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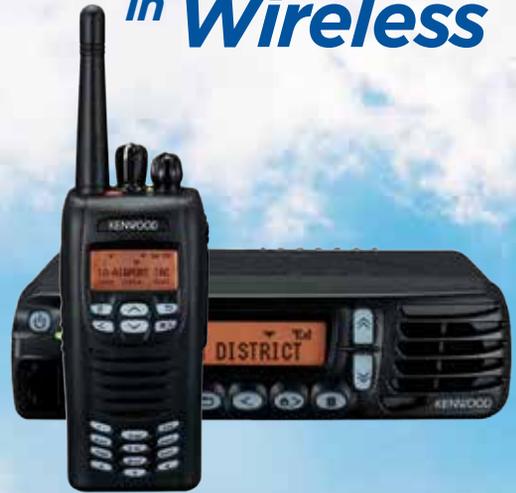
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Published by:

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www.delcommunications.com

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Production services provided by:

S.G. Bennett Marketing Services

www.sgbennett.com

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Publications mail agreement #40934510

Return undeliverable Canadian addresses to:

DEL Communications Inc.

Suite 300, 6 Roslyn Road

Winnipeg, MB R3L 0G5



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MESSAGE FROM THE RESOURCE CONNECTOR NORTH BOARD OF DIRECTORS

For an Association representing the resource industry in the north half of the province, we are all impacted by changes in the economy. Headquartered in Prince George, we have witnessed considerable change over the nine years since we were established. It has mostly been change for the better, but there have been set backs as well. We are fortunate to have abundant resources, both natural and human, great educational facilities, and good infrastructure. While we may sometimes wonder about the politics in Canada, compared to many places in the world, we enjoy a stable industrial development atmosphere.

The cyclical aspects of the forest industry are apparent when compared to the price of lumber in May 2018 when random length lumber sold for a high of \$659 USD, and in May 2019 when the same lumber sold for a low of \$286 USD, 43 per cent of the record high. If you combine the fluctuating prices with the recent forest fires and the pine, fir, and spruce beetle infestations, it is easy to see the forest industry is having to adjust to changing conditions. Also, the integrated nature of the

forest products industry is driven home when curtailments in lumber manufacturing result in supply problems for pulp, pellet, and power (co-generation) producers.

Despite the seemingly never ending spate of pipeline politics, the LNG industry has the necessary approvals and construction of the \$40-billion LNG Canada terminal at Kitimat and the related \$6.5-billion Coastal Gas Link pipeline from northeastern B.C. to the terminal in Kitimat is well underway. This project is expected to employ over 7,500 people over the next five years.

Mining has been a success story for our area. With increasing gold prices, pressure is building for more exploration and development in this area. Train loads of coal continue to roll through Prince George on the CN Rail line headed for export through the Ridley Island terminal.

Despite the challenges of the forest industry, unemployment numbers are low and employers are reporting difficulty in filling skilled trade jobs. The Board of Resource Connector North has recently decided to provide

bursary support for post-secondary students entering trades training courses at the College of New Caledonia.

Resource Connector North sponsored two networking events this past year. In May, interested members met and socialized while hearing about development efforts by EnGold Mines Ltd. and Barkerville Gold Mines Ltd. from their respective CEOs. November saw a group of RCN supporters meeting at the Spruce City Wildlife Association hatchery located in Prince George. The RCN and its members donated funds to assist this volunteer association in their efforts to help restore the endangered salmon stocks of the upper Fraser River.

We are always looking for new board members within our community. If you would like to participate in setting the path our Association follows to fulfill its mandate to "Promote economic growth in the natural resources sector for the benefit of all British Columbians", please contact us to attend one of our monthly meetings and see if you are interested in becoming a director. ★



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MISSION STATEMENT:

To promote economic growth in the natural resource sector for the benefit of all British Columbians.

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We serve business and industry related to natural resource development. We are a conduit of connectivity between business and natural resource sectors by:

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- CREATING an environment of exchange of trade; and
- SUPPORTING investment in Northern B.C.





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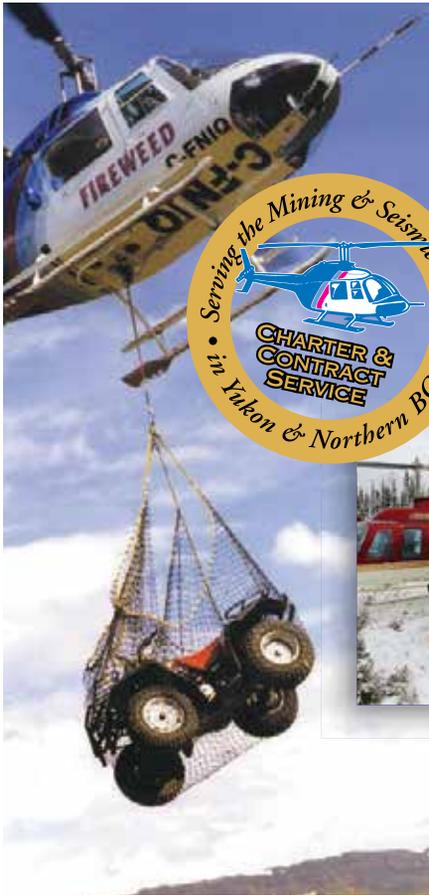


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Honouring ROSALIND THORN

29 May, 1949 – 6 October, 2019



Rosalind Thorn, a director at Resource Connector North (RCN) and champion of northern B.C., passed away peacefully on October 6, 2019 following a brief battle with cancer.

Rosalind was a well-known figure and advocate of the Prince George community. After 48 years with the Prince George Construction Association, she retired as their CEO in 2015, but she continued giving her time and providing guidance and expertise to many boards and initiatives.

Rosalind was involved from the inception of RCN in 2008 known then as the Northern Interior Mining Group (NIMG) where she brought her construction business experience, connections, and ideas to both NIMG and other mining projects in the area.

In 2010, NIMG registered as a formal society, represented and administered by a committed group of volunteers serving on the board. As one of the inaugural directors, Rosalind shared her entrepreneurial talent and passion for northern B.C. with the board and community.

In an effort to connect and increase the range of services and products to support other resource industries such as LNG, forestry, hydro, and mining, the NIMG rebranded into the RCN in 2015. Rosalind's drive and leadership helped develop the RCN into an advocate of diversification within the province's resources sector in northern B.C.

Rosalind was a stickler for detail and proper protocol at RCN board meetings. She served an array of functions during her time with NIMG and RCN including director, treasurer, secretary, and editor, as well as helping the association with governance. She believed through relationships and information sharing, our businesses have the capacity, knowledge, and ability to support all resource projects.

RCN's board is committed to continuing to exemplify Rosalind's energy and efforts, and we are fortunate to have worked with her as a part of NIMG and RCN. In honour of Rosalind's commitment to RCN, we have created the Rosalind Thorn Memorial Bursary in the amount of \$1,000 which will be awarded annually to a deserving student of the College of New Caledonia. ★

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MESSAGE FROM THE **HONOURABLE JOHN HORGAN** PREMIER OF BRITISH COLUMBIA



British Columbia is an amazing place with unparalleled natural beauty and resources, hardworking, talented people, and a thriving economy. Our province is powered by mining, timber, oil, and gas. It's also fuelled by business, tourism, agriculture, manufacturing, trade, technology, and innovation.

We want the world to know that B.C.'s North is open for business and supporting business means making sure we are helping every type of business owner: from the family-run corner store to the paper mill that employs hundreds of people living in small communities. We will continue to work closely with you to make sure business can continue to grow, innovate, and create jobs throughout B.C.

Small businesses employ nearly 1.1 million people in this province. They are the heart of rural communities and essential to B.C.'s economy. From eliminating the sales tax on electricity to reducing the small business tax rate, we are making sure B.C. is an attractive and competitive place to start a business.

