

ECONOMIC DEVELOPMENT TOOLKIT

FOR INDIGENOUS COMMUNITIES



TIPS, TOOLS AND TECHNIQUES



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Contents

Part 1 – The Economic Development Strategy	3
Creating an Economic Development Strategy	4
Part 2 – The Economic Development Structure.....	15
Economic Development Officer.....	15
Part 3 – The Economic Development Project.....	17
The "How To" of an Economic Project Plan.....	17
Know Your Audience	17
On or Off Reserve – Decision Framework.....	18
Strengths Weaknesses Opportunities Threats (SWOT) Analysis.....	21
Checklist for Identifying and Planning to Manage Risk.....	27
National Economic Development Organizations	30
Budgets.....	33
Attracting Investors.....	38
Part 4 - Beyond Development -	
Other Economic Development Services	43
Indigenous Training & Mentoring Programs	46
A Comprehensive Inventory of Aboriginal Skills Training Programs	47
Support for Entrepreneurs	49
Part 5 - Community Impacts.....	69
An Extensive Listing of Potential Success Measures.....	69
Other Helpful Things.....	84
Community Information Distribution.....	84
Consultants.....	89
IBA Examples/Toolkit	101
Joint Ventures	102
Press/Media Kit Outline.....	108



Economic development offers First Nations an avenue to meet the needs of community members, ensuring they have access to adequate food and shelter, healthcare, education, and social programming. Beyond these basic needs, economic development also provides a mechanism to create wealth for future generations by building equity and assets, and by growing enterprises and employment opportunities.

PART 1

THE ECONOMIC DEVELOPMENT STRATEGY

A Comprehensive Community Plan

This structure is similar to, but more aspirational than, the Economic Development Plan.

	ACTION	RESPONSIBILITY	PROCESS & ACTIONS	TIME FRAME	STATUS	NOTES
Basic stats and information	What needs to be done to complete the task area e.g.: gather key community info and stats that will provide context	Name the key individuals involved in the work	Briefly describe how you will undertake this action	Provide dates/ times for drafts and completion	Current status e.g.: draft one completed Board review underway	Any additional comments or areas that need to be considered
Asset inventory	As above	As above	As above	As above	As above	As above
Community profile or summary of community values and priorities	As above	As above	As above	As above	As above	As above
Key players	As above	As above	As above	As above	As above	As above
Engagement plan	As above	As above	As above	As above	As above	As above
Strategic assessment (i.e., SWOT or similar)	As above	As above	As above	As above	As above	As above
Vision for community	As above	As above	As above	As above	As above	As above
Project overview and outcomes	As above	As above	As above	As above	As above	As above

	ACTION	RESPONSIBILITY	PROCESS & ACTIONS	TIME FRAME	STATUS	NOTES
Goals:						
Education						
Health and Well being						
Economic	As above	As above	As above	As above	As above	As above
Cultural/ Traditional						
Infrastructure						
Other						
Actions to accomplish goals	As above	As above	As above	As above	As above	As above
Implementation workplan(s)	As above	As above	As above	As above	As above	As above
Monitoring plan(s)	As above	As above	As above	As above	As above	As above

Creating an Economic Development Strategy

OPPORTUNITY SCOPING TEMPLATE

Summary

The purpose of this section is to summarize the entire opportunity in a single paragraph. It should capture all of the key points of each of the subsequent sections as concisely as possible. The idea is to provide the reader with a clear, high-level overview of the opportunity.

Write this section last.

- ➔ Go through the document and highlight key words and phrases.
- ➔ Connect these key terms together in a few sentences.
- ➔ ***Suggested length: one short paragraph.***

Opportunity Overview

The purpose of this section is to capture the key elements of the opportunity, highlighting the essence of what it will be, how it works, and

perhaps what makes it innovative. This should not be a detailed technical description or explanation – in those cases where such detail is essential, that material should be attached as an appendix.

- ➔ Provide an overview of the opportunity and how it will work.
- ➔ Describe two or three key attributes.
- ➔ Discuss, at a high level, how the opportunity will work compared to current opportunities.
- ➔ Use analogy or metaphor to describe complex/novel innovations that are difficult to comprehend.
- ➔ ***Suggested length: two or three paragraphs with diagram.***

Need

The purpose of this section is to explain the business need that the opportunity proposes to address. This should be described in terms of the

"need" a potential customer has, and why this "need" is not adequately addressed by existing approaches. It is very helpful if you can quantify the degree of improvement that the opportunity will bring.

- ➔ Describe the business need that this opportunity proposes to solve.
- ➔ Explain why this need is important to a customer.
- ➔ Profile the customer need that the opportunity proposes to address.
- ➔ Use customer language to describe this need.
- ➔ ***Suggested length: two paragraphs.***

Business Opportunity

The purpose of this section is to establish the context for the opportunity by placing it in a landscape of other related opportunities. The goal is to identify the key factors that are driving change in the market you are proposing to address, to highlight the "space" the opportunity will occupy in this market, and to give a sense of how large this opportunity is relative to other existing approaches.

- ➔ Discuss the key market drivers pushing the industry landscape to change.
- ➔ Discuss how the need is being solved today through competing solutions and approaches.
- ➔ Highlight your opportunity and why the timing is right to capture this opportunity.
- ➔ ***Suggested length: two paragraphs with diagram.***

Uses and Applications

The purpose of this section is to identify the specific target market segment – the set of potential customers – you intend to pursue with

the opportunity. For most opportunities, there are a variety of possible target markets. The goal is to explain which specific segment(s) the opportunity will address and why.

- ➔ Provide a brief description of the proposed target customer segment(s).
- ➔ Explain why this segment is a good "fit" – that these target customers would particularly value the key characteristics that are unique/specific to the opportunity.
- ➔ Provide a short profile of these target customers, including their specific requirements, their expected buying process, and their expected use of the opportunity.
- ➔ Outline any special criteria that will need to be met to do business with these target customers.
- ➔ ***Suggested length: two paragraphs.***

Competitive Advantage

The purpose of this section is to explain why the proposed target customers will choose this opportunity over other competing alternatives. It is not sufficient to claim that the opportunity is "different" or "better" – you must explain what distinctive advantage the business has from the customer's point of view.

- ➔ Summarize current competitors and their key strengths/weaknesses.
- ➔ Identify the key differentiator of this business opportunity compared to these competitors and what advantage this provides to the target customer (i.e., why it will be valued).
- ➔ Explain why your differentiator is sustainable over a reasonable timeframe.
- ➔ ***Suggested length: two or three paragraphs, potentially with a diagram.***

Plan

The purpose of this section is to explain what has been accomplished so far, what the next key milestones are, how you propose to get there, and what you are asking for.

- ➔ Summarize the progress made to date and the next major milestones.
- ➔ Identify the next key planned activities and discuss what you require to accomplish them.
- ➔ Identify the major risks in this plan and how you intend to mitigate these.
- ➔ Identify what action you need now (from others) to proceed with your plan.
- ➔ *Suggested length: three paragraphs.*

DUE DILIGENCE

The BC Assembly of First Nations developed the following Due Diligence Charts. They provide a simple due diligence category checklist to review for recognizing the various components of the early stage of opportunity development, and for identifying who is responsible for ensuring the task is complete and the status of that task. Not all tasks may be relevant for all opportunities.

DUE DILIGENCE CATEGORY	DOCUMENTATION TASK	OWNER	STATUS
BUSINESS PLAN, CORPORATE STRUCTURE, FINANCING			
Business plan	Current five-year business plan		
	Prior business plan		
Corporate organization	Articles of incorporation		
	By-laws		
	Recent changes in corporate structure		
	Parent, subsidiaries, and affiliates		
	Shareholders' agreements		
	Minutes from board meetings		
Shareholders	Number of outstanding shares		
	Stock option plan		
	Samples of common and preferred stock certificates, debentures, and other outstanding securities		
	Warrants, options, and other rights to acquire equity securities		
	Current shareholders, including number of shares owned, dates shares were acquired, considerations received, and contact information		
	Relevant private placement memoranda and other offering circulars		

DUE DILIGENCE CATEGORY	DOCUMENTATION TASK	OWNER	STATUS
Lenders	Convertible, senior, or other debt financing		
	Bank lines of credit, loan agreements, or guarantees		
	Loan defaults or expected defaults		
Recent corporate transactions	Description and rationale for each transaction		
	Purchase and sale agreements		
Regulations	Business licences		
	Environmental permits		
	Workers' health and safety permits		
MARKETING, PRODUCTS, SALES, SERVICE			
Market analysis	Competition by product line (include contact details, market size, market share, and competitive advantages and disadvantages)		
	Industry and market research		
	Trade publications and contact information		
Marketing, products, sales, and service	Features and benefits of product offerings		
	Product roll-out schedule and product life cycle		
	Copies of patents and trademarks filed or obtained		
	Pricing strategy of product or service		
	Descriptions of existing partners and joint ventures		
	Distribution channels		
FINANCIAL AND OPERATIONS			
Financial statements	Three years of historical statements:		
	<input type="checkbox"/> Income statement (P&L)		
	<input type="checkbox"/> Balance sheet		
	<input type="checkbox"/> Statement of cash flows		
	<input type="checkbox"/> Statement of shareholders' equity		
	CYTD statements		
	Most recent five-year projections (pro-formas)		
	Monthly sales projections and sales pipeline over next 18 months, including assumptions		

DUE DILIGENCE CATEGORY	DOCUMENTATION TASK	OWNER	STATUS
Key financial ratios	Liquidity		
	Leverage		
	Operating efficiency		
	Profitability		
	Return to investors		
Taxes and audits	Historical tax rate		
	Federal and state net operating loss carryforwards		
	Tax returns		
	Summary results of all tax examinations and audits		
Receivables	Accounts receivable turnover		
	Accounts receivable aging schedule		
	Accounts receivable control and credit policy		
	Accounts receivable seasonality		
Capital expenditures	Last five years		
	Five-year gross projection		
	Detailed priority list		
Equipment	List		
	Depreciation method		
	Age		
	Liquidation value		
	Replacement value		
Leases	Lenders		
	Terms		
	Interest rate		
	Payment schedule		
Litigation	Current litigation and potential damages		
	Potential litigation and potential damages		

DUE DILIGENCE CATEGORY	DOCUMENTATION TASK	OWNER	STATUS
Insurance	Property		
	Liability		
	Workers' compensation		
	Other		
Information systems	Description of infrastructure		
	Security layers		
	Backup strategy		
HUMAN RESOURCES			
Management	Organizational chart (including number of employees by department)		
	Resumes for key managers and key employees		
	Management stock incentives		
Compensation and benefits	Cash compensation per employee (including salary, bonuses, commissions)		
	Summary of standard employee benefits (such as medical insurance, disability insurance, vacation)		
	Copies of pension and profit-sharing plans		
Other	Ownership interest		
	Employment contracts		
	Performance evaluation criteria		
	Material transactions with insiders or associates of insiders		
References	Executives: three references for each		
	Resumes of people involved in the organization		
	Lawyers: all legal relationships		
	All directors and significant affiliates; include brief biographies		
	Investors: list all individuals and institutional investors		
	Customers: List of Top 10		
	Strategic partners		
	Consultants, freelance workers (current and historical)		
	Accountants (current and historical)		
	Bankers and creditors (current and historical)		
	Associations: all industry associations in which company and management are affiliated or active		

ECONOMIC DEVELOPMENT STRATEGY TEMPLATE

The following is a suggested template which sets out the structure of an Economic Project Plan. While there are a number of different templates that can be used, this particular template highlights what information each chapter should contain, but also clearly identifies what the reader is expecting to learn and understand about the project.

Executive Summary

This section should:

- Be written last.
- Provide an enthusiastic snapshot of the project, explaining what it will do and why.
- Be no more than two pages in length.

After reviewing this section the reader should:

- Want to learn more about the Project.

Project Description and Vision

This section should:

- Mission statement (project purpose).
- Vision (statement about growth).
- Goals and objectives.
- List of key project principles.

After reviewing this section the reader should know:

- What the project is, and what it stands for.
- Your perception of the project's growth & potential.
- Specific goals and objectives of the project.
- Background information about the project.

Definition of the Project(s)

This section should:

- Describe your project industry and outlook.
- Review the market research done, and what the conclusions are.

- Define the critical needs of your perceived or existing market.
- Identify your target market.
- Provide a general profile of your targeted clients.
- Describe what share of the market you currently have and/or anticipate.
- How it will meet the needs and values of your community.

After reviewing this section the reader should know:

- Basic information about the industry you operate in and the customer needs you are fulfilling.
- You have carried out market research, and understand the findings.
- Market research justifies the project you have chosen.
- The scope and share of your project market, as well as who your target customers are.
- Description of products and services.

This section should:

- Specifically describe all of your products and services.
- Explain how your products and services are competitive.
- If applicable, reference a picture or brochure of your products, which would be included in the plan's appendix.
- How it will benefit the community.

After reviewing this section the reader should know:

- Why you are doing the project.
- What your products and services are and how much they sell for.
- How and why your products and services are competitive.

Organization and Management

This section should:

- ➔ Provide a description of how your project is organized, as well as an organization chart, if available.
- ➔ Describe the legal structure of your project, e.g., proprietorship, partnership, corporation, etc.
- ➔ Identify necessary or special licences and/or permits your project operates with.
- ➔ Provide a brief bio description of key managers within the project.

After reviewing this section the reader should know:

- ➔ The legal form of ownership for your project.
- ➔ Who the leaders are in your project as well as their roles.
- ➔ The general flow of operations within the firm.

Marketing and Sales Strategy

This section should:

- ➔ Identify and describe your market – who your customers are and what the demand is for your products and services.
- ➔ Describe your channels of distribution.
- ➔ How you plan to reach your clients/customers.
- ➔ Why your products/services will be able to compete well, and meet the need of the market.
- ➔ Explain your sales strategy, specific to pricing, promotion, products and place (4Ps).

After reviewing this section the reader should know:

- ➔ Who your market is and how you will reach it.
- ➔ How your project will apply pricing, promotion, product diversification and

channel distribution to sell your products and services competitively.

Financial Management

This section should include:

- ➔ For a New Project
 - Estimate of start-up costs.
 - Projected balance sheet (1 year forward).
 - Projected income statement (1 year forward).
 - Projected cash flow statement (1 year forward, on a monthly basis).
- ➔ For an Existing Project
 - Balance sheets (last 3 years).
 - Income statements (last 3 years).
 - Cash flow statement (12 months).
 - If applying for a loan (in addition to the above)
 - Current personal financial statement on each principal.
 - Federal tax return for prior year.

After reviewing this section the reader should:

- ➔ Have a good understanding regarding the financial capacity and/or projections for your project.

Operational Plan

This section should include:

- ➔ Facilities and location.
- ➔ Project licence, registration.
- ➔ Staffing requirements.
- ➔ How you propose to operate your project.

After reviewing this section the reader should know:

- ➔ The operational aspect of your project is well thought out.

Conclusions

This section should include:

- Timelines to get started.
- Windows of opportunity?
- Identified risks, and how they will be dealt with.
- The ability to run this project.
- Community contributions (skills, funds) to get this project going.

After reviewing this section the reader should know:

- There is the ability to run this project.
- There is the ability to succeed in this project.
- The idea is well thought out.
- Risks are identified and can be dealt with.

Appendices

This section should include:

- Key team resumes.
- Evidence of cash/equity to put into the project.
- Letters of support.
- Estimates for any outside contractors you may be using, e.g., builders, etc.
- Marketing Material

INDIGENOUS ECONOMIC GOAL-SETTING CHECKLIST

ECONOMIC GOALS	CONSIDERATIONS
Employment	Create employment? Utilize existing labour pool? Best use of human resources from within the community?
Growth	Ability to increase measurable growth? Generate revenues for the community?
Stability	Create greater economic stability within the community?
Trickle-Down Impact/ Opportunities	A primary economic opportunity generates secondary and tertiary opportunities? Impact of economic goal can deliver positive change in other sectors?
Economic Freedom	Create greater economic opportunities and equal economic rights for a significant portion of community members?

ECONOMIC GOALS	CONSIDERATIONS
Economic Security	Economic goal represents an acceptable degree of risk, or risk-sharing? Proper regard and consideration for the economic security of the community?
Credible Source of Opportunities	The source bringing forth any economic opportunities is a credible opportunity-provider?
Asset Mapping	Economic goal fits within the mapping of the community's physical and human assets?
Gaps Analysis	Goal has the ability to fill any identified gaps in the economic makeup?
Payback to the Community	Clearly identified and reportable measurable benefits to the community? Payback in terms of supporting social programs and challenges faced by the community?
Sustainability	The economic goal represents an activity or sector that is sustainable, environmentally friendly, and can be maintained over the long term?
Regulatory Considerations	Meets or can be considered in light of regulatory, licensing, legal framework, title, and/or current negotiations with government?
Cultural Fit	Does not impact any cultural or hereditary priorities?
Ease of Implementation	Involves the minimal number of stakeholders being "brought to the table," considering that the more people, the more complicated achieving goals becomes?
Human Resources	Community's human resources and capabilities in place related to the goal? Training and mentoring in place? Apprenticeship programs?

Role Modelling	Other Aboriginal communities have achieved successes in implementing similar goals? Similarities to your community?
Community Consensus	Expected degree of community support? Areas of contention are manageable?
Justification of Feasibility	Sufficient feasibility carried out to justify the economic goal? Risks and rewards quantified?
Community Wellness	Measured impact on community wellness, programs, social challenges, special interest groups, Elders?
Community Champions	Community champions in place to follow through on helping deliver economic goals and objectives?
Infrastructure in Place	Considering the high cost and regulatory roadblocks of infrastructure, will the goal capitalize on existing infrastructure?
Entrepreneurial Activity	Degree of entrepreneurial activity exists to support the economic goal? Training and mentoring programs? Resource and support network?
Fit with Existing Strategic Plan/Official Community Plan	Assuming and considering that economic goal-setting is part of a strategic planning process, how do the economic goals fit within the existing planning objectives, economic development recommendations and opportunities previously identified?

PART 2

THE ECONOMIC DEVELOPMENT STRUCTURE

Economic Development Officer

ECONOMIC DEVELOPMENT OFFICER

JOB DESCRIPTION

The following generic job description, developed by the Atlantic Policy Congress of First Nations Chief Secretariat (http://www.apcfn.ca/images/uploads/EDO_Job_Description.pdf), is a good example.

JOB SUMMARY

The Economic Development Officer (EDO) is responsible for planning, developing, coordinating and implementing economic development policies, strategies and initiatives that improve the community, socioeconomic, and business development.

Working time is divided between the office, meeting with community members, and travelling to outlying communities and through the province as necessary. EDOs are to use a grass-roots perspective to locate and meet with individuals, businesses, key contacts and government service providers.

The EDO must be prepared to work with excellent organizational and preparation skills to ensure they have the necessary tools to complete tasks while working away from the office.

The EDO must be prepared to travel a minimum of one to two days each week, according to the needs of individuals, businesses, key contacts, and government service providers.

DUTIES & RESPONSIBILITIES

The Economic Development Officer is responsible for continuously developing and maintaining knowledge required to do the job by understanding, embracing and contributing to the community's economic development plan, as an approach towards effective planning, by collaborating effectively to coordinate economic development.

