

# Final Report

May 17, 2021



Honouring our Ancestors through  
Art, Entertainment,  
Recreation and Ecotourism.

*Empowering our  
Future Leaders*



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WE GRATEFULLY ACKNOWLEDGE THE FINANCIAL SUPPORT OF THE PROVINCE OF BC

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This SLTEI final report provides an overview of the Secwepemc Lakes Division Training and Employment Initiative (SLTEI), initiated in April 2019 and completed in May 2021. The purpose was to identify the training and employment needs and future career interests of Indigenous youth, age 14 – 32, located in the Secwepemc Territory of the British Columbia interior.

The SLTEI Project is funded by the Rural Dividend Fund, Provincial Ministry of Forests, Lands, Natural Resource Operations and Rural Development, and contributions by the Partners, listed below. It had its roots in 2017 when the partners (together with The District of Sicamous and CSRD Area C and E) participated in a research project entitled the Shuswap Labour Market Assessment and Planning Project (SLMAPP).

SLTEI Project Partners include:

- Adams Lake, Little Shuswap Lake, Neskonlith and Splitsin Indigenous Communities
- Community Futures Shuswap
- Salmon Arm Economic Development Society
- WCG Work BC Employment Service Centre, Salmon Arm

The driving force behind the Project has been the shared intention and collaborative spirit of the Partners—in guiding the Project Team of local Indigenous Consultants Bonnie Thomas and Julie John supported by Project Coordinator Dorothy Argent.

## Project Accomplishments:

1. The project team facilitated a collaborative initiative with **complimentary Indigenous survey initiatives**, supporting each other and increasing the capacity of obtaining relevant information for all three initiatives.
2. Facilitated a **Youth Self-Evaluation Process**, which included developing and implementing a detailed Online Survey designed for youth and adults and conducting a series of six facilitated Student Focus Groups designed specifically for high school students in Grades Ten to Twelve (age 14 – 18).
3. Completed the **Self Evaluation LM Survey Research Report**, a compilation of all the participants' individual and student focus group responses. The report highlights the employment, training and entrepreneurship needs of community members and is available in electronic form.
4. **Made presentations** on the Labour Market characteristics and recommendations to Partners and Indigenous leaders, Health & Wellness, Education and Economic Development departments. The goal was to identify collaborative opportunities to address labour market (LM) and training needs, possibly including a review of existing community plans.
5. Offered a **Lands Management Workshop** to provide information about basic land management within Indigenous communities.
6. Completed an **Indigenous Business Walk** that identified the needs of the business community and emerging entrepreneurs, including the impacts from the COVID pandemic.
7. **Offered entrepreneurship training and support** for emerging and existing Indigenous entrepreneurs, including facilitating business action plans. These entrepreneurs continue to be supported and mentored.
8. **Developed a communication strategy, utilizing Facebook, newsletter, Zoom meeting, and created an extensive data base.** Monthly reports were submitted with updates to the Project Steering Committee.
9. *Created* an **Indigenous Business Resource Directory**, a list of current supports specific to Indigenous Entrepreneurs plus general business supports to provide greater awareness of business resources in our local area and in BC.
10. Assisted regional partners in the development of an **entrepreneur training funding** proposal, which has been approved.
11. Two regional **collaborative initiatives action plans** were facilitated, including the **Indigenous Entrepreneur Hub** which formed a regional Steering Committee to guide the project, composed of 22 members including regional partners, Indigenous entrepreneurs, Elders, Leaders and Band administration staff. The second initiative was the **Working Group on Indigenous Food Sovereignty Community Garden Project** which included a youth employment mentorship initiative.

Regional Partners continue to explore employment, training and entrepreneurship initiatives in order to address the identified labour market needs for the Lakes Division Indigenous communities.

# Vision and Mission Statements

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## OUR VISION

*We aim to empower and build self-determination among Indigenous youth supported by Secwepemc Lakes community leaders and Elders. We envision communities where all youth have access to education, skills training, and business and employment opportunities to actualize their potential.*

## OUR MISSION

*Our mission is to facilitate collaboration between communities and project partners where Indigenous youth are provided with skills and resources to achieve their career and employment goals. Success for our youth will be achieved by empowering them to focus on what they do best while strengthening connection to family and community.*

## Project Overview

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The Secwepemc Lakes Training and Employment Initiative (SLTEI), initiated in April, 2019 and completed in May, 2021, was designed to specifically address the labour market and unique needs of Indigenous youth aged 14 – 35. The project helped to identify the future career interests, employment, and training needs or service gaps for Indigenous youth located in the Lakes Division territory. This included identifying the resource and training needs of emerging and existing Indigenous entrepreneurs.

The project was funded by Partner contributions and the Rural Dividend Community Capacity Building Fund through the Ministry of Forests, Lands, Natural Resource Operations and Rural Development, established to assist rural communities to reinvigorate and diversify their local economies.

This SLTEI Project had its roots in 2017 when the Partners (together with The District of Sicamous and CSRD Area C and E) participated in the Shuswap Labour Market Assessment and Planning Project (SLMAPP). The results of SLMAPP affirmed the Labour Market (LM) characteristics for each community and articulated opportunities for employment, business, education, and training (<https://www.beyourfuture.ca>).

With the intention of building on that research three successful proposals were subsequently submitted to support the following:

- **Secwepemc Lakes Training and Employment Initiative (SLTEI)** designed to focus on the four Indigenous Communities' unique labour market characteristics as they pertain to Indigenous youth (aged 14 – 35)
- **Neskonlith Training Needs Assessment (NTNA)** designed to identify priorities for training and education within the Lakes Division communities.
- **Secwepemc Lakes Indigenous Tourism Project (SLITP)** designed to implement the Tourism Strategy, Knuwewtwewc.

Given the overlapping and complimentary goals of these three separate initiatives, the partners combined their efforts to collaboratively support each other. To this end, a project Steering Committee (composed of representatives from all of the Partners) was created to supervise the implementation of all three initiatives. The Steering Committee developed and completed a Memorandum of Understanding (MOU) among Community Futures, SLTEI, NTNA and SLITP.



**Tammy Thomas, Neskonlith Indian Band Education Director, and SLTEI Labour Market Coordinator, Bonnie Thomas, form a partnership between SLTEI and Neskonlith Training Needs Assessment Initiative to maximize results.**

The **Secwepemc Lakes Training and Employment Initiative (SLTEI)** provided a unique opportunity to collaboratively support the Indigenous communities to take action on the current labour market challenges and opportunities identified in this project. The goals of SLTEI also addressed some of the major objectives contained in the Indigenous Comprehensive Community Plans (CCP), Land Use Plans, and Economic Development Plans, summarized as follows:

- Increase employment levels within the communities
- Better assessment of the interests among youth and community members, including obtaining a better understanding of community members' existing capabilities.
- Expand current business ventures
- Identify new business opportunities, including a focus on the development of Eco-Cultural Tourism.
- Pursue partnerships with CCP holders to empower members to pursue their own commercial development initiatives and/or leasing opportunities
- Develop resources to help people access education and training opportunities.

## Description of the SLTEI Project: A Collaborative Venture

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All four Indigenous Communities value their youth, particularly because many need to leave their community to find viable employment or training. The Indigenous communities have a significantly younger median age than the provincial median age and they represent the youngest demographic in the Shuswap, according to the 2016 Census. They have a population that is young, mobile, and growing rapidly and many of these youth will be entering the workforce in the next 5 years. This project addressed the LM needs of Indigenous youth.

Consequently, the Project was designed to support community economic development, increase access to local jobs, prioritize training needs, and increase self-employment opportunities within their communities.

### Goals of the Project:

1. Identify the labour market needs of the Secwepemc Lakes Division Indigenous youth through a self-evaluation process
2. Report those findings to our Partners
3. Support collaborative opportunities to address those needs

### The main outcomes for the Project include:

- Design and use of the Indigenous labor market self-evaluation survey and a focus groups process
- Review of the results with partners and completion of the Indigenous LM Survey Report
- Identification of specific career and employed training needs
- Identification of specific support and training needs for emerging and existing entrepreneurs
- Completion of Indigenous Business Walk Survey Report
- Identification of service gaps
- Facilitated meetings with partners to prioritize regional initiatives, primarily on-line due to COVID
- Mentoring and facilitated business action plans for Indigenous Entrepreneurs
- Facilitated action plan to support the creation of the Indigenous Entrepreneur Hub
- Online meetings with partners and the Indigenous Hub Steering Committee
- Facilitated action plan for the Working Group on Indigenous Food Sovereignty Community Garden Project.
- Hosted Land Management Workshop to help CP landholders and potential partners to obtain information and knowledge needed to develop and/or lease their lands.
- Assisted with regional collaborations to support emerging initiatives, identify funding sources, supported proposal submissions, and responded to training needs.

Throughout the Project we strived to create collaborative environments where all those with a stake in the outcome were included and valued, set goals, made decisions, and implemented the results. While restricted in our activities because of the Provincial COVID regulations, we effectively used technology and other means of communication to successfully achieve completion of the project goals.

Significantly, SLTEI was also designed to deepen the relationships between Indigenous and non-Indigenous communities and to support meaningful collaboration. The project successfully created opportunities for communication and dialogue and fostered networks of Indigenous and non-Indigenous community organizations and employers across the region.

These outcomes were achieved with a management team of a ¼ time Project Coordinator, ¼ time Labour Market Coordinator and a ¼ time Indigenous Entrepreneur Coordinator. The Project Team and their partners also contributed many volunteer hours to the successful



## Project Outcomes

### #1 - Design and Engage Youth in a Labour Market Self Evaluation process

The SLTEI Team worked with the Indigenous community's Education Departments to design a culturally appropriate and contemporary self-evaluation process for youth. The process determined preferred career, employment, entrepreneurship, training interests, traditional knowledge and service gaps. Thus, the process directly engaged youth and provided an opportunity with a platform to voice their opinions and to help shape the labour market outcomes for this initiative.

The **SLTEI**, Neskonlith Indian Band's **Training Needs Assessment**, and the **Secwepemc Lakes Indigenous Tourism Project** were to identify priorities for training and education within their communities. Consequently, it was agreed that the three projects would collaborate in the development and the delivery of one overarching study and therefore extended the ages to include participants between the ages of 14 – 65+.

Elders and community members wanted to support the inherent strengths of their members, build their self-confidence and have them find meaningful employment within their communities. Consultation with Band administrations and partners ensured that the design of the survey and student focus groups incorporated a contemporary and culturally appropriate process, honoring traditional knowledge and values.

The research sought the insights of Indigenous adults, youth, as well as school-aged Indigenous youth (age 14 – 18) in School Districts #83 and #73. The intention was to ensure that the voices of adult and youth respondents were heard and that Indigenous culture, skills, and knowledge were featured.

The primary research tools included:

1. A detailed **Online Survey** designed for youth and adults (age 14 – 55+)
2. Six facilitated **Student Focus Groups** designed for high school students in grades ten to twelve (ages 14 – 18)

A total of **303 individuals** which included **148 youth** (ages 14 – 29) responded to the Team's invitation to complete the Online Survey by October 31, 2019.

A total of **78 Indigenous and Metis students** from six high schools (including members of the four Indigenous Communities) participated in the follow-up, Student Focus Groups at their schools.



The Focus Group process encouraged students to engage in developing the process. Their high level of interest resulted in one more Student Focus Group being added to the initial five, for a total of six.

Students, who participated in the Student Focus Groups, were offered pizza, drinks, and gift cards. By modeling traditional gifting, the Team sought to honour the students and create a personalized atmosphere, which is shown in the photo below.



The administrative teaching and Aboriginal support personnel of school districts #83 and #73 collaborated with the Team to optimize student participation. The schools provided access to the students for the Online Survey and helped to organize and guide the Student Focus Groups, providing an opportunity for them to share their hopes, dreams, needs, concerns, and interests in the areas of training, employment, and career interests.

The Team collected, analyzed, and structured the results of the Online Survey and the Focus Groups into **nine Thematic Categories of interests**, which also included the results of the questions by the Tourism and Neskonlith Training Needs initiatives.

They are:

1. Cultural Education and Training
2. Entrepreneurship
3. Computer/High Tech
4. Cultural Tourism
5. Artisanship
6. Trades
7. Mentorship
8. Student Focus Group Opportunities
9. Communication Skills

These categories underpinned the recommendations delivered to the four Indigenous Communities survey final report. The results of this study have been used to support funding proposals by providing qualified data on current training, entrepreneur and skills development needs of Indigenous people within the Shuswap and Secwepemc Lakes Division Indigenous communities.

The Youth Survey was developed and analyzed by Researcher/Writer Dr. Jerre Paquette and Data Director/Researcher April Feenstra.

*"We cannot afford to let the ideas of our young generation go untapped or unbacked"*  
- Sharad Vivek Sagar

## #2 - Indigenous Self Evaluation Labour Market Report

The four Band Education Committee, consisting of representation from the four Indigenous Band Partners, provided oversight, guidance, and considerable support to the Project team in completing the survey. The findings were summarized in a final report, outlining key findings and goals. An electronic copy of this report can be obtained at [https://499cd0defd57433a87cd38ef86690749.filesusr.com/ugd/3b6f07\\_d822f607791e4f8bb10fdf7820b85553.pdf](https://499cd0defd57433a87cd38ef86690749.filesusr.com/ugd/3b6f07_d822f607791e4f8bb10fdf7820b85553.pdf)

The final report was then circulated to Indigenous community leaders, Elders, Education and Economic Development Departments/Corporations, and regional Partners for further review. Meetings were held to assess future labour market participation rates, interests, current and emerging business opportunities, and prioritize training and entrepreneurship needs. The Indigenous Comprehensive Community Plans (CCP), Economic Development Plans, and Land Use Plan goals were also reviewed to assess compatible labour market supply and demand needs to better assess training needs to prepare labour with identified employment opportunities. This focus helped to ensure more meaningful outcomes and generate employment and economic/entrepreneurship opportunities. Some of the Indigenous Community Plans are currently being updated.

### Survey Recommendations

The participants in the Online Survey highlighted their personal interests, needs, and suggestions on where they need support from their communities. Some highlights about employment opportunities and career training in the survey report include:

#### \*Cultural Training

Among all participants, 75% felt they possessed one or more traditional skills, and 72% of the 14 – 18 age group felt they had various traditional skills they wanted to develop.

##### It is recommended:

1. Increase cultural training opportunities for the four Indigenous Communities, by enlisting Elders and knowledge keepers to expand and offer additional educational programs.
2. Explore the delivery of educational and training needs that participants identified, including training in crafts, singing, drumming, and other cultural skills.
3. Implement a mentoring program to create support for and linkages among participants and community members.