Northern British Columbia is a remarkable place with incredible people. Our government is working every day to grow a sustainable, inclusive economy, by attracting good paying jobs to the province and investing in training the workforce of tomorrow. We're supporting our robust tech sector by adding thousands of tech-related spaces at B.C. post-secondary institutions and new funding is being invested in thousands of youth, women, and under-represented groups in the skilled trades. With over 60,000 job openings in the trades alone over the next ten years, we need to train the next generation and help businesses find the skilled talent they need.

B.C.'s natural resources drive our economy, support tens of thousands of middle-class jobs, and generate healthy revenues so we can build more schools, hospitals, roads and homes for people. We are encouraging continued growth in the mining and mineral exploration sector by making the Mining Flow-Through Share Tax Credit and the B.C. Mining Exploration Tax Credit permanent. In oil and gas, our work with LNG Canada shows that B.C. can have a future that balances economic opportunity and job creation with forward-looking action that meets the province's climate action targets. And we need to continue to strengthen our forest-dependent communities. That's why we're supporting innovative and diverse wood products, growing markets for those wood products at home and abroad, and we're making sure more logs are processed within the province.

At the heart of all our work is a commitment to reconciliation with Indigenous peoples, which is guided by the new Declaration on the Rights of Indigenous Peoples Act, introduced in October. With this legislation, the Province, Indigenous peoples, businesses, and local governments will have better tools to build lasting partnerships and a robust and sustainable economy together. Many companies investing in B.C. have already figured out that collaborative relationships with First Nations are creating improved investment certainty.

A strong economy is one where we are all doing better. With your help, we can keep B.C.'s economy moving, and ensure that people from every region benefit from the wealth we create together. ★

MESSAGE FROM THE **HONOURABLE BRUCE RALSTON** MINISTER OF JOBS, TRADE, AND TECHNOLOGY



British Columbia is an economic leader in Canada. We have a long-term economic plan that puts people first and has resulted in the country's lowest or second-lowest unemployment rate for more than two years. We are expected to have Canada's top-performing economy for the next two years and northern B.C. is key to our province's continued success.

While we're in an enviable position, we recognize that diversification is critical to ensuring continued prosperity in today's rapidly shifting global economy. We're working to strengthen resource industries, including forestry, energy, and mining, while supporting small business, tourism, agriculture, manufacturing, and technology.

As Canada's gateway to the Pacific, we are blessed with a rich endowment of natural resources. Our commitment to a long-term economic plan that puts people first and includes increasing Indigenous participation in the economy. B.C.'s landmark Declaration on the Rights of Indigenous Peoples legislation will create a path forward that supports reconciliation, predictability, and economic opportunities while respecting Indigenous human rights.

LNG Canada is the largest private sector investment in Canadian history. LNG Canada and its connecting pipeline project are opening doors for Indigenous

businesses, women in the trades, and a future generation of skilled workers. Together, the LNG Canada and Coastal GasLink pipeline projects have hired close to 3,000 people so far. To meet demands for skilled workers for these and other projects, we will continue to invest in future skills development.

The Port of Prince Rupert continues to expand and is on target to become the second-busiest port in Canada. Our ministry also recently launched a new international engagement framework to find new markets for B.C. goods and new ways to expand trade and investment with the rest of the world.

While there are major projects contributing to our strong economy,

smaller businesses are also key players in our success. We have saved businesses more than half a billion dollars to help make them more competitive, including reducing the small business tax rate by 20 per cent. This year, government expanded its free small-business export growth program, Export Navigator, which includes advisors supporting businesses in the north and northeast.

With partnerships in all sectors, we are tackling challenges, seizing opportunities, and making life better for British Columbians. Together, we can continue to build a strong, sustainable economy that works for people, creating good jobs and opportunity in every corner of the province. ★

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MESSAGE FROM THE **HONOURABLE DOUG DONALDSON**

MINISTER OF FORESTS, LANDS, NATURAL RESOURCE
OPERATIONS, AND RURAL DEVELOPMENT



British Columbia's forest sector has helped build this province, and forestry and forest product manufacturing are the greatest sector contributors to B.C.'s economic base. We are committed to its future for all British Columbians. The industry has faced a perfect storm of challenges over the past year – from market pressures, low commodity prices, ongoing unjust duties from the U.S., and impacts from climate change.

That is why we are making changes to strengthen the B.C. forest sector's resiliency so that it can come out of this situation stronger, more diversified, more inclusive of Indigenous Nations' interests, and better able to withstand the challenges of the future. Given recent challenges, it's clear we need a big-picture approach to support current

manufacturers of lumber, pulp, paper, and pellets, and encourage further investment in higher-value products such as engineered wood.

In spring 2019, we passed Bill 22 to ensure the public interest is considered before any tenure transfer takes place. I look for proposed solutions in tenure transfer arrangements that consider community, Indigenous, and worker perspectives. The Conifex-Hampton transfer in Fort St. James was the first approved tenure transfer after Bill 22's adoption. I'm confident the legislative and regulatory changes will support a more vibrant and diverse forest sector.

For Interior workers faced with permanent and indefinite mill closures, we've provided \$69 million in funding to help with early-retirement bridging, skills training, and employment supports. This funding was put in place

following discussions that myself and Parliamentary Secretary, Ravi Kahlon, have had in communities with affected workers, communities, and industry.

As part of Interior Renewal, we sought Indigenous, community, industry stakeholder, and public feedback to improve the long-term success of the Interior forest sector. A What We Heard Report is expected to be released early this year.

A parallel process in the Interior continues where forest industry leaders are helping form regional coalitions of Indigenous, community, and labour leaders to work together on how to create the most value and prosperity from the mid-term timber supply; this is the TSA Coalition process.

We are continuing efforts to expand and diversify demand for our wood products abroad. On my recent trade mission to China and Japan, I discussed with customers and stakeholders our building code changes that allow mass timber construction to 12 storeys, related B.C. and Canadian technologies, and B.C.'s position as a supplier of high-quality wood products.

Looking ahead, I'm confident that B.C.'s forest sector will show its resiliency and innovation to weather our current challenges as it has so many times in the past. I see our forest sector emerging with a new strength, vision, and stability that will continue to cement it in the foundation of our economy. I see a good future and the future is wood. ✨

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and 45 per cent of its veneer, plywood, and panel mills. There are more than a dozen municipalities in Northern B.C. where the economy is either totally or somewhat dependent on forestry, and others still where forestry-related activity is a common sight.

The forestry industry is critical to Northern B.C. communities, however announcements of curtailments or closures and the remnants of historic wildfires in both 2017 and 2018 have presented challenges for people and businesses operating in the region.



This newly introduced program is an offshoot of the Competitiveness Consulting Rebate program, which offers rebates to businesses in the industrial supply and services sector.

In order to offset those challenges, the Northern Development Initiative Fund is now offering a consulting rebate to small- and medium-sized businesses in its service region that may be affected by permanent mill closures or curtailments.

The Forestry Affected Business (FAB) Consulting Rebate will reimburse those businesses for contracted consulting services. A rebate of up to 75 per cent, to a maximum of \$15,000, can be recovered for the cost of hiring a consultant to assist with business efforts.

This newly introduced program is an offshoot of the Competitiveness Consulting Rebate program, which offers rebates to businesses in the

industrial supply and services sector.

FAB however, targets industries outside of that sector such as retail, tourism operators, hospitality, accommodations, and agriculture/ranching.

This program is designed to help businesses recover the costs of third-party consulting projects. These types of projects must focus on ways to sustain businesses during the economic downturn in the forestry industry. Eligible projects may include business planning and management, market development, quality and safety management, cash flow and financial management, and business coaching.

In order to be eligible, potential

businesses must be privately owned with less than 500 employees and annual revenues of less than \$100 million. Start ups and publicly traded businesses are not eligible.

Northern Development has received applications from interested businesses in Mackenzie, Prince George, 100 Mile House, and 108 Mile House.