The EDO must be familiar with background materials and information relating to the community and its political processes. Must demonstrate a non-political approach to communicate and foster relationships with politicians, Elders and community members.

He / she must use a variety of qualitative and quantitative methods to perform continuous assessment of economic development needs, including maintaining an inventory of existing businesses, sector activities and current human resources (labour force) in the community.

The EDO must ensure that economic development initiatives and opportunities are communicated to key stakeholders.

The EDO must demonstrate good written and oral communications skills that are relevant to the position, as it will require the EDO to prepare proposals for a variety of economic development initiatives for submissions to public and private funding sources. Must also write project briefs, updates and final reports for all project activities.

The EDO must maintain a sound administrative and organizational system, develop budgets and cash flow projections, use business planning software, and create presentations for public speaking opportunities. He / she must also develop and track accomplishments related to an ongoing work plan that will guide the work in the community.

EDUCATION, EXPERIENCE & COMPETENCE

The EDO must possess a minimum of two to three years' experience in business or economic development-related positions, supplemented by education, training or on-the-job learning in the appropriate skill-set areas.

REPORTING REQUIREMENTS

The EDO reports to the Senior Administrative Officer (Band Manager), and is responsive to the Chief and Council. Prepares for Chief and Council reports and presentations regarding training, business, and economic development activities at meetings, and recommends plans, objectives and strategic opportunities for future consideration.

EXPECTED RESULTS

Contribute to the growth of economic sustainability of individual and businesses by increasing the potential and credibility of the individuals and businesses within the community and advocating potential partnerships for economic development initiatives on the work plan.



PART 3

THE ECONOMIC DEVELOPMENT PROJECT

The “How To” of an Economic Project Plan

The following are some key format and content suggestions that can help create better and more user-friendly Project Plans.

- ➔ Get straight to the point. Do not dance around the issues or add extra words that do not add to your case.
- ➔ Wherever you can, use graphics, colours, photos and charts. They are visually appealing to the reader.
- ➔ Do not brag about yourself or your business. The Business Plan should do that for you. There is no need to tell the reader that you are extremely qualified. The Plan itself will show that.
- ➔ Make sure the reader understands what your business is all about, and what products / services are part of your business
- ➔ Do your homework (market and competition research), and demonstrate to the reader that you have done this and are comfortable with the results
- ➔ Where you are quoting statistics, population, demographics, etc., make sure you footnote or cite the sources of that information. Also, make sure those sources are the most current, and not based on out-of-date data.
- ➔ By all means avoid general overarching

statements. An example would be “This business will become a major player in the region,” or “We intend to capture a large portion of the market,” or “Customers will really like what we offer.” Readers will take exception to general statements like these and may discount the value of your Business Plan.

Know Your Audience

Your Economic Project Plan should be focused on who will read it, and what you are hoping to achieve with it. If it is intended for a funder, for example, it needs to give that funder the confidence to extend funding or grants to you.

As an exercise, picture yourself on the other side of the desk, listening to someone talk about their Plan. What would YOU want to hear? Make sure your Plan includes those items.

Many of the sections in an Economic Project Plan can best be described as “show me.” Show the reader that you have considered all (or most) of the elements in the Plan and are comfortable with it. An Economic Project Plan should also convey your vision and goals. By demonstrating that the venture is a personal ambition, it demonstrates entrepreneurial commitment

The following is a **Location Checklist** that includes all the items that an Aboriginal entrepreneur should consider before deciding whether to locate their business either on or off reserve. This is a comprehensive, all-inclusive checklist, so not all items listed will apply to your particular type of business.

On or Off Reserve – Decision Framework

ITEM	DESCRIPTION / CRITERIA	YES/NO
Close to customers	It is important to try to locate close to your major customers. Not only does this keep shipping costs down, but it allows you to maintain a close contact with your customer base.	
Rent costs	An important consideration for businesses is the cost of the rent or lease. Rent is often quoted by the unit or by the square foot. If you are signing a lease, make sure it is for a term you can accept, e.g. 1-3 years. Short-term is better because your business may change, and a shorter term will allow your facility and location to accommodate change. It should have an "escape clause" (the ability to get out of the lease) if the landlord is not completing any repairs or fulfilling their obligations under the lease. You can also request 1-3 months free as part of your lease signing. This will be contingent on how long the property has been on the market, and how extensive any changes are that you are requesting from the owner.	
Worker safety	Standards are set by the Workers' Compensation Board (WorkSafeBC) and must be adhered to - https://www.worksafebc.com/en	
Property taxes	Property taxes, especially on commercial and industrial sites, can be a significant cost of your operations. Check with the municipality for rates and any other issues the municipality controls that may impact your business.	
Insurance rates	Insurance should include business interruption, fire, theft and liability. The insurance rates will also be lower if you are close to a fire hydrant, or if the location is sprinkler-protected.	
Sprinklers	If your type of business requires sprinklers (as prescribed by law or regulation), make sure they are already in place. It is costly to get these installed yourself.	
Band Resolution	For businesses to be located on reserve, you will need permission/licensing or a Band Council Resolution from Chief and Council.	
Competition cluster	Businesses that are alike tend to cluster together. That is particularly true about restaurants, car dealers, service depots, etc. That is why you almost always see Burger King and Subway located close to a McDonalds, for example. If this "cluster" effect would serve your business well, then its location selection should consider this.	

ITEM	DESCRIPTION / CRITERIA	YES/NO
Infrastructure	Power, sewer, water, loading bays/shipping bays and parking are all important considerations. For example, not all locations have the 220-volt power that some equipment needs, and installing this yourself is very costly.	
Close to highways	A business close to highways or highway access makes shipping easier, and provides better access for suppliers, customers and employees.	
Technology	If possible, the location should have excellent Broadband, high-speed, and/or optical cable serviced by one of the major providers (Bell, Shaw, Telus, Rogers).	
Subcontractors	Your business may require subcontractors or equipment-servicing companies. Make sure these necessary providers are close to your general location. The same applies to transport companies and other suppliers of parts or materials you may need.	
Expansion room	It is prudent (but not always possible) to try to make sure there is room to expand as you grow. That means locating where you may be able to take an option for more space as you grow. The cost of moving is high.	
Business license	Getting a business licence is a reasonably simple process. However, make sure that the location allows a business such as yours to set up. There are restrictions for manufacturing that create dust or smoke. There are also restrictions about traffic (in and out), parking, or the size of vans allowed in certain areas.	
Regulatory	For any food processing, or anything where the final product will be consumed, there is a requirement for stainless steel processing and handling equipment, as well as regulations for staff clothing, hair nets, sanitation, etc.	
Storage, warehousing	Your business may require storage of raw materials or finished products. In some cases, this can require a large space. The location you choose may need to include storage or warehousing.	
Workshop area	If your business requires a workshop area or spray booth, for example, there are regulations about safety, materials handling and ventilation.	

OTHER NON-PHYSICAL LOCATION OPTIONS		YES/NO
Dust collection	If your business is manufacturing, or if you will be creating dust or smoke, the location needs to have a dust collection/filtration system in place, or you will require permission to install one.	
Signage	If you require visibility, make sure you are allowed (by the landlord and the local government) to put up signage, and check the rules around signage size. Each location has different regulations.	
Virtual business	You may not require a physical space, just a cellphone number, fax, website, Facebook page or messaging centre where customers can reach you. The mobile office is becoming a mainstay of today's entrepreneurial operations.	
Business centre	These are centres (locations) where you can rent a single office, but have access to meeting rooms and receptionists. It works well for healthcare and counselling businesses.	
HOME-BASED BUSINESSES		YES/NO
Licensing	Your home-based business may require a business licence. Your location may not be zoned for a home-based business. Check with the local authorities.	
Safety	Liability insurance is very important. If someone is injured at your location, or when arriving or leaving your place of business, it could be very costly.	
Insurance	Sufficient insurance for your computer equipment, inventory and any other pieces of equipment is important. Coverage is not expensive, compared to replacement.	
Dedicated space	Home-based businesses can often interfere with your home, which is of course the living space of your family. It is best to try to dedicate space to your business, e.g., a room, basement, garage or separate building on your property.	

Below are just some examples of what an effective SWOT can help determine.

- ➔ Is this the right business for you, and are you the right person, with the necessary skills and qualifications, to run it?
- ➔ Will the venture give you what you hope to get from entrepreneurship?
- ➔ Is this a personal growth opportunity?
- ➔ Is there an identified need, and an equally identified customer base for the business?
- ➔ For existing business owners, does the SWOT lay out a pathway for growth, diversification and success?
- ➔ Will the impact on the community be a positive one?

THE SPECTATOR MODE

It is difficult to be objective, particularly when analyzing yourself and your business. People tend to wear "rose-coloured glasses," that cause them to see (and enhance) the best and downplay (and dismiss) the worst of any situation. It is human nature.

A key technique to get the maximum benefits from a completed SWOT is to employ "The Spectator Mode." Take a step back. Look at the results objectively, as if you are in the stands as a spectator watching a sporting event.



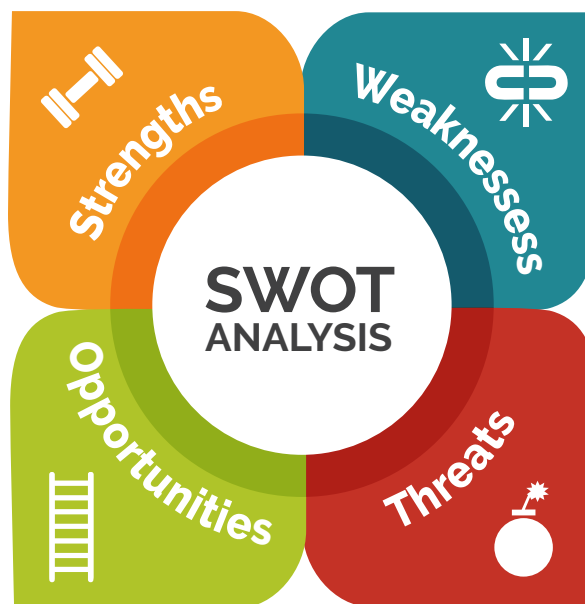
This kind of perspective is often best achieved by reviewing your SWOT several days or weeks after you actually create it, or by having an objective outside party review it with you, and question some of your responses. This is not a test that can be – or needs to be – scored. It is a process of generating "snapshots" of yourself as an entrepreneur, and your proposed or already existing business.

Strengths Weaknesses Opportunities Threats (SWOT) Analysis

A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis is a valuable planning tool that allows the entrepreneur to identify his or her own personal strengths and weaknesses, as well as any opportunities and threats that exist in a business situation.¹

Doing a SWOT analysis presents an opportunity to take a step back and get an overall perspective of yourself as an entrepreneur, your business venture potential, and any impact your initiative may have on your community. In effect, it represents a "Balance Sheet" of assets and liabilities, both real and perceived (potential).

The ability to honestly create these SWOT analysis tools and then review them objectively, or have a mentor evaluate them, can help determine a number of key factors that can govern the success or failure of a business.



¹Mind Tools, "Personal SWOT Analysis" (date accessed: 16 April 2018), online: Mind Tools <https://www.mindtools.com/pages/article/newTMC_05_1.htm>.

Alyssa Gregory, "How to Conduct a SWOT Analysis for Your Small Business" (16 February 2018), online: The Balance Small Business <<https://www.thebalance.com/swot-analysis-for-small-business-2951706>>

SWOT OVERVIEW DEFINITIONS & EXAMPLE QUESTIONS



Strengths

Advantages the community, or community business, has over competitors.

- ➔ What makes your community unique?
- ➔ What does your community/community business(es) do well?
- ➔ What resources are readily available?
- ➔ What expertise do you already have?



Weaknesses

Areas that need improvement.

- ➔ What is your community/community business(es) doing poorly?
- ➔ What is your competition doing better than you are?
- ➔ What resources do you lack?
- ➔ What area(s) need immediate improvement?



Opportunities

Trends and market gaps that create opportunity.

- ➔ What new opportunities in the market are becoming available?
- ➔ What opportunities did you pass on that are still available?
- ➔ What opportunities are your competitors not availing themselves of?
- ➔ What would be an ideal opportunity for your community?



Threats

External factors that can threaten the community, or community business.

- ➔ Who are your competitors?
- ➔ Has there been an increase or decrease in competition, and why?
- ➔ Are your suppliers reliable?
- ➔ What are the costs of your resources, and how are they affecting your bottom line?



THE BUSINESS SWOT TEMPLATE

BUSINESS STRENGTHS	RESPONSES
What specific skills, training or certification do you have that your business needs?	
Is there any specialized knowledge you have that will benefit the business?	
What experience do you have in this kind of business?	
How can you be better than your competition?	
Is the location of your business suitable?	

BUSINESS STRENGTHS	RESPONSES
Are your customers well-defined? Do you know who will buy from you? Hire you?	
Is the timing for launching or growing your business good?	
Is the location of your business suitable?	
BUSINESS WEAKNESSES	RESPONSES
What part(s) of your business can be the least profitable? How will you deal with that?	
Is your business a trend (that has a long life expectancy) or a fad (that will be over quickly)?	
What are the weaknesses and gaps in your Business Plan, and how will you deal with them?	

BUSINESS WEAKNESSES	RESPONSES
Do you have enough funds to carry out your plans?	
BUSINESS OPPORTUNITIES	RESPONSES
What other products or services can you offer?	
How can you use technology to enhance your business?	
Are there new target audiences you have the potential to reach?	
How can you do more for your existing customers or clients?	
With any of these opportunities, what are the best strategies you can do to take advantage of them?	

BUSINESS THREATS	RESPONSES
What obstacles do you face?	
What are the strengths of your biggest competitors?	
What are your competitors doing that you are not?	
What is going on in the economy?	
What is going on in the industry?	
With any of these threats, what are the best preparedness strategies you can use to deal with them?	

Checklist for Identifying and Planning to Manage Risk

The following is a template/checklist that can be of assistance to entrepreneurs when identifying and subsequently planning how to manage risks. Fill in your responses and review the results, possibly even with a trusted business associate, coach or mentor. There is no scoring of your responses. The process is meant to identify risk issues that

you need to be aware of, and be ready to react to, without inflicting any harm to your business, or to yourself.

In effect, this is a template that you should use, and then re-visit every six months to make sure that there are no dramatic changes you need to be aware of and deal with.

BUSINESS-RELATED

Have you identified your customer base?

Are you keeping your key customers happy? Are they satisfied with your products/services?

Do you use contractors? If yes, do you have back-ups if there are issues with your main one(s)?

Do you have multiple suppliers of goods and services?
Do you periodically audit their prices and discounts?

Do you have a Business Plan that is less than six months old?

Do you have a Business Coach/Mentor you can rely on?

If you are renting a location, is it the best deal for you? Highest visibility, if that's what you need?

Do you have too many (or not enough) employees?

Do you do regular employee reviews to see if people are pulling their weight?

How are you building employee loyalty and avoiding turnover?

MARKETS AND MARKETING

Do you have a Marketing Plan that is affordable?

How do you know your marketing is working? Are you surveying your customers? Are you getting feedback?

MARKETS AND MARKETING

How is your competition doing?

What is your competition doing?

Are there any upcoming trends, new products, new services that you need to be aware of?

Are the customers you are serving in your business region changing in terms of age (younger families or retirees)? If so, how does that impact your business?

What is happening in your area? Is the area becoming more affluent (or less affluent)?
How does that change how you do business?

Any empty buildings around you, or in your area? Why?

When is the last time you carried out Market Research, checking out similar businesses to yours but located far enough away that they will not see you as competition?

Are you monitoring the Internet and social media with regard to competition?
Or, even more important, your social media reach?

How are you generating new customers? New leads?

Are you networking, meeting people, joining groups, volunteering, etc., to meet people?

TECHNOLOGY

Are you technology-savvy, e.g., web, Google Ads, eBay, and social media including Facebook, Twitter, Pinterest, LinkedIn, and Instagram? Staying current and on top of all these vehicles will help build and maintain your brand and develop and grow a customer base.

Is the Internet becoming a bigger factor in your type of business, e.g., online sales, online travel and hotel bookings, and more? Do you think it will become a problem, or an opportunity?

Is your operation equipped with decent business software for invoicing, inventory and parts control, managing leads, online bookings, and promotional programs?

FINANCIAL

Are you maintaining a positive cash flow? Money in the bank? If not, why not? Perhaps you need to tighten up your collections? Review your sales pricing? Lower costs? Review your overheads?

FINANCIAL

Is your insurance, including Workers' Compensation Board, up to date and paid? Is the coverage sufficient?

Assuming you have budgets and forecasts, do you review your actuals against your budgets and see where the main differences are?

If your forecasts are more than six months old, do you generate new ones?

FINANCIAL

If your business deals heavily in cash, do you have tight controls in place?

LEGAL

Have you verified the tax implications of operating on reserve/off reserve?

Do you need any licences or certificates? Renewals?

CULTURAL

Does your business, in any way, conflict with the cultural priorities and traditions of your community?

Are there any real or perceived conflicts of interest?

COMMUNITY

Have you created a program whereby your business "gives back" to the community in terms of creating employment? Training? Apprenticeship? Supporting other entrepreneurs?

Is there any environmental impact of your business on the community?
Anything that needs to be dealt with?

FAMILY

Entrepreneurship takes a lot of your time, and can have an impact on your partner and family. Are you experiencing any issues, and how are you dealing with them?

HEALTH

Entrepreneurship can be stressful, sometimes affecting peoples' health. Are you monitoring that? Are you seeing a healthcare professional regularly, and heeding their advice?

National Economic Development Organizations

The list of organizations below offer Economic Development support to Aboriginal Communities.

Canadian Council for Aboriginal Business (CCAB)

CCAB builds bridges between Aboriginal and non-Aboriginal peoples, businesses, and communities through diverse programming, providing tools, training, network building, major business awards, and national events.

For more information, contact:

Canadian Council for Aboriginal Business
2 Berkeley Street, Suite 202, Toronto, Ontario M5A 4J5
Telephone: 416-961-8663 | Fax: 416-961-3995
info@ccab.com | www.ccab.com



Cando

Aboriginal Economic Development Managers need to be thoroughly trained, highly skilled, and committed to building economic capacity in order to provide professional support and technical advice to their communities and organizations. In 1990, Aboriginal Economic Development Managers from across Canada founded and mandated Cando to provide them with the training, education and networking opportunities needed to serve their communities and/or organizations as professionals.

Cando is Aboriginal-controlled, community-based and membership-driven. It is directed by a national volunteer board of elected Aboriginal Economic Development Managers representing regions of Canada. As a federally registered, non-profit society, Cando has been instrumental in facilitating partnerships with Aboriginal Economic Development Managers, academics, Aboriginal leaders and senior corporate and government representatives.

For more information, contact:

Cando
9635-45 Avenue, Edmonton, AB T6E 5Z8
Phone: 780-990-0303 | Fax: 780-429-7487
cando@edo.ca | www.edo.ca



CCEDNet

The Canadian Community Economic Development Network (CCEDNet) is a member-driven, not-for-profit, charitable organization made up of community-based organizations, co-operatives, social enterprises, practitioners, active citizens, researchers, and other organizations involved in community economic development (CED). They work to strengthen CED in urban, rural, northern and Aboriginal communities across Canada, and contribute to better social, economic and environmental conditions at the local level (Credit: CCEDNet).