#### \*Entrepreneurship

There was strong interest in entrepreneurship training and support. Reducing barriers and providing greater support for and access to resources and entrepreneurship education would increase the opportunities for success.

##### It is recommended:

1. Examine existing models of entrepreneurial support and take advantage of those that are suitable. For example, the websites <https://ecosysteminsights.org> and <https://www.innovatesa.ca> are possible resources within Canada and in the Shuswap.
2. Provide Business Entrepreneurship training and support at the community level and add it to the school curriculum and the career development program.
3. Provide information and education about Band-governing regulations concerning starting a business.
4. Address employment barriers through education, greater awareness of available resources, and enhancing services that respond to gaps.
5. Explore the development of an Indigenous Business Innovation Centre to serve the four Indigenous Communities (similar to the City of Salmon Arm's Innovation Centre: <http://www.innovatesa.ca>)
6. Pursue opportunities for mentorship and job shadowing. Participants noted it would be helpful to learn from professionals and role models in their communities.

#### \*Artisanship

For purposes of this study, Artisanship includes arts, artisans, entertainment, and recreation. Ranked as highly as Language (see later in this section), Artisanship was the participants' third most desired career opportunity.

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### **It is recommended:**

1. Increase cultural artisan training opportunities to support community members in creating and professionally marketing their products. This would reinforce the four Indigenous Communities' goals to enhance economic development.
2. Support the skilled artisans identified in the Online Survey who were interested in offering workshops to interested community members.
3. Explore the creation of an Artisan Co-op entrepreneurship initiative to incorporate the necessary skill sets in marketing, social media, and online technology.
4. Increase regional exposure to artisans and host regional events to showcase them (including demonstrations and sales).
5. Create a Secwepemc tourist strategy conference.

### **\*Tourism**

Among all survey participants, cultural services topped the desired list of career opportunities. The type of tourism training desired by the majority of participants was cultural tour guide, followed by Eco-Tourism, Accommodation, and Transportation. There was also interest in showcasing, teaching, and creating businesses that include or feature traditional knowledge.

### **It is recommended:**

1. Provide Eco-Cultural Tourism training to meet the needs of those interested in pursuing this career choice.
2. Utilize the **Secwepemc Protocol Sharing Guidelines** developed by the Secwepemc Lakes Tourism Project with Secwepemc Elders as the protocol for creating tourism businesses and programs.

### **\*Computer/High Tech**

Computer training scored the highest for training interest for all age groups in the survey, indicating interest in enhancing or formalizing computer skills. This is worthy of note, because Salmon Arm has the largest concentration of high-tech businesses in British Columbia, boasting 80+ companies and offering employment opportunities for those with these skills.

### **It is recommended:**

1. Develop computer technology training programs in the four Indigenous Communities for both youth and adults.
2. Create a list of high-tech businesses in Salmon Arm to identify employment and collaboration opportunities.
3. Create a community work share space to increase access to technology services.

### **\*Trades**

Online Survey participants expressed strong interest in obtaining trades training. Carpenter, Automotive Technician, Electrician, Builder/General Contractor, and Heavy Duty Mechanic were the top 5 types of trades desired.

### **It is recommended:**

1. Provide more opportunities for trades training in the four Indigenous Communities and collaborate with the communities to maximize attendance.
2. Enhance opportunities for community members to connect with potential employers and create professional networks.
3. Utilize the ARMS H.R. database to increase sharing of and promotion of skilled workers.

### **\*Life Skills**

Some participants noted they require assistance to identify their personal gifts and life path. This need opens opportunities to deliver programs such as developing self-confidence and interview skills.

### **It is recommended:**

1. Explore the delivery of programs such as the Implicit Career Search to support a large percentage of the local communities: <https://thehumanelement.com/solutions/implicit-careersearch>.
2. Purchase driver training to increase members' opportunities to obtain licenses, which would help reduce transportation barriers.
3. Develop culturally based life skills programs.

### **\*Communication/Language Skills**

All age groups acknowledged Secwepemc language training would enhance their ability to gain employment or shape careers.

### **It is recommended:**

1. Enhance and incorporate opportunities to learn the Secwepemc language within the communities and schools.

### #3 – Collaborative Opportunities

Indigenous Community and Regional Partners have continued to meet and prioritize training programs and potential collaborative projects that could address the current labour market needs in the SLTEI LM Research Report.

The results of the Project were promoted to regional and Indigenous Community members at large to keep them informed of training opportunities and emerging projects. The promotion was done through Zoom meetings, emails, Facebook and publication of newsletters. Project updates were also presented to Band Chief and Councils.

Community Futures Shuswap has hosted the SLTEI newsletter and Facebook link on their website and provided links to our Survey Report and other documents as a contribution to this initiative. This has helped to increase access to information within our region and increase awareness of the activities undertaken by the SLTEI project.

#### SLTEI Facebook link:

[https://www.facebook.com/Secwepemc-Lakes-Training-Employment-Initiative-107034700665404/?modal=admin\\_todo\\_tour](https://www.facebook.com/Secwepemc-Lakes-Training-Employment-Initiative-107034700665404/?modal=admin_todo_tour)

#### SLTEI Newsletters Link:

<https://www.beyourfuture.ca/community-partnerships-projects>

### Training

A number of training programs offered by the Project Partners emerged during this initiative that addressed some of the nine Thematic Categories in the final report. A sampling of these includes:

- ▶ Junior Achievement BC is supporting the delivery of their “Be Entrepreneurial” program to provide an introduction to self-employment to Aboriginal/Metis youth in school. This will help them learn the basics about business development and assess their personal business ideas. Entrepreneurship was one of the top interests for youth who asked for more support in business training.
- ▶ The team provided planning skills development opportunities to young entrepreneurs, including facilitating their business action plan with follow up mentoring to help them achieve their business goals.



*Facilitated by Julie John, SLTEI project Indigenous Entrepreneur Coordinator, Alex Kenoras, a 24-year-old Secwepemc from the Adams lake Indian Band, developed a one-year action plan in March, 2021 to launch his AK Construction business and has already secured contracts.*

- ▶ The Secwepemc Lakes Division Working Group on Indigenous Food Sovereignty is providing training in Indigenous traditional plants, agriculture and traditional food security practices. One of their primary focuses is to engage and work with youth, including business training and supporting self-sufficiency.
- ▶ The Neskonlith Indian Band Education Department is offering a small engine repair course, responding to the demand for small engine appliance repair services within the Shuswap.
- ▶ The Neskonlith Indian Band hosted a Level Entry Carpentry course in the ALIB community with on the job training sponsored by TRU. Students were hired in a number of construction projects within Adams Lake Indian Band reserves to complete their apprenticeship certification.



- ▶ ALIB sponsored, in partnership with Okanagan College, a Campground Attendant training program to support the employment needs of the Pierre's Point and Sandy Point Campgrounds. They also included Propane Gas Dispensing, WHMIS, Computer courses, and email and communication skills training. Students were placed in practicums with the promise of employment when it ended.
- ▶ ALIB is offering a labour market recreation training program that addresses basic employment and self- development skills for youth starting in July, 2021.
- ▶ A computer course has been funded and will offer training in the ALIB community to enhance existing workers and potential employee skills in partnership with Okanagan College.
- ▶ The Leading Indigenous Female Entrepreneurs Foundation (L.I.F.E.) submitted a successful proposal to fund the Roots of Indigenous Strength and Entrepreneurship (RISE) 8 week training program from May 31 to July 23. This training will support Indigenous students who are unemployed to increase employment rates and self-sustainability to improve community capacity.
- ▶ CFDC of CIFN has partnered with UVIC to provide an Agri-Tourism Entrepreneur Skills training program for indigenous people, reaching out to farmers, artisans and crafters. This will increase the labour market supply to meet the demand for these skills.
- ▶ Collaboration with various local partners regarding an improved employment readiness and life skills program for Indigenous youth is underway. It is designed to merge traditional practice with contemporary programs.
- ▶ The SLTEI Indigenous consultants obtained training during this contract to enhance the services they could provide to the Indigenous communities. This included training to deliver the JABC programs locally and to facilitate online and face to face action planning for individuals and groups.



## Employment

Opportunities for indirect employment have resulted through new business initiatives and the provision of training resulting from the labour market services and training opportunities offered by the SLTEI partners. While it is difficult to know the total impact on a particular industry and what indirect jobs have been created, some results are below.

- A total of 7 emerging and 1 existing Indigenous Entrepreneurs were assisted to develop business action plans, and 2 of these businesses are now hiring other employees. Indigenous business mentors were secured by two youth entrepreneurs to assist them in the development of their businesses.
- LSLIB has hired two local Indigenous entrepreneurs for janitorial services and they have been able to hire Indigenous youth.
- The training programs offered by the partners have led to employment in the tourism, trades, administration, and service industry sectors. One example: following the successful completion of the ALIB Carpentry Training Program a number of the Indigenous participants obtained work within their community to complete their apprenticeship hours.
- A number of partners accessed traditional funding, such as the Student Summer Employment and Job Wage Subsidy programs. One partner, L.I.F.E, obtained a wage subsidy grant to hire an Administrative Assistant to support the development of the Indigenous Entrepreneur Hub.
- Initial discussions for an Indigenous Entrepreneur Co-op are currently being undertaken by the Indigenous Entrepreneur Hub.
- COVID related funds were also made available to assist businesses to address their needs during the pandemic. Some businesses have increased sales during COVID, utilizing technology and marketing their products online.

## Regional Collaborative Initiatives

A number of collaborative initiatives were identified with Indigenous and community partners interested in partnering to support collaborative initiatives. SLTEI organized regional online meetings and facilitated the development of action plans with regional partners to support the following regional collaborative initiatives:

A total of 5 regional collaborative partnership initiatives have moved forward, including:

1. **Indigenous Entrepreneur Hub**, located at 632 Shuswap Ave., Chase, BC. Renovations are being completed and funding proposals have been submitted.
2. Identification and funding of **Indigenous Entrepreneur Training** – Roots of Indigenous Strengths and Entrepreneurship Program – Partner: BC Indigenous Community for Leadership and Development (ICLD)
3. **Sister's Closet** – supported by L.I.F.E. partner
4. **Indigenous Entrepreneur Co-op** – Under development and now has a storefront location to sell products at the Indigenous Entrepreneur Hub in Chase, BC
5. **Indigenous Food and Freedom School and Community Garden** Initiative – initiated by the Working Group on Indigenous Food Sovereignty (WGIFS)

Other collaborative partnerships are being explored with the *Sorrento Centre, North and South Shuswap Chamber of Commerce, Okanagan College/Trades Program, Village of Chase, Salmon Arm Economic Development Society, The Adams River Salmon Society and CFDC of CIFN.*

## #4 – Indigenous Entrepreneurship

Adult and youth participants who participated in the Online Survey expressed a clear enthusiasm for the possibilities of entrepreneurship. Developing entrepreneurship skills was also the second choice for training among all ages with the majority interested in businesses that supported their artisan skills and cultural knowledge.

Of the respondents, 76% were at the idea stage of business development. This raised the question of why so many had not acted or were stopped by what they don't know and/or feared. Lack of knowledge and support are barriers to persons with the intention of becoming a business owner. Therefore, education, training, support and mentorship are needed.

Of youth between 14-18 years of age, 48% were interested in learning more about the potential of entrepreneurship. To support this interest, it was recognized that reducing barriers and providing greater support for and access to resources and entrepreneurship education would greatly increase the opportunities for success. It was recommended by the youth to include business/entrepreneurship training in the school curriculum.

In response to the strong interest in Entrepreneurship a number of initiatives were undertaken by SLTEI to address those needs, including:

- An **Indigenous Business Walk** to gain further insight into current needs of the Indigenous business community
- Individual support to emerging and existing Entrepreneurs, including facilitating **business action planning** in person or on-line.
- Funding identified and sought to offer **business training** that would include the basics of business, assess participant's potential to become an entrepreneur and develop skills that would help them become successful
- An **Indigenous business data base** was generated to include business owners, mentors and interested teachers.
- Increased access to Indigenous and non-Indigenous **mentorship support**



- An Indigenous Business Resource Directory to access existing resources
- Support for emerging regional collaborations
- Supported regional partners in the development of the Indigenous Entrepreneur Hub, located at 632 Shuswap Ave., Chase, B.C.

(Youth apprentices learning construction skills by Mentor)

## **Indigenous Business Walk**

An Indigenous Business Walk survey was completed, including interviewing potential regional organizations to identify support for key initiatives. The results provided information on training and employment needs as well as business and entrepreneurial interests of members of the four Indigenous Bands. Questions on the impact of the COVID pandemic were also included in the survey. The team used technology, including Zoom, phone, and email, to complete the survey in compliance with the COVID restrictions.

Data collected includes current labour market supply and demand needs for Indigenous Businesses, and identified potential regional collaborative partnerships. The varying businesses contacted covered a range of services as follows:

1. Band corporation
2. Cannabis dispensaries
3. Agriculture
4. Community Infrastructure (includes water testing, engineering)
5. Trades – heavy equipment operation, housing construction/renovation
6. Artisans
7. Entertainment
8. Professional Consulting
9. Traditional medicines
10. Event planning
11. Network marketing
12. General sales

A report on the findings can be found in the Appendices, starting on page 35 of the Appendices

## **Individual Support for Emerging and Existing Entrepreneurs**

The Indigenous Entrepreneur Coordinator set up an office in Chase to provide support for emerging and existing entrepreneurs. Approximately 50 entrepreneurs have been supported, providing assistance with training, access to resources, mentorship and networking.

Seven emerging entrepreneurs were assisted in developing a business action plan to help them advance and launch their businesses. Of those, a total of six entrepreneurs are successfully moving forward on their business ventures, two of the businesses are now hiring other Indigenous workers, and one entrepreneur decided to pursue other employment goals and successfully found employment.

Given the success of this individual support, the Indigenous Coordinators obtained further facilitation training to offer this service to Indigenous entrepreneurs within their community beyond this project, including learning how to deliver this service online. A report on the results has been completed.

## **Indigenous Business Resource Directory**

An Indigenous Business Resource Directory was developed and can be found in the Appendices, starting on page 32 of the Appendices.

## **Indigenous Entrepreneur Hub**

One of the recommendations in the online Survey report was to support the creation of an Indigenous Business Centre to serve Indigenous communities, similar to the model of the Innovation Centre in Salmon Arm that promotes “learning, socializing, creating, empowering, volunteering, and entrepreneurship” (<http://www.innovatesa.ca/>).

The purpose of the Secwepemc Indigenous Entrepreneur Hub is to develop a culturally based business centre to support the needs of aspiring Entrepreneur and Business Owners within the Adams Lake Indian Band, Neskonlith Indian Band, Little Shuswap Lake Indian Band and Splatshin First Nations within the Secwepemc region. The Hub will support, endorse and advocate on behalf of Secwepemc entrepreneurs, providing a collaborative space to work, network, learn and access resources.

