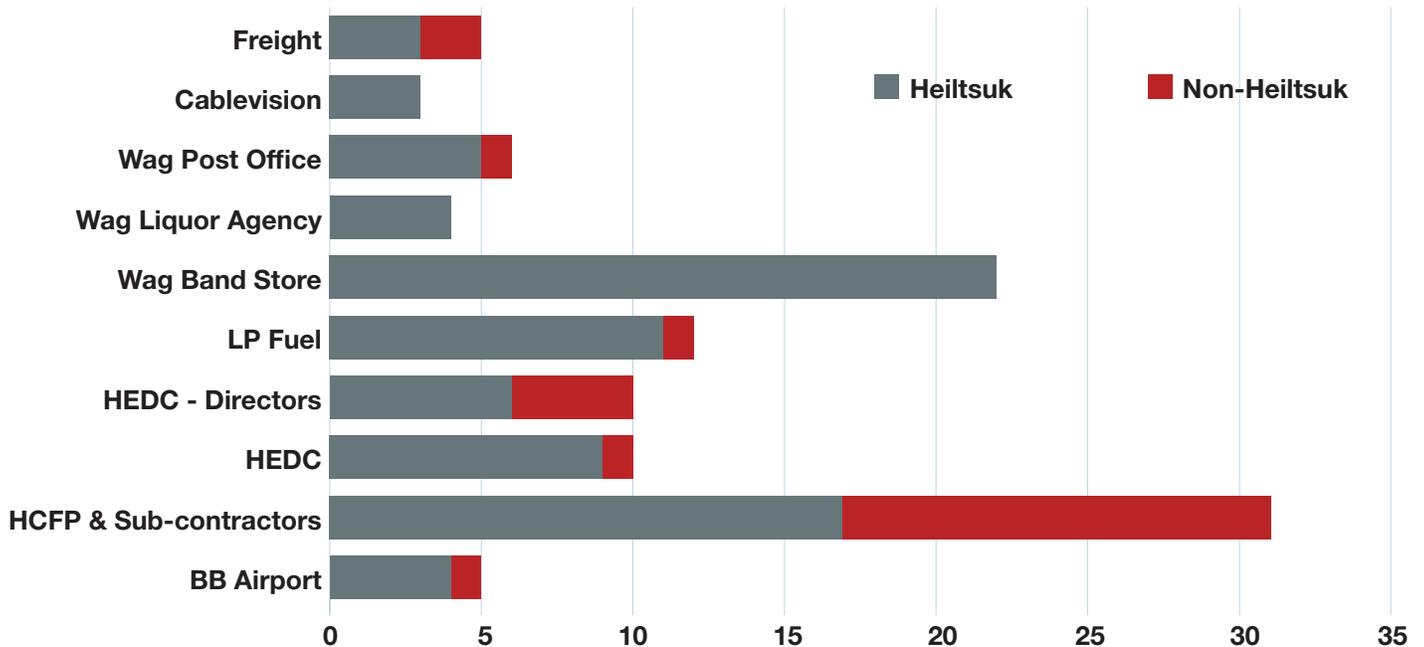
# HEDC a Major Employer in Bella Bella

Over the past two years, HEDC and Heiltsuk group of companies have hired over one hundred employees. Currently, over 60 employees work for the Heiltsuk group of companies. 78% of employees are Heiltsuk.

**Number of Employees Who Have Worked for HEDC and Companies Over the Past Two Years**



**Heiltsuk Employees**





## Work Finally Underway for Bella Bella Airport Terminal Upgrade

Thousands of residents and visitors arrive and depart from the Bella Bella airport each year and it's been in need of upgrades for some time. L&L Contracting of Bella Bella has finally commenced work starting with some changes outside to the parking and access routes around the terminal, upgrades to the septic systems and then the interior of the building will get a big makeover.

Lee Jay the main contractor from L&L said "we are going to add about 500 square feet to the terminal to increase seating capacity and pretty much do a major renovation to the interior over the next 3 months." Washrooms will be redone, new entry and exit areas installed, new windows and walls and a general renovation of most parts of the terminal.

Being a local contractor means most of the labour will be done by Bella Bella residents on the approximately \$200,000 worth of work.

"We should be completed by early spring and present a new face of the community to visitors and locals." The Airport is one of the key community owned assets managed by HEDC.



# Where Do Heiltsuk Logs End Up?

Each year thousands of cubic metres of logs are produced from Heiltsuk forestry licences in the traditional territories by HEDC's forestry business. On average each year over the past five years the company has harvested about 35,000 cubic metres of logs (about 1000 highway log truck loads) worth \$6 million.