For more information, contact:

Canadian CED Network - Réseau canadien de DÉC
59, rue Monfette, P.O. Box 119E, Victoriaville, QC G6P 1J8
Phone: 1-877-202-2268 | info@ccednet-rcdec.ca
www.ccednet-rcdec.ca

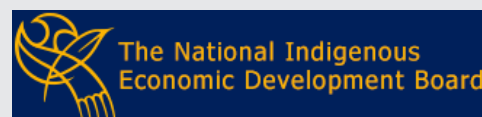


NAEDB

The National Aboriginal Economic Development Board (NAEDB) was created by Order-in-Council to provide strategic policy and program advice to the federal government on Aboriginal economic development. The Board brings together First Nations, Inuit, and Métis business and community leaders from all regions of Canada to advise the federal government on ways to help increase the economic participation of Aboriginal men and women in the Canadian economy. The NAEDB believes that Aboriginal Canadians and their businesses play an important role in creating a stronger economy, better jobs, and a prosperous future for all Canadians. The NAEDB provides strategic advice to the federal government.

For more information, contact:

National Aboriginal Economic Development Board Secretariat
10 Wellington Street, 9th Floor, Gatineau, QC K1A 0H4
Phone: 819-953-2994 | Fax: 819-994-7223
naedb@naedb-cndea.com | www.naedb-cndea.com



CESO

Canadian Executive Service Organization (CESO) is one of Canada's leading volunteer-based development organizations. Since 1967, through partnership and the dedication of our volunteers who are highly skilled and experienced in their professions, they have completed more than 46,000 assignments focused on improving the economic and social well-being of peoples across Canada and in more than 120 countries. CESO has partnered with organizations representing Aboriginal peoples in Canada and with international communities and organizations around the world. They are a team of committed volunteers and staff who believe deeply in the power of partnerships to foster economic health and stability. CESO is a registered charitable organization with no political or religious affiliation (Credit: CESO).

For more information, contact:

CESO - Aboriginal Affairs
700 Bay Street, 8th Floor, Box 328, Toronto, ON M5G 1Z6
Phone: 1-800-268-9052 | toronto@ceso-saco.com
www.ceso-saco.com



Provincial Economic Development Organizations

There are a number of regional Aboriginal economic development associations that may be helpful to liaise with. Nova Scotia, New Brunswick, Quebec and Labrador, Ontario and Nunavut all have First Nation economic development associations that have a wealth of experience and can be great sources of information. Although there is not a specific provincial Aboriginal economic development organization in BC, organizations like the BC Assembly of First Nations (BC AFN) can be good sources of information and assistance.

BCAFN

The BCAFN is a provincial territorial society representing all 203 First Nations in British Columbia. Amongst other things, they develop and promote policies and resources for the benefit of First Nations people in British Columbia including but not limited to economic, social, education, health and cultural matters. The BC Assembly of First Nations is unified towards self-sufficiency and vibrancy while never forgetting who we are. We envision a future where our inherent laws, lands, and traditions are recognized and respected by governments, industry and the general public.

For more information, contact:

BC Assembly of First Nations
1004 Landooz Road, Prince George, BC V2K 5S3
www.bcafn.ca



**BRITISH COLUMBIA
ASSEMBLY OF FIRST NATIONS**

BCEDA

The British Columbia Economic Development Association of (BCEDA) is the leading professional association of economic development practitioners in the Province of BC. The BCEDA currently has over 500 members from communities throughout the Province. The BCEDA provides services that helps member communities grow, and expand new and existing businesses, attract new business investments, and work towards strategic infrastructure investment, land use planning, and community enhancement.

Local and First Nation Government Workshops: since 2012, BCEDA has delivered in excess of 60 sessions with local governments on specialized workshops towards building capacity and partnerships to encourage community economic development.

For more information, contact:

BC Economic Development Association
5428 Highroad Crescent, Chilliwack, BC V2R 3Y1
Phone/Fax: 604-795-7119
info@bceda.ca | www.bceda.ca



Budgets

A budget is an in-and-out model. You generate revenues, pay costs, and are left, if most goes well, with a profit.

This type of planning is essential when setting goals for your business. *If you don't know where you are going, you will wind up somewhere else.*

TYPES OF BUDGETS

Start-Up Budgets to establish how much money you would need before you actually start generating any revenues. This would typically include "hard costs" such as equipment, computers, furniture, etc., and "soft costs" such as website development, legal, accounting, and, of course, working capital to pay monthly bills and costs as you launch and start to build your enterprise.

Operating Budgets will clearly demonstrate how much revenue to expect to generate, and what your costs will be. Your Operating Budget would include estimations of your Revenues, Labour, Gross Margins and Operating Costs to run your venture. Costs would include (but not be limited to) materials, insurance, rent, marketing expenses and administrative costs, etc. Operating costs would only include "cash-out" items, meaning that depreciation on equipment and such would not be considered.

Cash-Flow Budgets are designed to show monies in and monies out of a business. Why is this necessary? Your revenues may be seasonal and impact on your ability to generate cash. Your collections of what your clients owe you might take longer than your need to pay suppliers and overheads like electricity, rent, leases or other items that demand attention on a timely basis. The net effect of all this determines what Line of Credit your business may need.

What Types of Revenues and Costs are in a Budget?

Before we go through budget examples, it is worthwhile to understand the categories of items – particularly costs – that find their way into forecasts.

START-UP COSTS - what you need to get into business.

REVENUES - what you will sell (expressed in units sold and dollars).

DIRECT COSTS - if producing, importing or reselling – costs related to the product + freight in + labour + packaging, etc.

FIXED COSTS - same every month, e.g., rent, insurance, leases, etc.

VARIABLE COSTS - same every month, e.g., rent, insurance, leases, etc.

SEMI-VARIABLE COSTS - can vary monthly, e.g., salaries, advertising, telephone, etc.

PROFITS - what is left after all costs.



BUILDING A BUDGET



Step 1: Develop a Start-Up Budget

Start-up budgets should include everything you need to buy or pay for BEFORE you start selling. These typically include items such as equipment, trucks, furniture, computers, and other "hard costs" as well as "soft costs" like working capital needed, rent deposits, etc. A start-up budget can look like the following example (numbers for reference only):

CATEGORY	COSTS
Equipment	\$10,000
Facilities	\$12,000
Inventory	\$14,000
Website	\$16,000
Promotion	\$18,000
Legal, Professional	\$20,000
Working Capital	\$22,000
Total	\$112,000

Step 2: Determine Your Labour Costs

Determining your labour costs should typically include the number and types (i.e., part-time or full-time) of employees you might require, if any. A labour costs budget can look like the following example.

LABOUR / EMPLOYMENT			
	#	SALARY	TOTAL
Full-Time Jobs	2	\$40,000	\$80,000
Part-Time Jobs	1	\$15,000	\$15,000
Employee Benefits			\$23,750
Total			\$118,750

Step 3: What Revenues Do You Expect to Generate?

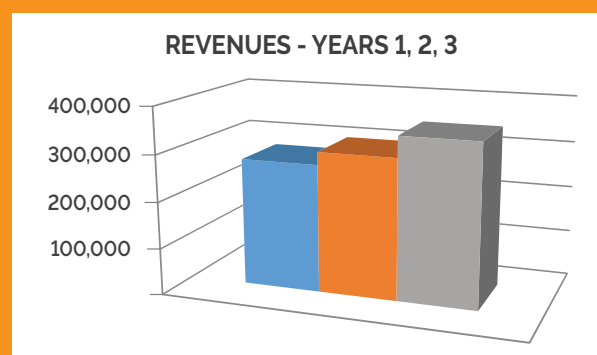
Since most budgets generally require three-year forecasts, there is a need to set annual estimated revenues for each year, and any increase (%) expected in upcoming years.

If this is a new business, revenue estimates should be justified with units to be sold multiplied

by selling prices, or contracts you expect to sign. If this is an existing business, then forecasts are based on the history/past performance of the business, and where you see it heading. An example of an estimated revenue budget is shown below.

REVENUES	YEAR 1	ANNUAL INCREASE (%)	ANNUAL INCREASE (\$)	PROJECTED REVENUES
Year 1	\$275,000			\$275,000
Year 2		1.1%	\$27,500	\$302,500
Year 3		1.15%	\$45,375	\$347,875

In budgeting, particularly for Business Plans and presentation purposes, converting data into charts and graphs is quite useful for the intended reader. Excel has the capability of converting data into any type of graphic representation (www.excel-easy.com/data-analysis/charts.html).



Step 4: The Business Operating Budget

Often referred to as a "Profit or Loss Statement," this is an important budget schedule. It includes the revenues and labour costs you have developed in the previous steps.

It also includes estimates for operating costs, i.e., the expenses you expect to pay out while you operate your business. As previously noted, some

of these expenses are "fixed" monthly costs, e.g., rent, leases, etc., while others vary depending on how much you sell, e.g., shipping, marketing, travel, commissions, etc.

A typical Profit or Loss Statement can look like the following example:

ANNUAL OPERATING STATEMENTS			
	YEAR 1	YEAR 2	YEAR 3
Revenues	\$275,000	\$302,500	\$347,875
Cost of Sales			
Labour	\$118,750	\$130,625	\$150,219

ANNUAL OPERATING STATEMENTS			
	YEAR 1	YEAR 2	YEAR 3
Cost of Sales			
Material Costs	\$10,000	\$11,000	\$12,650
Rent	\$11,000	\$12,100	\$13,915
Heat, Light, Power	\$12,000	\$13,200	\$15,180
Repairs & Maintenance	\$13,000	\$14,300	\$16,445
Transport Out	\$4,000	\$5,400	\$7,710
Supplies	\$15,000	\$16,500	\$18,975
Other	\$16,000	\$17,600	\$20,240
Total Cost of Sales	\$199,750	\$220,725	\$255,334
Gross Margin	\$75,250	\$81,775	\$92,541
Administration Expenses			
Office Staff	\$12,500	\$13,750	\$15,813
Telephone, Communications	\$4,800	\$5,280	\$6,072
Computer & Office Supplies	\$1,200	\$1,320	\$1,518
Legal, Professional Fees	\$2,500	\$2,750	\$3,163
Taxes	\$1,000	\$1,100	\$1,265
Finance Costs & Interest	\$3,100	\$3,410	\$3,922
Licences	\$1,100	\$1,210	\$1,392
Other	\$1,200	\$1,320	\$1,518
Total Administration Expenses	\$27,400	\$30,140	\$34,661
Marketing & Promotion			
Advertising	\$12,500	\$13,750	\$15,813
Website Maintenance	\$4,800	\$5,280	\$6,072
Sales Commissions	\$1,200	\$1,320	\$1,518
Car & Travel	\$2,500	\$2,750	\$3,163
Promotions	\$1,000	\$1,100	\$1,265
Brochures	\$3,100	\$3,410	\$3,922
Other	\$1,100	\$1,210	\$1,392
Total Marketing & Promotion	\$27,100	\$30,810	\$36,932
Net Profit (Before Depreciation & Taxes)	\$20,750	\$20,825	\$20,949

Step 5: Cash-Flow Budget: Monies In and Out

A Cash-Flow Budget will determine the answers to the following questions:

- ➔ Will your business have enough cash generated monthly to cover your expenses and salaries?
- ➔ Will you need a Credit Line to help cover any monthly shortfalls as you wait to collect your accounts from customers?

If you're running a business that is strongest during one part of the year, such as a tourist operation, how will that affect your cash availability? Will you be able to repay any loan?

The following is a sample Cash-Flow budget (not representative of any existing business):

CASH-FLOW BUDGET													
	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	TOTAL
YEAR ONE CASH													
Cash In													
Revenues	\$13,750	\$16,500	\$16,500	\$19,250	\$22,000	\$24,750	\$24,750	\$27,500	\$27,500	\$27,500	\$27,500	\$27,500	\$275,000
Cash Out													
Cost of Sales	\$9,988	\$11,985	\$11,985	\$13,983	\$17,978	\$17,978	\$19,975	\$19,975	\$19,975	\$19,975	\$19,975	\$19,975	\$199,750
Admin Expenses	\$1,370	\$1,644	\$1,644	\$1,918	\$2,192	\$2,466	\$2,466	\$2,740	\$2,740	\$2,740	\$2,740	\$2,740	\$27,400
Marketing & Promo Expenses	\$1,355	\$1,626	\$1,626	\$1,897	\$2,168	\$2,439	\$2,439	\$2,710	\$2,710	\$2,710	\$2,710	\$2,710	\$27,100
Net Cash Flow	\$1,038	\$1,245	\$1,245	\$1,453	\$1,660	\$1,868	\$1,868	\$2,075	\$2,075	\$2,075	\$2,075	\$2,075	\$20,750
Loan Repayment During Year 1	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$1,033	\$12,400
Cumulative Cash Flow	\$4	\$216	\$428	\$847	\$1,473	\$2,308	\$3,142	\$4,183	\$5,225	\$6,267	\$7,308	\$8,350	\$8,350

These Cash-Flow projections are run for a number of years, certainly years 1 and 2, possibly year 3 as well.

Attracting Investors

Attracting investors/partners is a process. The following "checklist" represents the main steps that an Economic Development Corporation can follow in order to secure outside interest. Each step is a milestone, and the pursuit of capital normally

demands a very staged approach. Appropriate timelines can be attached to each step to create an Action Plan for the Economic Development Corporation.

CHECKLIST FOR BUILDING A CASE TO ATTRACT INVESTMENT/PARTNERS

TASK/MILESTONE	DESCRIPTION	TIMELINE TO COMPLETE	COMPLETED?
Research	<p>A significant part of packaging for outside parties is preparation.</p> <ul style="list-style-type: none"> → What is the opportunity being offered? → What does your market research show? Industry trends? Economic trend? Competition? → Who are the major (and minor) players? 		
Know your Target	<p>Once you have successfully researched the parameters of the marketplace, it is critical to carry out research on the stakeholders who might be considered for investment. This is key in preparing yourself to approach prospective parties.</p> <ul style="list-style-type: none"> → What is their history of investment? → If they are public, how does their Annual Report vision/goals fit with your community economic goals? → Do they have the financial resources you are seeking? → Do they have any experience dealing, investing, or partnering with First Nations? → Who is their upper management, and how approachable are they? → Do they share common values with your community? <p>Wherever feasible, build a person-to-person exploratory relationship, and determine if there is a fit (i.e., operating style, common values) between you both.</p>		

TASK/MILESTONE	DESCRIPTION	TIMELINE TO COMPLETE	COMPLETED?
Expectations from the Target	<p>Develop a profile of what features an attractive investor/partner would have.</p> <ul style="list-style-type: none"> ➔ What are you expecting from an investor/partner? It is prudent to keep in mind that you are still connected to a financial investor once the money is spent. ➔ Does the potential investor have other value that they bring to your project, such as marketing and/or distribution capacity, human resource and management training, and, of course hard assets you may require (equipment, technology, infrastructure, etc.)? 		
What You "Bring to the Table"	<p>Work to quantify a value for what your contribution to the project would be. The value of both (or more) parties is often explored and compared in terms of monetary contributions (cash or in-kind). This becomes part of the negotiations between the parties.</p>		
Guidelines for Investment	<p>Build a business model setting out how you see the investment structured, and what you are willing to "give up" or share with the outside party. This sets the parameters for your negotiations.</p> <p>With the assumption that the investment funds get spent and the venture is operating, establish guidelines for each party's ongoing and even day-to-day contributions, roles and responsibilities.</p> <p>Draft a preliminary Partnership and Shareholders' Agreement that encompasses all of the above. A corporate lawyer can facilitate this Agreement.</p>		

TASK/MILESTONE	DESCRIPTION	TIMELINE TO COMPLETE	COMPLETED?
WIIFM Thinking	<p>"What's In It For Me" ("WIIFM") is part of the critical thinking that encourages investment procurement.</p> <ul style="list-style-type: none"> → Why would the party(ies) invest? → What benefits can they expect to accrue? → Does the scenario appeal to their plans to grow their own business? → Do they grow by acquisition, or grow internally? → Do they need to enter into a deal in order to stay competitive? Is this a "must do" situation for them? → Ego, pride, value and need are often considered "hot buttons" that trigger action. Do any or all of these apply to the target investor/partner, and, if so, can you capitalize on these features? 		
Dealing with People	<p>It is important to continually remind yourself that, in fact, you are not dealing with "ABC Company." You are dealing with the decision-maker(s). Building personal relationships can significantly raise the possibility of structuring a deal and investment.</p>		
PPE (Profit, Protection, Exit)	<p>Any investment scenario must also encompass PPE, namely: How do I profit? How is my investment protected? How and when can I exit this investment relationship? These very features all need to be addressed in the Business Plan.</p>		

TASK/MILESTONE	DESCRIPTION	TIMELINE TO COMPLETE	COMPLETED?
Business Plan	<ul style="list-style-type: none"> ➔ Creating a Business Plan is of the utmost importance. The critical factor here is that your Business Plan becomes as much of a sales / investment package as a plan for your business. ➔ All Business Plans need to be targeted to the anticipated readers of the Plan. They are audience-driven. ➔ Financial projections need to include: <ul style="list-style-type: none"> • Start-up costs. • Investment sought, and use of funds. • The possibility of leveraging funds from government. Any such funds become YOUR financial contribution to the project. • Profitability, and the ability to sustain profits. • Ability to repay loans. • Positive cash-flow generation. • Costs that can be controlled. • Reasonable year-to-year growth. ➔ Management from within your community is important, since it is unlikely the investor/partner will undertake a day-to-day role. 		
Visuals	<p>Photos and any other visual aids will make the document more reader-friendly. These packages are the AEDC's calling card to a potential investor and should reflect the character, personality and culture of the First Nation to which this opportunity belongs.</p>		

Window of Opportunity

In order to stress the importance of a timely investment, it is prudent to discuss the timing to launch the opportunity. This may be governed by market conditions or opportunities, government or regulatory changes, or any other factor that helps determine the expected and necessary timeframe for investment.