Other business development programs offered through Northern Development include the Northern Industries Innovation Fund, the Competitiveness Consulting Rebate, and the Supply Chain Connector.

For more information, visit www.northerndevlopment.bc.ca. ★

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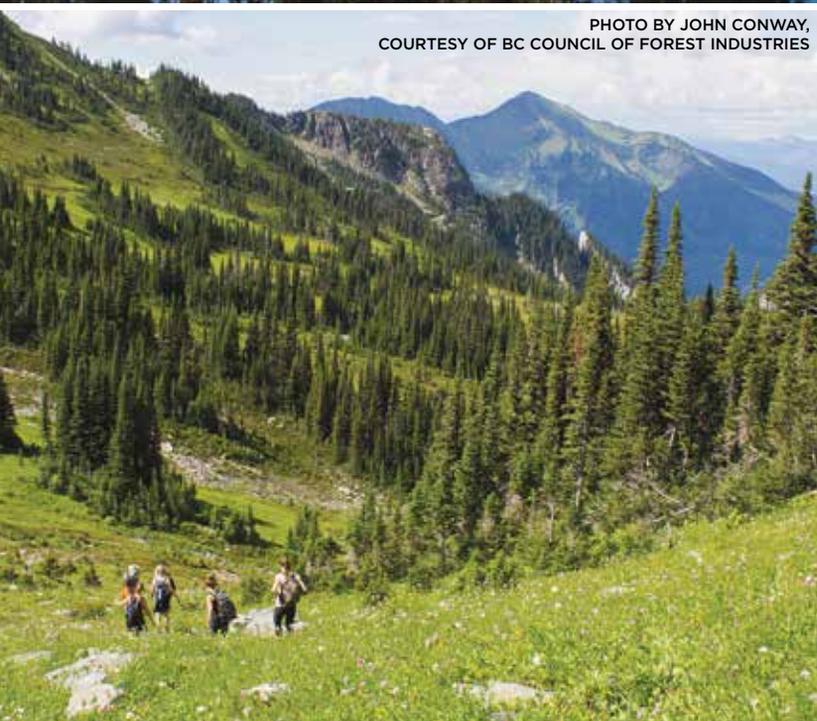


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FOREST IN FLUX

FINDING A NEW PATH FORWARD

By Melanie Franner

The B.C. forest industry is battling back after difficult times. Years of beetle infestation have been exacerbated by devastating forest fires in 2017 and 2018 – each of which destroyed over 1.2 million hectares of forest. Combined, these two factors have resulted in a significant reduction in the Annual Allowable Cut.

“The forest industry in British Columbia is going through a significant transition,” says Susan Yurkovich, president and CEO of BC Council of Forest Industries (COFI). “While the forest sector has faced market and price volatility for years, today we are facing a major structural shift in combination with an array of problems relating to trade, tariffs, pests, and wildfires. As a result, we need to rebalance our mill capacity to match the lower level of sustainable harvest. It’s a very challenging time for all of us.”

The ongoing battle with U.S. exports doesn’t help the situation. “The Softwood Lumber Agreement problems have become a part of doing business in Canada,” says Yurkovich. “We’ve been facing protectionism in the U.S. for over 40 years. We continue to face an average of 20.23 per cent duties on lumber shipped to customers south of the border.”

While the province has undertaken significant efforts to diversify its markets, the U.S. remains its largest market, accounting for about 55 per cent of B.C. forest products exports. And work continues on finding new opportunities, especially in Asia. “We’re now sending about 25 per cent of our products to China, with another nine per cent to Japan,” says Yurkovich. “Originally, we were exporting lower-grade, beetle-impacted products. Now, we are able to move into better quality fibre and supply higher-value products.”

ECONOMIC EFFECTS

COFI describes the forest industry as a cornerstone of the B.C. economy, generating about 140,000 total jobs in the province. The industry has a significant economic impact in every region of the province. It accounts for one in every five jobs in three regions alone: Cariboo, Northeast, and North Coast and Nechako. More than 5,300 Indigenous people – accounting for nine per cent of the workforce – are directly employed by the B.C. forest industry.

Regardless of today's tough times, Yurkovich remains optimistic about the future of the industry. COFI recently released a report, *Smart Future: A Path Forward for B.C.'s Forest Products Industry*, wherein it identifies 60 policy choices that can be made today to secure a stronger future for the sector. They are outlined under five major areas:

- Invest in, and protect, our working forest land base
- Have smart rules that protect the environment and encourage investment
- Strengthen participation of Indigenous people and partnerships with communities
- Double down on market and product diversification
- Be the global hub for expertise in low-carbon, green building

"We still have a bright future ahead," says Yurkovich. "Our plan contains ideas that we look forward to working collaboratively on with government communities, First Nations, and other stakeholders to help work through this transition and prepare for success in the future. We're certainly very focused on that."

Yurkovich says that one of the paths forward revolves around the need for fibre security. "It's all about access to fibre at a reasonable cost," she says. "Our current fibre costs are high,

which makes it difficult to compete globally. We need secure access to fibre at a reasonable cost in order to make the investments needed to transform the industry."

Yurkovich also sees the need to invest in forest health and to explore new ways to manage the province's forests, given the impacts of climate change.

"Our report notes the importance of a robust regulatory framework, but one that is efficient and transparent," she says. "This is part of ensuring we can compete against producers in other global jurisdictions. We need to make sure we can compete and that we have policies in place to do so. There is also more work to do to advance our partnerships with First Nations and communities, as we look to reinvent the industry and develop new products and approaches."

FAST FORWARD

The many hardships dealt with over the past few years have made the B.C. forest industry that much more resilient. It's an industry in transition, as Yurkovich says. But one which she believes has a strong and prosperous future ahead of it.

As to what that future will look like, only time will tell. But, in the meantime, Yurkovich identifies a few choices that she believes can help build a better future. "Five years down the road, I would hope that we will have more stable access to fibre at a cost that would allow us to compete successfully," she says. "This will drive investment and generate greater stability for workers and communities."

She also believes in preparing a new generation of workers. "Tomorrow's industry will be smaller, but we will still need to attract more workers to the forest industry," she says. "Given the technology used in our industry, these jobs will increasingly be



*Susan Yurkovich, President & CEO,
BC Council of Forest Industries.*

high-tech and provide good, family-supporting incomes."

As the industry continues its efforts to cultivate new markets, such as Vietnam, Malaysia, the Philippines, and India, this will help build its customer base and provide more carbon-friendly wood products around the globe.

Yurkovich says she hopes that B.C. and Canada will become recognized as a green building hub. "I think that a lot of the building blocks are already in place," she says. "We just need to pull them together."

REACHING NEW HEIGHTS

Although the B.C. forest industry has experienced its share of difficulties over the past few years, the industry's roots are embedded in the heart of the province. For this reason, the industry has withstood – and survived – these past and present challenges. By making smart decisions now, the future will be built upon a stronger foundation from which to regroup and grow. This means that the B.C. forest industry of the future may very well be a leading example of innovation and leadership for all the world to build upon. ★

RECLAIMING DISTURBED LAND WITH SITE SPECIFIC NATIVE PLANTS

Sound reclamation starts with a conversation

By Haley Argen, NATS Nursery Ltd.



Left to right: Ron Jacobson, Business Development Manager; Haley Argen, Reclamation Seedlings Consultant; Jennifer Adhika, Starter Plants Sales Manager; and Rod Nataros, Principle.

In the 31 years that NATS Nursery has been growing plants, we have seen an evolution of practices surrounding good reclamation of disturbed places. Each site is different, the goals of projects vary, and the people involved have opinions and experiences that play a part in developing each plan and process.

It is a similar story within our nursery as we grow and strive to best serve our customers. The people that work at NATS have in common a passion for growing native plants, and recognize the values that they offer for improving the world in which we all live and depend. The services we provide to the land reclamation

industry have grown and evolved over the years, informed by research, trial and error, and working closely with various stakeholders within it.