Logging is planned and supported by a team of specialists from A&A Trading. One of those is Steve Gillett, Log Trader who has a key role in making the business financially successful. That isn't an easy task- in fact its quite complicated and challenging because of the highly variable markets for the Heiltsuk logs.

Steve noted in a recent interview, "A&A Trading's primary responsibility to Heiltsuk Coastal Forest Products, is to ensure highest and best use of the Heiltsuk logs. The demands of the log market are dynamic and ever changing, so forward planning is critical to make sure the specifications for all the different type of logs and end use sorts match the higher market prices and demand when the logs reach the customer. This is always a challenge as there can be months and years between the time a new logging area is planned and when the logs

finally reach the market place either locally or overseas."

The main species produced from the Heiltsuk licences include: western red cedar (BC's Official tree and a key species of interest to First Nations), western hemlock and balsam (called hembal and the most common logs), and Sitka spruce (a rarer species with very limited local sawmilling interest). As well, there are minor amounts of red alder, shore pine, yew and yellow cedar.

Where do the Heiltsuk logs go for both milling and end uses? BC and Canada are major global producers of timber products and we export to most parts of the world depending on the species and grades. Clear lumber is the highest value product and that means no knots or imperfections in wood quality. Less than 5% of most old trees are clear of knots so they command huge premiums in the markets - as much as 25 times the value of lower log grades.

Since the mid 1990's there have been many sawmill closures in

coastal BC and the milling capacity in BC is now much less than the available timber supply and the surplus gets exported.

Logs proposed for sale in the export market must always be advertised and available to BC mills and they can purchase any logs proposed for export at local, domestic prices. This is a key requirement for all logs produced in coastal BC. In many cases domestic log prices are less than the cost of production, especially pulp and low quality hembal logs.

The western red cedar log is the most important and largest group of logs from HCFP logging operations. Due to provincial restrictions these logs cannot be exported, and are usually highly sought after in the domestic log market. High Grade Cedar is used for



*Examples of Red Cedar and Cedar Shingle used in a luxury Timber Framed home.*



cutting clear edge grain lumber for appearance grade boards and beams used in high end homes across North America and around the world. Smaller logs are sorted into Merch (14 inch plus top diameter) and Gang (8-13 inch top diameter) sorts.

The products from these logs are used for beams, siding, decking and other products where knots are acceptable as long as they are tight and small. Sawmills for merch and gang are located on lower Vancouver Island and Fraser River, and are usually part of a larger sawmill consuming 2000-3000 m<sup>3</sup> per day (50 to 75 truckloads a day).

Cedar Shingle logs are sorted from larger knot free logs usually with some sort of heart defect or broken during the logging operation due to their fragile nature. Smaller Shake and Shingle mills located along the Fraser River buy this type of log in a highly competitive market with strong demand and prices. Their products are sold mainly to the US market.

The local market and demand for hemlock and balsam is usually weak as the number of sawmills cutting this species is limited. Consequently prices are also very weak but there is good interest in these species overseas. A&A have developed a strong customer base in the United States, Korea and China. U.S customers purchase and tow the logs to mills in Puget Sound where it is sawn into dimension lumber for the U.S. housing industry.

China and Korea use the lower quality hembal sawlogs for the manufacture of general construction lumber for concrete forming, and the higher quality for decking and housing components mostly used in apartments and condominiums. Prices in Asia are normally 25-30% higher than the domestic market.

To be competitive, A&A charters deep sea log ships and delivers the logs directly to ports in Korea and mainland China. Higher end hemlock logs are

sorted and sold to customers cutting vertical grain clear lumber used in the manufacture of doors and window frames, and other decorative uses.

Sitka spruce from the central coast presents some challenges as the quantity is limited and the range of tree size, ring count, and surface characteristics is vast. There is almost no domestic BC market for Sitka. Large clear-type logs of 24 inch and larger are sorted 6 different ways aimed at various end uses. The top quality logs are selected by the customer for use in the manufacture of musical instruments such as guitars and pianos.

Several of our Korean sawmill customers are cutting components for Yamaha Piano Company in Japan who pay a high price but are extremely particular about the quality and send their own lumber graders to Korea to choose only the finest pieces for musical instruments.