PART 4

BEYOND DEVELOPMENT – OTHER ECONOMIC DEVELOPMENT SERVICES

SERVICES	STRATEGIES FOR DELIVERING SERVICES
Business Planning and Mentoring Services for Entrepreneurs	<p>Maintain an “open-for-business” strategy that encourages community entrepreneurs to approach your office for assistance.</p> <p>Offer business training programs for interested parties, either delivered from within the community’s own resources, or from outside program providers.</p> <p>Encourage youth entrepreneurship training and orientation.</p> <p>Identify community champions from within each economic sector and encourage them to provide mentoring services to those entertaining opportunities within those sectors.</p> <p>In any contact with the community (email, newsletters, social media), develop and deliver profiles of successful community entrepreneurs, as a tool to motivate others.</p> <p>Bring in guest speakers and host events dealing with high-priority interests such as funding, taxation and regulatory issues. These always seem to garner high levels of attention from entrepreneurs.</p> <p>Hold higher-level business training workshops and programs for established businesses that may require assistance in growing to their next potential level, diversifying, or simply “surviving” in a competitive environment.</p> <p>Hold workshops in writing bids and proposals.</p> <p>Bring in regional non-Indigenous stakeholders to discuss any potential joint venture or investment opportunities.</p>
Creating a Microloan Fund for Entrepreneurs	<p>Work with funders accustomed to funding initiatives within the Indigenous community (Aboriginal Capital Corporations, Vancity, First Citizens Fund, Islands Trust, etc.) to establish a self-administered Microloans Fund for the community.</p>

SERVICES	STRATEGIES FOR DELIVERING SERVICES
Creating a Microloan Fund for Entrepreneurs	<p>A lending circle is when people get together to form a group loan. Everyone in the group contributes money to the loan, and everyone gets a chance at taking the loan out².</p> <p>Research and consider the applicability of Lending Circles for your community, whereby small amounts of funds are advanced to lower-income community members to start a business that can create income for them. http://lendingcircles.org/; http://www.collaborativefinance.org/community/lending-circles.</p> <p>Approach "Lending Circle" funders who advance monies to a group undertaking this economic development avenue https://www.vancity.com/BusinessBanking/Financing/Loans/SmallBusinessAndStartup/circle/</p>
Online and Virtual Training and Mentoring	<p>As a valuable resource for interested entrepreneurs, consider funding online business planning software such as LivePlan. https://www.liveplan.com/ It has shown itself to be user-friendly, effective and an excellent tool for capacity development. There are a number of others as well.³</p> <p>Consider developing (or contracting to develop) and hosting a series of online training and mentoring workshops, particularly for the more rural community Band members.</p>
The Entrepreneurs' Resource Library	<p>Funding resource handbooks can be valuable guides to identify funding: http://www.regionalbusiness.ca/images/pdfs/funding_handbook.pdf and http://www.vnfc.ca/downloads/entrepreneur.pdf. These handbooks also provide contact information and program criteria, so they are all-encompassing guides. However, a note of caution needs to be exercised as these represent "snapshots" at the time of their compilation; programs and contacts change regularly.</p> <p>There is a funding handbook as well for Indigenous artists, and can be found at http://www.vnfc.ca/downloads/vnfc-indigenous-artists-workshop-resource-handbook.pdf</p>
Building Entrepreneurship by "Training the Trainers"	<p>Wherever possible, build a network of others within the community (or from outside the community) that can take on part of your role as trainer/mentor. This is an important resource for the EDO to develop to assure that all those would-be and existing entrepreneurs receive the attention and support they require to move forward with their businesses.</p>

²Mainstreet Launch. "What is a Lending Circle." (2016) <<http://www.mainstreetlaunch.org/what-is-a-lending-circle/>>

³<https://www.futurpreneur.ca/en/bplan/>; <https://www.bdc.ca/en/articles-tools/entrepreneur-toolkit/templates-business-guides/pages/business-plan-template.aspx>; <https://www.thebalance.com/business-plan-writing-tools-2951568>; as well as those provided by the principal Aboriginal Capital Corporations (NEDC, TACC and SNT)

SERVICES	STRATEGIES FOR DELIVERING SERVICES
Financial Matchmaking for Entrepreneurs	<p>Design and facilitate a process whereby any entrepreneur can receive hands-on assistance in approaching, dealing with and responding to the needs of Indigenous funding sources.</p> <p>Hold workshops on funding and host guest speakers.</p> <p>Liaise very regularly with key stakeholders from within all the funding agencies, ministries, banks and foundations that can, in whole or in part, fund a community enterprise.</p>
Focus	<p>Build on the foundation of businesses already existing within the community, as they represent the building blocks of entrepreneurship.</p> <p>While large projects have the glamour and appeal of job creation and investment, it is proven that large projects and employers drive away small companies that are washed away in the process. The net effect of employment is not as significant as generally expected.⁴</p>
Proactive	<p>The EDO must generally maintain a proactive approach in economic development, seeking out relationships and opportunities, and promoting the “brand” of the community as seen by outside players and government. This also includes attending conferences, events, trade shows and networking engagements.</p>
Participate in the “Big Picture” Planning	<p>Beyond the scope of working with entrepreneurs, a key area of the EDO function is to interact with Chief and Council in strategic planning and opportunity viability/feasibility assessment. This includes a certain focus on the following:</p> <ul style="list-style-type: none"> ➔ Maintaining close liaisons with regional private and public stakeholders regarding upcoming areas of opportunity for the community. ➔ Commissioning (or carrying out) Feasibility Studies, Risk Assessments, SWOT Analyses and Viability Assessments for any larger-scale opportunities identified by the EDO or Chief and Council. ➔ Monitoring and completing (or commissioning the completion of) bids and proposals, responding to Requests for Qualifications (RFQs) or Requests for Proposals (RFPs). ➔ Maintaining liaisons with neighbouring Indigenous communities to identify any potential economic opportunities. ➔ Continuously researching the media, trade magazines, Indigenous journals and websites to remain apprised of existing or upcoming opportunities. One such example is the legalization of medical marijuana (and, as of August/September 2018, non-medical marijuana) and the implications for First Nations providers.⁵

⁴Kelly Edmiston. “The Role of Small and Large Businesses in Economic Development”. (2007). p. 74 <<https://www.kansascityfed.org/fjKZo/Publicat/econrev/PDF/2qo7edmi.pdf>>

⁵Gemma Karstens-Smith. “First Nations look to grow marijuana industry for economic highs”. CTV News. (December 2016) <<https://www.ctvnews.ca/business/first-nations-look-to-grow-marijuana-industry-for-economic-highs-1.3737409>>

Indigenous Training & Mentoring Programs

Indigenous entrepreneurial training and mentoring programs can be divided into several categories.

1. Entrepreneurship programs dedicated to Indigenous participants.
2. Organizations that provide mentoring and resource materials but do not offer training programs.
3. Entities that offer on-line resources.
4. Organizations that provide ancillary training, that is, deliver specific sector skills training (e.g., trades, botanical forest products, licensing) that can support further Indigenous entrepreneurial activity.

ACADEMIC INSTITUTIONS

Most **BC universities** and colleges offer studies in Aboriginal affairs, with entrepreneurship generally being a minor (but generally available) component. Some of these programs can be found at:

- **Royal Roads University, Victoria** (www.royalroads.ca/BCUniversity)
- **University of Victoria** (<http://www.universitystudy.ca/indigenous-programs-and-services-directory/?offset=7>)
- **Vancouver Island University, Aboriginal Bachelor Program** (www.viu.ca) and (<https://www.viu.ca/programs/acp/aboriginal-university-bridging-program-certificate>)
- **University of Northern BC, First Nations Studies** (<https://www.unbc.ca/first-nations-studies>)
- **Native Education College** (www.necvancouver.org)
- **University of British Columbia (UBC)**, (<http://www.universitystudy.ca/indigenous-programs-and-services-directory/?offset=6>)
- **Simon Fraser University** (<http://www.universitystudy.ca/indigenous-programs-and-services-directory/?offset=2>)

- **University of Fraser Valley** (<http://www.universitystudy.ca/indigenous-programs-and-services-directory/?offset=8>)
- **Thompson Rivers University** (<http://www.universitystudy.ca/indigenous-programs-and-services-directory/?offset=4>)
- **Emily Carr University of Arts and Design** (<http://www.universitystudy.ca/indigenous-programs-and-services-directory/?offset=00>)

The websites of each of the above academic institution can be accessed directly by clicking on the following web links.⁶

[EMILY CARR UNIVERSITY OF ART + DESIGN](#)
[ROYAL ROADS UNIVERSITY](#)
[SIMON FRASER UNIVERSITY](#)
[THE UNIVERSITY OF BRITISH COLUMBIA](#)
[THOMPSON RIVERS UNIVERSITY](#)
[UNIVERSITY OF NORTHERN BRITISH COLUMBIA](#)
[UNIVERSITY OF VICTORIA](#)
[UNIVERSITY OF THE FRASER VALLEY](#)
[VANCOUVER ISLAND UNIVERSITY](#)

⁶Universities Canada, "Indigenous Programs and Services Directory", (date accessed, 5 March 2018), online: Universities Canada, <<http://www.universitystudy.ca/indigenous-programs-and-services-directory>>

Other academic institutions with programs focused on Indigenous students include the following.

- ➔ Kwantlen Polytechnic University (www.kpu.ca/awards/awards/aboriginal)
- ➔ North Island College (<https://www.nic.bc.ca>)
- ➔ **Throughout Canada**, there are 87 universities that serve the Indigenous populace. The complete listing is available at <http://www.universitystudy.ca/indigenous-programs-and-services-directory/>.

Online Training is provided by a number of the above-mentioned institutions.

A Comprehensive Inventory of Aboriginal Skills Training Programs⁷

In March, 2017, the Aboriginal Skills Training Programs Inventory was developed as a deliverable under the "BC Skills for Jobs Blueprint." It encompasses skills development (including Indigenous entrepreneurship programs) and trades (and licensing) programs. The delivery organizations include government and the private sector. Below is the list of programs in this inventory:

Provincial Programs

- ➔ Ministry of Education
- ➔ Ministry of Advanced Education
- ➔ Ministry of Social Development and Social Innovation
- ➔ Ministry of Jobs, Tourism, Skills Training and Labour

Federal Programs

- ➔ Employment and Social Development Canada
- ➔ Indigenous and Northern Affairs Canada
- ➔ Western Economic Diversification Canada

Industry Programs

- ➔ British Columbia Construction Association (BCCA)
- ➔ Independent Contractors and Business Association (ICBA)
- ➔ Roofing Contractors Association of BC
- ➔ TransCanada Pathway to Pipeline Readiness Program
- ➔ Southern Interior Construction Association (SICA)

Unions Programs

- ➔ Christian Labour Association of Canada (CLAC)

Building Trades Unions Programs

- ➔ Boilermakers Lodge 359
- ➔ Bricklayers & Allied Craft Workers Local 2
- ➔ Operative Plasterers' and Cement Masons' (OPCMIA) Local 919
- ➔ Labour Association of Canada (CLAC)
- ➔ Carpenters Union
- ➔ Construction Maintenance & Allied Workers
- ➔ Construction and Specialized Workers Local 1611
- ➔ International Brotherhood of Electrical Workers (IBEW)
- ➔ Heat & Frost Insulators Local 118
- ➔ Ironworkers Local 97
- ➔ Operating Engineers Local 115
- ➔ Painters District Council 38
- ➔ Sheet Metal Workers Local 280
- ➔ Teamsters Local 213
- ➔ United Association of Plumbing & Pipe Fitting (UA) Local 324 – Vancouver Island
- ➔ United Association (UA) – HVAC/Refrigeration – Local 516 Joint Apprenticeship Refrigeration Training School
- ➔ United Association of Plumbing & Pipe Fitting (UA) Local 170 UA Piping Industry College of BC
- ➔ SkillPlan

⁷WorkBC, "British Columbia Aboriginal Skills Training Programs Inventory" (March 2017), online: WorkBC.ca <<https://www.workbc.ca/getmedia/ag185b59-f1eb-4882-8152-1d476ed12c38/British-Columbia-Aboriginal-Skills-Training-Programs-Inventory.aspx>>

ADDITIONAL RESOURCES

The Canadian Council for Aboriginal Business

(<https://www.ccab.com/programs/>) delivers programs, often in partnership with other organizations, in the following areas:

- ➔ Tools and financing for Indigenous business
- ➔ Indigenous mentorship
- ➔ Indigenous relations
- ➔ Business procurement in the public and private sectors

The Government of Canada's Business Network

offers resources and business planning templates encompassing various aspects of Indigenous entrepreneurship development (<https://canadabusiness.ca/programs/aboriginal-business-and-entrepreneurship-development-1/>).

Business Development Canada (<https://www.bdc.ca>) provides online resources as well as mentoring services and loans.

Aboriginal Capital Corporations⁸ All BC-based Aboriginal Capital Corporations offer resources, business planning templates, budgeting/cash flow templates and planning tools for Indigenous entrepreneurs.

Further, these institutions offer mentoring and advisory services as well as grants and loans for their Indigenous client base. They are mandated to deliver a number of government funding programs (INAC, First Citizens Fund, others).

As well, these Aboriginal Capital Corporations may sponsor entrepreneurial training workshops and programs, generally delivered by established service providers (see above "Dedicated Indigenous Entrepreneurial Programs"), or one-day specialized workshops delivered by guest facilitators in social media, budgeting, and other key topics such as

funding, business plan writing, taxation and human resources. Some Aboriginal Capital Corporations are:

Nuu-chah-nulth Economic Development Corporation (NEDC)

7563 Pacific Rim Highway, Port Alberni BC V9Y 8Y5
Telephone: (250) 724-3131
Toll free: (866) 444-6332
Fax: (250) 724-9967 | Email: nedc@nedc.info
Web: [Nuu-chah-nulth Economic Development Corporation \(NEDC\)](#)

Tale'awtxw Aboriginal Capital Corporation (TACC)

Suite 508, 100 Park Royal South
West Vancouver, BC V7T 1A2
Toll Free: 1- 800- 779-7199
Telephone: (604) 926-5626
Fax: (604) 926-5627
Email: info@tacc.ca
Web: [Tale'awtxw Aboriginal Capital Corporation \(TACC\)](#)

All Nations Development Corporation

520 Chief Eli LaRue Way, Kamloops, BC V2H 1H1
Toll Free: 1-800-663-2959
Telephone: (778) 471-4110
Fax: (250) 372-2585
Email: antco@antco.bc.ca
Web: [All Nations Development Corporation](#)

⁸Indigenous Services Canada, "Aboriginal Financial Institutions delivering Aboriginal Business & Entrepreneurship Development (ABED) – Contact Information" (24 September 2017), online: Indigenous Services Canada <<https://www.aadnc-aandc.gc.ca/eng/1100100033216/1100100033220>>

Support for Entrepreneurs

THE SEVEN BASIC STAGES OF BECOMING AN ENTREPRENEUR

As previously mentioned, there are a number of very distinct stages that entrepreneurship follows in the planning and launching of a business. They are progressive, meaning that Stage 1 is generally

completed before moving on to Stage 2, and so on. These stages are covered in great depth in this part of the Toolkit.

SEVEN BASIC STAGES OF BECOMING AN ENTREPRENEUR	
The Idea	<p>It starts with your "Aha" or "Eureka" moment when the business idea takes hold. The idea gets fleshed out over time, as you fill in the details and start considering the practicalities of the initiative.</p> <p>Time for setting our your "vision" as to what you want the business to do for you, and the "goals" of exactly what you hope to achieve, and when.</p>
Doing Your Homework	<p>Market research means doing your homework as thoroughly as possible, using as many resources as you can find, including an Internet search, competition research, and much more.</p> <p>Find a "role model" – someone who is doing something close to what you want to do. If they are located away from you, and not competitive, they will likely be glad to talk to you and answer your well-prepared questions. If they were sitting across the desk from you, and you had 20 minutes of their time, what would you want to ask them?</p>
Testing Your Idea	<p>Test your idea with others you trust. Would they buy from you / hire you? What would they pay? Why would they choose to deal with you over your competition?</p> <p>Carry out a realistic SWOT (strengths, weaknesses, opportunities, threats) analysis of the business idea to see why it could work, what the opportunities are, why it could succeed and, just as importantly, what roadblocks you will likely run into (and how you will deal with them).</p>
Getting Personal	<p>Is the business right for you? Do you have experience? Does it fit your personality? Is the idea exciting enough for you to sacrifice the time and effort needed to launch and then run it?</p> <p>Inventory yourself. What do you bring to the business in terms of skills, and does that match with what you think the business needs?</p>

SEVEN BASIC STAGES OF BECOMING AN ENTREPRENEUR

Business Plan and Budget	<p>At this stage, you generate the Business Plan a funder or partner will require. Or, if you are doing this Business Plan is for yourself, make sure it is realistic and realizable, and includes a step-by-step Action Plan to see it through.</p> <p>Generate start-up budgets, operating budgets and cash flows. These will determine how a business runs, from a money perspective, and your ability to draw funds for yourself and pay back any loans. A number of straightforward templates will be provided throughout this Toolkit.</p>
Funding	<p>Access to funding is very important. There are a number of Indigenous funders, as well as community organizations and chartered banks who offer Indigenous Microloans. A handbook of Indigenous Funding can be found on the site https://helloiamanentrepreneur.com under "Resource Library."</p> <p>There are also websites for each individual funder. These also contain budgeting and Business Plan templates.</p>
Go/No Go	<p>You, the entrepreneur, now arrive at a "go/no go" point, based on all of the above, as to whether you want to pursue the business or not; now or later; full-time or part-time; in partnership or on your own, and so on.</p> <p>If the answer is to proceed, then it is time to create a step-by-step Action Plan as to how you would actually secure the funds, build a marketing strategy, get any licences that may be required, and actually launch the business.</p> <p>The decision may be to test the business to see if it will work, especially if you are not 100% confident of the venture's success.</p>
Getting Personal	<p>Is the business right for you? Do you have experience? Does it fit your personality? Is the idea exciting enough for you to sacrifice the time and effort needed to launch and then run it?</p> <p>Inventory yourself. What do you bring to the business in terms of skills, and does that match with what you think the business needs?</p>

ENTREPRENEUR SELF-ASSESSMENT

What drives you? The following Entrepreneur Self-Assessment will help you to test yourself and measure your entrepreneurial strength of character. Fill it in, put it away for a week, then reread your

answers, or let someone close to you, someone who knows you well, read it. There are no right or wrong answers, but the results will shed some light on who you are as an entrepreneur.

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
Are you hard-working?	
Do you stay focused on a project you are working on?	
Do you have a spirit of adventure?	
Do you have experience in the type of business you want to create?	
Do you work well by yourself?	
Are you persistent? Stubborn?	

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
Do you get along well with others?	
Are you a risk-taker? Calculated risk-taker? Cautious and conservative?	
When you decide to do something, do you need to finish it?	
When you begin a task, do you set out goals? Steps to succeed?	
Do you tackle and solve problems?	
When people tell you it can't be done, do you still find a way to do it?	

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
Do you get personal satisfaction doing and completing a good job?	
Do you consider yourself a leader or a follower?	
Do you need others to tell you that you are doing a good job?	
Do you avoid difficult or confrontational situations?	
Are you a "good loser" or a "sore loser" in competitive situations?	
Do you seek advice from people?	

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
<p>How do you deal with it when you get negative feedback from someone? Do you get defensive? Angry? Upset?</p>	
<p>Do you feel good about yourself?</p>	
<p>Do you like being in charge of other people?</p>	
<p>Do you enjoy working on projects that take a while to complete?</p>	
<p>Have your parents, grandparents or close friends been in business?</p>	
<p>Do you usually come up with more than one solution to a problem?</p>	

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
Do you find it easy to get others to do something for you?	
Are you an organized person?	
Are you constantly thinking of new ideas? Projects?	
Do you like to take care of details?	
Do you get bored easily?	
What do you rate higher – personal satisfaction or money?	

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
Do you enjoy socializing, meeting people?	
Any issues working long hours? Holidays?	
Do you believe in "good luck," or creating your own luck?	
Do you take rejection personally?	
Do you wake up happy most of the time?	
When you get an idea stuck in your head, do you constantly play it over and over?	