High-quality reclamation is increasingly important to support damaged ecosystems, especially those negatively impacted by human activity, and as our world becomes more challenged by climate change, invasive species and extinctions of native species.

Growing native plants is scientific, but it's not rocket science – it's a biological system, so it's even more complicated than that! It has taken NATS Nursery many years to become proficient at growing hundreds of species of native plants from a wide range of areas and habitats. NATS

is the largest native plant nursery in B.C. with knowledgeable and highly trained employees and a state-of-the-art facility. We love to collaborate with our customers and their teams to help them achieve success in all of their projects. This often involves working with First Nations communities on whose traditional territory the project is located, and we can assist them in becoming an integral part of the project in a manner that is most beneficial. The process often takes longer than many people initially understand, and it's our job to assist with information to develop a plan that leads to receiving high-quality plants on the revegetative site when needed and in a manner which will provide the best chance for success. Working with a trusted nursery partner from the beginning is an integral and important aspect of most successful reclamation projects.

It all starts with a conversation. We invite you to talk with one of our team members about your projects and encourage you to allow plenty of time for planning and implementation. Together we are stronger and can better help the natural world recover from degradation. ★

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MINING ROUNDUP FOR NORTHERN BRITISH COLUMBIA 2019 EDITION

By Kylie Williams

Silvertip silver-lead-zinc mine.



Mining companies in northern British Columbia began 2019 with good news from British Columbia Premier John Horgan. In January, Horgan announced that the provincial government would make the Mining Flow-Through Share Tax and the B.C. Mining Exploration Tax Credit permanent incentives to support the mining and exploration sectors in B.C.

Further good news arrived in January when Federal Minister of Environment and Climate Change, Catherine McKenna, announced that the Red Mountain gold mine near Stewart had received approval under the Canadian Environmental Assessment Act to proceed with underground development operations. In the same month, Red Mountain changed hands from IDM Mining to Ascot Resources and, in April, Ascot signed a Benefits Agreement with the local Nisga'a Nation.

Pretivm Resources' Brucejack underground gold mine, also near Stewart, celebrated two years of operation in July. During the first nine months of the year, Brucejack produced 258,168 ounces of gold at a processing rate of

3,800 tonnes of ore per day. However, in a news release on October 30, Joseph Ovsenek, president and CEO of Pretivm, said conditions were "more challenging than anticipated" in the third quarter of 2019 and that "gold production [was] below our own expectations". Pretivm plans to release updated mineral resource and reserve estimates in early 2020 and an updated life-of-mine plan.

In the far north of the province, another of B.C.'s newer mines, Coeur Mining's underground Silvertip silver-lead-zinc mine, ticked over its first year in production in September. Coeur reported a slower than anticipated start up over the course of the year and are working to sustain consistent levels of mill availability, accelerate underground development rates, and implement workforce training and retention initiatives.

A new operator for the Red Chris copper-gold mine was announced in March and finalized in August. Imperial Metals sold a 70 per cent interest in the mine, located near Iskut, to Newcrest Mining for US\$804 million. The companies formed a joint venture, with Newcrest acting as operator. Production at the mine is expected to be in the

Brucejack underground gold mine.



range of 72-76 million pounds copper and 36-38 thousand ounces gold for 2019.

Freezing winter conditions affected the mills throughout at Imperial Metals' Mount Polley copper-gold mine near Likely during the first quarter of 2019. At the end of May, the mine was placed on care and maintenance "until there is a sustained improvement in the price of copper," said Imperial Metals in a May 2019 news release. Imperial Metals' Huckleberry mine, near Houston, chalked up three years on care and maintenance in 2019 after mining ceased in August 2016.

Centerra Gold's Mount Milligan mine received approvals for

At the end of May, the Mount Polley copper-gold mine was placed on care and maintenance "until there is a sustained improvement in the price of copper.

additional water access in February. However, an updated NI 43-101 technical report is expected in late 2019 or early 2020 and "the Company's expectation is that Mount Milligan's mineral reserves and resources will be materially reduced," said Scott Perry, Centerra president and CEO in an October 30 news release. Centerra continued development activities at the Kemess East and Kemess Underground Project near Mount Milligan in 2019.

Northern B.C.'s three producing steelmaking coal mines between Chetwynd and Tumbler Ridge are owned and operated by Conuma Coal Resources. Conuma restarted operations at the Brulee, Wolverine, and Willow Creek mines between September 2016 and June 2018. At Wolverine, the Perry Creek Pit is nearing the end of its mine life and Conuma provided an update to the proposed Wolverine-Hermann Amendment Project in September. The project proposes to mine the Herman pit, about five kilometers southeast of Wolverine, to supply coal to the existing processing plant. *

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NORTHWEST'S LARGEST VOLUME DEALER FOR A REASON

COASTAL SHELLFISH BUILDING AN INDUSTRY



By Jim Timlick



The notion of shellfish aquaculture has been something of a Holy Grail for quite some time – a great idea that no one seemed able to figure out how to deliver effectively.

That dream appears close to becoming a reality thanks to the efforts of a First Nations-owned company based along British Columbia's Pacific coast.

Coastal Shellfish is located in the heart of the Great Bear Rainforest, the largest temperate rainforest in the world, and is on the verge of becoming one of the country's major suppliers of scallops and potentially other types of shellfish.

Last year, Coastal Shellfish produced about 300,000 Japanese scallops and expects that number to increase to

about 500,000 in 2019. The company's immediate future appears even more promising as it is anticipating a major spike in production to about 2.5 million in 2020 and 6.5 million in 2021.

These are significant numbers considering that scallop aquaculture is extremely difficult to establish. In countries such as China and Chile, similar efforts took nearly 20 years to establish. In Canada, nearly three dozen scallop hatcheries were launched over the past two decades and only a few remain in operation.

Michael Uehara, CEO of Coastal Shellfish, says one of the advantages the company has over similar operations is its location. It not only has the ability to seed, grow, and harvest all of its shellfish in the waters around Prince Rupert, its hatchery and processing plant are also located nearby which eliminates many of the logistical challenges that plagued other companies. In addition, Prince

Rupert's colder water is perfect for producing the algae that scallops eat.

Coastal Shellfish hasn't exactly been an overnight success, though. In 2003, Coastal First Nation created land and marine use plans for the Great Bear Rainforest and identified shellfish aquaculture as a top economic initiative. That led to a study of 20 potential sites for the operation between Bella Bella and the Alaska border which identified Prince Rupert as the top spot.

The company was officially launched in 2011 when Coastal First Nation and Metlakatla First Nation joined forces. The former has a 34 per cent ownership stake in the company that bears its name while the latter owns 51 per cent of the enterprise, with Chinese company Hedy Nan as a minority partner. Part of its mandate is to create an ocean-based, sustainable economy for First Nations communities who make up a huge part of the population of the Great Bear Rainforest.

The beauty of the company's business model, according to Uehara, is its environmental sustainability. It requires zero food input since the scallops eat the naturally occurring algae. In addition, scallops and other bivalves such as oysters can filter up to 185 litres of water each day and remove potentially toxic elements like nitrogen in the process. An unintentional consequence of the operation is that its presence has led to a prodigious production of ocean kelp, which consumes five times the amount of carbon that a terrestrial plant does.

"It's pretty incredible when you think of this engine that's out there producing food for profit, increasing food security, and being an environmental plus for the area," Uehara adds.

The Coastal and Metlakatla First Nations have both played a key role



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An advertisement for McElhanney. The background is a dark teal color. On the left, the McElhanney logo is displayed, along with a "BEST MANAGED COMPANIES" award logo. The main text reads "The right tools. The right people." Below this, a list of services is provided: "Surveying | Aerial Mapping | LiDAR | GIS | Engineering | Environmental". A paragraph follows: "McElhanney's geomatics experts identify high-quality solutions and new approaches for your projects. Connect with one of our 30+ offices in Canada." At the bottom, it says "To learn more about our services, visit www.mcelhanney.com". On the right side of the advertisement, there is a photograph of a small airplane flying over a green landscape, and a close-up image of a globe showing a spiral pattern.