Other products from this type of log are parts for doors, windows and rice paper/wood screens in traditional tatami rooms which are common in Japanese homes. More merch type spruce is shipped to Hokkaido, Japan where it is used in the construction of single family homes. Hokkaido is the most northern island in Japan with heavy winter snowfall and Sitka spruce is used for its superior strength and

light weight.

Logs of lowest quality go for general construction use and the manufacture of pallets where strength and light weight are also appreciated.

"We take our responsibility to HEDC seriously to ensure we find good, profitable markets for Heiltsuk logs to maximize income for the business. That means we have to continually keep on top of the log markets in many parts of the world. Our biggest challenge, of course, comes from hemlock and balsam logs which during some markets are worth less than it costs to produce them. While that is not good for the logger the local BC sawmills benefit by having a solid supply of this lower value species" noted John McLaughlin, HCFPs Manager.



*Examples of Sitka Spruce and Western Hemlock used for a Tatami room in a traditional Japanese style home.*



# The New HEDC Structure

HEDC has gone through a major re-organization with a new board and 3 sub boards with outside Heiltsuk and non-Heiltsuk professionals appointed to them.

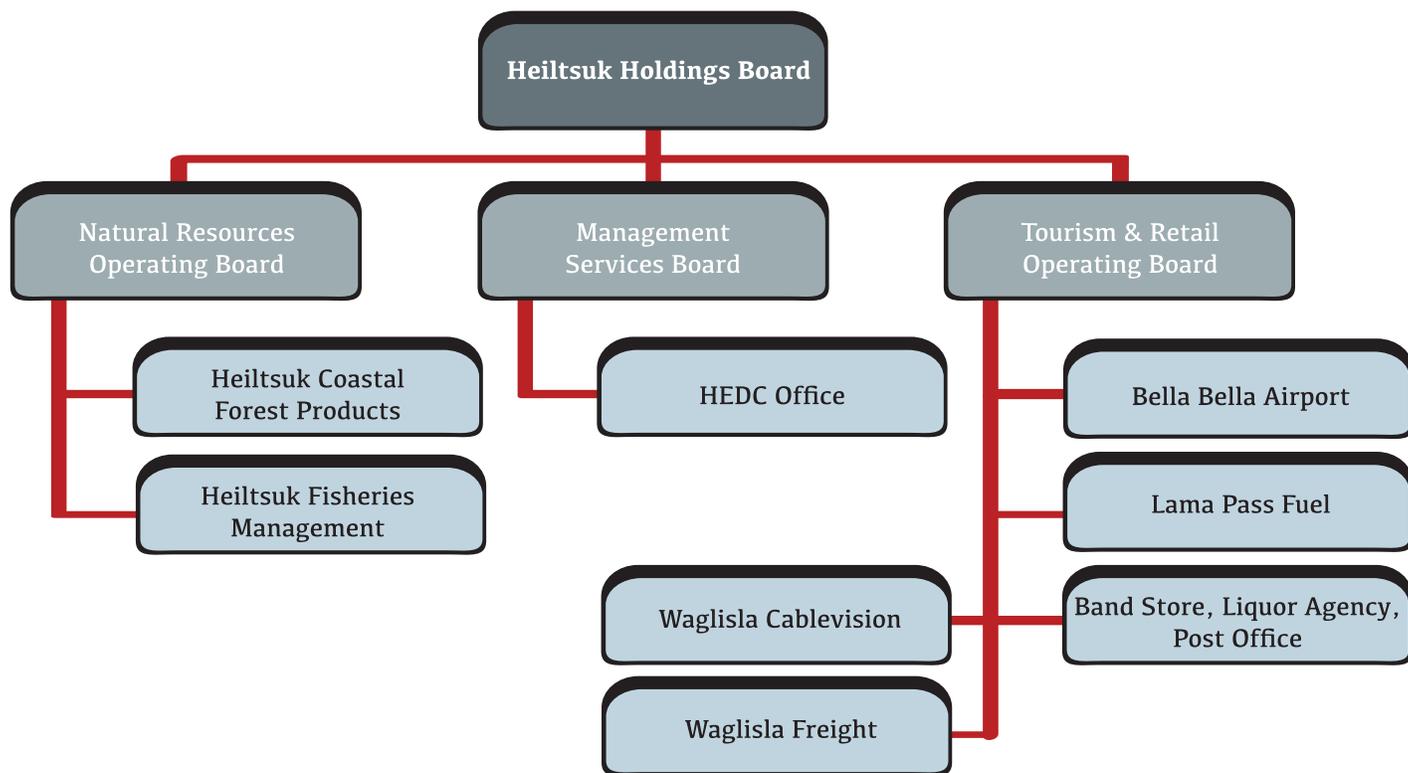
The Heiltsuk Holdings Board (HHB) oversees all 3 operating boards.