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
<p>Do you believe entrepreneurship needs to be a huge risk?</p>	
<p>Can you accept failure without admitting defeat?</p>	
<p>Do you learn from your mistakes?</p>	
<p>How quickly do problems frustrate you?</p>	
<p>Do you “play well with others”?</p>	
<p>Do you find change difficult, fun or challenging?</p>	

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
Do you believe that “it’s tough to make a living when all I do is work”?	
Are you a good listener?	
How important is position in the community for you?	
Do you learn from others?	
If someone gives you advice you don’t believe, do you keep looking until someone agrees with you?	
What are the top five reasons you want to be in business?	

ASK YOURSELF	THINK ABOUT THESE QUESTIONS AND ANSWER HONESTLY
What are the top five things that can help you succeed?	
What are the top five things that can stop you from succeeding, and what can you do about them?	
Why do you think your business will succeed?	

THE PERSONAL SWOT TEMPLATE⁹

What drives you? The following Entrepreneur Self-Assessment will help you to test yourself and measure your entrepreneurial strength of character. Fill it in, put it away for a week, then reread your

answers, or let someone close to you, someone who knows you well, read it. There are no right or wrong answers, but the results will shed some light on who you are as an entrepreneur.

PERSONAL STRENGTHS	RESPONSES
<ul style="list-style-type: none"> ➔ What advantages do you have that others don't have (for example, skills, certifications, education, or connections)? ➔ What personal assets and skills do you bring to the business? ➔ What personal characteristics or features do you have that make you "entrepreneur material"? 	

⁹Mind Tools, "Personal SWOT Analysis" (date accessed: 16 April 2018), online: Mind Tools <https://www.mindtools.com/pages/article/newTMC_05_1.htm>.

PERSONAL STRENGTHS	RESPONSES
<ul style="list-style-type: none"> → Do you consider yourself a creative person? → Do you impress others? → What do you do better than anyone else? → What personal resources can you access? → What do other people see as your strengths? → Which of your achievements are you most proud of? → What values do you believe in that others fail to exhibit? → What connections do you have with influential people? 	
PERSONAL WEAKNESSES	RESPONSES
<ul style="list-style-type: none"> → What tasks do you usually avoid because you don't feel confident doing them? → What will the people around you see as your weaknesses? → Are you impulsive; do you act too quickly sometimes? Make decisions based on emotions instead of facts? → Are you completely confident in your education and skills training? If not, where are you weakest? → What stresses you out? → What are your negative work habits (for example, are you often late, are you disorganized, do you have a short temper, or are you poor at handling stress)? 	

PERSONAL WEAKNESSES	RESPONSES
<p>→ Do you have personality traits that hold you back in your field? For instance, if you have to conduct meetings on a regular basis, a fear of public speaking would be a major weakness.</p>	
PERSONAL OPPORTUNITIES	RESPONSES
<p>→ What new technology can help you? Or can you get help from others or from people via the Internet?</p> <p>→ Is your industry growing? If so, how can you take advantage of the current market?</p> <p>→ Do you have a network of strategic contacts to help you, or offer good advice?</p> <p>→ What trends (management or otherwise) do you see and how can you take advantage of them?</p> <p>→ Are any of your competitors failing to do something important? If so, can you take advantage of their mistakes?</p> <p>→ Is there a need in your company or industry that no one is filling?</p> <p>→ Could you create an opportunity by offering a solution to what others say is missing in the marketplace?</p>	

PERSONAL THREATS	RESPONSES
<ul style="list-style-type: none"> → What obstacles do you currently face at work? At home? In the community? → Could any of your weaknesses lead to threats? → Do you feel that your entrepreneurial ambitions threaten your lifestyle? Position in the community? Impact or damage others? 	

TESTING YOUR BUSINESS IDEA

The following is a checklist that has been developed to act as a guide for the entrepreneur

through the process of testing the viability of an opportunity.

PERSONAL CONSIDERATIONS	RESPONSES
Is this something I really want to do?	
Will this satisfy my business ambition, goals, and vision?	
Do I have enough money?	
Am I prepared to take this risk? Do I understand the risk?	
If it does not work, how much damage would it do?	
Is this something I can get excited about? Stay excited about?	

PERSONAL CONSIDERATIONS	RESPONSES
Do I want to work with the kind of people and customers associated with this type of business?	
Do I have enough time to work on this idea?	
Do I have the health and energy needed?	
What do I bring to the table in terms of knowledge, experience?	
Do I have management experience?	
MARKET CONSIDERATIONS	RESPONSES
Market Considerations Who is my target market? Who are my customers?	
How do I know there is a need for my products/services?	
Have I interviewed potential customers?	
Why would they buy from me?	

PERSONAL CONSIDERATIONS	RESPONSES
Where do they buy similar products and services?	
Can I compete effectively?	
Who makes the decision to buy/hire?	
How much effort is needed to get the customer to react positively?	
Where will I find my first customers?	
Who is my competition and how will I be better/different?	
I know the market is "only so big." Who will I take business away from, and how?	
How will I bring my business/ product/service to market? Will I sell, or will others sell for me (like retailers, distributors, sales reps)?	
How will I promote, advertise, get the word out?	

PERSONAL CONSIDERATIONS	RESPONSES
How will I break into the market?	
Do I need to brand my product/ service to get it known? If yes, how will I do that?	
FINANCIAL CONSIDERATIONS	RESPONSES
What revenues can I achieve?	
Are my prices in line with my competitors?	
What are my expected profit margins?	
How much money do I have to invest personally?	
How is my credit history?	
Have I spoken with some Aboriginal funders to get their input/advice?	
If I generate limited or no business for the first few months, can I survive?	

FINANCIAL CONSIDERATIONS	RESPONSES
Will the business be able to afford to pay me? Support me?	
Do I have family and friends I can turn to for help?	
INDIGENOUS CULTURAL CONSIDERATIONS	RESPONSES
Will my business fit within the cultural norms of my community?	
Are there any elements of my business that will negatively impact on the hereditary or culturally sensitive elements of my community?	
Will I be operating on or off reserve? What are the tax implications?	
Are there any community champions, established community businesspeople, or councillors I can turn to for support?	
What is the pay-back potential to my community? Will this help to create jobs in my community? Will the business hire other Aboriginal workers? Offer training? Engage in a youth apprenticeship program? Use Aboriginal subcontractors or suppliers?	
How will my reputation in the community be impacted by my business venture?	

PRODUCTION CONSIDERATIONS	RESPONSES
Where will I get my supplies?	
Can I establish credit with suppliers?	
Where will I set up my facility? What advantages are there for that decision?	
Have I built in enough cash-flow requirements to support an inventory of supplies? Finished products?	
How will I get my products to my customers?	
Where can I get the equipment I need?	

TWELVE UNCHARACTERISTIC FEATURES OF THE ENTREPRENEUR

According to an *Entrepreneur Magazine* article by Marcia Layton Turner, twelve features associated with entrepreneurship are not generally associated with being in business. They are, however, very common amongst entrepreneurs, and reflect the mindset of those entering into business. If you were pressed to describe the stereotypical entrepreneur, which words would you use? Passionate? Dedicated? Optimistic? Sure, those apply. But insecure and rebellious are more accurate. Do the

following traits, characteristics and quirks describe you?

- 1. You take action** - Many people are prone to overanalysing situations rather than taking action.
- 2. You are scared** - Many ambitious entrepreneurs are really insecure underneath. It is a survival instinct. If you feel insecure, use that emotion to drive you to achieve your business goals.

3. You are resourceful - It is often not about having enough resources, but being resourceful with what you do have.

4. You obsess over cash flow - In the early days, you could put expenses on your personal credit card, but that can only go so far. You need cash.

5. You do not ask for permission - True entrepreneurial types are more likely to ask for forgiveness than permission, forging ahead with opportunities or issues they recognize.

6. You are fearless - Where most avoid risk, entrepreneurs see potential, and often consider themselves fearless and beyond harm's way. This can be a useful fallacy that creates blinders for entrepreneurs.

7. You welcome change - If you are willing to listen, your clients will show you which of your products or services provide the most value.

8. You love a challenge - An entrepreneur does

not think anything is insurmountable. They look adversity in the eye and keep going.

9. You consider yourself an outsider -

Entrepreneurs are not always accepted. They may be seen as opinionated and demanding, and are often rejected for being different in some way. This just makes them work harder.

10. You recover quickly - It is a popular notion that successful entrepreneurs fail fast and fail often. But the trick is in the speed of recovery: if you fail, resist the urge to mope or feel sorry for yourself and simply move on to the next big thing immediately.

11. You listen - It is important to surround yourself with people smarter than you and to listen to ideas that are not yours.

12. You focus on what matters (when you figure out what matters) - Entrepreneurs fall down and pick themselves up until they get it right.

DEDICATED INDIGENOUS ENTREPRENEURIAL PROGRAMS

Perhaps the best-known dedicated Indigenous entrepreneurial program is The Aboriginal Best Program (AB BEST, at <http://aboriginalbest.com/>) delivered throughout BC by The Canadian Centre for Aboriginal Entrepreneurship (CCAIE, at <http://www.ccae.ca/>). The AB BEST website advises that its program has been delivered in 100 Indigenous communities, served over 2,500 participants, and helped start hundreds of businesses. AB BEST is "sponsored in 2018 by the BC Ministry of Advanced Education, Skills and Training, with additional funding from the Canada-BC Labour Market Agreement, and support and funding from Vancity Credit Union."

Another dedicated Indigenous entrepreneurial development program is "Hello, I Am an Entrepreneur." This program encompasses a series of 12 workshops, and includes unlimited mentoring, guest speakers, resource materials, and an extensive entrepreneurial materials and videos library (www.helloiamanentrepreneur.com). Delivered by Synergy Management Group (First Nations First Consulting) www.synergy1.org, this program focuses on "real world" business training and mentoring with successful entrepreneurs. It was nominated in 2017 for the *Corporate Visions Magazine Award*, and was featured in the June 3, 2017 issue of the Victoria's *Times Colonist*.¹⁰

¹⁰Carla Wilson, "Aboriginal Entrepreneur Program Offers Launching Pad", *Times Colonist*, June 3, 2017 <<http://www.timescolonist.com/business/aboriginal-entrepreneur-program-offers-launching-pad-1.20381293>>

PART 5

COMMUNITY IMPACTS

An Extensive Listing of Potential Success Measures

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Businesses total	Businesses	#
Business total/by category	Businesses	#
Businesses by industry	Businesses	#, %
Business Incorporations	Businesses	#
Businesses by employment size	Businesses	#, %
Businesses created (by industry or sector) versus all businesses	Businesses	#, %
Entrepreneurs	Entrepreneurs	#
Availability and cost of business inputs (tax rates, energy, labour)	Various	#, \$
Business climate rating	Inter-community Comparison	Rank; Qualitative
Business program participants still in business 1 - 5 years	Businesses	#
Ease of doing business	Business Climate	Ranking, Rating, Qualitative
Labour force productivity	Workers	#, Rating, Qualitative
Satisfaction rating of public services	Business Climate	Ranking, Survey, Qualitative
Increased diversity of businesses in the economy	Businesses	Ratio
Access to business conference space/meeting facilities	Facilities	#
Business openings	Businesses	#, %

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Businesses attracted (by industry or sector) versus all businesses	Businesses	#, %, Qualitative
Business leads that choose to locate in community/region	Businesses	#, %, Qualitative
Presence and quality of assistance programs	Investments	#, Survey, Qualitative
Branding efforts launched	Strategies	#, Click Rates, Success Measures
FDI attracted to the community	Investments	#, \$
Timeline for project completion	Project	#
Entrepreneurs	Entrepreneurs	#
Availability of start-up capital for local businesses	Investment	\$
New business start-ups (% of all)	Businesses	#, %
Business closures	Businesses	#, %, Qualitative
Businesses retained (by industry or sector) versus all businesses	Businesses	#, %
Businesses expanded (by industry or sector) versus all businesses	Businesses	#, %
Succession plans, transfers to new owners	Plans, Transfers	#, Qualitative
Sales revenue	Revenue	\$
Profitability	Net income	\$
Productivity	Revenue per Worker	\$
New products, product lines, services	Productive Capacity	#, Qualitative
Exports and trade activity	Exports, Trade	%, % Growth
New market development	Geographic Market	\$
Amount of financing provided (to businesses)	Investment	\$

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Businesses at risk retained	Businesses	#, Qualitative
Local business assistance programs - utilization, satisfaction	Investment	#, Survey, Qualitative
Assessment of business workforce needs	Workers	Rating, Narrative
Commuting patterns	Workers	#, %
Change in educational attainment	Education	#, % Change
High school, college drop-out rates	Education	#, %
Population	People/ Annual	#, % Change
Population	People	#
Population age	People	#, %
Population projections	People	%
Immigrants	People	#
Business immigrants	People	#
Education attainment	People	%
Youth return rate after post-secondary education	Youth	%
Training programs	Programs	#
Training capacity	Seats	#
Investment in training/education by employers	Investment	\$
School enrollment	People	#
New development projects	Projects	#, \$
Relationships with business	Relationships	#, Survey, Qualitative
Relationships with residents	Relationships	#, Survey, Qualitative

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Relationships with educational institutions	Relationships	#, Survey, Qualitative
Public-private partnerships	Relationships	#, Qualitative
Relationships with site selectors	Relationships	#, Qualitative
Partnerships for sharing resources	Partnerships	#, Qualitative
Educating local elected officials on economic development practice	Uptake	#, Qualitative
Engaging senior government partners	Partnerships	#, Qualitative
Volunteers	People	#, Qualitative
Increased volunteer contributions – in-kind or financial	Investment	\$, Time
Community outreach - meetings, workshops, presentations, forums	Interactions	#, Survey, Qualitative
Community engagement – quality of ideas generated or implemented	Interactions	Interval Scale (H,M,L), Qualitative
Local/regional partnerships	Partnerships	#, Size, Type
New community organizations	Organizations	#, Qualitative
Private/public contributions to engagement/outreach	Investment	\$, Qualitative
Information sharing with stakeholders	Interactions	#, Qualitative
Businesses participating in EDO board/leadership	Businesses	#
Public sector participating in EDO board/leadership	Organizations	#
Businesses, individuals participating in program delivery	Businesses	#
Effectiveness of EDO board/leadership in improving business climate	Degree of improvement	Interval Scale (H,M,L), Qualitative

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Positive media coverage	Mentions	#
Website ranking (search engine optimization)	Search Position	#
Website or other media links on partner websites	Links	#
Community/client satisfaction	Level of Satisfaction	Interval Scale (H,M,L), Qualitative
Client success stories	Stories	#, Qualitative
Economic development expenditures	Expenditures	\$
Economic development expenditures versus total local government expenditures	Expenditures	%
Assessed values by category	Assessed Values	\$
Cost of living	Index	\$
Housing stock	Living units	#
Owner-occupied housing	Living units	%
Rental inventory	Living units	#
Social housing inventory	Living units	#
Housing age	Years	%
Housing availability	Sales-listing Ratio	%
Average house size	Square Metres	#
House prices	Price	\$
Housing condition	Repairs Needed	#, %
Ownership (owned versus rental)	Living Units	%
Dwelling type	Living units	%

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Rents, monthly	Cost	\$
Building activity (commercial, industrial, residential, institutional)	Projects, Cost	#, \$
Housing starts	Living Units	#
Existing and available space (retail, commercial, industrial, institutional)	Square Metres	#
Vacancy rates (retail, commercial industrial, downtown)	Vacancy	%
Absorption rates	Absorption	%
Land assessment	Assessed Values	\$
Developed property in industrial/business park	Hectares	#, %
Leased property in industrial/business park	Square Metres	#, %
Value of new construction (by sector, by target area)	Construction Cost	\$
Developable sites	Hectares	#
Redevelopment projects	Hectares	#
Remediation/brownfields	Hectares	#
Housing costs versus incomes (affordability)	Shelter-cost-to-income Ratio	%
Average value of commercial property	Businesses	\$
Change in property valuation over time	Price	%, % Change
Average construction costs per square metre	Square Metres	\$
New investment	Investment	\$
Investment attracted	Investment	%, %
Average investment per project attracted	Investment	\$

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Public investment in development projects versus total investment	Investment	\$, %
Private investment in development projects versus total investment	Investment	\$, %
Private investment leveraged from public investment	Investment	\$
Public investment leveraged from private investment	Investment	\$
Private investors	Investors	#
Investment per partner	Investment	\$
Prospects in the pipeline	Prospects	#
Incentives awarded	Incentives	#, \$
Capital provided	Capital	\$
Access to capital (availability of local and senior government grants, loans, subsidies)	Funders, Programs	#
Jobs created (full-time, part-time, contract, seasonal)	Jobs	#
Jobs attracted (full-time, part-time, contract, seasonal)	Jobs	#
Jobs retained (full-time, part-time, contract, seasonal)	Jobs	#
Jobs at risk retained	Jobs	%
Experienced labour force by industry	Workers	#, %
Experienced labour force by occupation	Workers	#, %
Wages and salaries	Income	\$
Average incomes - personal, family	Income	\$
Average hourly wage	Income	\$
Skills inventory	Workers by Skill/ Occupation	#, Qualitative
Unemployment rate	Unemployment	%

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Youth unemployment rate	Unemployment	%
Participation rate	Workers	%
Labour mobility	Workers	%
Job openings	Jobs	#
Earnings, by sector	Workers	%, % of Average
Businesses assisted	Businesses	#, Qualitative
Inquiries received	Inquiries	#, Qualitative
Funding granted	Grants	#, Qualitative
Partners	Partnerships	#, Qualitative
Projects	Projects	#, Qualitative
Referrals	Referrals	#, Qualitative
Recipients of coaching	Recipients	#, Qualitative
Recipients of technical assistance	Recipients	#, Qualitative
Recipients of training	Recipients	#, Qualitative
Entrepreneurs assisted	Recipients	#, Qualitative
Business survey (BR+E) projects	Projects	#, Qualitative
Businesses surveyed, numbers in target sectors	Businesses	#, Qualitative
Marketing campaigns, type, reach, efficiency	Campaigns	#
Linkage between EDO strategic plan and other development plans	Relationships	#, Narrative
Expansion of services provided by EDO	Investment	#, \$
Strategies implemented/completed	Strategies	#

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Goals met	Goals	#
Public sector funding increased	Investment	\$
Private sector funding increased	Investment	\$
Public sector funding retained	Investment	\$
Private sector funding retained	Investment	\$
Population diversity	Population	#, % Share
Percent of locally owned businesses	Businesses	#, % share
Total and per capita expenditures on arts and culture	Investment	\$
Social amenities and services (parks, recreation, churches, schools, medical)	Facilities	#
Socio-economic profiles and indices (rank of local health areas)	Index	Rank
Health facilities (hospitals, beds, health centres)	Facilities	#
Average life expectancy, morbidity, mortality rates, other health measures	Years	#
Schools	Facilities	#
School achievement	Test Scores	%
Graduation numbers, rates	Graduation Rates	#, %
Six-year completion and graduation rates	Graduation Rates	#, %
Crime rates	Occurrences/ 1000	%
Transit services	Facilities	#, Type
Festivals and events	Events	#, Type
EDO engagement with organized industry networks	Engagement	#, Qualitative
Relationships established between EDO and community stakeholders	Engagement	#, Qualitative
Meetings held with potential investors	Interactions	#, Qualitative

