

DRAFT FOR DISCUSSION



Strategic Profile

June 20, 2008



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1. Vision Statement

“Connecting Canada with our global trading partners through the Northwest Corridor”

2. Mission Statement

“To advance transportation systems needed to enhance and sustain the economy and trade potential of Canada’s northwest corridor”

2.1 NCDC Roles

Unifier:

Brings together the voices of the private and public sector

Coordinator:

Provides a forum to explore solutions to economic challenges arising from transportation issues, both within the Corporation and between the Corporation and other organizations

Advocate:

Pursues solutions and opportunity at all levels

Pathfinder:

Makes connections between people with problems and people with solutions, people buying and people selling, people with questions and people with answers

Promoter:

Markets the assets and resources of the corridor, and providing a reliable and thorough source for information about the corridor

3. Norwest Corridor Development

3.1 NCDC Principles

Corridor members recognize the need for principles guiding the conduct and performance of all types of growth and development in the Northwest Corridor. When applied in achieving NCDC organizational goals, these principles help ensure NCDC related efforts are properly targeted toward growth and development which supports and compliments the Northwest Corridor's quality of life, people, and environment:

1. Environmentally sustainable development.
2. Excellence in labour-management relations and stable employment for all.
3. Close working relations with Aboriginal people.
4. Healthy rural and urban living environment for all.
5. Continual contributor to Canada's economic competitiveness.

3.2 NCDC Goals

1. Express trade synergy and efficiencies of the Northwest Corridor, and provide a utilization strategy for the Corridor's long term future (twenty five year horizon) that increases Canadian trade;
2. Provide strong leadership for future transportation policy and trade decisions while expediting full capabilities of the Northwest Corridor in Western Canada;
3. Illustrate greater international competitiveness for Western Canada by attracting new business and customers to the Northwest Corridor while competitively retaining existing transportation and trade levels;
4. Identify and address important issues affecting the Northwest Corridor capabilities;
5. Raise awareness among stakeholders and the general public with respect to the Northwest Corridor and its contributions to local, provincial and national economics;
6. Provide clear delineation to the fact that Western Canada has two transportation and trade corridors. One at the 49th parallel and one at the 54th parallel; and
7. Support initiatives of individual member stakeholders to improve customer service and competitiveness of the Northwest Corridor for all users.

4. Strategic Priorities

These are Strategic Priorities of NCDL as unanimously endorsed by the Board of Directors on July 19, 2007 and updated by the Board's Strategic Planning session June 4, 2008:

Northwest Corridor Development Corporation "A" means 2008/09 Strategic Priorities		
<i>Air</i>	<i>Rail</i>	<i>Road</i>
A - Customs Access A - Regional Air Centers A - Regional Air Service A - Transport Canada Coordinated Strategy Nav Canada	A - Advocate for Improved Rail Access A - Enhancement of Rail Services A - Support for Northern Cargo Flow <ul style="list-style-type: none"> • Circle Routes • Inland Terminals • Preservation of Infrastructure • Preservation of Rail Corridor Rights of Ways • Train Size and Frequency 	A - Enhancement of East/West Connectors A - Regulatory Harmonization between Provinces <ul style="list-style-type: none"> • Advocacy of roads for resource extraction • Complete Upgrade of the Mackenzie Highway • Federal Participation in Intra-Provincial Connectors • Quality of Roads • Support for Northern Highway Infrastructure • Tourism/Circle Routes
<i>Marine</i>	<i>Pipelines</i>	<i>Northern Electrification</i>
A - Exploration of Alternative Port Structures A - Handling Capability A - Inland Terminals A - Phase Two of North Coast Container Facility <ul style="list-style-type: none"> • B.C. Ferries and their Routes 	A - Support of both On-shore & Off-shore Northern Oil & Gas Exploration <ul style="list-style-type: none"> • Advocate of Harmonization of Regulations • Pipe Handling Facilities • Provision of Transport Needs for Industry Goods & Services • Support of Mackenzie Valley & Other Alaska Pipelines 	A - Electrification Opportunities for the NWT A - Meziadin Junction to Dease Lake
<i>Telecommunications</i>	<i>Capacity Building</i>	<i>Membership</i>
A - Stable & Effective systems	A - Enhanced Corridor Capacity A - Research of Northern Products Origin & Export Flows	A - Members Inclusion
Communications – NCDL		
A – Advocacy/Awareness A – Branding, Marketing, Promotion		