A series of on-line meetings and two Focus Groups were held to explore the potential this initiative, consulting with Indigenous entrepreneurs, Leaders, Economic Development Departments, Elders and regional partners. All participants attending both focus groups were in strong support of collaboratively creating a shared workspace that would make it easier to access the resources Indigenous Entrepreneurs needed. This included access to the internet, computers, printers, and finding a culturally supportive environment where individuals can collaborate and grow.

An Indigenous Entrepreneur Hub Vision document was generated to help promote the idea to other potential partners and can be found in the Appendices of this report. A Regional Steering Committee, composed of 22 members, including Indigenous entrepreneurs, Elders, Leaders, Economic Development Departments and regional partners, was formed to guide and implement the development of this initiative.

A Vision and Mission Statement were generated, including:

### **Vision Statement**

*"Our vision is to support a vibrant era of economic development and growth within the Secwepemc Lakes region by offering opportunities for Indigenous Entrepreneurs and Business owners to access culturally based supports they need to realize their full potential and be successful."*

### **Mission Statement**

*"The mission of The Secwepemc Entrepreneur Hub is to establish services to support, enrich, educate and promote the Indigenous business community, committed to empowering business development and growth within the Secwepemc Lakes Region. It is our goal to serve Indigenous Entrepreneurs by providing space for Entrepreneurs to plan, research and execute business ideas and plans within a healthy and supportive business environment."*

The Team obtained a local company to design and provide a collaborative online action planning process to create the first annual **Business Action Plan**. Created by the Indigenous Entrepreneur Hub Steering Committee, they will be undertaking quarterly reviews of the action plan to ensure momentum, evaluate results and update the plan to keep it relevant and current. The Consultant also provided training to the SLTEI team to support the delivery of this planning event for the Steering Committee.

The Indigenous Entrepreneur Hub is now located at 632 Shuswap Ave., Chase, BC and initial funding was obtained to begin renovating the space. While still under renovation, the Hub is now functional and is hosting services to support Indigenous Entrepreneurs.

Some of the services being offered at the Hub include:

- Steering Committee partners and the BC Indigenous Community for Leadership and Development (ICLD), in partnership with Leading Indigenous Female Entrepreneurs (L.I.F.E. Foundation), secured funding for **Indigenous Entrepreneur Training – Roots of Indigenous Strengths and Entrepreneurship Program**. The 8 week program will be offered at the Indigenous Entrepreneur Hub running from May 31st to July 23rd, 2021.
- **The Sister's Closet**, initiated and supported by L.I.F.E. Foundation, provides Indigenous women access to professional clothing, if needed, in preparation for job interviews or for their employment and business needs.
- The Indigenous Entrepreneur Hub is assisting Indigenous entrepreneurs, providing a store front location for them to display and sell their products, as well as developing an **Indigenous Entrepreneur Co-op**



Picture of meeting/workshop room



Sister's Closet located at the Indigenous Entrepreneur Hub

## #5 – Land Management Workshop

Responding to the interest of Community Band Land Holders and external potential partners, a Land Management Workshop was held to educate them on the Indigenous land management structure and processes they needed to undertake if they wished to develop their lands for a business or lease opportunity.

A total of 44 people registered and 22 attended the workshop, held in January, 2021. A copy of the presentation was provided to the participants by the presenter, Helder Ponte and is available upon request.

A resource document was developed outlining the basic steps to leasing land on the reserve.

## #6 – Service Gaps

Service gaps were identified throughout the SLTEI project. A spread sheet was developed to list and provide recommendations to acknowledge and related to entrepreneurship, training and employment gaps; and can be found in the Appendices of this report.

## Lessons Learned

Our Team reflected on several areas that affected change towards building collaborative partnerships, summarized in the document “Collaborative Partnerships – Lessons Learned”. It is based on observations made during the collaborative planning process throughout the term of this project, including a reflection on the lesson learned to strengthen positive working relationships internally and externally.

### A few areas highlighted include:

- ▶ Cultivating meaningful collaborative partnerships is essential to success.
- ▶ Sharing a common vision between all partner
- ▶ Provide more opportunity for cultural sharing recognizing Secwepemc culture and value systems are intertwined with business/entrepreneurial endeavors. More meaningful regional partnerships can be cultivated if there is a greater understanding of Indigenomics and how Indigenous entrepreneurs (individual or community-led) identify opportunities and structure their business practices.
- ▶ Be ready and willing to make changes - Recognizing the COVID guidelines impacted some of the SLTEI activities to be undertaken the Team utilized technology (Zoom, internet, phone, email, and on-line facilitation of action planning) to maintain communication and community engagement, enabling the successful completion of this initiative.



SLTEI emphasized the importance of the Secwepemc Lake Indigenous communities being able to address their unique labour market needs and participate in economic development on their own terms. Many of the economic conditions in Indigenous communities are challenging. The **Secwepemc Lakes Training and Employment Initiative** has demonstrated the need for support for individuals seeking employment or entrepreneurship opportunities and the benefits of collaboration between Indigenous and regional partners to support quality of life and employment/entrepreneurship opportunities.

*Indigenomics, as noted in Carol Anne Hilton's book, lays out the beliefs and values of the emerging Indigenous economy, stating 'it is an economy built around relationships, multigenerational stewardship of resources, and care for all. It calls for a new development model, one that advances Indigenous self-determination, collective well-being, and incorporates traditional values. Carol notes that there are 10 key characteristics of an Indigenous economy:*

- 1. An Indigenous economy is an economic system that is place-based. It recognizes and values origin as the relationship to space and people through the deep and lasting connection to place. It is this continuity that forms the sense of responsibility to place and time.*
- 2. An Indigenous economy forms the basis of relational accountability. It is centered in an inherent sacred sense of responsibility and long-term impact for inter-relational decision-making.*
- 3. An Indigenous economy is future-based. It is framed in multigenerational thinking. It focuses on long-term thinking and decision-making for the seventh generation and beyond. Decision-making is focused on long-term impact.*
- 4. An Indigenous economy focuses on equality in all universal relationships. It focuses on the inter-relationship of species and respect for life as a core value. The quality and nature of "exchange" encompasses the protocols of life, the agreements of place, and responsibility.*
- 5. An Indigenous economy works to connect and value both the natural and supernatural world—all of the physical, spiritual, tangible, and intangible components.*
- 6. An Indigenous economy is based on the concept of reciprocity. It focuses on giving and receiving as core structures for wealth production and distribution that forms the basis of exchange and the future value of wealth.*
- 7. An Indigenous economy is restorative or regenerative in nature. It focuses on economic progress as a parallel process to responsibility for lands, resource management, conservation, and long-term conservation of resources.*
- 8. An Indigenous economy focuses on the core value and teaching of "only taking what is needed." This is a core premise of governance and decision-making—that future generations require this of us today. Management systems are established from this concept. Indigenous knowledge systems and ways of knowing form relational decision-making.*
- 9. An Indigenous economy both focuses on economic interdependence and builds economic sovereignty (right to an economy) as a mechanism of modernity. Economic sovereignty works to facilitate and uplift the retention of cultural and spiritual identity and the continuity of connection and interdependence.*
- 10. An Indigenous economy measures wealth through relationship and community and across time. Prosperity is confirmed through recognition, protocol, ceremony, the exchange of gifting, and distribution. The future value of wealth is based on giving and wealth distribution*

Supporting these principles, SLTEI's Indigenous Partners worked with regional organizations to collaboratively address the labour market needs identified through the Indigenous labour market Self Evaluation Survey. This resulted in meaningful partnerships and initiatives supporting the unique labour market needs of the Secwepemc Lakes Division community. This included supporting emerging and existing Indigenous entrepreneurs/businesses, delivery of culturally and employment based training programs prioritized by community members, and increased employment opportunities.

The commitment of the project partners has laid a strong foundation for other initiatives that have been identified. Two proposals have already been submitted to continue building on the momentum generated and the Indigenous Entrepreneur Hub partners and Steering Committee are committed to implement their one year action plan.

The ultimate goal has been to increase quality of life and prosperity for the Indigenous communities and SLTEI is grateful to have played a small role in moving that goal forward.



In Photo: (from Left to Right):  
Julie John, Bonnie Thomas, Dorothy Argent

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## Appendices

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Shuswap Labour Market Assessment and Planning Project (SLMAPP) - <b><u><a href="#">REPORT CAN BE FOUND HERE</a></u></b>	
Indigenous Labour Market Research Report - <b><u><a href="#">REPORT CAN BE FOUND HERE</a></u></b>	
Indigenous Entrepreneur Hub Vision .....	<b>18-22</b>
Indigenous Entrepreneur Hub One Year Action Plan .....	<b>23-31</b>
Indigenous Business Resource Directory .....	<b>32-34</b>
Indigenous Business Walk Survey .....	<b>35-37</b>
Indigenous Entrepreneur Planning Support Outcomes .....	<b>38-41</b>
Service Gaps Report .....	<b>42-49</b>
Collaborative Partnerships – Lessons Learned .....	<b>50-54</b>
Basic Steps to Leasing On-Reserve .....	<b>55-58</b>

# **Secwepemc Lakes Training & Employment Initiative**

## **Vision Document**

### **Secwepemc Lakes Indigenous Entrepreneur Hub**



**Submitted by  
Julie John  
SLTEI Entrepreneur Coordinator**

**January 2021**

## **Purpose**

It is proposed that the ***Secwepemc Indigenous Entrepreneur Hub*** will cultivate the tradition of caring for one another and support an "economy for and by Indigenous people alongside deep and meaningful partnerships." The intent is to create a culturally based business centre to support the needs of aspiring Entrepreneurs and Business Owners in Adams Lake Indian Band, Neskonlith Indian Band, Little Shuswap Lake Indian Band and Splatsin First Nations, within the Secwepemc Nation.

The hub will support, endorse and advocate on behalf of Secwepemc entrepreneurs, and provide a collaborative space to work, network, learn and access resources.

## **Vision Statement**

*The Vision of the Secwepemc Entrepreneur Hub is "to support a vibrant era of collaborative economic development and growth within the Secwepemc Lakes region by offering opportunities for Indigenous Entrepreneurs and Business owners to access culturally based supports to realize their full potential and support their success."*

## **Mission Statement**

*'The mission of The Secwepemc Entrepreneur Hub is to establish an Indigenous Organization to support, enrich, educate and promote the Indigenous business community and their partners, working together to empower business development and growth within the Secwepemc Lakes Region. This will be achieved by providing space for Entrepreneurs to plan, research and execute business ideas and plans within a healthy and supportive business environment.'*

## **Core Values**

Core values include:

- Client focus
- Cultural respect – Seven sacred teachings
- Commitment
- Collaboration
- Growth
- Integrity
- Leadership
- Environmental respect

## **Statement of Need**

The results of the Secwepemc Lakes Communities Needs and Training Survey revealed a large number of Indigenous participants (49.40% of 251 respondents) were interested in starting their own business. It is also noted the top four career choices from all participants were culturally based, including:

1. Cultural Services
2. Entrepreneurship
3. Language
4. Tourism

Participants also identified the types of support they needed in order to pursue their goal. The top 4 needs included assistance with:

1. Marketing
2. Networking /sharing ideas
3. Affordable work space
4. IT / social media training

Some of the other needs noted included community based office space, affordable training/workshops, bookkeeping assistance, workshop promotion and collaborative projects. A total of 74.81% of participants noted that their business concept was at the stage of a thought/idea.

It is also interesting to note that only 13.82% of respondents stated they are currently making an income from their traditional skills and of those only 26.67% noted it was their primary income. Many participants said that they would like to increase their income to achieve financial sustainability. The Business Walk Survey within the community also noted that Indigenous Certificate of Possession (CP) holders would also like assistance to know how to start a business or lease their lands.

The results of the survey clearly identified there is a need to provide services through the Secwepemc Lakes Indigenous Entrepreneur Hub to meet the needs of aspiring Entrepreneurs, Business owners and CP landowners within the Secwepemc Lakes Division communities.

You can find further results of this survey at: [Microsoft Word - SLTEI Report FINAL - REVISED.docx \(filesusr.com\)](#)

## **Solution Statement**

The Secwepemc Entrepreneur Hub “contributes to this vision by cultivating deep, values aligned relationships with Indigenous led partners to co-create entrepreneurship programming that recognizes the whole individual, centering Indigenous wisdom and world view”. Reducing barriers and providing accessible regional and community support to aspiring Indigenous entrepreneurs and businesses would greatly help those interested in pursuing a successful entrepreneurship venture. The Hub could provide accessible workspace, access to resources and technology, and most importantly, incorporate cultural values and traditions within the services. The Hub would be a safe environment where participants could collaborate and support one another, get assistance with their educational and entrepreneurial needs, and access needed resources.

What the Secwepemc Indigenous Entrepreneur Hub can offer:

- Knowledge of Secwepemc Cultural values
- A collaborative work environment with access to Wi-Fi, Printing, Scanning, Internet, and Resources
- Mentorship opportunities with skilled artisans and traditional knowledge keepers (A total of 43.96% of Indigenous respondents noted they would consider teaching or mentoring their art/craft)
- Opportunities to support members to create sustainable businesses utilizing their cultural skills and expertise, such as cultural eco-tourism
- Provide free ‘in house’ bookkeeping and marketing advice to Entrepreneurs as needed.

- Facilitate collaborative relationships with Indigenous community and regional partners
- Increase awareness and promote the importance and benefits of Indigenous entrepreneurship within community.
- Advocacy services
- Offer networking opportunities
- Promote Indigenous businesses

Indigenous entrepreneurship is a vital part of our economy and statistics show that 97.9% of the Canadian economy is composed of small businesses. We often put all our focus on larger projects and band economic development, but our entrepreneurs are important for our economic growth. There are a number of advantages for Indigenous entrepreneurship in our communities, one includes “small business activity has a tremendous psychological and emotional impact on community members, particularly our youth. When they see businesses sprouting up, they see hope for the future.” They also see successful role models, alternative careers and the traditional value of helping one another.