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Municipal tax revenues	Revenues	#, Qualitative
BIA levies	Levies	\$
Business versus residential rates	Bus-res Mill Rate Ratio	%
Research funding available and awarded	Investment	#, \$
# of R&D contracts and grants for businesses assisted by EDO	Business Investment	#, \$
Amount of R&D funding for businesses assisted by EDO	Business Investment	#, \$
Modernization of facilities	Projects	#, \$
Broadband penetration	Coverage	%
Mobile coverage	Coverage	%
Technology businesses	Businesses	%
Patents, trademarks, new innovative product/services developed	Registrations	#
Tourists/visitors	Tourists	#, % change
Tourists/visitor total spending	Expenditures	%, \$ change
Tourist/visitor average spending	Expenditures	\$
Tourist/visitor length of stay	Days	#
Accommodations facilities (hotels, motels, bed and breakfasts, vacation properties, lodges, resorts)	Properties	#
Accommodation units (hotels, motels, bed and breakfasts, vacation properties, lodges, resorts)	Rooms	#
Room revenues	Revenues	\$
Campground/RV facilities	Properties	#
Campground/RV units	Sites	#
Approved tourism facilities (accommodations, attractions, festivals, events)	Properties	#
Tourism businesses	Businesses	#

PERFORMANCE BENCHMARK	WHAT IT MEASURES	HOW IT MEASURES
Packages, experiences	Packages	#
Online reputation	Net Promoter Score (NPS)	%
Website/social media hits	Page Hits	#
Municipal and regional district taxes (MRDT)	Revenues	\$
Number of places that flights connect to, frequency	Flights	#, Frequency
Average commute times	Time	#
Cost of public transportation	Expenditures	\$
Percent of population using public transportation	Population Behaviour	% of Total

MEASURING AN INDIGENOUS COMMUNITY'S STRENGTHS, ECONOMIC DRIVERS AND CHANGES

QUANTITATIVE ECONOMIC INDICATORS	CURRENT SNAPSHOT	PREVIOUS SNAPSHOT	% CHANGE
Number of Community Enterprises			
<i>Fisheries (example)</i>	3	5	-67%
<i>Fisheries (example)</i>	3	2	+33%
Fisheries			
Value-added fisheries			
Aquaculture			
Value-added aquaculture			
Fisheries services			
Primary forestry			
Value-added forestry			

QUANTITATIVE ECONOMIC INDICATORS	CURRENT SNAPSHOT	PREVIOUS SNAPSHOT	% CHANGE
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Number of Community Enterprises

Forestry fibre recovery			
Botanical forest products			
Agriculture			
Value-added agriculture			
Food processing			
Tourism tours, charters			
Mining resource extraction			
Mining resource services			
Oil and gas			
Tourism, accommodation			
Tourism, marine			
Traditional art			
Multimedia, film, music			
Giftware			
Construction and renovation			
Infrastructure, roadwork			
Healthcare, Elder care			
Government services			
Educational services			
Technology, web development, apps			
Waste disposal			
Transport, trucking			
Others			

QUANTITATIVE ECONOMIC INDICATORS	CURRENT SNAPSHOT	PREVIOUS SNAPSHOT	% CHANGE
Employment in Community Enterprises			
Fisheries			
Value-added fisheries			
Aquaculture			
Value-added aquaculture			
Fisheries services			
Primary forestry			
Value-added forestry			
Forestry fibre recovery			
Botanical forest products			
Agriculture			
Value-added agriculture			
Food processing			
Tourism tours, charters			
Mining resource extraction			
Mining resource services			
Oil and gas			
Tourism, accommodation			
Tourism, marine			
Traditional art			
Multimedia, film, music			
Giftware			
Construction and renovation			

QUANTITATIVE ECONOMIC INDICATORS	CURRENT SNAPSHOT	PREVIOUS SNAPSHOT	% CHANGE
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Employment in Community Enterprises

Healthcare, Elder care			
Government services			
Educational services			
Technology, web development, apps			
Waste disposal			
Transport, trucking			
Others			

Investment

Joint ventures			
Strategic partnerships			
Outside capital secured			
Licensing agreements			
Resource extraction royalty agreements			
Investment opportunities under negotiation			

Community Indicators

Unemployment rate			
Number of community-owned enterprises			
Revenues generated			
Employment in Band administration office			
Funding proposals generated			
Participation in regional planning committees			
Active participation at economic conferences, events			

QUANTITATIVE ECONOMIC INDICATORS	CURRENT SNAPSHOT	PREVIOUS SNAPSHOT	% CHANGE
Community Indicators			
Funding spent on marketing and branding			
Economic development awards and recognition			
Other Economic Developments			
Cooperatives			
Joint marketing initiatives			
Trade mission participation			
Entrepreneurial training courses, resource development			
Others			

MEASURING AN INDIGENOUS COMMUNITY'S SUPPORT AND READINESS FOR ECONOMIC DEVELOPMENT

The following is a chart that can facilitate the process of measuring qualitative economic indicators. Each factor can be assigned a score of 1 to 5.

- ➔ 1 = very negative trend
- ➔ 2 = modest negative change
- ➔ 3 = unchanged from last analysis
- ➔ 4 = modest positive change
- ➔ 5 = very positive trend

QUALITATIVE ECONOMIC INDICATORS	CURRENT SCORING	PREVIOUS SCORING	% CHANGE
<i>Community Mindset (example)</i>	2	4	-50%
<i>Community Mindset (example)</i>	3	1	+67%
Community mindset/interest in economic development			
Effective communication Chief and Council and Economic Development Corporation Management			
Effective communication Chief and Council and Economic Development Manager/Officer (EDO)			
Entrepreneurial training and capacity development			
Technology infrastructure, links, access			

QUALITATIVE ECONOMIC INDICATORS	CURRENT SCORING	PREVIOUS SCORING	% CHANGE
Health and wellness of the community			
Youth entrepreneurship programs/business education			
Confidence in leadership			
Confidence in the economy			
Opportunity inquiries from outside the community			
Opportunity inquiries from within the community			
Communication tools in place to inform membership			
Effective, positive liaison with off-reserve population			
Living conditions			
Cultural program support			
Community vitality			
Inquiries to Economic Development Manager			
Pride in community, surroundings, residences, nature			
Interest in participating in planning processes			
Evidence of capacity building			

Other Helpful Things

COMMUNITY INFORMATION DISTRIBUTION

There are a number of general skills that an Economic Development Manager needs when leading projects. Along with leadership, strategic management, financial management, negotiating and managing projects, is the ability to communicate, not just in the moment, but to ensure true and accurate information is acquired, and appropriately disseminated.

There are different circumstances for information dissemination. One might be to inform the community as to what development opportunities are underway and the other might be to answer questions from outside investors about the community. The format for providing the needed information will vary depending on the situation.

Effective information dissemination will ensure the necessary and available information that can help individuals or groups realize their business opportunities, and also the various programs they can tap into, is readily accessible. It will also keep stakeholders, which can include Band members and external partners, informed regarding what is unfolding on the development front.

First Nations cannot achieve success in economic development without a strong network of relationships with community stakeholders. Relationships are built through communication and part of communication is ensuring key details are effectively communicated to others in a way that works. The more the Economic Development Manager, the community and other stakeholders are all on the same page through having the same access to the necessary information, the more effective the process of development can become.

PREPARATION

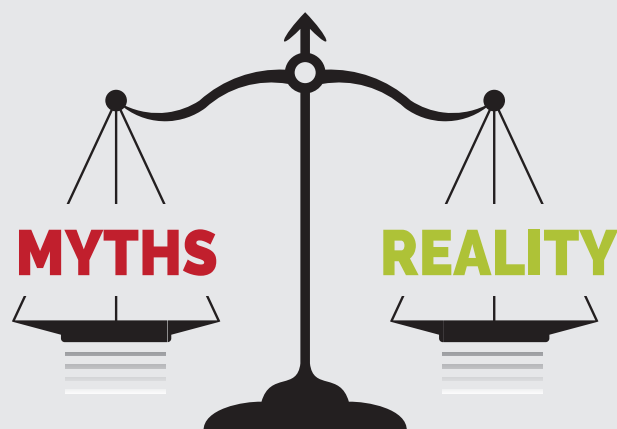
Many groups and individuals in the community will be concerned with promoting economic development activities. It is important that the Economic Development Manager avoids working at cross-purposes to others. The best way to ensure this is to develop a sound communications or information dissemination strategy.

Information dissemination involves the following:

- ➔ Writing effectively.
- ➔ Listening effectively.
- ➔ Choosing a communication tool to communicate your message.
- ➔ Creating a communications plan.
- ➔ Managing media relations.
- ➔ Marketing communications.
- ➔ Creating a marketing plan.

Be wary of some of the misperceptions you may have about information dissemination:¹¹

INFORMATION DISSEMINATION – MYTHS AND REALITY



Disseminating Information (*passive*)

- ➔ **MYTH** If it is available, they will access it.
- ➔ **REALITY** Not necessarily.

Message attributes (*neutral*)

- ➔ **MYTH** If providers understand it, so do users.
- ➔ **REALITY** Not usually.

Achieving outcomes (*active*)

- ➔ **MYTH** If they have it, they will use it.
- ➔ **REALITY** Not unless they want it.

<https://www.slideshare.net/sujit29/dissemination-of-information>

¹¹Sujit Mohanty, "Dissemination of Information" (2007), online: Slideshare <<https://www.slideshare.net/sujit29/dissemination-of-information>>.

The following questions can be asked when you are considering some information that you wish to disseminate:

- ➔ Who are the target users? (Consumers)
 - Who are the people you want to reach?
 - What motivates them to take action?
 - Who do they listen to?
 - Are they permanent or transient Band members, e.g., urban Indigenous versus on-Reserve versus visitors from other Indigenous communities?
 - Are they partners? Clients? Stakeholders?
 - What is their level of professional knowledge?
- ➔ Do they know it exists? (Awareness)
- ➔ Can they find it? (Search)
- ➔ Do they have permission to access? (Accessibility)
- ➔ Are they connected? (Community of Practices)
- ➔ Can they read it? (Format)
- ➔ Can they analyze it? (Systems)

To be effective and to know the best way to reach your target audience, you need to do some research:

- ➔ Identify your targets for your communications (community members, industry sectors, businesses, external stakeholders).
- ➔ Be ready to collect data to provide information to your targets. Be ready with hard facts about your community in areas such as demographics, labour market, economic characteristics, physical and location conditions, community services, and economic development priorities.

The ability to quickly produce reliable data for potential investors is an asset to and a powerful promotional tool for your organization and community.

MODES OF INFORMATION DISTRIBUTION

The key to effective dissemination is to match the means to the message and needs of the audience. There are a number of ways to deliver information, from a slogan on a t-shirt to a video on YouTube. The key is to adopt a method that will work for the target audience and for the type of content you have to deliver.

“ Most stories will not make it on to national television, but local press and radio are always on the lookout for a story -- especially where there is a local connection.”

When considering economic development and First Nations communities, there are a variety of ways to get out information. The first and most historically used method is via a community newsletter or information pamphlet. While this method still has many advantages, the Internet is increasingly being used and because of its 24/7 availability, it is always accessible when people need it. However, despite the current popularity of accessing information from the Internet, there will always be some groups who cannot, or choose not, to use it.

Video is a very effective means of information delivery, particularly to engage interest in an issue and to tell people's stories. Video can be expensive, but the availability of cheap digital video cameras and the popularity of websites like YouTube has opened up a new opportunity for delivering the right information in a less expensive way.

The mass media is often overlooked as a way of reaching a wide audience - but it is where most people get their information. The press, radio, and television, are effective ways of reaching a wide

audience – particularly with an awareness-raising message. Most stories will not make it on to national television, but local press and radio are always on the lookout for a story -- especially where there is a local connection.¹²

To simplify, the various modes of information dissemination include:

➔ **Print**

- Brochures
- Publications (Reports, Newsletters, Briefs)
- Newspapers
- Magazines

➔ **Meetings/Conferences**

➔ **Radio**

➔ **Television**

➔ **Internet**

- Email
- Websites
- Social media

Information dissemination can take two forms: synchronous ("rich") and asynchronous ("reach"). Depending on what is more important – the richness of the interaction or the reach of information – as well as the urgency to get the information out, will determine which approach will work best for the given situation.¹³

USING THE INTERNET FOR INFORMATION DISSEMINATION

The Internet has become such a driving force in most people's day-to-day living that it will soon be overtaking television as the main source of information consumption. Therefore any First Nations community should have a strong Internet presence – if they do not, they could be missing a significant opportunity to raise their profile. Most importantly from an economic development standpoint, the Internet is the Economic Development Manager's friend and should be used as effectively as possible.



Why use the Internet?¹⁴

- | | |
|---------------------|---------------------|
| ➔ Inexpensive | ➔ Wide audience |
| ➔ Fast, efficient | ➔ Target audience |
| ➔ Easy to update | ➔ Easily accessible |
| ➔ Readily available | for users |



Synchronous – ("Rich") Two-way communication with virtually no time delay, allowing real-time response.

Examples include conversation, presentation, telephone, door-to-door, meetings



Asynchronous – ("Reach") Two-way communication with a time delay, allowing response at user's convenience.

Examples include email, website, notice, report, newsletters

¹²Advicenow. "How do you Disseminate your information?" (2018), online: Advicenow <<http://www.advicenow.org.uk/articles/how-do-you-disseminate-your-information>>

¹³Sujit Mohanty. "Dissemination of Information" (2007), online: Slideshare <<https://www.slideshare.net/sujit29/dissemination-of-information>>

¹⁴Isabella Ballard. "Information Dissemination: Using the Internet as a Tool to Disseminate Information." (date accessed, 8 March 2018), online: Slide Player <<http://slideplayer.com/slide/713655/>>

There are a number of ways to disseminate information using the Internet that does not involve a website or social media, but through using other software that is available for use, sometimes for free, and sometimes for a small fee. Other methods for dissemination on the Internet include:

- ➔ **Listserve** – effective, require email access only, cost-efficient, accessible
- ➔ **Dissemination Tools** – i.e., electronic news alerts, dissemination websites (reach a wider audience and are more permanent)

Beyond just using the available tools on the Internet like MailChimp or Eventbrite for information dissemination, it is important to have a social media presence through Facebook, YouTube, Pinterest, Instagram and Twitter, amongst others.

All of the above are Web-based tools that are readily update-able and can be widely distributed to a listing or database of stakeholders. These can be used as monthly announcements of projects, opportunities or messages from Chief and Council or Economic Development Managers / Corporations. They can also be used to survey the community regarding any issues and report back on outcomes. One example is The Osoyoos Indian Band website at <http://oibdc.ca/>.

Most importantly, the community's website is its calling card and will be one of the most important communications tool that the Economic Development Manager can use not only to update community members, but also as an effective tool of information dissemination to the outside world as to why your community is the place that outside investors want to come to, to invest their time and money.

CASE STUDY – GWA'SALA-'NAKWAXDA'XW (GNN) – COMMUNICATION PROTOCOL POLICY

The Communications Department of the GNN is committed to providing timely and accurate communications to its members and stakeholders. In 2017, they undertook a project to:

- ➔ Understand communication needs/preferences of the Nations' Elders.
- ➔ Understand communication needs/preferences of the Nations' Youth.
- ➔ Understand community communication/engagement protocols prior to the development of any communication strategies or policies.

The objective was to develop communication plans/strategies/policies to meet governance and operational needs of the Nation.

The results of this project highlighted the distinct differences between two very different demographics: Youth and Elders. For the Youth, the ways they want to be communicated with include social media engagement with accompanying videos, posters, and a suggestion

box. They further suggested allotted time on the Port Hardy's local radio to give out announcements. Youth also stated that they would more than likely use a smartphone application to receive information. Finally, they said that they wanted to see specific sections acknowledging any updates for them in the GNN newsletter and website.

The Elders answered the survey questions as a group in a workshop setting. Predictably, their needs and preferences differed from the Youth and to some degree, the members generally. Prior to the project they were receiving their information via telephone, newsletter or individual communications. They expressed that they would rather receive their information via telephone (newsletters blow away), newsletters, or mailbox. When it came to frequency, they suggested a weekly newsletter or items as they come up.

For Elders, the priority is individualized communication. They did not prioritize social media as did the Youth and members generally, but some did suggest workshops on computers, social media, etc. as well as having a computer at the Elders' Centre.

Consultants

WHEN TO CONSIDER HIRING A CONSULTANT

A "Guide to Working with Consultants" was created by the Maine Association of Non-Profits. The following section contains excerpts from that guide:¹⁵

Using the services of an objective, outside third-party professional can be beneficial. However, before engaging a consultant, the community, Chief and Council, and those involved in the economic well-being and development of the Indigenous community, must all be engaged in the process. Here are some steps you can take before deciding to engage with a consultant:

- ➔ Define the reason you need a consultant, what you want from the consultant, and how you plan to use the result.
- ➔ Make sure everyone in your group, and any other stakeholders you may be working with on initiatives, including Chief and Council, and staff, has a basic understanding of the project and that there is agreement among all participants regarding:
 - the tasks for which the consultant will be hired;
 - the particular skills you want your ideal consultant to have;
 - the person responsible for managing the hiring process;
 - the persons to be involved in the hiring process, and their responsibilities;
 - the projected time commitment of each participant, including board members, management, support staff, and other key volunteers or community supporters; and
 - the time frame for the project.

- ➔ Make sure that everyone (or at least key decision-makers) who has agreed that a consultant should be hired is willing to commit to the process, including the expected time and meetings that will take place.
- ➔ Make sure everyone who should have been involved in the discussion was at least invited to participate. Whenever the Economic Development Manager is spearheading any specific initiative or study, representation from the community and Chief and Council should be invited to any meetings or presentations. Continual "buy-in" is critical to maintain momentum on an initiative.

There are specific circumstances when hiring a consultant as an objective and knowledgeable third party can be especially useful to planning or dealing with resolution of issues. These can include the following.

- ➔ There is a gap within the community regarding specific expertise, experience, or objectivity.
- ➔ Previous efforts made by your community/group/organization were not effective.
- ➔ There is disagreement about an issue and you are struggling to reach consensus.
- ➔ Subjectivity is influencing decision-making and an external entity is needed to bring an objective perspective to your group.
- ➔ Your group lacks the time to complete the work and/or the work is not defined by anyone's job description.

¹⁵"Guide to Working with Consultants", Maine Association of Nonprofits, (2010) <<https://www.nonprofitmaine.org/wp-content/uploads/2011/11/GuidetoWorkingwithConsultants.pdf>>

- ➔ Your community is faced with a crisis.
- ➔ Your organization has a broad vision that needs focus in order to be realized.
- ➔ The board and staff do not know where

to start a new effort or how to rescue a derailed effort.

- ➔ The project seems to have lost energy, momentum, or enthusiasm.

STEPS IN CONSIDERING A CONSULTANT¹⁶

The following chart represents the logical steps in hiring a consultant, from planning exactly what you need from and expect from them, to the engagement process itself.