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in helping the company to grow. Uehara says the ownership group was extremely patient as the company went through some early growing pains.

Equally important, he says, is the vast amount of knowledge the local First Nations people have on the ocean and their willingness to share it with the company and its staff.

“Nothing in the ocean is ever like it looks on paper,” Uehara says, adding Coastal Shellfish employs about 75 Indigenous staff. “If you’re out there without local knowledge, you can make some massive mistakes. That knowledge, it’s not just a resource, it’s a huge and crucial advantage for us.”

The scallops produced by Coastal Shellfish are different than what you might pick up at your local grocery store. They are slightly sweeter tasting than East Coast scallops and the entire

contents, with the exception of the shell, can be eaten. For now, most of the company's product is sold to high-end restaurants and supermarkets, but its customer base is expected to grow as production ramps up.

"Right now our problem is that we don't have enough product to sell," Uehara says, laughing.

The success of Coastal Shellfish has generated considerable interest among First Nations groups in other parts of the province. Uehara says that has prompted his company to begin looking at how its efforts could be replicated in other coastal communities to produce scallops and other shellfish such as oysters and cockles.

"The mission of this company is to create or recreate an ocean-based economy of inclusion for First Nations on the coast. We're not just building a company, we're building an industry." ★



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MINERALS NORTH QUESNEL



Take a pre-conference tour of Gibraltar Mine the second largest Canadian open-pit copper mine.

PHOTO COURTESY OF TASEKO MINES LIMITED

Quesnel will be hosting Minerals North 2020 Vision, the 32nd annual conference and trade show, from April 29 – May 1, 2020. We are thrilled at the opportunity to invite upwards of 300 new and returning visitors to our community to network and learn about new and current technologies and best practices in the northern B.C. mining sector.

“Quesnel is a perfect place to stage Minerals North,” says Andrew Webber, president of the Minerals North Conference Association. “It’s a resource-dependent community witnessing transformation in its historic economic sectors. Minerals North is very much a forward-looking event. It endeavours to answer questions about the potential contribution the minerals sector could make to community development in northern B.C., and is responsive to critical issues such as climate change, reconciliation, environmental protection, and local employment.”

Becoming a hosting community for Minerals North is a strategic goal for Quesnel. “This event allows us to showcase our community as a base for the mining sector, while providing opportunities for local businesses and contractors to network and expand their business,” says Amy Reid, manager of Economic Development and Tourism.

After successfully hosting the Men’s and Women’s B.C. Provincial Curling Championships in early 2019, the City of Quesnel and the Cariboo Regional District are confident

that our amenities and community support from non-profits, businesses, First Nations, school districts, and residents will meet and exceed the expectations of the Minerals North Association.

Pre-conference tours will be offered to provide an opportunity for delegates and trade show participants to explore the area and our local mining sector. The opening ceremonies will have a Cariboo flavour, celebrating First Nations culture and our spirit for work-life balance.

We invite our guests to take the opportunity to tour our city, and maybe stay a little longer to explore the outdoors, shop at our unique small businesses, and dine in our restaurants. Our Visitor Centre provides fishing rods and tackle so you can travel light and still fish for rainbow trout on Dragon Lake. Visit tourismquesnel.com for more ideas on how to make the most of your stay with us.

CONTACTS

MNCA
Andrew Webber, President
250-615-2397 | info@mineralsnorth.ca
mineralsnorth.ca

City of Quesnel
Charlene Lawrence, Event Coordinator
250-991-1194 | clawrence@quesnel.ca
quesnel.ca



West Fraser Centre will be one of the main venues for Minerals North.



The College of New Caledonia is the beautiful venue where the Welcome Reception will be hosted.

MINERALS NORTH 2020 VISION TENTATIVE SCHEDULE

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Choose one of our pre-conference activities:

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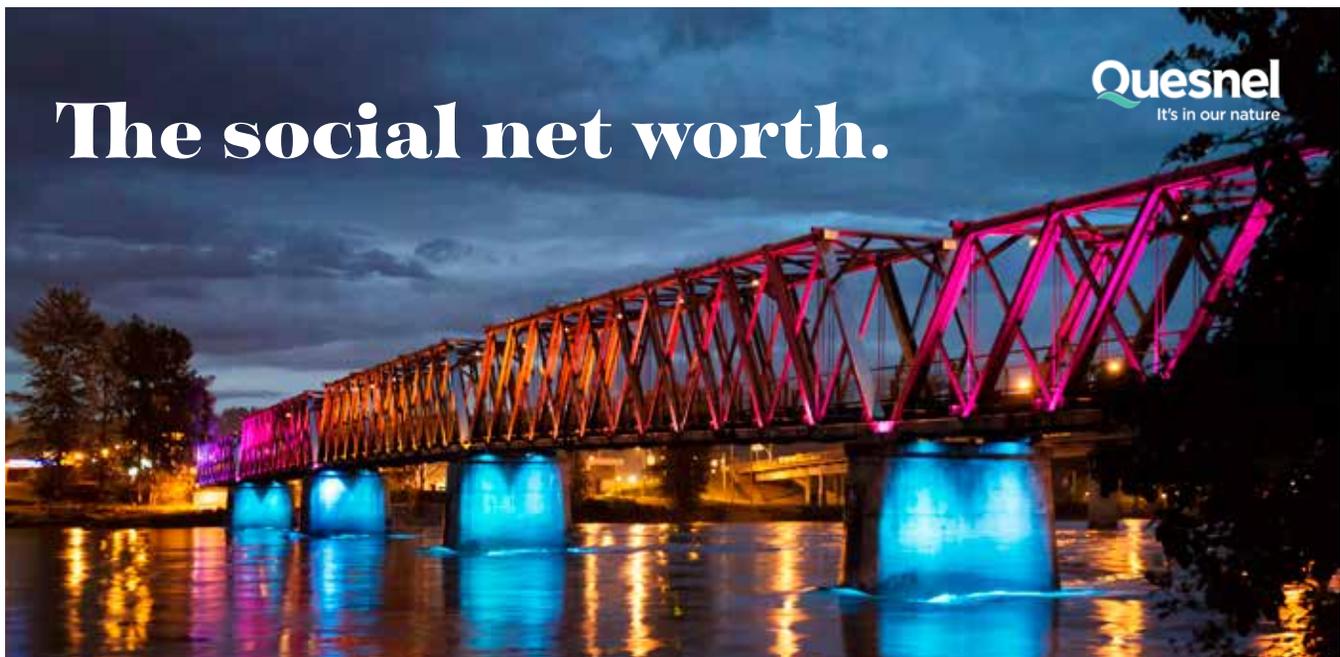
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LNG CANADA PROJECT TAKES FORM

ALL PHOTOS: LNG CANADA.



Rendering of the Kitimat site.

Construction is ramping up at the LNG Canada site in Kitimat in anticipation of moving into operations around the middle of the next decade. Below we provide details on the current activity as we head into 2020.

PREPARING FOR CONSTRUCTION PHASE

At the peak of construction – between 2021 and 2024 – the LNG Canada Project will need as many as 7,500 people, with 4,500 working on site at any given time given the nature of shift work employment. To accommodate such a large workforce, JGC Fluor, LNG Canada’s engineering, procurement, and construction contractor, is currently building Cedar Valley Lodge, the workforce accommodation centre that will be home to workers from outside the local area.

In addition to 4,500 single-occupancy rooms, Cedar Valley Lodge – located at the north end of the 400-hectare site – will have kitchens, dining halls, and an entertainment and recreation complex featuring a movie theatre, two workout facilities, and a basketball court. The first 1,500 beds are expected to open in spring 2020.

While there are a number of workers already on site, hiring for the peak time of the construction phase will begin to ramp up later in 2020.