4.1 Air

4.1.1 Strategy

Goal: To influence air transport policies and services to maintain or enhance air service infrastructure in the Northwest corridor.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Research and review the “Hub and Node” North American Airport System to determine its application to the north.	a) Provide knowledgeable recommendations to regional airport services. b) Strengthen regional airports functions.
2. Develop the rationale and justification for the federal government to increase the access to customs clearance in the north.	a) Federal government allocates additional funding for customs services. b) More customs access points achieved in the north.
3. Identify the major local, regional and northern funding and cost issues detrimental to airport infrastructure, and create the rationale and justification for federal and/or provincial governments to address regulations and funding issues.	a) Transport Canada addresses NCDC concerns. b) Provincial governments address NCDC concerns. c) More cost efficient airport infrastructure.

4.1.2 Discussion

4.1.2.1 Customs Access

The fact that access to customs clearance in the north is very limited is of serious concern. Further compounding this situation by the inequity is that while existing customs services are grandfathered in terms of costs, any new customs service has to be funded by user pay charges and this is a barrier to trade.

4.1.2.2 Regional Air Centers

There is consensus within the NCDC Board that to best serve northern communities there is a need for at least two or three regional airports that would support the smaller northern airports.

4.1.2.3 Regional Air Service

The Board seeks to ensure continued secure northern air service for both passengers and freight.

4.1.2.4 Transport Canada

Recognizing that airports are a key core component of communities and the transportation system three issues were identified for discussion with Transport Canada. The first relates to their regulatory responsibility, the second their funding mechanisms, and the third the appropriateness of the current security tax arrangements.

4.1.2.5 Coordinated Strategy

With the changes in air service patterns by scheduled carriers and the resulting pressures placed on the viability of some airports, there is a need for the corridor to ensure that there be a planned, coordinated rationalization of northern airports and air service that maintains for all northern communities, access to adequate air service and airports that meet their needs.

4.1.2.6 Nav Canada

The Board wishes to ensure that Nav Canada while fulfilling its mandate enhances not restricts or inhibits northern air services.

4.2 Rail

4.2.1 Strategy

Goal: To influence rail transport policies and services to maintain or enhance economical rail service in the Northwest corridor.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Work with the Economic Development Regional organizations to advocate improved rail service within the north.	a) Regional advocacy strengthens the rationale for rail infrastructure and service. b) Members identify value of NCDL role.
2. Develop the rationale and facts identifying the environmental and economic benefits of rail transport and communicate same to decision makers.	a) Increased volume of products transported by rail. b) Increased volume of products transported from northern areas.
3. Advocate a change in the delivery mechanism of goods creating a seamless connection of road and rail transport.	a) Increased use of containerization. b) Development of regional ports or hubs. c) Improved energy efficiency and reduced costs.
4. Increase the partnership efforts with CN rail.	a) CN and NCDL understanding of rail and local transportation issues. b) Rationale for CN to provide economical service to corridor communities. c) Improved access for product shipments.

4.2.2 Discussion

4.2.2.1 Advocate Improved Rail Access - Northern Regions Canada & Alaska

NCDL fully supports improved rail access to these areas, when their traffic volumes justify the investment.

4.2.2.2 Enhancement of Rail Services

The NCDL Executive believes it important to continue to advocate operational seamless interchanges to ensure that northern traffic can flow smoothly and without impediment both east/west and north/south

4.2.2.3 Support for Northern Cargo Flow

The ability to handle cargo through northern port facilities is identified as the most important step in northern infrastructure development and as an integral part of this, it is imperative that the rail service be up to the standard that can service such facilities. The NCDL Board looks to increase efficiency, decrease costs and encourage economic expansion.