¹⁶Lorraine Hart, "How to work with consultants" (2016), online: Power to Change <http://www.powertochange.org.uk/wp-content/uploads/2016/11/Working_with_Consultants_Merged_FINAL.pdf>

DEVELOPING A REQUEST FOR PROPOSALS (RFP)

Developing a Request for Proposals (RFP) is key to fully defining both the expectations of the consultant and the delivery process the prospective consultant is expected to follow. Deliverables (results expected) are important, and should be clearly defined in the RFP. A well-packaged RFP should include the following:

- ➔ the mission and basic background of the community/organization
- ➔ a description of project needs and goals
- ➔ an estimated length of time for the project
- ➔ an estimated length of time for the project
- ➔ a description of desired outcomes and key deliverables
- ➔ the expectations for skills and abilities of the consultant (including experience)
- ➔ the project budget or budget range
- ➔ a request for a general resume
- ➔ a request for bids/fees/expenses
- ➔ a request for references
- ➔ the application procedures, including the deadline for receipt of proposal and contact for submission
- ➔ a proposal selection timeline

EXPECTED DELIVERABLES FROM THE CONSULTANT¹⁷

The charts below highlight what areas of expertise can be expected from consultants you may consider engaging, and what results you should expect.

CONSULTANT SKILLS/KNOWLEDGE/EXPERIENCE	
Business Planning	Business Plan Type - for a whole or a new product or service or re-design of existing product/service to be delivered by that organisation
	Market research (Supply/Demand)
	Sales (Promotion/Communications)
	Finance and Funding
Community Stakeholder Engagement	Informing, consulting or involving people in generating new ideas, developing new proposals, an organisation's decision making
Building Design & Refurbishment	Building new facilities or making old buildings/landscapes fit for new purposes
Internal Business Systems & Processes	Improving the effectiveness or efficiency of systems for delivering products and services. E.g. finance, communications, procedures
Governance	Improving decision making and wider accountability, reviewing objectives/policies and purpose for an organisation or one of its projects
Legal	Advice and documentation for contracts for services or property, changes to existing legal arrangements. Representation in legal proceedings

¹⁷Lorraine Hart, "How to work with consultants" (2016), online: Power to Change <http://www.powertochange.org.uk/wp-content/uploads/2016/11/Working_with_Consultants_Merged_FINAL.pdf>

POTENTIAL CONSULTANT OUTPUTS	
CONSULTANT SKILLS/ KNOWLEDGE/EXPERIENCE	POTENTIAL OUTPUTS
Business Planning	
Business Plan Type - for a whole or a new product or service	Full business plan including all elements below
Market Research (Supply/Demand)	Report/database
Sales (Promotion/ Communications)	Website, "app", database, branding, advertising campaign, publicity materials (printed, online, video, photographs, social media set-up, online users group)
Finance & Funding	Loan applications, share issue documents, research to identify grants for which the project/organisation is eligible, business model proposal and delivery specification, Finance Strategy/Fundraising Strategy/grant application/crowd funding/sponsorship proposal
Community Stakeholder Engagement	Questionnaire/survey analysis, organisation of events and meetings and records/analysis of results
Building Design & Refurbishment	Plans and drawings, models, specifications for works and materials, cost estimates, planning applications and associated surveys (e.g. building condition, structural or asbestos surveys, electrical/mechanical surveys)
Internal Business Systems & Processes	Financial/Customer Relationship Management (CRM) software advice, written financial procedures, income and expenditure projections, VAT/Tax advice, internal/external communications proposals, stakeholder engagement proposals
Governance	Board meeting facilitation, away days for decision making on strategy, input to business planning, board skills, audits, advice on policies and their implementation (e.g. membership, financial)
Legal	Creation/amendment of leases, licences, contracts, funding agreements. Legal compliance checks with relevant legislation (data protection, charity, premises, law, etc.

THE CONSULTANT CONTRACT¹⁸

An effective contract is vital to ensure that all parties are "on the same page" regarding workload, expectations, budgets, timelines and deliverables. These are the main components of a consultant's contract:

- ➔ Introduction and background – the details of the community/organization entering into the contract, and the purpose of the work being undertaken
- ➔ The name of the day-to-day contact for the consultancy work for both parties (if applicable)
- ➔ Duration of the contract
- ➔ The main outputs and deliverables, and a timeline for their delivery
- ➔ Assignment of the contract or subcontracting work to other parties
- ➔ Fees and expenses to be paid
- ➔ Invoice procedure and timed schedule of payments
- ➔ Reporting and monitoring
- ➔ Confidentiality, Intellectual Property Rights, data protection
- ➔ Indemnities
- ➔ Conflicts of Interest
- ➔ Contract Amendment/Variation
- ➔ Termination of the Contract (circumstances when this may happen and rights for either side if it does)

WORKING WITH A CONSULTANT

When you hire a consultant, you will both have certain obligations. Having a clear understanding of these will ensure a harmonious working relationship that will result in significant deliverables being generated. It is a team process.

- ➔ Be prepared, and prepare your consultant, by providing him/her with the most recent version of as many documents as you have available and are applicable to your project.
- ➔ Give your consultant a sense of office and board culture, particularly how staff and board members work together (i.e., independently or as a team) and how decisions are made (i.e., consensus vs. majority). The better informed your consultant is about you, the more customized service you will receive and the better the outcome will be.
- ➔ Be honest about the challenges; being frank and forthcoming is important so that the consultant has the entire story behind the issue you are trying to address.
- ➔ Be open to new ideas you are bound to hear, including constructive criticism.
- ➔ Make yourself and other team members available to your consultant – sometimes meeting times must be changed, and most consultants are flexible, but constantly altering schedules can slow progress and add cost to your project.
- ➔ Practise good and open communication. Speak up; do not be afraid to ask questions. If you are confused, frustrated, or feel the project is not progressing in the right direction, voice your opinion, and be an active participant in coming to a resolution.

¹⁸Lorraine Hart, "How to work with consultants" (2016), online: Power to Change <http://www.powertochange.org.uk/wp-content/uploads/2016/11/Working_with_Consultants_Merged_FINAL.pdf>

- ➔ Stay involved with the project and retain decision-making responsibility. For longer-term projects, build into the timeline opportunities for the consultant to provide progress reports.
- ➔ Make sure you understand “what is next,” that is, what needs to happen when the consultant leaves.
- ➔ Pay the consultant in a timely manner upon receipt of invoices. Be sensitive to the fact that consultants work for a living as well, and if your needs or capacity change and your organization needs to alter or end a contract early, that can impact and potentially sour a relationship if not handled openly and with care.
- ➔ Be willing to end an unproductive relationship if efforts to address problems are not successful. While ending a relationship with a consultant should never be done lightly or without efforts to first resolve an issue directly, it is sometimes necessary. Be sure to honour any agreements or contractual obligations regarding the termination of the relationship.

PROJECT EVALUATION

How do you evaluate whether the hiring of consultants is delivering what you expect? Aside from periodically evaluating the process, it is prudent to establish milestones and specific delivery criteria that you can use as a yardstick in dealing with the consultants you are engaging.

- ➔ The consulting project should be evaluated regularly, including briefly at the end of each meeting (about that meeting's process), at mid-point in the planning effort, and at its conclusion.

- ➔ Establish a process for making any necessary changes to the scope of the project.
- ➔ Specify in the contract that certain deliverables (e.g., reports, presentations, project reviews, etc.) be delivered during the project.
- ➔ After the project's completion (potentially three to six months afterwards), evaluate whether the consultant's recommendations were implemented or not and whether the project's goals were reached or not.

“Setting out milestones and guidelines will assure that the results of the process are useful in engaging and working with a consultant.”

- ➔ Establish criteria early on, from which the overall consulting effort can be evaluated at the mid-point and end of the project.
- ➔ Establish criteria by having your group and the consultant specify what constitutes a successful consulting project and process. Detailed descriptions of expectations will aid in determining if the project was a success or not and will help identify the specific areas of success and failure.

Consultants can be of significant benefit in helping Economic Development Managers deliver their mandates, but, as highlighted above, there are expectations from the consultants as well as from you, and as well as from community stakeholders. Setting out milestones and guidelines will assure that the results of the process are useful in engaging and working with a consultant.

EXAMPLE INDEPENDENT CONTRACTOR AGREEMENT

This Independent Contractor Agreement ("Agreement") is made and entered into by the undersigned parties: **NAME** (known as the "Company") and **NAME** (known as the "Contractor").

In consideration of the promises, rights and obligations set forth below, the parties hereby agree as follows:

1. Term

The term of this Agreement shall begin on **DATE** and continue until **DATE**, unless terminated earlier as set forth in this Agreement. The term of this Agreement may be extended by mutual agreement between the parties.

2. Services

The Contractor will provide the following services:

Insert description of Services

The Contractor shall take direction from **[Report]** or as directed by Company's Board of Directors. Additional services or amendments to the services described above may be agreed upon between the parties.

3. Compensation

Subject to providing the services as outlined above, the Contractor will be paid the sum of **\$XX** per **day/week/month/upon completion of the services**, plus GST. The Company will be invoiced **weekly/biweekly/monthly/upon completion of the services**, with payment due within **XX** business days of receipt of the invoice.

4. Relationship

The Contractor will provide the Contractor's services to the Company as an independent contractor and not as an employee.

Accordingly:

- The Contractor agrees that the Company shall have no liability or responsibility for the withholding, collection or payment of any taxes, employment insurance premiums or Canada Pension Plan contributions on any amounts paid by the Company to the Contractor or amounts paid by the Contractor to its employees or contractors. The Contractor also agrees to indemnify the Company from any and all claims in respect to the Company's failure to withhold and/or remit any taxes, employment insurance premiums or Canada Pension Plan contributions.
- The Contractor agrees that as an independent contractor, the Contractor will not be qualified

to participate in or to receive any employee benefits that the Company may extend to its employees.

- The Contractor is free to provide services to other clients, so long as such other clients are not in competition with the Company and so long as there is no interference with the Contractor's contractual obligations to the Company.
- The Contractor has no authority to and will not exercise or hold itself out as having any authority to enter into or conclude any contract or to undertake any commitment or obligation for, in the name of or on behalf of the Company.

5. Confidentiality and Intellectual Property

The Contractor hereby acknowledges that it has read and agrees to be bound by the terms and conditions of the Company's confidentiality and proprietary information agreement, which is attached hereto as Schedule "A" and which forms an integral part of this Agreement. If the Contractor retains any employees or contractors of its own who will perform services hereunder, the Contractor shall ensure that such employees or contractors execute an agreement no less protective of the Company's intellectual property and confidential information than the attached agreement.

The Contractor hereby represents and warrants to the Company that it is not party to any written or oral agreement with any third party that would restrict its ability to enter into this Agreement or the Confidentiality and Proprietary Information Agreement or to perform the Contractor's obligations hereunder and that the Contractor will not, by providing services to the Company, breach any non-disclosure, proprietary rights, non-competition, non-solicitation or other covenant in favour of any third party.

The Contractor hereby agrees that, during the term of this Agreement and for one (1) year following the termination hereof, the Contractor will not (i) recruit, attempt to recruit or directly or indirectly participate in the recruitment of any Company employee or (ii) directly or indirectly solicit, attempt to solicit, canvass or interfere with any customer or supplier of the Company in a manner that conflicts with or interferes in the business of the Company as conducted with such customer or supplier.

6. Termination

The independent contractor relationship contemplated by this Agreement is to conclude on **DATE** unless terminated earlier as set forth below. The Contractor agrees that no additional advance notice or fees in lieu of notice are required in the event the relationship terminates on **DATE**.

The Contractor agrees that the Company may terminate this Agreement at any time without notice or any further payment if the Contractor is in breach of any of the terms of this Agreement.

The Company may terminate this Agreement at any time at its sole discretion, upon providing to the Contractor **XX** calendar days' advance written notice of its intention to do so or payment of fees in lieu thereof.

The Contractor may terminate this Agreement at any time at its sole discretion upon providing to the Company **XX** calendar days' notice of Contractor's intention to do so. Upon receipt of such notice the Company may waive notice in which event this Agreement shall terminate immediately.

7. Obligations Surviving Termination of this Agreement

All obligations to preserve the Company's Confidential Information, Intellectual Property, and other warranties and representations set forth herein, shall survive the termination of this Agreement.

8. Entire Agreement

This Agreement, together with the Confidentiality and Proprietary Information Agreement, represents the entire agreement between the parties and the provisions of this Agreement shall supersede all prior oral and written commitments, contracts and understandings with respect to the subject matter of this Agreement. This Agreement may be amended only by mutual written agreement of the party.

9. Assignment

This Agreement shall inure to the benefit of and shall be binding upon each party's successors and assigns. Neither party shall assign any right or obligation hereunder in whole or in part, without the prior written consent of the other party.

10. Governing Law and Principles of Construction

This Agreement shall be governed and construed in accordance with Ontario law. If any provision in this Agreement is declared illegal or unenforceable, the provision will become void, leaving the remainder of this Agreement in full force and effect.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized representatives, effective as of the day and year first above written.

COMPANY REPRESENTATIVE

CONTRACTOR

By: _____

By: _____

Name: _____

Name: _____

Date: _____

Date: _____

Schedule "A"

CONFIDENTIALITY AND PROPRIETARY INFORMATION AGREEMENT

In consideration of your engagement as an independent contractor or consultant with *[company]* (the "**Company**"), the undersigned (the "**Consultant**") agrees and covenants as follows:

1. Engagement with the Company as an independent contractor or consultant ("**Engagement**") will give the Consultant access to proprietary and confidential information belonging to the Company, its customers, its suppliers and others (the proprietary and confidential information is collectively referred to in this Agreement as "**Confidential Information**"). Confidential Information includes but is not limited to customer lists, marketing plans, proposals, contracts, technical and/or financial information, databases, software and know-how. All Confidential Information remains the confidential and proprietary information of the Company.
2. As referred to herein, the "Business of the Company" shall relate to the business of the Company as the same is determined by the Board of Directors of the Company from time to time.
3. The Consultant may in the course of the Consultant's Engagement with the Company conceive, develop or contribute to material or information related to the Business of the Company, including, without limitation, software, technical documentation, ideas, inventions (whether or not patentable), hardware, know-how, marketing plans, designs, techniques, documentation and records, regardless of the form or media, if any, on which such is stored (referred to in this Agreement as "**Proprietary Property**"). The Company shall exclusively own, and the Consultant does hereby assign to the Company, all Proprietary Property which the Consultant conceives, develops or contributes to in the course of the Consultant's Engagement with the Company and all intellectual and industrial property and other rights of any kind in or relating to the Proprietary Property, including but not limited to all copyright, patent, trade secret and trade-mark rights in or relating to the Proprietary Property. Material or information conceived, developed or contributed to by the Consultant outside work hours on the Company's premises or through the use of the Company's property and/or assets shall also be Proprietary Property and be governed by this Agreement if such material or information relates to the Business of the Company. The Consultant shall keep full and accurate records accessible at all times to the Company relating to all Proprietary Property and shall promptly disclose and deliver to the Company all Proprietary Property.
4. The Consultant shall, both during and after the Consultant's Engagement with the Company, keep all Confidential Information and Proprietary Property confidential and shall not use any of it except for the purpose of carrying out authorized activities on behalf of the Company.

The Consultant may, however, use or disclose Confidential Information which:

- (i) is or becomes public other than through a breach of this Agreement;
- (ii) is known to the Consultant prior to the date of this Agreement and with respect to which the Consultant does not have any obligation of confidentiality; or
- (iii) is required to be disclosed by law, whether under an order of a court or government tribunal or other legal process, provided that Consultant informs the Company of such requirement in sufficient time to allow the Company to avoid such disclosure by the Consultant.

The Consultant shall return or destroy, as directed by the Company, Confidential Information, Proprietary Property and any other Company property to the Company upon request by the Company at any time. The Consultant shall certify, by way of affidavit or statutory declaration, that all such Confidential Information, Proprietary Property or Company property has been returned or destroyed, as applicable.

5. The Consultant covenants and agrees not to make any unauthorized use whatsoever of or to bring onto the Company's premises for the purpose of making any unauthorized use whatsoever of any trade secrets, confidential information or proprietary property of any third party, including without limitation any trade-marks or copyrighted materials, during the course of the Consultant's Engagement with the Company.
6. At the reasonable request and at the sole expense of the Company, the Consultant shall do all reasonable acts necessary and sign all reasonable documentation necessary in order to ensure the Company's ownership of the Proprietary Property, the Company property and all intellectual and industrial property rights and other rights in the same, including but not limited to providing to the Company written assignments of all rights to the Company and any other documents required to enable the Company to document rights to and/or register patents, copyrights, trade-marks, industrial designs and such other protections as the Company considers advisable anywhere in the world.
7. The Consultant hereby irrevocably and unconditionally waives all moral rights the Consultant may now or in the future have in any Proprietary Property.
8. The Consultant agrees that the Consultant will, if requested from time to time by the Company, execute such further reasonable agreements as to confidentiality and proprietary rights as the Company's customers or suppliers reasonably require to protect confidential information or proprietary property.
9. Regardless of any changes in position, fees or otherwise, including, without limitation, termination of the Consultant's Engagement with the Company, unless otherwise stipulated pursuant to the terms hereof, the Consultant will continue to be subject to each of the terms

and conditions of this Agreement and any other(s) executed pursuant to the preceding paragraph.

10. The Consultant agrees that the Consultant's sole and exclusive remedy for any breach by the Company of this Agreement will be limited to monetary damages and in case of any breach by the Company of this Agreement or any other Agreement between the Consultant and the Company, the Consultant will not make any claim in respect of any rights to or interest in any Confidential Information or Proprietary Property.
11. The Consultant acknowledges that the services provided by the Consultant to the Company under this Agreement are unique. The Consultant further agrees that irreparable harm will be suffered by the Company in the event of the Consultant's breach or threatened breach of any of his or her obligations under this Agreement, and that the Company will be entitled to seek, in addition to any other rights and remedies that it may have at law or equity, a temporary or permanent injunction restraining the Consultant from engaging in or continuing any such breach hereof. Any claims asserted by the Consultant against the Company shall not constitute a defence in any injunction action, application or motion brought against the Consultant by the Company.
12. This Agreement is governed by the laws of the Province of Ontario and the parties agree to the non-exclusive jurisdiction of the courts of the Province of Ontario in relation to this Agreement.
13. If any provision of this Agreement is held by a court of competent jurisdiction to be invalid or unenforceable, that provision shall be deleted and the other provisions shall remain in effect.

IN WITNESS WHEREOF the Company and the Consultant have caused this Agreement to be executed as of the ____ day of _____, 20 ____.

[COMPANY]

Per:

Name:

Title:

CONSULTANT

WITNESS

Name: _____ Name: _____

IBA Examples/Toolkit

IBAs, also known as Socio-Economic Participation Agreements (SEPAs), are covered in detail in the 341-page book, *The Aboriginal Mining Guide: how to negotiate lasting benefits for your community*. If an AEDC is in the position to negotiate such an agreement, it is recommended that they refer to that publication for information and guidance.