### **Project Services**

The Secwepemc Entrepreneur Hub proposes to provide support for entrepreneurs and business owners at all stages of their journey. The services that can be provided can include:

- A shared workspace to allow for flexible rentals of dedicated desks, private offices and part-time options.
- A collaborative environment to provide opportunities for Indigenous owned businesses to support and learn from each other
- Opportunities for participants to share their stories, successes and challenges with like-minded people to support one another
- Providing access to Wi-Fi connection to work on research, business planning and marketing
- A board room and meeting space to support small meetings and/or workshops
- Access to events and training to assist in attaining entrepreneurial skills and knowledge
- Access to a mentorship network and coaching to help navigate the entrepreneurial journey.
- Providing access to a wide range of resources such as financial advice, loan sources, educational institutions, Chambers of Commerce, and businesses, etc.
- Facilitating networking opportunities, increasing opportunities to gain new customers or referrals, as well as benefit from the knowledge and experience of others
- Knowledge and sharing of values and traditions of Secwepemc culture

Whether starting a new business or scaling up an existing one; programs offered by the Secwepemc Lakes Indigenous Entrepreneur Hub can offer accessible services to support businesses to be successful. Each entrepreneurial journey is unique and demands a different set of tools which the Hub will constantly identify and develop programs to meet those needs. Together we can create a thriving entrepreneurial ecosystem that inspires innovation and supports greater financial wellbeing for the members of our communities.

## **Partnerships**

A number of potential regional partners were identified during the Indigenous Business Walk survey and have expressed interest in supporting this initiative. These partnerships will begin development of a regional collaborative group that can provide a good foundation for funding applications, as well as needed expertise and support. Other regional organizations could also provide support letters to show their support of this initiative.

## **Legal Organization Structure**

While this is to be determined an option is to set up a Not for Profit Organization with a board of directors, potentially composed of Band members and partners.

## **Funding / Budget**

There are a number of funding sources that could be applied for once the proposal and budget are finalized. The budget can include the following:

- Wages
  - Program Manager – Full Time Position
  - Entrepreneur in Residence (1 Day/week)
  - Digital Design/Marketing Support (1 Day/week)
  - Bookkeeping Support (1 Day/week)
  - IT support
  - Knowledge keeper support
  - Mentor honorariums
- Office Rental/Purchase
- Office Supplies
- Internet service
- Business Insurance
- Office Furniture
  - Desks
  - Chairs
- Computer software/systems
  - Zoom
  - Microsoft Office
- Computer/technology
  - Computers
  - Printer/Scanner
  - Screen/TV
  - Projector

## **Point of Contact**

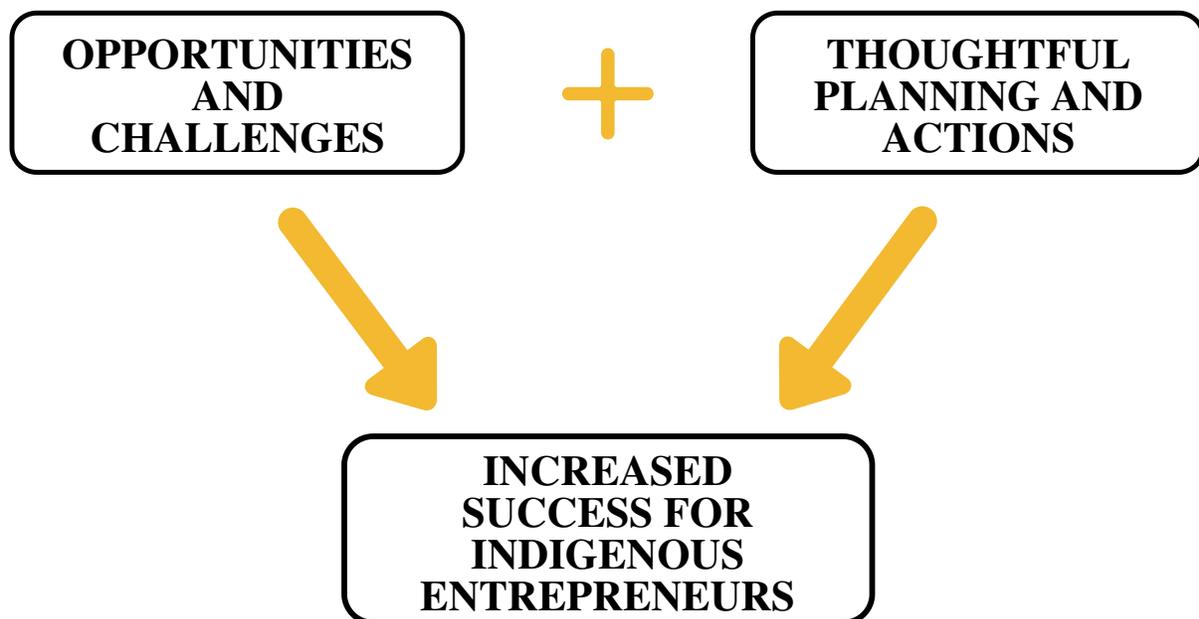
Julie John, Indigenous Entrepreneur Coordinator

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# INDIGENOUS ENTREPRENEUR HUB ACTION PLAN MAY 2021-APRIL 2022



Facilitated by



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### Facilitators' Comment

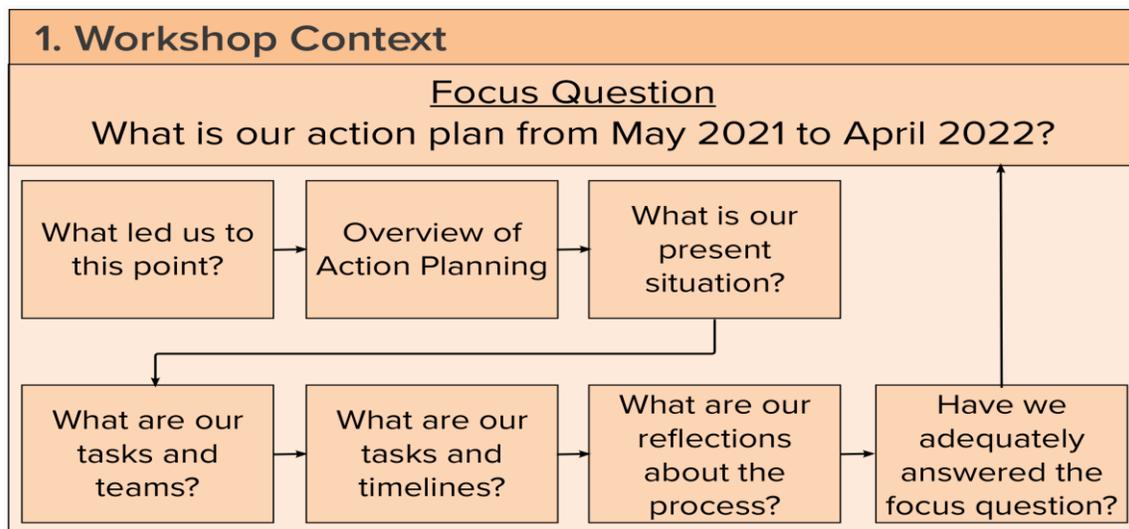
This Action Plan was created using two collaboration platforms: ZOOM and MURAL. The work began with the Workshop Context, as illustrated below, and transcribed as shown on pages 2-7.

We have a couple suggestions that we think will aid in making the implementation of your plan as effective as possible.

1. We suggest that, except for standard items such as minutes, correspondence, and financial report, the agenda should consist only of task team reports. If some new event occurs, unforeseen during the planning process, it should be assigned to the appropriate task. If none of the existing tasks are appropriate, a new task and task team should be developed.
2. In that way, at each Board meeting, every task team reports progress and difficulties, describes their proposed next steps, and requests any needed approvals. This will ensure the work of all the teams are continually integrated, transparent, and approved.
3. Also, at the end of every quarter, the action plan be reviewed with each task team describing accomplishments, needed help with difficulties, and any needed adjustments in its plan for the next quarter. Such updates can usually be accomplished in a couple hours. If you wish, we can demonstrate the process.

It was a pleasure working with the participants; they are a capable, creative, and dedicated group. Thank you for the opportunity.

Dorothy Argent  
Neils Christiansen



# Our Situation

## Vision of Success

- \* Successfully operating office!
- \* I will hear Indigenous Entrepreneurs supported
- \* Growing number of Indigenous Entrepreneurs at Hub
- \* Hearing successful board meetings happening
- \* Systemic change for Indigenous people
- \* Incorporating Indigenous ways of knowing
- \* Lots of funding - successful grant applications
- \* Feeling of pride of who we are
- \* Hearing Indigenous Language
- \* Pride of including culture in our business
- \* See more Indigenous mentors
- \* Feeling independent
- \* Comfortable sharing vulnerabilities
- \* Comfortable asking for support
- \* Feeling comfortable to be financially successful
- \* Collaborative conversations in place
- \* Community ties and connection are important
- \* Increased community economic prosperity
- \* Two-eyed seeing – Incorporating academic and Indigenous perspective

## Current Reality

	Advantages	Disadvantages
<b>P r e s e n t</b>	<b>Strengths</b> <ul style="list-style-type: none"> <li>* Committed, skilled Steering Committee</li> <li>* Diversity - Intersectionality</li> <li>* Successful proposals</li> <li>* Recognized need for service</li> <li>* Entrepreneurs with ideas</li> <li>* Consultation and partnerships</li> <li>* Current location established</li> <li>* Resources and demand for service</li> <li>* Indigenous led project</li> </ul>	<b>Vulnerabilities</b> <ul style="list-style-type: none"> <li>* Steering Committee new</li> <li>* No legal structure yet</li> <li>* Competing time commitments</li> <li>* Unknown support levels</li> <li>* Need funding</li> <li>* Need marketing plan</li> <li>* Need to incorporate social determinants</li> <li>* Inexperienced Entrepreneurs</li> <li>* Not enough space for 'clients'</li> </ul>
	<b>Benefits</b> <ul style="list-style-type: none"> <li>* Move towards reconciliation</li> <li>* Collaborative planning</li> <li>* Economic success</li> <li>* Entrepreneurial success stories</li> <li>* Empowered and confident community members</li> <li>* Strong network of Indigenous entrepreneurs and mentors</li> <li>* Potential for expansion</li> <li>* Potential for new partnerships</li> </ul>	<b>Dangers</b> <ul style="list-style-type: none"> <li>* Growing too fast</li> <li>* Culture collision - crab in a bucket</li> <li>* Inadequate cultural education of non-Indigenous groups</li> <li>* Working under the Indian Act</li> <li>* Becoming dependant on funding from proposals - not self-sufficient</li> </ul>
<b>F u t u r e</b>		

## Commitment

Our commitment is to empower and support an inclusive community of Indigenous entrepreneurship!

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## Action Possibilities

Create Organizational Management		Create Business Plan	Share Our Story	Develop Meaningful Relationships	Foster Two-Eyed Seeing	Create the Entrepreneurial Hub Place	Develop Sustainable Financial Strategy
Formalize Steering Committee operations	Assign roles and responsibilities for Board	Develop a business plan	Create a marketing plan	Create strategic partnerships with communities	Create path of systemic change, process and procedures	Develop/set up an office space	Develop a budget
Create legal structure	Establish guiding principles	Explore new opportunities	Create A communication plan	Meet with regional chambers and community futures	Inform local bands of our initiative	Hire staff	Create means of financial support for individuals
Create a structured Board	Create a team with roles and responsibilities	Create a living strategic plan	Create Marketing and multimedia plan	Gather community support	Involve knowledge keepers/elders	Support clients	Secure seed funding that isn't program specific
Create vision and mission statements	Create bank account	Establish a budget	Create press release about hub and community participation	Recruit mentors	Educate others about Inclusion	Develop a recruitment strategy	Apply for grants
Develop policies and procedures	Ensure Indigenous entrepreneurs have a voice	Create a budget	Develop a social media presence	Create database of existing Indigenous entrepreneurs	Integrate Indigenous culture and respect for individuals	<div data-bbox="1167 1122 1772 1227" data-label="Text"> <p><i>Items proposed by individuals. Organization of the items into and naming of the columns was by group consensus.</i></p> </div>	
Set up Board of Directors positions		Identify areas of growth	Teach history of local Indigenous entrepreneurship				
Create a Board		Teach history of local Indigenous entrepreneurship					

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## Tasks and Timelines

Tasks	Team	Who to Involve	Period Goals				Personnel Needs	Budget Needs	Cautions and Risks	Victory
			May-Jun 2021	Jul-Sept 2021	Oct-Dec 2021	Jan-Mar 2022				
Create Organizational Management (1 of 7)	<u>Jason</u> Julie	<ul style="list-style-type: none"> <li>Hub Steering Committee</li> <li>Regional Chambers of Commerce</li> <li>Local Indigenous communities</li> </ul>	<ul style="list-style-type: none"> <li>Set regular Steering Committee meetings</li> <li>Create vision, mission values statement</li> <li>Create organizational goals</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate legal structure</li> <li>Set up Board of Directors positions/ roles</li> </ul>	<ul style="list-style-type: none"> <li>Approach potential BoD and/or do a call out to fill positions</li> </ul>	<ul style="list-style-type: none"> <li>BoD finalized and first meeting date set</li> <li>Policies and procedures established</li> </ul>	<ul style="list-style-type: none"> <li>Hire CEO or ED</li> </ul>	<ul style="list-style-type: none"> <li>Salary, honorariums, meetings, food and beverage for meetings: \$100k</li> </ul>	<ul style="list-style-type: none"> <li>Lack of funding</li> <li>Not having a diverse group and/or perspective</li> <li>Difficulties in hiring</li> <li>Difficulty recruiting proper Board</li> <li>Time commitment</li> </ul>	<ul style="list-style-type: none"> <li>Constitution, Bylaws, and organization chart in place</li> <li>Steering Committee/ BoD handbook complete</li> <li>HR Policy complete</li> </ul>
Create Business Plan (2 of 7)	<u>Brock</u> Dorothy	<ul style="list-style-type: none"> <li>Gordon Erickson (Village West Dev)</li> <li>Andrew Klinge (OC)</li> <li>Gail Joe (CFDC)</li> <li>Steering Committee Members (each of the task areas)</li> <li>Post-Sec business students</li> </ul>	<ul style="list-style-type: none"> <li>Create draft outline</li> <li>ID team members</li> <li>Explore obtaining Post-Secondary student to assist writing the plan</li> <li>Present draft outline to SC/BoD for input</li> <li>Obtain input from partners (Andrew, Gail, Gordon, etc.)</li> <li>Ensure Business Plan incorporates Indigenous culture and values</li> </ul>	<ul style="list-style-type: none"> <li>Continue to develop business plan</li> <li>Review results with SC/BoD and partners for input and direction</li> <li>Ensure input is received from all task teams - (financial, training, marketing, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Complete draft plan, ensure input from all task teams is incorporated</li> <li>Submit to SC/BoD for review and input</li> <li>Submit to partners for review and input</li> <li>Finalize plan</li> </ul>	<ul style="list-style-type: none"> <li>SC/BoD adopts business plan</li> <li>Utilize business plan to promote the project with funders, partners, Indigenous communities</li> <li>Complete quarterly review to ensure business plan remains current (keep as a living document)</li> </ul>	<ul style="list-style-type: none"> <li>Post-secondary business student</li> </ul>	<ul style="list-style-type: none"> <li>Honoraria and gifts: \$1000</li> <li>Basic printing needs (in kind?)</li> </ul>	<ul style="list-style-type: none"> <li>Time management and realistic expectations (especially during summer)</li> <li>Ensure participation from task teams and SC/Board.</li> </ul>	<ul style="list-style-type: none"> <li>An effective business plan created</li> <li>Improved access to funding</li> <li>Improved buy-in from partners</li> <li>Clarity on Hub goals</li> <li>All tasks integrated</li> </ul>