4.2.2.4 Circle Routes

NCDL advocates the use of rail for tourism, and as part of the further successful development of this, it is felt imperative that there be an opportunity for tourist to take circle rail tours.

4.2.2.5 Inland Terminals

The need to encourage the development of inland rail terminals to service both bulk products and containers was identified.

4.2.2.6 Preservation of Infrastructure

Based on the belief that northern rail service is, and will continue to be an important economic engine for the Canadian economy, NCDL believes that

existing rail infrastructure must be preserved including but not exclusively the Hythe/ Dawson Creek line, and the Mackenzie Northern Line.

4.2.2.7 Preservation of Rail Corridor Rights of Ways

The Executive Committee strongly believes that all existing northern rail corridor rights of ways must be maintained for future use.

4.2.2.8 Train Size and Frequency

Attention is drawn to the need to address the fact that in some northern communities the main line of the railway runs through the centre of the community and the longer train sizes and increased number of trains can have significant impact on such things as the provision of emergency services.

4.3 Road

4.3.1 Strategy

Goal: To influence the development of: integrated and regionally connected road infrastructure networks; federal and provincial regulatory harmonization; and efficient high quality roads.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Determine the provincial priorities and lobby the governments for the completion of east-west and north-south connectors.	a) Provincial priorities are influenced. b) Completion of one road linkage at a time.
2. Determine what regulatory deficiencies currently exist and develop the rationale and justification for improved harmonization among governments.	a) Increased awareness and knowledge level of NCDC. b) Regulations amended or agreements in place among provinces for seamless transportation of products.

4.3.2 Discussion

4.3.2.1 Enhancement of East/West Connectors

The need for northern east/west road connections for all western Canadian provinces was identified as imperative. NCDC encourages the development of a northern Trans Canada highway link.

4.3.2.2 Regulatory Harmonization between Provinces

While the rules for cross border road traffic have improved in recent times, some areas lack standardization and this work should continue in order to fully attain this goal.

4.3.2.3 Complete Upgrade of the Mackenzie Highway

The Board of NCDC supports and will encourage a total upgrade of the Mackenzie Highway.

4.3.2.4 Advocacy of roads for resource extraction

NCDC's Executive Committee believes that roads into northern areas encourage both mineral and oil and gas exploration and development, and thus it is keen to see funding provided to develop these in key northern areas.

4.3.2.5 Quality of Roads

NCDC wishes to ensure that northern roads are of a quality is that are appropriate for the volumes and types of traffic usage and that ensure the safety of the user.

4.3.2.6 Tourism/Circle Routes

As identified with regard to rail, it is important that roads enable tourists to travel a circle route through the north. It was also felt that the bus lines should be encouraged to provide more such opportunities.

4.3.2.7 Support for Northern Highway Infrastructure

The group wishes to see improvements to highways to handle the growing needs of industry, resources, freight and tourism.

4.3.2.8 Federal Participation in Intra-Provincial Connectors.

It is felt that just as the Trans- Canada Highway connects Canada so there is a need for the Federal Government to commit to northern intra-provincial connectors - a northern Trans-Canada.

4.4 Marine

4.4.1 Strategy

Goal: To influence the development and expansion of integrated northern ports for increased capacity and seamless transport of products in and out of North America.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Develop the arguments for port development and present such arguments to stakeholders to gain recognition of the importance of marine, rail and road connectivity.	a) NCDC presents from a factual body of knowledge. b) Stakeholders are engaged in the process of assessment and evaluation. c) Stakeholders continue to develop strategic improvements or expansions.
2. Seek to engage stakeholder partners in board meetings and regional discussions to involve partners and community in solutions for product transport.	a) Stakeholder education and appreciation of the economic advantages of transport linkages. b) NCDC knowledge level and credibility recognized for influencing investment decisions.