DREDGING

Dredging activities continue through the winter at the marine offloading facility in the Kitimat Harbour. Dredging the channel deepens the berthing areas to allow the large LNG carriers to dock in the port. It also serves to remove contaminated sediment left from industrial activities of the past. There



Cedar Valley Lodge, under construction now, will provide accommodation for 4,500 workers

are currently two terminals extending into Douglas Channel, both owned by Rio Tinto, one of which will be taken over by LNG Canada.

MAIN SITE

Current preparations taking place on the main site include ground levelling through the placement of new fill. More than 70 pieces of large machinery, including dump trucks, graders, and excavators, have moved approximately one million of the 2.8 million cubic metres of fill required for the site.

On site, 6,000 40-metre steel pilings are waiting to be driven into the ground to support the LNG complex, which will include two LNG processing units. In summer 2021, large modules that are the size of a 12-storey building will begin to arrive for assembly on site.

ENVIRONMENTAL OFFSETS

As part of the LNG Canada project, both Beaver Creek and the Kitimat River side channel must be diverted slightly, and for every hectare of marine habitat disturbed, the rule of thumb is that two are added as an offset. Prior to diverting the creek, a team from the Haisla Triton Limited Partnership worked to safely capture and relocate amphibians and fish species before diverting Beaver Creek.

As part of the marine habitat restoration, LNG Canada constructed new salt marshes and rock reef habitats in Minette Bay to offset any impact from dredging activities. With the help of Ledcor-Haisla Limited Partnership, a new fish ladder was completed this summer on Anderson Creek, allowing fish – previously blocked by the previous industrial development – to access the upstream habitat. During periods of high flow, salmon will now be able to access up to 3,500 square metres of habitat.

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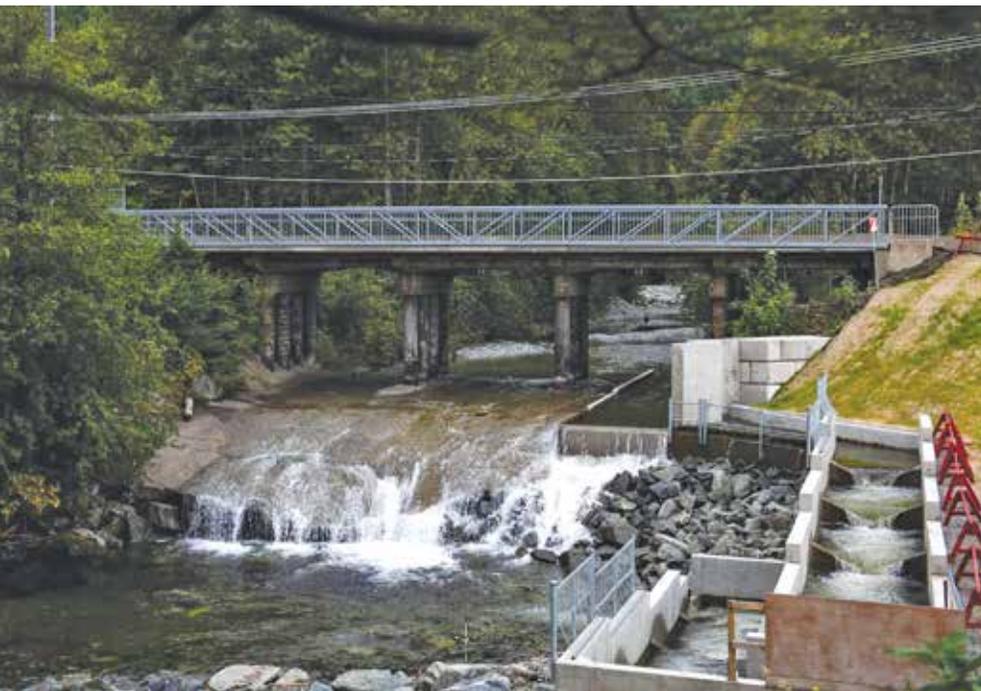
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LNG Canada is building a new terminal for Rio Terminal in exchange for their Terminal B.



Newly constructed fish ladder at Anderson Creek allows salmon to access up to 3,500 square metres of habitat.

WORKFORCE INITIATIVES

LNG Canada and its main contractor, JGC Fluor, have committed to a hiring policy that promotes local and B.C. employment and the hiring of women and First Nations. So far, over \$2 billion in contracts have been awarded to B.C. companies, with more than half going to businesses and First Nations in the region.

LNG Canada has so far committed over \$3.5 million to community programs, plus another \$3.5 million for skills training and trades programs. Partnering with a number of educational institutions, LNG Canada's goal is to provide the necessary education and training to local residents to give them the necessary skills and trades required to work in the industry. It has also committed to employing a percentage of its workforce as apprentices.

As part of a commitment to encourage more women to enter into the skilled trades, LNG Canada and JGC Fluor launched YOUR PLACE, a recruitment and training program for women. The first of many four-week training programs took place in November through December 2019, with three of the 12 women attending self-identifying as Indigenous.

For more information on the LNG Canada project in Kitimat and to learn more about community and workforce initiatives, please visit lngcanada.ca. ★

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SUCCESS THE ABORIGINAL WAY

By Melanie Franner



The Outland Youth Employment Program (OYEP) is a local, community-driven initiative focussed on empowering Indigenous youth. Developed in Ontario by Outland Camps in 2000, the program has had over 500 graduates from 163 communities across the country.

MAKING IT YOUR OWN

Derek Orr, Indigenous and Community Relations Manager for SA Energy Group, helped spearhead the launch of OYEP in British Columbia with OYEP West. Designed to help Indigenous youth develop critical life and work skills, the program is slated specifically toward B.C.'s northern industries, namely forestry, oil and gas, and mining.

"It's a six-week program for Indigenous youth, aged 16 to 18," says Orr. "The inaugural program in British Columbia took place in 2018 and had over 100 applicants."

This inaugural program saw 23 participants from Indigenous communities throughout central and northern B.C. spend six weeks in a live-in camp near Prince George.

"This is an intensive, hands-on experience," says Orr. "Instruction includes the standard workplace expectations, as well as coaching on life skills and personal growth." He says the camp provides the participants with a good mixture of skills, disciplines, and personal development opportunities – all the qualities required to help encourage Indigenous

youth to persevere and grow. "Outland does a really good job of getting the right people to run the programs; people who are kind and able to break through to the kids and be there as support."

MONUMENTAL CHANGE

OYEP West has been fortunate enough to secure funding to run the inaugural program in 2018, along with the follow-up program in 2019. Although the cost to run the program is significant, Orr says the outcome can be life changing for a young person.

The basic skills component of the program fully immerses participants in the natural resources-based work culture and education that includes safety training, time management, and hands-on experience. There are many social, economic, and educational benefits for youth including competitive wages, relationship development, team building, increased confidence, strong work ethic, healthy habits, and experiential learning.

"It took me out of my comfort zone," says one of the participants in a YouTube video. "It gave me a sense of community," says another. "It taught me to be more understanding and to realize that there are a lot of opportunities out there for me to learn," says another participant.

Given the level of enthusiasm from the participants themselves, there is little doubt that they have been constructively impacted by the experience. And perhaps the OYEP West program may contribute to

students going on to pursue college or other educational accreditation. "Our Indigenous youth are underrepresented in graduation rates," says Orr. "Anything we can do to help is good, even if it is just a matter of providing the knowledge that opportunities are available."

THE PATH FORWARD

Industry support for the OYEP West program has thus far provided funding for the first two formative years. The program has also received substantial donations from many of the local forestry companies and, in February 2019, LNG Canada committed \$150,000 over three years. But more funding is still needed.

"This is a really great program," says Orr. "All you have to do is listen to the kids who have been through it to get a sense of how life changing it can be. I think we have managed to build enough momentum to showcase this program and to prove its worth. Now it's up to industry to help keep it going."