The Natural Resources Operating Board (NROB) is responsible for Heiltsuk Fisheries Management Ltd. and Heiltsuk Coastal Forest Products Ltd.

The Tourism and Retail Operating Board (TROB) oversees Bella Bella Airport, Lama Pass Fuel, Waglisla Band Store, Waglisla Liquor Agency, Waglisla Post Office, Waglisla Cablevision, and Waglisla Freight.

The Management Services Board (MSB) is accountable for the HEDC office and senior staff.

If you are interested in serving on any of the Boards please submit your resume and application to Jeff at the HEDC office.



# HEDC Directory | Fall 2015

## BOARDS OF DIRECTORS

### Heiltsuk Holdings

Bo Reid, **Chair**  
 Cecil Reid  
 Wilfred Humchitt  
 Cameron Brown  
 Keith Henry  
 Marilyn Slett



### Operating Boards

#### Natural Resources Operating Board

Cecil Reid  
 Satnam Manhas  
 Dirk Brinkman

#### Tourism and Retail Operating Board

Cameron Brown  
 Keith Henry

#### Management Services Operating Board

Cameron Brown  
 Satnam Manhas

## HEDC

P.O. Box 950  
 Bella Bella, BC V0T 1Z0  
 Phone: (250) 957-2217  
 adminassistant@heiltsukdevco.com



## SENIOR STAFF

### Jeff Svanhill

Acting General Manager and Chief  
 Financial Officer  
 fm@heiltsukdevco.com  
 Work: (250) 957-2217  
 Cell: (250) 957-7116

### Sierra Duncan

Administrative Assistant  
 adminassistant@heiltsukdevco.com  
 (250) 957-2217  
 Cell: (250) 957-7101

### Frances Brown

Senior Accounting Clerk  
 (250) 957-2217  
 srac@heiltsukdevco.com

### Ida James

Accounts Payable  
 (250) 957-2217  
 payables@heiltsukdevco.com

### Glenna Singleton

Manager – Bella Bella Airport  
 BellaBellaAir@outlook.com  
 (250) 957-2868

### Garney Reid

Manager – Bella Bella Liquor Store  
 waglislaliquor@gmail.com  
 (250) 957-2300

### John McLaughlin

Manager – Heiltsuk Forest Products  
 papanana@shaw.ca  
 (250) 957-2971

### Eric Wilson

Manager – Lama Pass Fuel  
 lamapassfuel@gmail.com  
 (250) 957-2440

### Carmen Hall-Eissa

Manager – Waglisla Band Store  
 waglislalbandstore@gmail.com  
 (250) 957-2373

### Victor Jackson

Manager – Waglisla Cable  
 kableguy.jackson@gmail.com  
 (250) 957-2191

### Marilyn Hall

Manager – Waglisla Post Office  
 mrsmarilyn.hall@gmail.com  
 (250) 957-2301

### Bill Reandy

Manager – Waglisla Freight  
 wfamgr@heiltsukdevco.com  
 (250) 957-2217



# Balance is Key for Managing First Nations Businesses

Many First Nations have challenged themselves to create a healthy balance between controlling political involvement in their businesses versus no or little involvement. Success has been achieved where there is a balance between the two with clear goals and clear rules.

## The Politics-Enterprise Balance



*Harvard Study on First Nations Business Success*



Work is now underway on the new Band Store which will be a most welcome addition to our community. Paragon Management is looking after the big project.

Stay tuned for more details in the next issue of Wanemta.

*Thanks to Danya Brown for stepping up and providing photos for Wanemta!*



## Hereditary Chief Committed to Bella Bella and More New Jobs

Wilfred Humchitt Sr. is a hereditary Heiltsuk Chief representing the “inside people” originating from Roscoe Inlet and a much beloved elder of the community. Wilfred was born in Bella Bella almost 76 years ago and had an interesting career in the fishing and forestry sector as well as serving his community for several decades.

Like many Bella Bella people and his father, Wilfred had strong roots in the fishery business first working at age 15 in Namu at the cannery where he and his family worked each year. He took over his Dad’s fish boat, the Ellen H, and then sold it and bought the Jennifer Gail and fished until 1965. During this period he married Vivian from Kispiox and together they raised 5 children. Steady work then came available at Ocean Falls and the new family moved there.