4.4.2 Discussion

4.4.2.1 Exploration of Alternative Port Structures

There is a tendency to focus on the Federal Port structure and to lose sight of the private Canadian ports such as Kitimat. Other countries in recent times have successfully fully privatized their ports and it is considered important that Canada explore alternative models that will be successful in opening up trade capacity and foster continued growth and expansion.

4.4.2.2 Handling Capability

Many of Canada's major bulk exports originate in the north but at this time with the exception of the grain elevator in Prince Rupert, Ridley Bulk Terminal and a mineral handling facility at Stewart the products are handled further south. There is a need for northern bulk handling facilities for, sulphur, minerals, oil/gas by-products, agricultural products needing soft handling. With the continued growth of the northern oil and gas industry, it was also felt imperative that a facility be established to handle imported pipe and other pipeline requirements, both on the Canadian west coast and at such locations as Tuktoyaktuk and Bathurst Inlet on the Arctic Ocean.

4.4.2.3 Inland Terminals

As already noted under the rail mode, the establishment of inland terminals for servicing the northern ports must be achieved.

4.4.2.4 Phase Two of the North Coast Container Facility

Development of phase two of a north coast container facility was identified as the top priority for the Northwest Corridor. The NCDC Board supports this Prince Rupert Port Authority container initiative.

4.4.2.5 B. C. Ferries and their Routes

NCDC aims to ensure the continued servicing of northern coastal communities by B.C. Ferries at current levels, and to work for expanded ferry services where required.

4.5 Pipelines

4.5.1 Strategy

Goal: To advocate the development of pipeline transmission and associated facilities throughout the north for global product refinement and delivery.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Develop advocacy and communication processes to present pipeline expansion rationale to all stakeholders.	a) NCDC knowledge base. b) Engaged stakeholders and partners in the decisions for product transmission.

4.5.2 Discussion

4.5.2.1 Support of Both On-shore and Off-shore Northern Oil and Gas Exploration

In the belief that oil and gas exploration and development is good for the north, NCDC supports oil and gas exploration in the north and wishes to see it occur.

4.5.2.2 Advocate of Harmonization of Regulations

NCDC wishes to see harmonization of the regulations with regard to this industry.

4.5.2.3 Pipe Handling Facilities

A need is identified for efficient pipe handling facilities to be put in place both at northern ports for inbound offshore pipe, and land based facilities for pipe traveling north from North American manufacturing plants.

4.5.2.4 Provision of Transport Needs for Industry Goods and Services

The continued and anticipated growth of this industry in the north means that all modes must work to fulfill the transportation needs of the industry.

4.5.2.5 Support of Mackenzie Valley and Other Alaska Pipelines

The Board supports and encourages the development of the Mackenzie Valley and other Alaska pipelines based on the same premise used to support the development of on shore and off shore oil and gas, namely that oil and gas development is good for the north.

4.6 Northern Electrification

4.6.1 Strategy

Goal: To advocate the installation and/or extension of electricity generation and transmission in the North.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Continue with the promotion of exploration and mine development.	a) New northern development increases economic base. b) Increased economic development supports electricity related investments.
2. Work in partnership with power generation stakeholders for the provision of power in the north.	a) Regional and local needs are understood in advance of need. b) Electrical power is provided to un-serviced areas.
3. Advocate the use of alternate sources of electricity generation.	a) Use of local products and resources. b) Environmental benefits realized.

4.6.2 Discussion

4.6.2.1 Electrification Opportunities for the Northwest Territories

Opportunities for Alberta and British Columbia to use electricity generated in the Northwest Territories needs to be closely explored.

4.6.2.2 Meziadin Junction to Dease Lake

Because of the potential for the opening of new mines in this geographic area of British Columbia, the Board of NCDC believes the provision of an electric power grid to the area a major strategic priority.

4.7 Telecommunications

4.7.1 Strategy

Goal: To advance stable and effective telecommunications to meet current and future anticipated technological change.

Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Identify shortcomings in the current telecommunications systems and present issues to the telecommunications industry seeking solutions and results.	a) NCDC articulates factual information about the state of telecommunications in the north. b) Industry representatives engaged in problem-solving and implementing solutions.

4.7.2 Discussion

A need is identified for stable, effective telecommunications through the Northwest Corridor region and this must be advanced and achieved.

4.8 Capacity Building

4.8.1 Strategy

Goal: To enhance the overall infrastructure of the Northwest corridor.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Promote the attributes of the “rural advantages” capitalizing upon the identity of business and lifestyle attractions.	a) Enhancement of integrated northern infrastructure. b) Population and business growth and diversification. c) Increased stakeholder knowledge and awareness to invest.
2. Promote value-added product development to feed into the transportation system.	a) Development of bio-energy projects. b) Improved transportation access. b) Economical transportation of local products.
3. Engage government and First Nations in addressing unresolved issues.	a) Joint discussions to resolve transportation issues. b) Future partnerships to benefit all.

4.8.2 Discussion

4.8.2.1 Overall Corridor Capacity

The Northwest Corridor should be about seamless integration of transportation alternatives that meets economic needs of all sectors of the economy: mining, oil/gas, agriculture, forestry, various travels. Therefore, although NCDC has seven specific sectors targeted for various types of improvements, the overall corridor major initiative is to promote the enhancement of all infrastructures to work in concert with economic development needs. Various tactics can be deployed to market, communicate and educate stakeholders, members and public about northern development requirements.

4.8.2.2 Research of Northern Products Origin and Export Flows

Canadian products are not recorded and thus their current transportation flows to markets cannot be established and such information used to identify inefficiencies of movement and situations where northern infrastructure could improve the flow of goods.

4.9 Membership

4.9.1 Strategy

Goal: To ensure NCDC members understand the value, benefits and successes of NCDC.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Develop a Report Card and other communication tools to provide members with current information about the NCDC advantage.	a) Members can identify with measured successes. b) Communities that do not host major infrastructure can identify with the region's transportation assets and find value in such association.
2 Approach and attract prospective members that would augment and provide value to NCDC as an organization.	a) Expansion of diversity of key stakeholders in the transportation industry; private and public. b) Increase unification of the corridor and voice for common transportation needs.
3. Assess NCDC's role in context of internal and external available resources to determine if projects or initiatives fit within the NCDC's mandate.	a) Current budget resources are applied to the strategic initiatives. b) Proposed projects or initiatives are evaluated to determine if NCDC should be involved with new initiatives and what resources made available.

4.9.2 Discussion

Membership support and appreciation for the NCDC organization and the long-term Vision of the corridor is critical to the influence and recognition by government, industry and public. NCDC has many successes since inception, however as time passes, these successes maybe surpassed by new or pending issues. It is necessary to communicate on a regular basis with the members to identify what NCDC is doing and how that augments the big picture of global transportation infrastructure development. Existing and potential members are important voices internally, at the board level and externally to promote NCDC.

4.10 Communications – NCDC

4.10.1 Strategy

Goal: To maintain and enhance NCDC’s recognition of success on an international level.	
Key Strategies (We will ...)	Success – Key Results (What do we want to achieve?)
1. Actively promote NCDC’s role of advocacy and stakeholder awareness to further the development of efficient transportation systems.	a) Concentrated, focuses, constant voice b) Governments fully informed of transportation issues and NCDC’s advocacy role. c) Targeted stakeholders are aware of key issues in a timely manner. c) Members see value in NCDC’s role.
2. Assign a sub-committee to develop three potential brand slogans for NCDC consideration and develop marketing tools and materials around a new branding launch.	a) New identity launch for NCDC. b) Another opportunity to communicate NCDC’s purpose and accomplishments. c) Local to international recognition.