Ideally, Orr would like to see OYEP offered to Indigenous youth across the country. "It is my belief that this can be transformed into a regional, provincial, and national program," he says. "It has both content and delivery, and the sheer number of applicants shows that there is great demand for it. The students themselves are proof of its success."

To learn more about OYEP, go to outland.ca/oyep. ★

ENDANGERED FISH OF BRITISH COLUMBIA

The Spruce City Wildlife Association aims to repopulate

By Tammy Schuster



It may seem foreign to think that something as common as a salmon could make the Endangered Species list. But the salmon stocks in the mid- and upper-Fraser River have been identified as threatened and endangered, respectively. “Returns have never been lower,” says Dustin Snyder. “Back in the day, about 1,000 to 1,100 chinook would return to the Chilako River, whereas this year saw only 12 fish return.”

Snyder, vice-president of the Spruce City Wildlife Association, says that it has been a decade since the area has seen a return of over 50 fish to the Endako River, and that regenerating this stock of fish is a main objective for the organization.

The Spruce City Wildlife Association (SCWA) was established in 1970 to

preserve and manage the area’s fish, wildlife, park, and outdoor recreational resources through conservation, education, and community outreach. The hatchery, located along the banks of the Nechako River in Prince George, has been operating since 1986 and also houses the Nechako-Fraser Natural Resource Stewardship Centre. It is the only hatcher facility north of Kamloops on the Fraser watershed where the threatened stocks run.

“There hasn’t been any salmon fishing opportunity in the area for so long that most people have forgotten that salmon are even here, so the goal of the Association is to boost the salmon population and revitalize awareness.”

Working with the Department of Fisheries to increase their salmon stocks, the SCWA has also partnered with the Carrier Sekani Tribal

Council (CSTC) to help recreate some genetic diversity needed to continue a population.

In the 1990s, having the foresight to see that the salmon population in the area may be at risk in the future, the CSTC cryogenically preserved a sampling of salmon milt. Now, twenty years later, SCWA and CSTC have utilized the frozen milt samples to fertilize 2,000 of the 10,000 eggs to reintroduce diversity back into their stocks. “Of the 30 to 40 fish that are returning, they are pretty closely related,” says Snyder. “So we introduced some of those old genetics that have likely been long lost.”

Snyder says this year they also took milt samples from the Endako River and from the Nechako stock and cryogenically preserved them for extra genetic diversity insurance in the future.



Maintaining the eggs at the hatchery is a very delicate process. With the use of chillers, the hatchery tries to mimic the natural temperature of the river. The hatchery has also installed a recirculation system which runs water through the chillers, over the eggs, back into a catch basin, and through a UV filter system to kill any disease before going back through the chillers.

To help raise awareness in the community, SCWA invites the public out to the hatchery for their annual fry release, where each attendee is given a fry to gently release into the adjacent Nechako River. "Getting people involved, having them hold and release the fish, and feel like they are making a difference, helps to educate and demonstrate that this is 100 per cent conservation because these fish are at risk."

And, given the success of previous years, SCWA is planning fry releases in Prince George and Vanderhoof, and

they are looking at holding releases in Fort Fraser and near the Kenney Dam where the adults were collected.

Run solely by volunteers and without government funding of any sort, membership is a vital component to SCWA. "Increasing our membership also increases our capabilities and what we can accomplish; with more people come more ideas," says Snyder. "When it comes to fish and wildlife, there's no shortage of issues so we want to broaden that scope and get as many people involved, not only to help with fundraising, but to also help with the ground work."

SCWA celebrates its 50th anniversary in 2020, and in addition to producing stocks that can survive and thrive on their own, their goal is to raise their membership base from 200 to 500 members. To learn more about the Spruce City Wildlife Association, visit them on Facebook or their website www.scwa.bc.ca ✪



Recognizing the valuable initiatives of the SCWA, Resource Connector North recently held a networking event and fundraiser at the hatchery and contributed \$5,000 toward the hatchery operations. If any members of the resource community wish to help out, please click on the donate link on the SCWA web site.



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THE NORTHERN ROCKIES REGIONAL MUNICIPALITY



The Northern Rockies Regional Municipality (NRRM) is a “can do” community that takes pride in its self-sufficiency and its ability to thrive on the abundance of natural resources by which it is surrounded. Our economy has been built on forestry, natural gas, tourism and our hard-working, resilient population, and is now seeing the promising growth of an agricultural sector.

Located in the northeast corner of the province, the NRRM was incorporated in 2009, and it is the first and only Regional Municipality in B.C. By combining the former entities of the Town of Fort Nelson and the Northern Rockies Regional District into the sole single-tier local government in the province, a more effective form of government was created that truly reflects the unique characteristics of the community (Fort Nelson) and the region.

Fort Nelson is the gateway to the beautiful Northern Rockies and boasts the world-famous Alaska Highway as its main street and thousands of square miles of mountain wilderness as its backyard. It also serves as the regional business and service centre of the NRRM. Fort Nelson offers a full complement of



amenities – quality accommodation, restaurants, stores and services, along with a range of excellent cultural, recreational, and educational and training facilities.

The NRRM has faced economic challenges as a result of the global recession in 2008 and the loss of its two forest product mills, and the decline of the natural gas sector in 2013/2014. The Forest Rejuvenation Project initiated in 2014 has provided ongoing support for our reestablishment of the industry based on our healthy and vast mixed-forest resource. The Fort Nelson Timber Supply Area (TSA) is the second

largest in B.C. As a result of this focus, a partnership of the NRRM and Fort Nelson First Nation received approval for the Fort Nelson Community Forest in July 2019. This is the largest community forest in B.C. in terms of both volume and area, with an annual allowable cut of 217,650 cubic metres per year from 191,571 hectares of Crown land. This partnership, the culmination of a combination of vision, tenacity, and support from the provincial government, reflects the positive relationship which exists and bodes well for the future.

Adding to the NRRM’s optimism about the future of the forest sector

is the announcement that the annual cut level for the Fort Nelson TSA has been raised by 59 per cent to 2,582,350 m³. This dramatic increase provides a foundation for investment and sustainable growth, coming against reduced harvest levels elsewhere in B.C.

Plans for the NRRM’s future are guided by the recently completed Regional Economic Strategy, which has progressed from the planning stage to implementation. With a solid plan, abundant resources, and capable, determined citizens, the NRRM is an opportunity ripe for the taking...check it out! ★



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Aben also holds a 100 per cent interest in the 18,314 acre Justin Gold Project located in the southeast Yukon. The Justin property is located on the Tintina Gold Belt to the immediate southeast of Golden Predator's 3 Aces gold project. Previous drilling by Aben on the Justin Project intercepted 60 metres of 1.19 g/t gold including 21 metres of 2.47 g/t gold in the POW Zone. The geochemical signature of the mineralized zone is characterized by elevated Au, Bi, Cu, Mo, and W supporting an Intrusion Related Gold System (IRGS).

Recent exploration at the Justin Project discovered the Lost Ace Zone located within two kilometres from the POW Zone and bears striking similarities to Golden Predators adjacent 3 Aces Project. In 2018, trenching at the Lost Ace Zone returned values ranging from trace to 20.8 g/t gold over 4.4 metres including 88.2 g/t gold over 1.0 metre. Lost Ace is interpreted to be orogenic-style quartz-gold veins pointing towards the existence of a multi-phase hydrothermal system with the potential for overprinting mineralizing with the POW Zone.