“I spent 15 years in Ocean Falls with my wife and family. During that time I also was able to get a BCIT Diploma in Pulp and Paper Technology. Then I was promoted to laboratory technician and Technical specialist at Ocean Falls in the pulp testing department. I later worked at the Powell River pulpmill where I got my Class 4 Steam ticket and worked in the power and steam department. I also spent a bit of time at the McKenzie mill but it was way too cold there for my liking. These were all very interesting places to work” noted Wilfred in a recent interview.

“We returned home to Bella Bella in 1985 and I worked for the school for 6 months and then got hired as Band Manager for HTC. I retired in 2004 after a long career with Council. Our biggest achievements were getting the fish plant up and running, improving the local roads and a new water system. At one time the water here was so acidic and brown you could hardly drink or bathe in it”.



Wilfred has had a long association with HEDC having worked for the forestry business and is currently on the Heiltsuk Holdings Board which meets quarterly to provide guidance to the various businesses. He also served on one of the early HEDC Boards. “I got involved in the restructured organisation because I wanted to see progress on creating new jobs and getting on with projects to improve our community.”

# Local Businesses Fundamental to Bella Bella Well Being

There are many First Nations owned businesses in Bella Bella. The HEDC website lists some of them but everyone from local fishermen to contractors are part of the business community and contribute to the well-being of Bella Bella.

Aboriginal self-employment is on the rise. There are more than 40,000 First Nations, Métis and Inuit persons in Canada who have their own businesses, a significant increase of 100 percent since 1996.

Ninety-eight percent of all businesses in Canada are classified as small businesses (under 100 employees), and these small businesses employ half of the total labour force in the private sector. Like other small businesses across Canada, Aboriginal businesses create employment, economic prosperity and social well-being as well as providing much needed services in many small communities.

The Canadian Council of Aboriginal Business has undertaken several

surveys over the years to try and document the importance of small aboriginal businesses. Research highlights the number of Aboriginal business owners and entrepreneurs are growing at a rate that far exceeds that for self-employed Canadians overall.

Aboriginal businesses are diverse, and are not limited to any one region, industry sector or market.

Aboriginal entrepreneurs have built their businesses across the range of industries. They are well-established in the construction (18%) and primary sectors (agriculture, forestry, fishing and hunting, mining, and oil and gas extraction; 13%). Yet, just as many operate in knowledge and service-based sectors, such as education, scientific and technical services, or health and social services (28%).

Self-employed Aboriginal people can be found in all parts of the country, with the highest concentrations in Ontario (23%), British Columbia (22%) and Alberta (18%).

Most Aboriginal-owned businesses focus on their local community (85%) or their home province or territory (73%) to sell their goods and services.

Aboriginal entrepreneurs are realizing business success. Six in ten (61%) Aboriginal businesses report profits for 2010.

Aboriginal business owners also report the advantages of having a greater degree of control, independence and flexibility, and the ability to set their own hours.

Only a minority of Aboriginal small businesses had a formal business plan in place the previous year, but this is more common among the most successful businesses (33% vs. 19% among the low-success firms).

The majority (63%) of Aboriginal small businesses are very small, with no employees. Almost four in ten (37%) Aboriginal entrepreneurs have at least one paid employee, which is consistent with Canadian entrepreneurs generally. Aboriginal business owners in the primary (55%) and construction (50%) sectors are most likely to employ others, while those in the service sector are least likely to do so (27%). Aboriginal businesses provide an important source of employment for other Aboriginal peoples. The large majority (86%) of Aboriginal businesses with employees employ at least one Aboriginal person.

To start a business, Aboriginal entrepreneurs rely most heavily on personal savings (55%), compared with business loans or bank credit (17%), credit from government programs (17%), or loans from Aboriginal lending institutions (15%). Personal savings are similarly the



primary financing source for all start-up small-and medium-sized enterprises (SMEs) across Canada.

Personal savings are also a main source of financing the ongoing operations of Aboriginal businesses (75% say it is important), together with retained earnings (74%). Other important sources of financing include business (62%) or personal (55%) loans from financial institutions, Aboriginal lending agencies (52%), and government grants or loans (51%).

Aboriginal small business owners consider access to financing, and access to equity or capital to be obstacles to their growth plans (these two issues are rated as obstacles by 43% and 38%, respectively). Yet, they also have a number of other concerns including, among others, overall economic conditions, competition and the sheer cost of doing business.