4.10.2 Discussion

For NCDC to continue to be successful various stakeholders and global communities need to be aware of the Northwest Corridor transportation advantages and that a constant and consistent message is communicated to the right people at the right time. Such communication needs to occur internally (board, members, communities) and externally to a broad stakeholder interest base (industry and government locally and internationally). The role is one of advocacy and awareness to demonstrate expertise, knowledge and passion for the corridor. Identity is one of branding the corridor and marketing the “brand” extensively.

4.11 Desired Outcomes

4.11.1 External Markets

1. Develop closer relationship with those locally that are connected and involved with export and import trade:
 - The Asia Pacific Foundation of Canada
 - S. U. C. C. E. S. S.
 - B.C. Ministry of Economic Development
 - Alberta Ministry of International Trade and Intergovernmental relations
 - Federal Government Ministry of International Trade
 - Asia Pacific Trade Council
2. Expand knowledge base of the Corridor to all current and potential users.
 - Shipping companies
 - Shippers
 - Freight forwarders
3. Produce video in English and Mandarin highlighting the Corridor and its benefits and place it on the NCDC web site.
4. Market the Corridor as an "Economic Trade Zone"
5. Maintain up to date web site with links to other web sites.

4.11.2 Internal Markets

1. Encourage the development of industries throughout the Corridor's area of influence.
 - Expanded agriculture
 - Development of a northern petrochemical industry
 - Increased mining
8. Differentiate and brand the Corridor as a separate but intrinsic part of Canada's Pacific Gateway.

4.11.3 Infrastructure

1. Work to achieve expansion of the feeder connections to the main corridor.
2. Assist with resolution of transportation issues for industries developing northern industrial activities.
3. Strive for efficiency of service and reduction of shipping cost throughout the corridor system.
4. Play an active role in the Federal and Provincial Governments "Gateway Strategies".
5. Address the issue of empty container availability and usage.

6. Secure, package and launch a development fund to spur economic diversification along the Corridor and its recognized feeder regions supported by multi-year funding from outside sources.

4.11.4 Communication

1. Organize regular visits to the Provincial Capitals of B.C., Alberta and Northwest Territories, (possibly Saskatchewan) to meet with elected officials, senior bureaucrats and local industry.
2. Arrange annual visits to Ottawa and meetings with elected Federal politicians, and senior bureaucrats.
3. Maintain close relations with Local, Provincial and Federal Governments officials.
4. Visit economic regulatory zones to present and receive input, insight and information.
5. Differentiate and brand the Corridor as a separate but intrinsic part of Canada's Pacific Gateway.
6. Continue various lobby efforts for Corridor enhancing activities and developments.
7. Continue to promote the economic, environmental and social benefits to be realized through a federal acknowledgement of its northwestern transportation and trade route, and the efficiencies to be gained by enhancement of that route.
8. Maintain up-to-date web site with links to other web sites

4.11.5 Human Skills

1. Support the Post Secondary lobby of Provincial Governments and industry for expanded training in the north.
2. Encourage youth to consider transportation and logistics as a career.
3. Promote Aboriginal training particularly for the transportation industry.
4. Influence immigration policy to ensure increased immigration and that those arriving consider the northern opportunities.

4.11.6 Electric Power

1. Work with and encourage Governments to ensure that the electric power required of current and potential northern power users is readily available.

4.11.7 Membership

1. Deliver annual NCDC Conference and AGM.
2. Increase membership, particularly from mid and large size industrial operators and, geographically, through Alberta and Saskatchewan.
3. Pursue the achievement of the NCDC Strategic Plan.