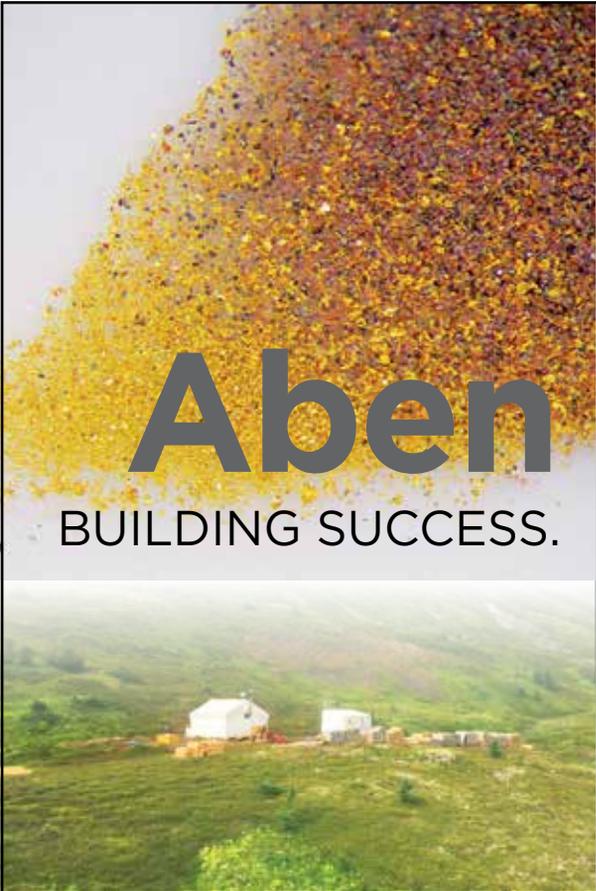
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The company's flagship 23,000 hectares Forrest Kerr Gold Project is located in the heart of Golden Triangle in northwestern B.C.

Aben holds a 100 per cent interest in the Forrest Kerr Project located along the Forrest Kerr Fault which

consists of a 40-kilometre long north-south belt overlying rocks of the Hazelton and Stuhini Groups, a complex assemblage of volcanic accumulations with intervening sedimentary sequences which are host to significant gold deposits in the Golden Triangle region. The first drill hole of 2018 at the Forrest Kerr Project discovered multiple high-grade zones including 62.4 g/t gold over 6.0 meters within 38.7 g/t gold over 10.0 meters starting at 114 metres downhole at the North Boundary Zone.



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One of the benefits of staying at a Prestige property is their competitive rewards program. All guests who book direct (via phone, email, or website) can sign up for a free membership and receive rewards points for every dollar spent on hotel rooms. Points add up quickly and can be redeemed for free night stays, gift cards for major retailers, or 'cash' to be spent at the property. Aeroplan Miles are also an option for guests to collect.

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Rate program, please reach out to sales@prestigehotels.ca or contact the Prestige property of your choice.

Nunn says that their collection of northern B.C. hotels offers guests everything they need. "From contemporary and renovated properties, to the convenience of having on-site dining and fitness options, we do our best to ensure our guests are as comfortable as possible during their travels."

The Prestige Prince Rupert Hotel is conveniently located in the heart of historic downtown, and only a short stroll to Prince Rupert's Inner Harbour as well as the convention centre and Chances Casino. Guests enjoy a complimentary deluxe breakfast buffet with hot waffle bar, and amenities include a fitness centre, meeting space, and business centre. Enjoy the convenience of staying at Prince Rupert's only hotel hosting the airport shuttle.

The Prestige Hudson Bay Lodge is a full-service hotel offering a variety of guestrooms including kitchenette suites, along with convention and meeting facilities. The hotel is located minutes from downtown shops and the business district, and provides two on-site restaurants, Noir Kitchen and Bar and Don Cherry's Sports Grill.

The Prestige Treasure Cove Hotel Prince George offers guests all amenities including an on-site casino, balcony suites, Grand Trunk Tavern, as well as a swimming pool, waterslide, hot tub, business centre, and fitness area.

The Prestige Treasure Cove Hotel Prince George.
Inset: Premium suite.



The property is currently undergoing a large expansion – scheduled to complete by summer 2020 – that will see an additional 40 guestrooms, as well as 2,700 sq. feet of meeting space, an athletic centre, grand foyer lounge, arcade, 8,000 sq. foot rooftop gardens and event space, and grand penthouse.

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COLLABORATION AND COMMUNITY MOVE COASTAL GASLINK FORWARD



Coastal GasLink Pipeline Project has launched a Construction Monitoring and Community Liaison Program (CMCL) to protect Indigenous culture and values along with the environment during construction of the project.

The program provides opportunities for Indigenous community members to participate in construction within their traditional territory for the purposes of observing, recording and reporting on implementation of construction activities to their communities. The program will continue through construction of the 670-kilometre pipeline project designed to transport natural gas from the Dawson Creek region to the LNG Canada liquefaction facility in Kitimat. The project is planned for in-service in 2023.

Transparency with Indigenous communities is core to the CMCL program by promoting meaningful participation in the project and monitoring the work that is being completed. That open, relationship-based approach is something that Coastal GasLink believes is integral to the success of the project.

Harry Bodewitz, who works closely with CMCL advisors from several Indigenous communities located along the project corridor, has witnessed the value of the program. As construction ramps up, additional CMCL advisors will be brought on to be involved in the program.

“Something might have been planned initially, but once we actually get to the field, that plan may change or be modified to make sure it’s done right,” says Bodewitz. “In the CMCL program, we have an opportunity to observe what’s going on, discuss it and share that with our communities.”

For Mike Gouchie, a CMCL coordinator from Lheidli T’enneh First Nation, the program provides a chance to



CMCL coordinators Harry Bodewitz, Rocky Desjarlais, and Mike Gouchie with current and former CMCL advisors from the Witsset First Nation and Wet’suwet’en First Nation.

be out in the field ensuring that matters important to his community and neighbouring community’s CMCL advisors are at the forefront of the construction program.

“As a CMCL coordinator, I’m able to assist the CMCL advisors out in the field with inspectors and construction management to visit sites of interest, understand the scope of the project in our territories and make sure environmental issues are identified,” he says.

To date, approximately \$720-million in contract work has been awarded to Indigenous and local businesses for this project, including right-of-way clearing, medical, security and camp management needs.

Since the project was announced in 2012, the Coastal GasLink project team has ensured Indigenous groups along the pipeline route have access to meaningful opportunities to be part of project planning, jobs and local contracting prospects for their businesses and their communities. The project team will continue to work with all Indigenous groups and local B.C. communities to ensure questions are answered, concerns are addressed and feedback is gathered as the project continues to move forward.

Stay up to date on Coastal GasLink and learn more about the project by visiting CoastalGasLink.com and following along on Facebook and Twitter @CoastalGasLink. ★



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Requirements for improved safety in the work place:

- provide each position with a job description and code of practice
- prepare an organizational chart and work procedure to follow
- train workers on all risks identified and control required
- implement a mentorship program to support the younger generation



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- train workers to inspect equipment, work site, PPE, and material with which they work
- allow time to assess work areas at the beginning of each shift to remove any new hazard
- encourage workers to ask questions in order to achieve the right result
- allow workers to develop skills, increase knowledge, and improve business
- permit workers to refuse work if the risk is beyond experience and knowledge
- deploy an emergency response plan for work sites, and test and train employees often
- support the creation and implementation of a Joint Occupational Health and Safety Committee
- promote positive behavioural safety action
- communicate as often as possible and share safety programs
- allow workers to rest between shifts to avoid any fatigue
- audit safety programs each year
- investigate all incidents to avoid in the future
- offer modified duty if workers are injured at work
- provide all legislation, standards, manufacture information, code, design, and SDS for workers to access

Implementing an efficient health and safety program promotes competitive change, innovation, and contentment in the work place, and specifically:

- decreased amount of sick days
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- increased company competitiveness
- increased GDP
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- increased overall wellbeing

Let's join forces to implemented real long-term change in our work place. Are you ready to join?

**Source: The Canadian Centre for Occupational Health and Safety and the Association of Workers' Compensation Boards of Canada.*

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A blue-tinted photograph of a mountainous landscape. In the foreground, there is a wooden structure, possibly a mining rig or a small cabin, with a tall crane-like structure extending upwards. The background shows a large glacier and snow-covered mountains under a clear sky.

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