## Tasks and Timelines

Tasks	Team	Who to Involve	Period Goals				Personnel Needs	Budget Needs	Cautions and Risks	Victory
			May-Jun 2021	Jul-Sept 2021	Oct-Dec 2021	Jan-Mar 2022				
Share Our Story (3 of 7)	Julie Jason	<ul style="list-style-type: none"> <li>Local Indigenous Elders</li> <li>BoD/Staff</li> <li>Local Marketing and communication companies</li> </ul>	<ul style="list-style-type: none"> <li>Create a marketing committee</li> <li>Recruit Focus Groups &amp; hire graphic artists to capture content</li> <li>Start drafting marketing plan and communication plan</li> <li>Capture accurate facts in the history and create our new story from what was learned in the history</li> </ul>	<ul style="list-style-type: none"> <li>Create press release about hub and community participation</li> <li>Continue working on marketing plan and communication plan</li> <li>Create social media platforms and update regularly</li> </ul>	<ul style="list-style-type: none"> <li>Finalize marketing, communication, and multi-media plans</li> <li>Create website content</li> </ul>	<ul style="list-style-type: none"> <li>Teach history of local Indigenous entrepreneur</li> <li>Hire website developer and launch website</li> </ul>	<ul style="list-style-type: none"> <li>Website developer</li> <li>Graphic artist</li> <li>4 focus groups</li> </ul>	<ul style="list-style-type: none"> <li>Honoraria</li> <li>Website developer: \$500</li> <li>Graphic Artist: \$2500</li> <li>*Focus Groups: 4 @ \$100 = \$400</li> </ul>	<ul style="list-style-type: none"> <li>Time commitment</li> <li>Funding</li> <li>Lack of participation</li> </ul>	<ul style="list-style-type: none"> <li>Marketing, communication, and multi-media plans complete and implementation begun</li> <li>Clear vision of brand established</li> </ul>
Develop Meaningful Relationships (4 of 7)	Sylvia Dawn Debbie Bonnie	<ul style="list-style-type: none"> <li>Local First Nations bands</li> <li>Community Futures (Shuswap and Kamloops)</li> <li>Chambers of Commerce (Brock, Karen, Debbie, Carolyn)</li> <li>Village of Chase</li> <li>Indigenous entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Create database of potential and existing partners</li> <li>Confirm team and key contact persons</li> <li>Create an introduction letter</li> <li>Create response form for potential partners to send in</li> </ul>	<ul style="list-style-type: none"> <li>Send out introduction letter</li> <li>Develop online presentation to market collaborative partnership</li> <li>Begin follow up with individuals or organizations that have sent in response forms</li> </ul>	<ul style="list-style-type: none"> <li>Host online open house for collaborative partnerships</li> <li>Identify key strategic partnership</li> <li>Update database with new partners</li> <li>Set up collaborative meetings to identify how the relationships can solidify</li> </ul>	<ul style="list-style-type: none"> <li>Develop stronger relationships with our strategic partners</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>	<ul style="list-style-type: none"> <li>NA</li> </ul>	<ul style="list-style-type: none"> <li>Available time</li> <li>Too much online</li> <li>Preconceived ideas that may not support Indigenous entrepreneurs</li> <li>Lack of support or partners</li> <li>Pandemic</li> </ul>	<ul style="list-style-type: none"> <li>Established: a minimum of ten collaborative relationships with businesses from diverse backgrounds throughout the Shuswap region</li> </ul>

## Tasks and Timelines

Tasks	Team	Who to Involve	Period Goals				Personnel Needs	Budget Needs	Cautions and Risks	Victory
			May-Jun 2021	Jul-Sept 2021	Oct-Dec 2021	Jan-Mar 2022				
Foster Two-Eyed Seeing (5 of 7)	<u>Dawn</u> Sylvia Jason	<ul style="list-style-type: none"> <li>Local universities (TRU, OUC, NVIT)</li> <li>Indigenous elders</li> <li>Youth</li> <li>Chief Atahm School</li> </ul>	<ul style="list-style-type: none"> <li>Create processes and procedures that foster a combination of traditional and contemporary business cultures</li> <li>Create an organizational culture of respect for individuals and groups</li> <li>Inclusion is our culture</li> <li>Lead by combining traditional and contemporary practices</li> </ul>	<ul style="list-style-type: none"> <li>Finalize process and procedures</li> <li>Stay true to the intent of why we created an Indigenous Entrepreneur Hub</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing</li> </ul>	<ul style="list-style-type: none"> <li>Understanding, by everyone, of a regional cultural and business perspective</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>	<ul style="list-style-type: none"> <li>Not enough Indigenous entrepreneurs involved</li> <li>Lack of cultural sensitivity training</li> </ul>	<ul style="list-style-type: none"> <li>Culture Incorporated into everything we do</li> <li>Traditional and contemporary perspectives well documented</li> <li>Indigenous Elders included on Steering Committee</li> </ul>
Create The Entrepreneur Place (6 of 7)	<u>Bonnie</u> Debbie	<ul style="list-style-type: none"> <li>College for potential volunteer work</li> <li>Jason</li> <li>Julie</li> <li>Brock</li> <li>Dorothy</li> </ul>	<ul style="list-style-type: none"> <li>Establish office needs and staffing</li> <li>Create a report of the needs and share with the SC/BoD</li> </ul>	<ul style="list-style-type: none"> <li>Host meetings with financial team</li> <li>Meet with the SC/BoD to receive responses for the report</li> <li>Develop and/or obtain office signage</li> </ul>	<ul style="list-style-type: none"> <li>Develop staffing and recruitment plans</li> <li>Establish a physical place and ensure renovations are done prior to opening</li> <li>Develop equipment needs</li> <li>Respond to needs or seek donations</li> </ul>	<ul style="list-style-type: none"> <li>Hold an office open house - party plan</li> <li>Hire staff</li> <li>Develop event agenda</li> <li>Support clients</li> <li>Booking system is operational</li> <li>Operational policy and procedures set</li> </ul>	<ul style="list-style-type: none"> <li>Office staff</li> <li>Maintenance staff</li> <li>HR Coordinator</li> <li>Committees</li> </ul>	<ul style="list-style-type: none"> <li>\$200 to \$500 thousand</li> </ul>	<ul style="list-style-type: none"> <li>Pandemic</li> <li>Staff applications</li> <li>Limited funding</li> <li>Adequate office space</li> </ul>	<ul style="list-style-type: none"> <li>Doors open, office staffed and fully operational</li> </ul>

## Tasks and Timelines

Tasks	Team	Who to Involve	Period Goals				Personnel Needs	Budget Needs	Cautions and Risks	Victory
			May-Jun 2021	Jul-Sept 2021	Oct-Dec 2021	Jan-Mar 2022				
Develop Sustainable Financial Strategy (7 of 7)	<u>Dorothy Brock</u>	<ul style="list-style-type: none"> <li>• Village of Chase (CFO)</li> <li>• *Gail Joe (CFDC)</li> <li>• Lana Fitt (SAEDS)</li> <li>• Andrew Klinge (OC)</li> <li>• SASET (Aboriginal Skills &amp; Employment Training)</li> <li>• Jason Peters</li> <li>• D'art (ICLD)</li> <li>• ALIB, NIB, LSLIB (leaders &amp; depts.)</li> <li>• Funders</li> <li>• All Nations Trust</li> <li>• Rob Marshall (CFS) &amp; CFTC</li> <li>• Economic Trust of Southern Interior</li> <li>• Financial Institutions (RBC, Interior Savings, SASCU)</li> </ul>	<ul style="list-style-type: none"> <li>• Identify specific funding goals (short &amp; long term) based on needs of task teams</li> <li>• Develop a core budget needed to sustain the hub office</li> <li>• Identify potential sustaining partners</li> <li>• Identify potential funding sources</li> <li>• Set-up meeting with Village of Chase (Ali Maki) to update and assess next steps</li> </ul>	<ul style="list-style-type: none"> <li>• Identify in-kind supports and partners (i.e. printing and marketing)</li> <li>• Review and finalize core budget with SC/BoD</li> <li>• Identify funding sources to match goals and meet funding dates - create funding calendar</li> <li>• Enlist support for proposal writing</li> <li>• Begin in Sept to book presentations to ALIB, NIB, LSLIB, VoC, etc. to enlist financial support</li> </ul>	<ul style="list-style-type: none"> <li>• Presentations to Bands &amp; partners</li> <li>• Apply for grants</li> <li>• Assess results and revise goals to monitor and prioritize with board</li> <li>• Continue to research and identify funding sources</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to research and identify funding sources (update funding calendar)</li> <li>• Continue to apply for grants</li> <li>• Complete an annual review and update financial strategy for upcoming year</li> </ul>	<ul style="list-style-type: none"> <li>• Bookkeeper (\$200 p/month)</li> <li>• Accountant</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Bookkeeper: \$2,400 p/year</li> <li>• Accountant: \$1500</li> </ul>	<ul style="list-style-type: none"> <li>• Allow enough planning time to meet funding deadlines</li> <li>• Funding proposals not approved!</li> </ul>	<ul style="list-style-type: none"> <li>• Funding sources identified ( for infrastructure, training, etc.)</li> <li>• Funding proposals submitted and approved!</li> <li>• Financial strategy and budget approved by Board</li> <li>• Plan for long-term sustainability complete</li> <li>• Individual needs of clients addressed</li> </ul>

Facilitated by Aloka Consulting and Training

## Participants

1. **Julie John**, Indigenous Entrepreneur Coordinator, SLTEI  
[julie\\_joh@hotmail.com](mailto:julie_joh@hotmail.com)
2. **Francois Dawn**, Wellness Centre Director, LSLIB  
[francoisdawn7@gmail.com](mailto:francoisdawn7@gmail.com) [dfrancois@skwlaxwellness.com](mailto:dfrancois@skwlaxwellness.com)
3. **Jason Peters**, Economic Development Coordinator, ALIB  
[EcDev@alib.ca](mailto:EcDev@alib.ca)
4. **Brad Arnouse**, Coucillor, Neskonlith Indian Band  
[bradarnouse@neskonlith.net](mailto:bradarnouse@neskonlith.net)
5. **Brock Endean**, Director, Chase & District Chamber of Commerce  
[b\\_endean@msn.com](mailto:b_endean@msn.com)
6. **Debbie Seymour**, Executive Director, North Shore Chamber of Commerce  
[northshuswapbc@gmail.com](mailto:northshuswapbc@gmail.com)
7. **Sylvia Lindgren**, Councillor, City of Salmon Arm  
[slindgren@salmonarm.ca](mailto:slindgren@salmonarm.ca)
8. **Bonnie Thomas** – Indigenous Labour Market Coordinator, SLTEI  
[bonniethomas001@gmail.com](mailto:bonniethomas001@gmail.com)
9. **Dorothy Argent** – Project Coordinator, SLTEI  
[dorothy@alokaconsulting.org](mailto:dorothy@alokaconsulting.org)

# SECWEPEMC LAKES

Honouring our Ancestors through Arts, Entertainment,  
Recreation and Ecotourism.



## SECWEPEMC LAKES INDIGENOUS ENTREPRENEURSHIP: A BIT OF HISTORY

Secwepemc peoples have an extensive history of entrepreneurship in the Shuswap. This is evident in our oral history and knowledge of our people. An example was the thriving salmon trade; our people were savvy business owners when it came to bartering our natural resources. Resources were traded for other items to primarily support family and community survival. Indigenomics, as noted in Carol Anne Hilton's book, lays out the beliefs and values of the emerging Indigenous economy, stating 'it is an economy built around relationships, multigenerational stewardship of resources, and care for all.'

There are many stories of Indigenous entrepreneurship within the Secwepemc Lakes region, if you ask our elders they can share some of the history! Our people were highly skilled and resourceful in many areas and hired for their skills such as logging, hunting, guides, trackers, basket making, etc. Colonization affected this way of life, as noted by Dr. Janice Billy who shared that "our Secwepemc People were excellent farmers and it became outlawed to purchase from our People."

To honor and recognize these traditional cultural values, this handbook was created to support the existing and emerging Indigenous entrepreneurs. The list of services is the beginning of identifying resources in BC to support Indigenous entrepreneurs in all aspects of business, from thought/idea stage to growth.

In the spirit of **Knucwetwecw** we honor the value of helping one another. Remember it is best to be informed and know every aspect of your business. If you don't know, reach out and ask for help! There are many entrepreneurs who would love to share their experience with you. Some support services are now available at the Indigenous Entrepreneur Hub located at 632 Shuswap Ave., Chase, BC and can be contacted at 250-679-1156. Knowledge and culture are key and add to our strength as Indigenous entrepreneurs!



Julie John, Indigenous  
Entrepreneur Coordinator  
Secwepemc Lakes Training and  
Employment Initiative/Secwepemc  
Entrepreneur Hub  
632 Shuswap Avenue, Chase, BC |  
250-679-1156



### Doing Business on Reserve?

Learn more about doing business on reserve by contacting the local band office. Seek advice from Indigenous Financial Institutions or a local Accountant who is knowledgeable with on/off reserve business/taxes.

### Have Employees?

Learn about B.C.'s workplace safety standards by contacting WorkSafeBC's small business liaison at 1-855-214-5438 or [www.WorkBC.ca/employers](http://www.WorkBC.ca/employers)

### Collecting Taxes?

Learn more about tax collection and remittance by contacting the BC Ministry of Finance at 1-877-388-4440 and Canada Revenue Agency at 1-800-959-5525 or [www.cra-arc.gc.ca/aboriginalpeoples/](http://www.cra-arc.gc.ca/aboriginalpeoples/)

# SECWEPEMC LAKES & TRAINING EMPLOYMENT INITIATIVE INDIGENOUS BUSINESS RESOURCE LIST



Financing  
and Loans



Skills  
Training



Advisory  
Services



Mentorship  
Support

## Aboriginal Business Advisory Centres

Get advice on Indigenous business planning in the Kootenay, Northeast & Cariboo Regions.