IBAs are confidential agreements so it is rare to find one available for review. However, one exception to that rule is the Raglan Agreement. This IBA was signed in 1995 and was the first IBA in Canada to be negotiated and signed directly between a mining company and the Indigenous group that would ultimately be affected by the mining operation. The agreement laid out the terms between the Inuit of Nunavik, namely the nearby communities of Salluit and Kangiqsujuaq, that is, "how the project would be monitored and how it would ensure Inuit enjoyed the requisite social and economic advantages."¹⁹

One of the key lessons learned in the negotiation and implementation of the Raglan Agreement is that these types of agreements – partnerships, if you will – are about trust and mutual respect. With regard to content, this comprehensive socio-economic agreement addresses matters related to:

Using the services of an objective, outside third-party professional can be beneficial. However, before engaging a consultant, the community, Chief and Council, and those involved in the economic well-being and development of the Indigenous community, must all be engaged in the process. Here are some steps you can take before deciding to engage with a consultant:

- ➔ protection of the environment and the mitigation of the impacts of mining activities on the land;

- ➔ financial provisions (profit sharing and others);
- ➔ contracts awarding with a favourable bias to Inuit businesses;
- ➔ training and employment for local communities;
- ➔ conflict resolution process (Raglan Committee).²⁰

The complete 319-page agreement can be found at <http://pubs.aina.ucalgary.ca/makivik/ci236.pdf>.

The following excerpt from *The Aboriginal Mining Guide* (2009) simplifies the five types of benefits an Aboriginal community might capture through an IBA with a company:

Profits: The agreement might supply a share in the profit from the development. Profit is the money left over from the sale of a product or service after all the costs of producing and supplying it has been paid.

Management: It might supply opportunities to gain management experience. That may mean making the actual decisions about how a division, department, or business is run. It can also mean a paid advisory position on a board that oversees the managers of an operation.

Jobs: It might supply opportunities for a wide range of jobs. They will vary in terms of the skills they require; the hours, effort, and danger they involve; and the money they pay. Many of these jobs are not with the company itself, but with businesses that have won contracts to supply services to the operation.

¹⁹Sarah Rogers, "The Raglan Agreement at 20: how it's shaped Nunavik's mining industry" (11 December 2015), online: Nunatsiag News: <http://nunatsiag.com/stories/article/65674the_raglan_agreement_at_20_how_its_shaped_nunaviks_mining_industry/>.

²⁰Glencore, "Raglan Agreement" (date accessed 25 March 2018), online: Mine Raglan: <<http://www.mineraglan.ca/en/raglan-agreement/Pages/home.aspx>>.

Training: It might supply training for many of these jobs.

Compensation: A SEPA might supply compensation for use of traditional territory or for the effect the development has on the community's environment and way of life.

There is a lot of disagreement over which benefits are the best to get. Are jobs and training the most important, or are management and profits? The relative importance of the *five types of benefits* is a *crucial issue for communities who want to build their capacity*.²¹

“ There is a lot of disagreement over which benefits are the best to get. Are jobs and training the most important, or are management and profits?”

What is most important for an EDC to know when negotiating these agreements is that they have choices and can say “no” to elements that may not align with the vision and desires of the community. Indigenous communities now have more leverage in business negotiations as a result of a number of laws and regulations achieved through great effort; these strongly encourage industrial companies to consult with First Nations and to enter into agreements with them (see Part 1, Section 3.1 – *The Legal and Political Landscape*). The added risk that Indigenous communities might challenge a company's right to develop would be discouraging to investors. “That gives the communities leverage. When community and company fully appreciate the leverage that they

each bring to an opportunity, it becomes possible to reach an agreement that realizes benefits for everyone – an agreement that works.”²²

Joint Ventures

A Joint Venture (JV), or jointly owned company is another tool that AEDCs commonly use to capture benefits from opportunities – whether they be mining, forestry, fisheries, tourism etc.

The JV assigns a share in the ownership of a business that provides services or products to an Indigenous organization.

JV agreements can range from a relatively simple agreement through to a complex and very detailed agreement depending on the venture. Many of the steps that apply to negotiating an IBA also apply to negotiating a JV.²³

- ➔ The AEDC needs to have a clear idea of the community's vision of its future and how business development can serve that.
- ➔ The AEDC needs a solid understanding of the business the agreement will involve.
- ➔ The AEDC needs to understand where they have leverage and how to use it in business negotiations.
- ➔ The AEDC needs to prepare for negotiations by examining the community's long-term interests and the range of benefits both the AEDC and community bring to a deal and want from it.
- ➔ The AEDC needs to make certain the other party can deliver those benefits.
- ➔ The AEDC has to put together a negotiating strategy and team to capture those benefits.

²¹Michael Lewis and Sara-Jane Brocklehurst, “Aboriginal Mining Guide: how to negotiate lasting benefits for your community” (2009), online: Canadian Centre for Community Renewal <http://www.communityrenewal.ca/sites/all/files/resource/Aboriginal_Mining_Guide.pdf>.

²²Michael Lewis and Sara-Jane Brocklehurst, “Aboriginal Mining Guide: how to negotiate lasting benefits for your community” (2009), online: Canadian Centre for Community Renewal <http://www.communityrenewal.ca/sites/all/files/resource/Aboriginal_Mining_Guide.pdf>.

²³Michael Lewis and Sara-Jane Brocklehurst, “Aboriginal Mining Guide: how to negotiate lasting benefits for your community” (2009), online: Canadian Centre for Community Renewal <http://www.communityrenewal.ca/sites/all/files/resource/Aboriginal_Mining_Guide.pdf>.

However, despite these similarities, negotiating a JV differs from an IBA in several essential ways.

- ➔ The first task is to select a promising venture to pursue and then a likely JV partner to pursue it with.
- ➔ The signatories of JV agreements can behave more like partners because they select one another.
- ➔ The JV agreement is actually made up of three agreements. A Heads of Agreement, which clarifies the major points of each section of a Shareholder Agreement, and finally, a Management Agreement.
- ➔ JV agreements are usually devoted wholly to business matters and do not include social or cultural provisions.
- ➔ The Heads of Agreement is a document that clarifies the major points of each section of a Shareholder Agreement.
- ➔ A Shareholder Agreement is a document that puts into formal legal language all the important benefits and protections expected as identified in the Heads of Agreement.
- ➔ The Management Agreement is a document that details what is to be reported, to whom, when, and in what form, as well as the management's role in increasing the knowledge and skills of board members.

As can be seen from the above, the importance of the EDC doing its homework to be as prepared as possible cannot be understated. The flowchart below²⁴ demonstrates the JV negotiation process culminating in the three documents/agreements.

Module 6 in the *Aboriginal Mining Guide*, "Negotiating a Joint Venture," provides a very detailed step-by-step process for how to go about negotiating and developing the various agreements.

Joint Venture Negotiation Process



It is recommended that the reader refer to that guide at http://www.communityrenewal.ca/sites/all/files/resource/Aboriginal_Mining_Guide.pdf to get a complete picture of the process.

At a minimum however, the following should make up the 12 standard sections of The Heads of Agreement:

1. **The Recitals** - who the parties to the negotiation are; what names each party uses to identify themselves; what the following document represents (usually, an agreement to do business under the terms outlined); and, a statement that tells the reader to witness that the parties have agreed to the provisions outlined.

²⁴Michael Lewis and Sara-Jane Brocklehurst, "Aboriginal Mining Guide: how to negotiate lasting benefits for your community" (2009), online: Canadian Centre for Community Renewal <http://www.communityrenewal.ca/sites/all/files/resource/Aboriginal_Mining_Guide.pdf>.

2. **Incorporation and Ownership Structure** - the intent of the parties to form a JV; the JV's name; how the JV will be governed (under the laws of the province); how the JV's capital shall be organized in terms of classes of shares; and how the shares will be divided among the owners.
3. **Scope of Business** - what it is; where it will and won't take place; the duration of the business.
4. **Commencement Date** - when the agreement will take effect.
5. **Directors and Officers** - how many, who will nominate them, how they will report, and who will be the CEO.
6. **Capital** - the responsibilities of the parties to provide capital to the corporation; action to be taken should one party fail to meet its obligations under the agreement.
7. **Equipment** - the acquisition, lease, use, trade, and loan of equipment to the JV by either party or from some outside concern (as well as its disposal); methods of valuation, compensation, depreciation, and use.
8. **Allocation of Profits** - how profits realized from the development will be allocated to the relevant parties.
9. **Management and Staffing** - which party nominates or seconds management; which approvals are required; what compensation is to be paid; the general intent of the parties regarding hiring and training.
10. **Financial Reporting** - the what, where, when, and how of financial reporting; when and under what circumstances audits will be performed.

11. **Shareholder Agreement** - puts into formal legal language all the important benefits and protections that are expected from the JV.

12. **Purpose of the Heads of Agreement** - formalizes the parties' agreement that:

- a. A definitive Shareholder Agreement will be drafted.
- b. Negotiations will continue as specified.
- c. Confidentiality and exclusivity will be maintained.
- d. The parties will do all the things necessary to prepare the business for its date of commencement.

“ The JV Management Agreement will explain what is to be reported, to whom, when, and in what form, as well as the management's role in increasing the knowledge and skills of board members.”

There may also be Protective Covenants included in the above agreement. These modify or restrict the behaviour of the parties in order to channel benefits to one or the other of them.

The JV Management Agreement will explain what is to be reported, to whom, when, and in what form, as well as the management's role in increasing the knowledge and skills of board members.

IS A JOINT VENTURE RIGHT FOR THE AEDO?

QUESTIONS	YES OR NO
Are there geographical areas that will remain beyond your reach without other partners?	
Is there need to develop know-how which has already been developed by another company or individual?	
Is there a business that can help develop a better market penetration?	
Is there a company that has resources complementary to the First Nations business?	
How will combining resources feel? Does the business have access to legal resources to structure the joint venture and insure all aspects are covered to protect and benefit your business?	
Are there any best practices of joint ventures that can be researched to see how it was done?	
Does the First Nation understand that they will need to develop a joint business plan for JV?	
Will JV mean a downsized workforce and what impact will that have?	
Is the company in need of more credibility and will the JV bring the credibility?	

OTHER JOINT VENTURE TOOLS

The information below contains an overview of tools identified by Terrace Economic Development's First Nations *Joint Venture Partnership Tool Kit*²⁶ (2012) as important to building First Nations business relations.

Letter of Intent: The letter of intent (LOI), or letter of interest, formalizes an initial proposal made by one party to another and serves as more of a roadmap for all parties on what will be discussed in further negotiations. Generally, LOIs are non-binding, but certain terms may be binding, such as the inclusion of a non-disclosure agreement, financing specifics, or important dates and deadlines²⁷.

LOIs will typically undergo several revisions between the parties until the parameters for negotiation have been established. According to the Corporate Financing Institute (2016) some contents of an LOI will include:

- ➔ Transaction overview and structure
- ➔ Timeline
- ➔ Due diligence
- ➔ Confidentiality
- ➔ Exclusivity²⁸

For more information on how to write an LOI, please visit: <https://www.thebalancesmb.com/create-a-letter-of-intent-for-business-deals-4153020> and <https://www.template.net/business/letters/sample-simple-letter-of-intent/>

Letter of Understanding: The Letter of Understanding (LOU) is typically one of the first agreements entered

into by First Nations and a proponent²⁹. It confirms the verbal agreements made between parties in a previous discussion, such as:

- ➔ the basic principles of engagement between parties;
- ➔ the objectives of the partnership;
- ➔ the meeting schedule;
- ➔ confidentiality clauses; and
- ➔ a description of the partners³⁰

For more information on how to write a LOU and to view a sample LOU between an Indigenous community and business entity, visit: <http://howtowritealetter.net/letter-of-understanding.html> and http://terraceinfo.ca/images/uploads/documents/TEDA_FN_JVP_Pkg_Update_Feb_23_2012.pdf

Memorandum of Understanding: A Memorandum of Understanding (MOU), is a more detailed document that builds on the LOU and indicates that a legal contract is imminent.³¹ MOUs may discuss:

- ➔ costs associated with joint efforts;
- ➔ details of collaboration;
- ➔ desired outcomes;
- ➔ specific projects, including scopes and timeframes; and
- ➔ duration of the MOU.³²

For more information on how to write an MOU, visit: <https://www.investopedia.com/terms/m/mou.asp>, and <http://www.apapracticecentral.org/business/collaboration/partnership-agreements.aspx>

²⁶Terrace Economic Development, "First Nations Joint Venture Partnership Tool Kit" (1 April 2012), online: Terrace Economic Development

²⁷Investopedia, "Letter of Intent – LOI," (date accessed, 5 March 2018), online: Investopedia, <<https://www.investopedia.com/terms/l/letterofintent.asp>>

²⁸Corporate Finance Institute, "Letter of Intent" (date accessed, 5 March 2018), online: Corporate Finance Institute, <<https://corporatefinanceinstitute.com/resources/templates/transactions/letter-of-intent-loi-template/>>

²⁹Terrace Economic Development, "First Nations Joint Venture Partnership Tool Kit" (1 April 2012), online: Terrace Economic Development

³⁰Terrace Economic Development, "First Nations Joint Venture Partnership Tool Kit" (1 April 2012), online: Terrace Economic Development

³¹Investopedia, "Memorandum of Understanding – MOU," (date accessed, 5 March 2018), online: Investopedia, <<https://www.investopedia.com/terms/m/mou.asp>>

³²APA Practice Organization, "Partnership Agreements: Memorandum of Understanding" (date accessed, 5 March 2018), online: APA Practice Organization, <<http://www.apapracticecentral.org/business/collaboration/partnership-agreements.aspx>>

LOIs, LOUs and MOUs are not contracts and are generally understood to be non-binding documents, unless they include binding terms, like non-disclosure agreements, financing information, and key dates and deadlines. A lawyer should always be consulted when drafting such documents to ensure that the intent of the document is clearly reflected in the language used throughout.

“ A lawyer should always be consulted when drafting such documents to ensure that the intent of the document is clearly reflected in the language used throughout.”

Term Sheet: Where equity in a new or existing business will be part of an arrangement, a Term Sheet is commonly developed by the parties³³. A Term Sheet sets out the actual terms of the investment that are negotiated later based on the term sheet³⁴. In essence, a Term Sheet is a conditional offer consisting of five key documents that set out the parameters of investment:

1. the stock purchase agreement;
2. investor rights agreement;
3. certificate of incorporation;
4. ROFR & co-sale agreement; and
5. voting agreement.³⁵

Although a Term Sheet is not considered a legal document, a lawyer and relevant experts should be consulted when developing this document.

To view sample Term Sheets, visit: http://terraceinfo.ca/images/uploads/documents/TEDA_FN_JVP_Pkg_Update_Feb_23_2012.pdf

Confidentiality Agreement: Most Indigenous communities value maintaining confidentiality around their business dealings and land use and businesses typically wish to protect information that may be useful to competitors. To foster trust and enable open dialogue in business dealings, a confidentiality agreement is a suitable tool for protecting the interests of all parties when developing a working relationship.

For a sample confidentiality agreement, visit: http://terraceinfo.ca/images/uploads/documents/TEDA_FN_JVP_Pkg_Update_Feb_23_2012.pdf

Management Committee: Some partners develop a Management Committee/Board who ensure the goals of the joint business or project are being achieved.³⁶ This leadership body is typically made up of representatives from both parties who provide strategic direction to the business, ensure activities are properly managed, and monitor the business to ensure adherence to its principles, objectives, and values³⁷.

For more information on management committees, visit: <http://www.diycommitteeguide.org/resource/role-of-management-committee>

³³Terrace Economic Development, "First Nations Joint Venture Partnership Tool Kit" (1 April 2012), online: Terrace Economic Development

³⁴Bruce Gibney, "What's in a Term Sheet?: The World's Most Irritating Not-Quite Contract" (date accessed, 5 March 2018), online: Founders Fund, <http://web.archive.org/web/20130303042811/http://www.foundersfund.com/uploads/term_sheet_explained.pdf>

³⁵Bruce Gibney, "What's in a Term Sheet?: The World's Most Irritating Not-Quite Contract" (date accessed, 5 March 2018), online: Founders Fund, <http://web.archive.org/web/20130303042811/http://www.foundersfund.com/uploads/term_sheet_explained.pdf>

³⁶Terrace Economic Development, "First Nations Joint Venture Partnership Tool Kit" (1 April 2012), online: Terrace Economic Development

³⁷DIY Committee Guide, "Role of the Management Committee" (date accessed, 6 March 2018), online: DIY Committee Guide, <<http://www.diycommitteeguide.org/resource/role-of-management-committee>>

Press/Media Kit Outline

FULL PRESS KIT

1. ***Letter of introduction***
Sometimes referred to as the pitch letter, this first impression item is where you will grab or lose the reader's interest. Tell them upfront why they should care about what you are telling them. Provide a table of contents or a brief description of the items enclosed in the actual press kit. Let them know you are available for follow-up interviews and questions. Also make sure to include your contact information in this letter.
2. ***Information on your community***
This includes your community's history, current profile, and profiles of the Chief and Councillors.
3. ***Product and service information about what your community has to offer***
This should also be supported with fact sheets, sell sheets or brochures specific to your First Nation.
4. ***Recent press and articles***
Copies of recent press are appropriate for a press kit. What other media have said or written is of interest to editors – it tells them there is a market for the type of story you want to tell.
5. ***Press releases***
These are often what instigated the publishing of the articles described above.
6. ***Audio and video files of radio or TV interviews, speeches, performances and any other media-covered event***
Better to have it uploaded on YouTube so editors/reporters can access them from anywhere and do not have to carry CDs or flash drives around with them. You can just provide them with a computer link.
7. ***A sample real news story***
Some editors will even print it as you wrote it, as they view ready-to-print articles as an easy way to fill up space with little effort on their part, however most outlets will edit before publication.
8. ***Any news related to the community***
Since many media kits also go to other stakeholders, financial statements or any other investor-related news can also go into the press kit.
9. ***List of frequently asked questions***
This helps the editor determine what questions to ask you in an interview or what to include in the article.
10. ***Other items to include***
 - Photos
 - Fact Sheet: background material, history, culture, shareable traditions
 - Missions, goals and objectives
 - Specific information and schedules of upcoming promotions and events
 - Feature article material, such as articles written by company officers or senior management
 - Logo art

All communities should aim to develop a full press kit outlined above, but since it can be a time-consuming project for communities that are stretched thin, a minimum basic press kit should contain the following elements:

SIMPLIFIED PRESS KIT

1. *Fact Sheet*

- One page at most.
- Provide relevant technical information about the initiative, or summarize key points.
- Answer: Who? What? Where? When? Why? How?

2. *Backgrounder*


- No more than three pages.
- Provide basic information about the initiative.
- Provide more detailed information to enable a more in-depth understanding of the initiative.

3. *Question and Answer Document*

- Should be one to five pages in length.
- Anticipate and answer the basic questions about the initiative.

4. *Pictures (optional)*

- Enhance the story by providing pictures of the initiative, like a building, logos, renderings, spokespersons.
- Pictures should be in high resolution, provided electronically via a CD in the kit.



The economic development in any community or nation is a process – a complicated and difficult one – that can be either supported or frustrated. It cannot be delivered pre-fabricated from Ottawa or from provincial or territorial capitals. The principal participants, those on whom success depends, are the individuals of First Nations.