On-reserve businesses are experiencing less growth than off-reserve businesses, and one key reason may be greater difficulties accessing financing. Lack of access to financing may contribute to the lower growth experienced by on-reserve businesses. Three in ten (29%) saw their sales increase in the previous year, compared to four in ten (39%) off-reserve businesses. On-reserve businesses tend to be smaller (i.e., have no employees), are



less likely to be incorporated (since it would make them ineligible for tax exemptions under the Indian Act) and more focused on local markets.

Many Aboriginal entrepreneurs are navigating their business planning (or growth) without outside advice or support.

Relatively few (38%) Aboriginal small business owners have an individual or organization that has provided them with particularly valuable business guidance or advice. In fact, most cannot envision the type of guidance they would most like to have. There

appears to be an overall lack of awareness of the kind of information that is available to help successfully guide these small business owners. Over time HEDC is planning to offer guidance and direction for local businesses.

There is a notably widespread sense of optimism about the future. Nationally, seven in ten (71%) Aboriginal businesses anticipate revenue growth in the next few years. This is consistent with the degree of optimism expressed by Canadian SMEs generally.

Most Aboriginal businesses owners see themselves maintaining their personal commitment to their business for some time to come. Seven in ten say it very likely that they will still be running their business five years. If you have suggestions or ideas on how HEDC can assist your small business be a greater success let us know. Drop in and see Jeff with your ideas.

**We are updating our local business list on the HEDC Website.**

Please submit your business name, phone number, email address and website URL (if you have one) to Sierra Duncan at [adminassistant@heiltsukdevco.com](mailto:adminassistant@heiltsukdevco.com)



# HEDC Corporate and Governance Structure

The Heiltsuk Tribal Council sets the vision and strategic direction for economic development for the Nation. Using that vision as guidance, the Heiltsuk group of businesses implements the strategic direction of all businesses owned by Heiltsuk and managed by the Heiltsuk Economic Development Corporation. The following table details the roles and responsibilities of those involved in Heiltsuk economic development.

## Role & Responsibilities: Heiltsuk Economic Development Corporation

Heiltsuk Citizens	Heiltsuk Government	EcDev Committee\ HEDC Holdings Board	Chief Executive Development Officer	Operating Boards	Management and Group of Companies
<ul style="list-style-type: none"> <li>• Provide input into economic development, vision, mission, and strategic direction.</li> <li>• Provide solution oriented and constructive feedback on information sharing and reporting.</li> </ul>	<ul style="list-style-type: none"> <li>• Set the vision, mission, and strategic plan for economic development.</li> <li>• Reviews and approves new business opportunities.</li> <li>• Solicits citizens input, involvement and information through consultation, open houses, people's assembly, and community rounds, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Developments, oversees and ensures implementation of economic development vision, mission, and strategic plan.</li> <li>• Recruits, oversees and supports CEO.</li> <li>• Reviews and approves annual operating plans and budgets of existing businesses.</li> <li>• Reviews and analyzes financial and operational performance of existing operations</li> <li>• Responsible to host AGM with the support of the CEDO.</li> </ul>	<ul style="list-style-type: none"> <li>• Implements strategic plan in pursuit of new business opportunities, whether it is through partnerships, acquisitions, and or new start up.</li> <li>• Works within approved plans and budgets.</li> <li>• As required, reports to the EcDev Committee, peoples assembly, and HTC on financial and operational matters related to new opportunities and developments.</li> </ul>	<ul style="list-style-type: none"> <li>• Reviews, approves and recommends annual operating plans and budgets for existing businesses.</li> <li>• Recruits, oversees and supports Chief Operating Officer (COO).</li> <li>• Conducts performance review of Sr. Management Team.</li> <li>• Regularly provides reports to Holdings Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Works directly with Company Management to develop and implementation of company's operating plans, budgets.</li> <li>• Provides support on HR, financial, planning, and other operational matters.</li> <li>• Ensures each company are compliant with company policies, procedures and other government regulations.</li> <li>• Recruits, oversees, and supports company management.</li> <li>• Ensures accuracy of finances and accounting.</li> <li>• As required, reports to the respective operating Boards and people's assembly on financial and operational matters related to the existing businesses.</li> </ul>
	<p>← Advises and reports to citizens on, but not limited to the matters above.</p>	<p>← Advises and reports to HTC on, but not limited to the matters above.</p>	<p>← Advises and reports to EcDev Committee on, but not limited to the matters above.</p>	<p>← Advises and reports to Holdings Board on, but not limited to the matters above.</p>	<p>← Advises and reports to Operating Boards on, but not limited to the matters above.</p>