Phone: 1-800-880-1022

[www.gov.bc.ca/aboriginalbusinessadvisorycentres](http://www.gov.bc.ca/aboriginalbusinessadvisorycentres)

## Aboriginal Business & Community Development Centre (ABCD)

A non-profit organization that is involved in supporting business, community & economic development. Located in Prince George, BC.

Phone: 1-250-562-6325

[www.abdc.bc.ca](http://www.abdc.bc.ca)

## Aboriginal Business & Entrepreneurship Development

Provides a range of services and supports to promote the growth of a strong Indigenous business sector in Canada.

Phone: 1-604-666-7891

[www.inacservices.com/aboriginal-business-and-entrepreneurship-development](http://www.inacservices.com/aboriginal-business-and-entrepreneurship-development)

## Aboriginal Business Entrepreneurship & Skills Training Program

Skills training, advisory and mentorship services.

Located in Nelson, BC.

Phone: 1-250-352-3878

[www.aboriginalbest.com](http://www.aboriginalbest.com)

## Aboriginal Business Investment Council

Access to a variety of resources to help start and grow your business, including skills training and success stories.

[www.bcibic.ca](http://www.bcibic.ca)

## Aboriginal Financial Institutions

Information and advice on business planning, financing and other economic development opportunities throughout BC.

Phone: 1-844-827-0327

[www.nacca.ca/aboriginal-financial-institutions](http://www.nacca.ca/aboriginal-financial-institutions)

## All Nations Trust Company (ANTCO)

An Aboriginal owned Trust company, located in Kamloops, BC, that provides financial and advisory services to Aboriginal entrepreneurs.

Phone: 1-778-471-4110; Toll Free: 1-800-663-2959

[www.antco.ca](http://www.antco.ca)

## BC Aboriginal Economic Development

Programs, training & funding for Indigenous businesses.

[www2.gov.bc.ca/gov/content/governments/indigenous-people/economic-development](http://www2.gov.bc.ca/gov/content/governments/indigenous-people/economic-development)

## British Columbia Assembly of First Nations (BCAFN)

BCAFN is a Provincial Territorial Organization representing and advocating for the 203 First Nations in British Columbia.

Phone: 1-250-962-1603

[www.bcafn.ca](http://www.bcafn.ca)

## Burns Lake Native Development Corporation

BLNDC empowers First Nations to realize their economic aspirations within their traditional territories.

Phone: 1-250-692-3188

[www.blndc.ca](http://www.blndc.ca)

## Business Development Bank of Canada (BDC)

Access business financing and advice through BDC's Indigenous Bank Department.

[www.bdc.ca/en](http://www.bdc.ca/en)

## Canadian Council for Aboriginal Business

Tools and financing for Indigenous businesses.

[www.ccab.com/tfab/](http://www.ccab.com/tfab/)

## Council for the Advancement of Native Development Officers

Cando is a federally registered, non-profit society that is Indigenous controlled, community based, and membership driven. Cando focuses on education and professional development for Economic Development Officers working in Indigenous communities or organizations.

Phone: 1-780-990-0303

[www.edo.ca](http://www.edo.ca)

## Community Futures Development Corporation of Central Interior First Nations (CFDC of CIFN)

Promotes and provides community economic development support services to Indigenous people within the Central Interior of British Columbia.

Phone: 1-250-828-9833

[www.cfdcocifn.com](http://www.cfdcocifn.com)

## First Citizens Fund Business Loan Program

Access business loans for Indigenous-owned enterprises.

[www2.gov.bc.ca/gov/content/governments/indigenous-people/first-citizens-fund](http://www2.gov.bc.ca/gov/content/governments/indigenous-people/first-citizens-fund)

## Haida Gwaii Community Futures

Building foundations on the Island through business and community economic development.

Phone: 1-250-626-5594

[www.haidagwaiifutures.ca](http://www.haidagwaiifutures.ca)

# SECWEPENC LAKES & TRAINING EMPLOYMENT INITIATIVE INDIGENOUS BUSINESS RESOURCE LIST



Financing  
and Loans



Skills  
Training



Advisory  
Services



Mentorship  
Support

## **Hello I Am An Entrepreneur**

This program encompasses a series of 12 workshops & includes unlimited mentoring, guest speakers, resource materials and video library.

Phone: 1-250-619-3450

[www.helloiamanentrepreneur.com](http://www.helloiamanentrepreneur.com)

## **Indigenous Community for Leadership and Development**

ICLD works with Indigenous communities to develop and deliver personalized training to facilitate learning & skill growth that supports economic development.

Phone: 1-604-899-2400

[www.icldgroup.com](http://www.icldgroup.com)

## **Indigenous Peoples in Trades Training**

Learn about trades opportunities for Indigenous peoples. Read success stories and receive guidance from the Industry Training Authority Apprenticeship Advisors.

Phone: 1-866-660-6011

[www.itabc.ca/indigenous-peoples-trades/overview](http://www.itabc.ca/indigenous-peoples-trades/overview)

## **Indigenous Skills and Employment Training Strategy (ISETS)**

ISETS links training needs to labour market demands, providing training, skills upgrading and job search assistance.

[www.canada.ca/en/employment-social-development/programs/indigenous-skills-employment-training.html](http://www.canada.ca/en/employment-social-development/programs/indigenous-skills-employment-training.html)

## **Indigenous Tourism Association of BC**

Resources for Indigenous entrepreneurs and communities in BC who are operating or looking to start a tourism business.

Phone: 1-604-921-1070

[www.indigenoussc.com](http://www.indigenoussc.com)

## **Junior Achievement BC**

Entrepreneurship training and support for Indigenous youth throughout the Indigenous Business Circles program.

Phone: 1-604-688-3887

[www.jabc.ca](http://www.jabc.ca)

## **Metis Financial Corporation of BC (MFCBC)**

Metis owned lending institution created to finance the start-up, acquisition and/or expansion of viable Metis owned and operated small businesses based in British Columbia.

Phone: 1-833-399-3926

[www.mfcbc.ca](http://www.mfcbc.ca)

## **Metis Nation BC Economic Development Portal**

Economic development information and business registry for Metis businesses and entrepreneurs.

Phone: 1-778-349-7216

[www.ecdev.mnbc.ca](http://www.ecdev.mnbc.ca)

## **Native Fishing Association**

NFA was developed to support struggling fishers. Not for profit financial lending institution.

Phone: 1-604-913-2997

[www.shoal.ca](http://www.shoal.ca)

## **New Relationship Trust**

Access business financing and economic development information for Indigenous enterprises in BC.

Phone: 1-604-925-3338

[www.newrelationshiptrust.ca](http://www.newrelationshiptrust.ca)

## **Nuu-Chah-Nulth Economic Development Corporation (NEDC)**

NEDC strives to assist Aboriginal's make their dreams come true and build a better future for business! NEDC provides financing and business support to Aboriginals on Vancouver Island

Phone: 1-866-444-6332

[www.nedc.info](http://www.nedc.info)

## **Peace Hills Trust**

Provides banking services for Indigenous entrepreneurs.

Phone: 1-250-769-9081

[www.peacehills.com/business](http://www.peacehills.com/business)

## **Sto:lo Community Futures Corporation**

Offers business loans, business support, training & workshops. Also aftercare to improve community business and economic development within the Sto:lo traditional territory

Phone: 1-604-858-0009

[www.stolocf.ca](http://www.stolocf.ca)

## **Tribal Resources Investment Corporation (TRICORP)**

Administers a revolving loan fund which is operated to be self-supporting. The mandate is to provide financing for business activities which increase the number of permanent jobs.

Phone: 1-250-624-3535

[www.tricorp.ca/](http://www.tricorp.ca/)

## **Tale'awtxw Aboriginal Capital Corporation**

Tale'awtxw has supported the success of over a thousand Aboriginal owned businesses operating within their service area.

[www.tacc.ca](http://www.tacc.ca)

**Secwepemc Lakes Training &  
Employment Initiative**

**Indigenous Business Walk  
Response Summary**



**Submitted by  
Bonnie Thomas & Julie John  
November 2020**

## **Methodology**

Team members split the four Communities and identified existing entrepreneurs/businesses in operation to target for interviews. Each team member was responsible for 2 communities each. Outreach was by email, telephone, and social media, with electronic fillable surveys or hard copy forms.

## **Categories of Businesses**

The varying businesses contacted covered a range of services and were as follows:

- 1) Band corporation
- 2) Cannabis dispensaries
- 3) Agriculture
- 4) Community Infrastructure (includes water testing, engineering)
- 5) Trades – heavy equipment operation, housing construction/renovation
- 6) Artisans
- 7) Entertainment
- 8) Professional Consulting
- 9) Traditional medicines
- 10) Event planning
- 11) Network marketing
- 12) General sales

## **Types of Businesses**

The majority of the businesses were newer businesses operating under 2 years, and solopreneurs with no employees. They all were Indigenous owned by women, families, and operating on reserve. A small percentage of these were Band operated businesses.

## **Current and Future Opportunities**

Most respondents felt that they were doing pretty good, even with COVID 19 affecting many other businesses. In some cases, entrepreneurs saw an increase in services required. The majority of them also felt that the upcoming year projections were positive, to either stay the same or increase.

Increased services were noted to be due to word of mouth and online platforms, with the majority feeling that their strength was due to location.

## **Challenges**

A majority of the respondents clearly identified 3 main areas that offered challenges for them:

### **1) Financing and lack of space**

A majority of the respondents confirmed that all sales/services were only in BC and that they were not fully aware of the funding opportunities for Indigenous business. One respondent felt that in reviewing the opportunities, they were better off going to their local bank to negotiate for funds due to the high rate in

interest within Indigenous funding locations. Some stated that they would like to see their Band contribute to their business from Own Source Revenue.

Other business owners noted that information related to funding opportunities or requests for leasing only goes to the Band offices and never gets sent out to the Community members, so a lot is missed. There was a noted desire for more communication within this area.

The lack of space for starting up a business, access to technology and a point of contact was also noted to be a challenge for some. Starting out on their own provided a challenge and if they had access to these services in one location it would create a better opportunity for success. A number of the business owners favored the creation of a centrally located Entrepreneur Work Hub within the Secwepemc Lakes area that would offer a shared workspace, making it easier for local entrepreneurs to access the resources they need, such as internet, computers, and printers. They could also find support in an environment where individuals who work together in the same pace can collaborate and grow.

## **2) Lack of land use planning within Community**

For those individuals that were contemplating developing or leasing their property, the majority of them were unaware if their Band had a land use plan, economic development plan or bylaws/policies related to businesses on reserve. This provided a level of frustration for some, noting when they were seeking information there were not many within the Band office that had the responsibility or education to talk about business development.

In response to this need a workshop on reserve land regulations about starting a business and land use guidelines for Band members will be held in January, 2021 by the SLTEI team. This will provide land owners who are interested in exploring business or other land use options on their properties with this necessary information.

The majority of the respondents also were not aware of any economic initiatives that the Bands were currently undertaking as there had not been any communication about this at the Community level.

## **3) Training and skill development**

This last challenge was identified as a need for individuals, as well as for long term economic planning. The majority of the respondents felt they needed more training and/or support to get access to the necessary resources and skills to operate their business. In addition, they would like to see long term planning in Community for training programs that assist in business development, or one course opportunities, such as marketing skills, bookkeeping, budgeting (cash flows), self development (confidence), sales, retail knowledge and customer service.

## **COVID 19 Affects**

Respondents were asked how or if the pandemic affected their business and/or if they were aware of the relief funding available.

Majority of the respondents stated that the pandemic had minimal affect and that there was no need to apply for any funding for relief. A small percentage did take advantage of the funding.



# Secwepemc LAKES

## TRAINING & EMPLOYMENT INITIATIVE

Honouring our Ancestors through  
Art, Entertainment,  
Recreation and Ecotourism.

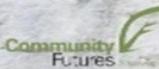


## Indigenous Entrepreneur Services Overview

May 20, 2021

### Submitted by:

Julie John  
(Indigenous Entrepreneur  
Coordinator)



WE GRATEFULLY ACKNOWLEDGE THE FINANCIAL SUPPORT OF THE PROVINCE OF BC

The role of Indigenous Entrepreneur Coordinator was to provide support for emerging and existing Indigenous entrepreneurs. Approximately 50 entrepreneurs have been supported, providing assistance with training, access to resources, mentorship and networking. Seven Indigenous entrepreneurs were assisted in developing a business action plan to help them advance and launch their businesses. Of those, a total of six entrepreneurs are successfully moving forward on their business ventures, two of the businesses are now hiring other Indigenous workers, and one entrepreneur decided to pursue other employment goals and successfully found employment.

In addition to this support a data base of Indigenous entrepreneurs was created and a survey was undertaken to further identify their business needs through an Indigenous Business Walk. This information then led to the idea of the creation of the Indigenous Entrepreneur Hub. Awareness of business gaps could then be addressed, and specific services could be provided to service them.

A regional steering committee, consisting of Indigenous and non-Indigenous regional representatives, also included a number of the Indigenous entrepreneurs already participating in this initiative. The Steering Committee created a collaborative one year action plan to support and honor the implementation of the Indigenous Entrepreneur Hub through a Secwepemc perspective.



Julie John  
(Indigenous Entrepreneur Coordinator)

## Indigenous Entrepreneur Business Action Planning Outcomes

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The Indigenous Coordinators obtained business action planning facilitation training to offer planning support to emerging and existing Indigenous entrepreneurs who could benefit from this individual support.

It was the project goal was to identify and collaborate with 2 Indigenous entrepreneurs with their business idea and to offer planning support. This process helped entrepreneurs to get their thoughts and/or idea out on paper to create a month by month plan to create a business plan process and to help guide the implementation of their goals and launch their business. Assistance was also provided to help with personal development such as budgeting, debt recovery, and other life skills.

The Project team also wanted to create more awareness within our communities that starting your own business is a viable option, and with the proper support and resources anything is possible! Traditional practice supports that each individual is unique and holds a place in community. Secwepemc Elders called this a “gift”. To honor this practice the team also worked to deepen the connection with our local bands and economic development workers to support our Indigenous entrepreneurs.

In the last 2 years we have worked with 7 individual Indigenous entrepreneurs to create a business action plan which identified steps and a timeline they needed to complete in order to start the process of creating their business. Follow up support was provided to allow for the plan to be updated quarterly to ensure relevance and maintain momentum.