5. Appendices

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5.1 Strategic Planning Participants

First	Last	Organization	Position
Gerard	Aldridge	NCDC	Executive Director
Maynard	Angus	Prince Rupert Port Authority	Public Affairs Manager
Laurie	Brown	Northwest Reg. Airport, Terrace	Airport Manager
Jeff	Burghardt	Prince Rupert Grain Ltd.	President (Past Bd Chair)
Robin	Campbell	NADC	Chair; MLA West Yellowhead
Dan	Dibbelt	NADC	Executive Director
Jim	Eglinski	City of Fort St. John	Mayor (BC VP)
Ellis	Forest	Town of High Level	Councillor
Berry	Heinen	Town of Peace River	Deputy Mayor
Carolyn	Kolebaba	Northern Sunrise County	Councillor (AB VP)
Gordon	Van Tighem	City of Yellowknife	Mayor
Ron	Vanderlee	Pacific Northern Gas	Manager Customer Care & Administration
Don	Zurowski	City of Prince George	Councillor (Board Chair)
Dennis	Pommen	POMMEN Group	Facilitator

5.2 Environmental Scan (SWOT Analysis)

Environmental Scan	
Category	Strengths (Current Assets)
Capacity	Excess capacity of infrastructure of the artery
Economy	Current strong commodity pricing & close to sources Cost & time efficiencies – supply chain friction
Linkages	Relationship between industry & governments in general Broad Recognition of the corridor
Location	Locational advantage – closer to resources & markets Availability of land – not land locked
Membership	Diversity of membership, good cross section of NCDC leaders & senior representation
Role	Think regionally and globally
Category	Opportunities (Future – What if?)
Capacity	Aboriginal labour supply
Economy	Increasing demand for natural resources; new discoveries; Global general growth Wealthy governments & interest in spending on infrastructure Tourism development
Energy	Energy self sufficiency (other types e.g. bio include forest waste product)
Linkages	Ability to communicate & strengthen knowledge of opportunities Openness of federal & provincial governments Timing related to how outside issues can affect NCDC & knowledge levels
Location	Rural advantage – representing the green corridor; or corridor requires less fuel to move a ton of freight, topography, geographies & distance
Membership	Grow stronger membership; Keep building on strong leadership
Category	Weaknesses (Current - Liabilities)
Advocacy	Planning & lobbying
Branding	Need a separate brand e.g. gateway; focus on green corridor in No. America, energy efficient in Asia; separate from 49th
Capacity	Infrastructure feeders to the artery – hwy system, rail, runways, marine First Nation issues unresolved
Economy	Expensive labour force Forestry industry downturn Forestry - Dependency on US exports; new markets; how it impacts on corridor development or business or market diversification – cost of transportation Attracting long-term investment: Stakeholder vs. Corporate Shareholder interest variances. Target communication perhaps
Linkages	Involvement of Transport Canada at the table (federal) Not supporting the regional economic zones
Role	NCDC Financial & Human Resources lacking Lack of priority & focus of NCDC & accomplishments – Measuring progress: volumes, activities, trends, report card Lack of alignment towards NCDC Mission - priorities
Services	Lack of air travel services Lack of rail service & support (ancillary)
Category	Threats (Future – What if?)
	Competition with other corridors (Vancouver, eastern, etc.) in terms of priorities
Advocacy	Differences in priorities between Federal & Provincial governments as it relates to the corridor; as priorities relates to the corridor Urban centres (create louder voices, demand of resources) & port of Vancouver
Capacity	Workforce, northern demographics, movement south, lack of universities in the north Sustainable resource development
Economy	US negative housing economy Sustainable resource development Commodity pricing – dependent on strong markets Pine Beetle long term impact – generations Forest rotting on the west coast
Membership	If a community doesn't host a major type of infrastructure, feeling that they may not benefit from the corridor NCDC not providing satisfaction for member communities, drop-off
Role	Corridor complacency – we have arrived vs. just beginning Blind advocate for infrastructure without ROI, NCDC image discounted. Look to the future betterment

5.3 Leading Change

Five Success Factors to Managing Complex Change						
1	2	3	4	5	=	Result
	Skills	Incentive	Resources	Action Plan	=	Confusion
Vision		Incentive	Resources	Action Plan	=	Anxiety
Vision	Skills		Resources	Action Plan	=	Resistance
Vision	Skills	Incentive		Action Plan	=	Frustration
Vision	Skills	Incentive	Resources		=	False Starts
Vision	Skills	Incentive	Resources	Action Plan	=	Change