# Indigenous Entrepreneur Profiles



Dorothy Argent & Julie John

Julie John, Indigenous Entrepreneur Coordinator, worked with mentor Dorothy Argent who trained her to confidently facilitate the business action plan process



Julie John, Facilitator and Alex Kenoras

Alex Kenoras, a 24-year-old Secwepemc from the Adams Lake Indian Band, developed a one-year action plan in March, 2021 to launch his business, AK Construction. He has successfully moved forward and has acquired two contracts from the Adams Lake Indian Band, including hiring other youth to train and work for his business. Alex was also mentored by Neskonlith Indian Band member Ben Anthony, owner of STK Reinforcing, a successful Indigenous construction business.



Julie John, Facilitator and Megan Williams

Megan Williams, from the Adams Lake Indian Band, create a one-year action plan to work on her business idea – Megan's Munchies. Megan has a lot of knowledge, wisdom and recipes passed down to her by her grandmother and wanted to take her love of cooking and open her own food stand/truck. Very proud of Megan and all her accomplishments and cannot wait to see what the future holds for her!



Alkina Alec

Alkina Alec, who resides on Adams Lake Band, created a business action plan in the computer/tech industry. Her natural abilities in this field are self-taught and she is also pursuing her educational goals. I have no doubt Alkina will succeed in whatever she sets her mind to and look forward to seeing all of her successes as an Indigenous entrepreneur.



June Anthony-Reeves and Julie John, Facilitator

June Anthony-Reeves is a Neskonlith band member who owns a successful business promoting knowledge about traditional medicine and selling Indigenous hand made products. June is a certified herbalist, and her greatest teacher was her late mother Honora Anthony, who taught her all she knows about traditional plants and medicines.

June is taking her business to the next level and created an action plan to keep her on track as she finished the Trade accelerator program to expand her market in the United States and Germany.

### Setekwe Clothing

Tashina D. completed a Business Action Plan to start her own upcycled clothing line and has made a lot of progress since her first visit. She has registered her business, received a business number, and connected with another fashion mentor who has helped her progress with her sewing, incorporating cultural influences and building her confidence in her craft. Tashina is in the process of completing her business plan as she continues to move forward.

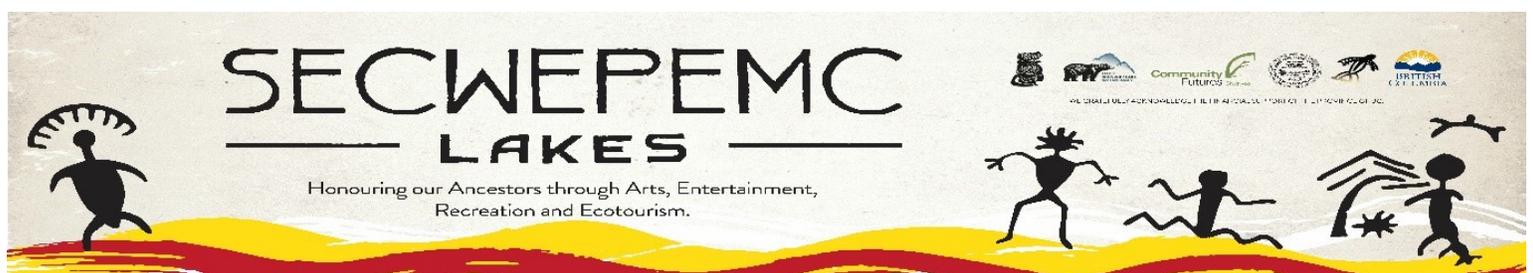
### Woodworking Business

Loretta W. initially did a Business Action Plan with her brother to create a Cannabis store on their land within the ALIB community but opted out due to politics, some complications and high risk. Loretta then returned to get further input into starting her own Woodworking Business. Loretta has connected with fellow Indigenous Entrepreneurs for further training and mentoring support and now wished to update her Business Action Plan to help her move forward. Loretta has also found employment, utilizing her auto service skills, while pursuing her self-employment goal.

### Working Group on Indigenous Food Sovereignty (WGIFS)

WGIFS Group's mission is to create a successful and sustainable community garden, a sacred place for the community to reconnect to the land and Secwepemc culture. WGIFS has already made considerable progress towards achieving their goals, including having the needed skills to advance their initiative forward.

The action planning session helped to get more focused and set up deadlines to work with. Since the action planning session, the WGIFS group has already moved a lot of their initiatives forward. Their funding is already in place and they are current setting up infrastructure and preparing the community garden for 2021. It is their goal to also make this an educational centre to teach others about traditional plants and practices.





# Secwepemc LAKES

## TRAINING & EMPLOYMENT INITIATIVE

Honouring our Ancestors through  
Art, Entertainment,  
Recreation and Ecotourism.

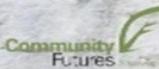


# Service Gaps

May 20, 2021

**Submitted by:**

Bonnie Thomas  
(Labour Market Coordinator)



WE GRATEFULLY ACKNOWLEDGE THE FINANCIAL SUPPORT OF THE PROVINCE OF BC

Existing services	Response from Band Members	Gap Identified	Recommendation to address the gap	What the SLTEI Project did or offered?
<b>ENTREPRENEURSHIP</b>				
Financial support to new entrepreneurs	Band members wanted their own Source Revenue to assist with start up costs.	No communication regarding self employment in Community policy or shared with Band members.	Communication or program developed, budgets looked at from OSR funding to assist Band members with a forgivable start up grant.	Provided survey recommendations report from the SLTEI Team to the Band Councils.
No updated land use plans or economic development plans from Bands to the Members	A need for updated documents that are inclusive of band membership.	Most band plans are outdated and do not include entrepreneurship.	It was recommended to update their plans and/or hold community information sessions to inform all and/or develop new strategies.	Some communities have started updating some plans. SLTEI team shared survey stats and informed band administrations of this gap for entrepreneurs.
No information shared related to leasing or property development on CP lands	Land holders want to start developing or leasing out their property and need more information on how to do this in collaboration with band administration.	Bands either do not have a lands department or no information is shared with landholders regarding leasing.	Provide information sessions or printed material to land holders. Give consideration for a central economic development business centre.	Hosted a workshop which provided an overview of the Indigenous lands management program from ISC through a private consultant and drafted a basic overview of the step by step process for leasing.
Indigenous Entrepreneur Mentors	Survey respondents emphasized the need for Indigenous mentors, including providing this	Not enough connection for the youth in school, from the Community.	Create a list of mentors to go into the schools from Chase to Armstrong to provide mentorship in a variety of areas.	Created a list of existing mentors and started the Indigenous Entrepreneur Hub to assist with this task.

	service for Indigenous students in schools.			
Entrepreneur Resource Guide	Many respondents suggested they did not know where to go to get information and were unable to find one source to support Indigenous business start up.	A variety of services, in person and online are available without a central resource book for new entrepreneurs.	A central location for all Indigenous resources is required for ease of use.	An Indigenous BC Resource booklet has been developed to identify Indigenous services and funding sources for entrepreneurs.
Entrepreneurship	Lack of long-term planning related to economic development and how member entrepreneurs fit into the plans.	Little or no communication for this area. Most planning is related to band businesses. No data base or network to connect entrepreneurs.	Collaborative planning needed to include local entrepreneurs in Economic Development and Land Use Plans through community or individual meetings.	Business action planning with entrepreneurs, resource documents developed, and creation of a local entrepreneurial hub for continued support and networking opportunities.
One to one support for indigenous entrepreneurs - Secwepemc Hub	Survey respondents stated that they would like more support locally for entrepreneurship without having to travel.	Services do exist for individuals but for most part are out of town and limited communication is shared in the communities.	Creation of a central location locally for Indigenous Entrepreneur support services.	A local location in Chase, BC has been secured in partnership with LIFE Foundation and funding proposals for office furniture and an executive assistant have been submitted. A volunteer regional Steering Committee,

				composed of local Indigenous entrepreneurs and regional partners supporting this initiative, has developed a one year action plan to support and implement this initiative.
Lack of community support to promote local indigenous entrepreneurs	Through word of mouth and within the survey it was noted that there is a need to assist local artisans and entrepreneurs with marketing , accounting, pricing, location for sales, etc.	Lack of education related to business marketing and partnerships as well as communicating opportunities for entrepreneurs	Creation of training programs and/or artisan co-op to assist artisans. Provide additional support for other entrepreneurs in collaborative partnerships	The Team has created a number of reports and stats related to this area. Training ideas have been shared within these reports and external partners that wish to collaborate have been connected with the Communities.
<b>TRAINING</b>				
Cultural Training/Traditional Knowledge	A number of respondents were interested in receiving varying types of teaching in traditional or cultural training.	A varying degree of training needs were identified in the survey, including the need to have knowledge keepers within the schools.	Youth workers, Band health and wellness/education staff made aware of the stats and training interests to implement in their work with the youth.	Cultural and Traditional training was encouraged for this project.

Artisanship	A number of respondents were interested in teaching and also advancing their artisan skills.	The survey identified individuals that were willing teachers and mentors, including those who wanted to learn more artisan skills.	It was recommended that School District and Band support workers assist in bringing cultural teaching classes to the classroom and Community and begin mentoring the youth.	Artisans were supported within the Indigenous Entrepreneurial Hub providing business actions plans when requested and are initiating the creation of an Indigenous co-op.
Computer/High Tech Training	A need for training in various computer courses for either refresher or beginning levels.	The Team identified the large number of tech industry businesses in the Shuswap, with the potential for training and hiring. There was also a huge demand for basic computer skills training.	Begin to provide basic computer courses to members within Community and identify the demand for computer technicians and needed training in community.	Stats were shared with the Bands and NIB and ALIB have started a variety of training sessions for their members.
Career Development Support	Focus groups with the youth identified the desire for training in entrepreneurship and business planning earlier than grade 11 and to make the courses mandatory	With many youth starting to work at age 14, a need for various career development training is required. The traditional practice of identifying an individuals 'gifts' was noted to be a missing link to connecting contemporary and traditional career decision making	Begin working on getting specific courses within the mainstream curriculum supporting career development training for the youth. The Indigenous Entrepreneurial Hub could assist in developing cultural training specific to two eyed seeing	All project reports were shared with the School District #'s 73 and 83 to view the youth responses.

Secwepemc language training.	The survey results revealed their was interest in further Secwepemc language classes and trades training	Limited language classes and an availability of Secwepemc language teachers.	Offer more Secwepemc language training, accessing local resources such as Chief Atahm School	Shared the report results to highlight the need
Driver license training	The need emphasized in the survey and other research data was driver license training, key to securing employment	Not enough support in driver training or knowledge of where to get it	To provide more funding to support greater access to driver training and assistance to help individuals with barriers such as negotiating fine payments/child maintenance, etc.	The need for this support was identified in the SLTEI report and shared with Communities
Trades (small engine repair)	From word of mouth and collaborative discussions with partners it was found that very few small engine repair technicians existed within the Shuswap region	A large demand exists in the Lakes Division area for Small Engine Repair Technicians	This information was shared with the 4 Band Education departments immediately for consideration for training	NIB has secured and offered this course, in partnership with Okanagan College, with full registration from all 4 Bands
Training in Cultural Personal Development - learning what my "gift" is that I was born with	From word of mouth and collaborative discussions it was found that very few self development programs were offered in community, including	Finding a program or organization that promotes traditional learning. This teaching traditionally came from the Elders to the young People.	More traditional practices, values and principles be developed and implemented into the training programs utilizing Elder mentors.	The SLTEI Team highly recommended this opportunity to be included in all aspects of learning with the 4 Band Education Committee, Health and

	<p>diminished traditional practices such as identifying personal strengths from an Indigenous perspective. Many of the youth in focus groups were unaware and expressed an interest in identifying their gifts based on traditional practice.</p>			<p>Wellness Departments and the Indigenous Entrepreneur Hub</p>
<p>Youth connection from school to community</p>	<p>In youth focus groups, many students said they felt disconnected from Community when attending school.</p>	<p>Not enough family and community involvement with the youth within the schools.</p>	<p>Students requested a variety of mentors, Elders, Leaders, Education workers, Social workers, etc. to attend the school in regular intervals to keep in contact with them. Students also showed interest in attending community events</p>	<p>Identified in the SLTEI report and shared with Communities the importance of including youth</p>

Lack of employment and training for those that suffer from addictions, particularly those recently home from treatment or incarceration and have no family or community support	Some survey respondents and band service support workers identified this as a barrier within the communities.	Many of the mainstream programs do not culturally support the unique needs of these Indigenous individuals and eventually they give up trying to find a job or continue with self supports.	An inclusive cultural program be developed to assist individuals in this gap to transition from treatment and after care from where they are to being fully employable or trainable.	Initial discussions began with the Band social service support workers. Samples of programs were researched as a guide to develop a similar program. Change over in staffing slowed this process and it will be left with the new employees to move this forward.
<b>EMPLOYMENT</b>				
Collaborative partnerships to support youth employment and training	Responses from the 2017 and current survey and the Business Walk indicated potential collaborative partnerships for employment	Lack of employment opportunities and funding for youth in communities	It was recommended that Bands and schools communicate with external employers to secure and fill labour market demand and placement	The SLTEI Team created collaborative connections with potential employers with the Bands to support youth summer employment
Need for human resources personnel in each community to support youth after school graduation	Students unsure of who to access support from the Bands for career decision making	No long term funding for human resource personnel	Fund long term human resource personnel or create collaborative partnerships	Recommendation of an HR company relayed to the Bands

## Collaborative Partnerships – Lessons Learned

Submitted by  
Bonnie Thomas – Labour Market Coordinator  
May 20, 2021



This report is part of the project deliverables of the *Secwepemc Lakes Training and Employment Initiative*, sharing observations and lessons learned arising out of the collaborative planning process throughout the term of the project.

The above values/principles of all Peoples have intentionally been placed at the start, as part of a reminder of the teachings of our Elders/Ancestors and what we strive to live by each day.

The collaboration that came from this project was critical to the success of this initiative and experienced in a variety of ways. The team developed partnerships with two other complimentary regional initiatives to achieve mutual goals and supported regional and Indigenous partners to complete the Indigenous Self Evaluation Labour Market Report. A collaborative regional Steering Committee supported the creation of the Indigenous Entrepreneur Hub and completed a one Year Action Plan to help guide and implement this initiative. SLTEI supported numerous other activities that emerged in conjunction with regional and Indigenous partners, recognizing all those with a stake in an outcome should participate in its development and implementation. We then created environments in which all participants used their strengths to fully contribute and create a strong foundation to enable initiatives to go well beyond the SLTEI project.

It was a responsibility of the project team to host large community gatherings of band representatives (administration, entrepreneurs, artisans, band members and collaborative planning meetings with external regional partners), however this had to be changed due to the pandemic situation. The team adjusted to the COVID restrictions, utilizing on-line technology such as Zoom, email, and the phone to work with the partners, including the delivery of on-line

workshops. As regional collaborative initiatives emerged they were supported by Zoom with meetings, focus group discussions and on-line planning. Utilizing technology to support smaller group gatherings enabled the Team to complete the deliverables for this initiative.

Supporting the values/principles noted above, our Team reflected on several areas that affected change towards collaborative partnerships. We identified an example from the project and made recommendations for consideration, focusing the learnings to strengthen positive working relationships internally and externally in future projects.

These recommendations are as follows:

**1. Identify clear outcomes desired for your collaborative partnership** – This will help to seek out the right resources and the best collaboration partners to achieve success, including making sure the outcome aligns with your values, principles, and goals.

**Example from the project** – The four Bands began to discuss the SLTEI project, agreed to submit a proposal for funding through Community Futures Shuswap (CFS) due to their charitable status as an organization and were successful. **All necessary documentation was submitted, including Band Council Resolutions of support.**

**Lesson Learned** – The Indigenous Bands and CFS worked successfully to secure the SLTEI contract and others over the last few years. This collaborative regional partnership has been very successful when it came to resourcing and aligning the values, principles, and goals. **It is highly recommended that a review of the Band Council Resolutions of support clearly identify the extent of commitment from all parties and that a reporting system to the Band Council be confirmed. The development of a Terms of Reference can also be discussed between all partners.**

**2. Be ready and willing to make changes** – Be open and listen to current community needs and make changes in your collaborative relationship to improve the outcome of your goals and community interests.

**Example from the project** – Many opportunities arose for change to enhance and sometimes hinder the project. The opportunities that arose to enhance were additional tasks that were added to the project that were missed in the survey such as the Business Walk survey and task group discussions with front line employees that work directly with those that are unemployed, underemployed and/or have disabilities, and merging the three Indigenous LM surveys into one. The change that most hindered the project was the COVID-19 pandemic. **From the survey we also found that community members were not aware of some services that the Bands have partnered in such as ISETS and their mandate.**

**Lessons Learned** – For the most part, changes were implemented in collaboration with band administration employees and the Team, with the support of CFS. The Team held many action planning meetings to evaluate their progress, incorporate new information, and implemented changes where needed. **A recommendation to the Band Councils to do reviews of their partnerships and the success of their mandates. Potentially invite all partners to a one- or two-day update event to share what everyone is doing and what are missing gaps for the People.**

**3. Sharing a Common Vision between all partners** – A shared vision and priorities is crucial in any relationship. Identifying the needs of each partner is critical and helps to ensure they are fulfilled.

**Example from the project** – The bands collectively collaborated to submit the proposal for this project with some very key deliverables, which were well received by community members, on and off reserve, as well as non-Indigenous potential partners. It was clear that the project was to seek the input of the Community youth to allow their voice to be heard.

**Lesson learned** - This project took almost a year to implement and get to the approval stage and during that time the Bands went through political and administrative changes. Some of those that began the project proposal were gone once it was approved and initiated. The Team had to go back and review their project schedule to allow for time to go into Communities and reaffirm the importance of their deliverables and identify who their Community contacts would be. Allowing for band administration representatives at the project Steering Committee table would have alleviated this process.

**4. Identify clear roles and responsibilities of all connected to the project** – What is your collaborative commitment to the project, who has the key strengths in your organization/Community to assist and do you have a clear path from start to finish with identified roles and responsibilities? How much time will each party commit to the process?

**Example from the project** – The SLTEI team were given a copy of the proposal contract and were told that a Steering Committee of the partners was struck to oversee all work, providing input and direction through regular scheduled meetings. The Team created an internal action planning process, identified key tasks and timelines to carry out those tasks to meet the contract deliverables, and shared it with the Steering Committee. Regular evaluation of the plan was undertaken **by the Team**, revisions were made to address current circumstances, and problem areas were brought forward to the Steering Committee for recommendation. Tasks were assigned to each Team member who held the greatest strength/skills to complete it.

**Lesson Learned** – For the most part the Team was well coordinated through the whole project, however, when it came to working with others at a grassroots level or band administration level, it took some time to create those relationships. Many did not know about the project and an education period prior to getting into the tasks was needed. It is highly recommended that Task Teams or Team Leaders from the Community level be identified by the Steering Committee prior to any project taking place. Identifying those key Community connections ensures the success of the project and saves time.

**Another area identified as a concern is the Human Resources personnel of each Community. For the most part Bands relied on their own source revenue or project funding to fill these positions. A priority for this type of service is crucial for the youth, especially the ones that have graduated. When they leave school, there is no more immediate support within Community. All supports for this are off reserve or located in Kamloops (i.e.: ISETS).**

**5. Identify partnership ground rules** – This is extremely important when it comes to in-kind or money contributions and time commitments. It is important to identify how decisions will be made and decide if there needs to be another smaller body developed to assist in times of crisis.

**Example from the project** – For the most part, funding, and time commitment from the Steering Committee, CFS and band representatives were phenomenal. Ensuring that there were no conflicts of interest for employees and Steering Committee members was adhered to and respected. Reviewing budgets was on a regular basis and always within the guidelines of the project sponsor.

**Lesson Learned** – It is highly recommended that future projects create a small project review committee to address immediate issues that arise outside of the Steering Committee. From time-to-time issues do arise that require immediate attention, such as a request that is not in line with the project funding. CFS

has graciously assumed responsibility for overseeing the project; however, in times of immediate need, it is recommended that a small committee be available to get direction and input from the Steering Committee/partners and to assist CFS. This would create deeper collaborative partnerships and provide administrative support to the project administrator. **From a financial perspective, times change, and sometimes initial financial commitments cannot be met. This can affect the overall partnership and potentially the deliverables in any project. This is critical for discussion throughout the partnership.**

**6. Communication Strategy** – Having open, honest, and collaborative discussions is essential to developing successful relationships. Everyone must believe and feel like they are being heard and understood.

**Example from the project** – Regular Steering Committee meetings were hosted by CFS prior to the pandemic situation. The Team presented an interim report to the Chiefs and Councils of NIB and ALIB, along with development of a newsletter and regular posts on the SLTEI Facebook site. The SLTEI team met regularly to maintain momentum, report on and update current tasks, and implement the Team’s action plan.

**Lessons Learned** – The Team felt there were areas of discussion needed at all levels of the project, such as project team to CFS and band administration with SLTEI Steering Committee. To address this need a communication strategy was developed and circulated to the Steering Committee and Band Councils. This was never ratified and it is highly recommended in any collaborative partnership, especially with many more exciting partnerships on the horizon, to decide on a communication strategy to clarify roles and responsibilities for all parties.

**7. Collaborate with like-minded individuals/organizations** – Collaborate with those that have similar values and principles (especially those mentioned at the top of this document). Collaborative partnerships can be long standing and/or short. Either way, knowing that your partner respects you and identifies with your needs is important for successful collaborative partner relationships. These relationships set the examples for the younger generation and could potentially offer employment to job seekers from your Communities.

**Example from the project** – This project offered an opportunity to have many varying types of individuals involved at a variety of levels. The youth entrepreneur looking for help on how to start his/her business, the front-line employees that needed support, for the underemployed/unemployed, and interested individuals or organizations that would like to partner with the Communities and their members.

**Lessons Learned** – The Team experienced a great amount of respect and support from the Communities they visited, shared stories with individuals, completed several youth business action plans and conversed with potential future partners seeking to work with artisans and/or Communities at large. Some examples were the North Shuswap Chamber of Commerce who were seeking a partnership with the Bands to employ youth in summer jobs, the creation of a local Indigenous Entrepreneurial Hub, the Sorrento Center who are interested in hosting Indigenous activities and promoting them within the region, and Okanagan College seeking a partnership to develop Community trades training sessions on reserve instead of at the college campuses.

We foresee many entrepreneurs on the rise and a significant amount of support for many other collaborative partnerships to enhance employment and other types of opportunities for all in Community.

**8. Enhance meaningful and productive relationships with all members of the community** – Cultivate and maintain meaningful relationships with Elder, Leaders, Administrative staff, youth, and community members to ensure participation and commitment to the initiative.

**Example from the project:** Three ¼ time consultants were hired for this initiative and two were Indigenous and members of the Indigenous communities the project served. As both were already deeply committed to their communities, and had extensive networks they knew who to talk to and engage with the project. Their cultural knowledge also helped keep the project focused, ensuring the communities interests and values were incorporated in the results of the SLTEI project.

**Lessons Learned** – By balancing the team composition with Indigenous consultants who lived in the communities being served and a member connected to the non-Indigenous regional network of service providers and businesses greatly enhanced the outcomes of this initiative. It provided a bridge for the non-Indigenous regional partners to enhance their cultural knowledge and be supported to develop and maintain meaningful relationships with the Secwepemc Lakes Indigenous communities.



# Secwepemc LAKES

## TRAINING & EMPLOYMENT INITIATIVE

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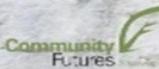


## Basic Steps to Leasing On-Reserve

May 14, 2021

### Submitted by:

Bonnie Thomas  
(Labour Market Coordinator)



WE GRATEFULLY ACKNOWLEDGE THE FINANCIAL SUPPORT OF THE PROVINCE OF BC

The Secwepemc Lakes Training and Employment Initiative was proposed to assist young entrepreneurs and underemployed, unemployed and/or disabled individuals identify needs to create steppingstones to their success. A part of this process was to host an Indigenous Lands Management workshop in April 2021, to provide general information to interested individuals.

A request for detailed information regarding leasing on reserve was heard and so the development of this informational document. It was created from various documents found in research and presented in an easy step by step process.

## STEP ONE: DETERMINING WHO TO CONTACT

The following is a description of the types of lands management structures Indigenous Communities have. If you are interested in leasing on reserve, whether it is with the Community itself or a registered band member, it is important to find out which Indigenous Community you will be working with and what land management structure they use. Get specific information from the individual you are potentially leasing from or call any local Indigenous Community to ask. Currently Adams Lake Indian Band and Little Shuswap Indian Band host lands management personnel within their administrations and would be a first step to introduce yourself to them. Call and ask for the Lands Department or the Lands Manager and make an appointment.

Neskonlith Indian Band and Splatsin First Nation still require Indigenous Services Canada to coordinate all paperwork regarding leases, etc., however you must start by meeting with the Chief and Council or Executive Directors as a first step with their offices.

<b>LANDS MANAGEMENT STRUCTURE COMPARISON CHART</b>				
<b>Reserve Land and Environment Management Program (RLEMP) First Nations Lands Management Act Self Government</b>			<b>First Nations Lands Management Act</b>	<b>Self Government</b>
<b>Development</b>	<b>Operations</b>	<b>Delegated Authority</b>		
<b>Regional Land Administration Program (RLAP)</b>				
<ul style="list-style-type: none"> <li>• In partnership with Indigenous Services Canada (ISC).</li> <li>• ISC performs majority of the lands management functions.</li> <li>• ISC has approval authority.</li> <li>• ISC has fiduciary obligation.</li> </ul>	<ul style="list-style-type: none"> <li>• In partnership with Indigenous Services Canada (ISC).</li> <li>• Indigenous Community carries out lands management functions, ISC oversees.</li> <li>• ISC has approval authority.</li> <li>• ISC has fiduciary obligation.</li> </ul>	<p><b>53/60</b></p> <ul style="list-style-type: none"> <li>• In partnership with Indigenous Services Canada (ISC).</li> <li>• Indigenous Community carries out lands management functions in accordance with sections 35 and 60 of the Indian Act.</li> <li>• Indigenous Community has approval authority.</li> <li>• ISC has fiduciary obligation.</li> </ul>	<ul style="list-style-type: none"> <li>• Government to government agreement (related to land).</li> <li>• Indigenous Community performs lands management according to their land code and laws.</li> <li>• Indigenous Community has final approval.</li> <li>• Indigenous Community has fiduciary obligation.</li> </ul>	<ul style="list-style-type: none"> <li>• Government to government agreement (related to all governance).</li> <li>• Indigenous Community performs lands management functions according to their laws.</li> <li>• Indigenous Community has final approval.</li> <li>• Indigenous Community has fiduciary obligation.</li> </ul>
<i>(National Aboriginal Lands Manager Association, 2016)</i>				

## **STEP TWO: PROJECT INITIATION/CONCEPT**

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Gather all your information together and coordinate meetings with the potential land owner and the Band Council in which your development or idea for leasing is in. Bring as much details as possible regarding potential studies you have collected, environmental studies in the area, infrastructure details, and information related to the benefits your idea brings to the Community.

## **STEP THREE: LAND TENURE DECISION MAKING**

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The information you bring to the table will determine which steps will be taken next. Will you require a short-term permit, a short-term lease or long-term lease? Long term business development normally requires the Band Council to bring the proposed idea through what is called a “designation” process. Detailed information will be developed in conjunction with you, as required by Federal regulation and Band laws (i.e.: land use plans, economic development plans, etc.), such as Environmental Assessments, archeology assessment reports, etc. It is a long-term process and it best suited for securing long term leases that are registered with ISC in the Indian Land Registry.

Sometimes arrangements between a land holder and a lessee take place without Council approval and this is called a “buckshee” lease. They do exist and are not recommended as they do not provide long term certainty to the lessee without the official registry in the Federal Indian Land Registry and may/may not align with the Bands’ land use plan, laws, etc.

The normal legal tenure process creates certainty for long-term leases or permits issued and is important for those that seek to invest vast amounts of money in development.

## **STEP FOUR: DEVELOPING THE LEASE AGREEMENT**

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Once development is approved, the Indigenous Community will work with ISC to assist with their templates for leasing, etc. It is important to include everything that you need to secure your lease with the landholder/Community, as a developer. The certificate of possession holder (landowner) or Band will also bring forward all their proposed conditions and plans for discussion.

Please keep in mind that most Indigenous Communities now have many community plans in place and have zoned their communities like municipalities. You may want to consider some unique opportunities to the Indigenous Community such as employment from your business idea and remember that you will be subject to tax rates as you would in a municipality. Tax rates in local Indigenous Communities normally follow the BC Assessment rates and is also to be considered as part of your lease agreement. Remember to ask about the Bands’ laws or policies and how they may affect your development or business idea.

## STEP FIVE: COSTS OF YOUR DEVELOPMENT

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You will need to develop overall costs of your development for the proposed site. They should include: Infrastructure Development and Services – Most significant projects on reserve require upgrading the existing physical infrastructure, building new infrastructure or obtaining access to the services and infrastructure in other jurisdictions. This component includes everything necessary to guarantee that sufficient infrastructure and services will be in place.

## STEP SIX: CONSTRUCTION DEVELOPMENT

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It is now time for you to begin construction of your development. It will be heavily regulated. It includes all the regulations associated with getting the project ready for use such as building standards, development approval processes, and risk, heritage and environmental assessments.

