

Deh Cho Business Development Centre Strategic Planning Worksheets for Strategic Planning Workshop

Attention: Staff and board of the DCBDC

The following worksheets correspond to the action planning phase of the Strategic Planning process. During the two-day workshop, the entire strategic planning process was worked through including an action plan for Goal #1, objective #1. It was decided that the remaining strategic objectives would be worked on by the board and staff via worksheets provided by WABDS. This package constitutes the worksheets for the final phase of the strategic planning process.

It is anticipated that each board member will:

1. Review the Vision, Mission, Values and Situational Analysis prior to filling in the worksheets;
2. Utilize Goal #1, Objective #1, as a template for the remaining action plans; and
3. Return the completed worksheets to the staff at the DCBDC for consolidation and review.

Pages four to twenty-eight are strategic planning worksheets that are to be filled out by the board and staff of the DCBDC. Wherever possible, information from the "Work Plan to March 31, 1999" has been incorporated into the worksheets.

Vision

In the year 2018, the Deh Cho Business Development Centre envisions:

" a region where the land is seen as the Dene homeland; governed and managed by First Peoples as directed by the elders of the region. At this time, the renewable and non-renewable resources would also be utilized in a way that incorporated Dene aboriginal values.

Residents of the Deh Cho would have adequate living standards, infrastructure, technology and services. This would assist in reducing socio-economic barriers and increase employment opportunities for Deh Cho residents. Residents will have an identity that reflects both confidence and self-esteem; this will prepare them to participate in entrepreneurship and small business development. The communities in the region will be communicating effectively with one another in the spirit of cooperation.

In the year 2018, there would also be ample opportunities for youth to participate in the local economy and to broaden their educational opportunities. There would be no need for people to leave the communities for work or education.

The Deh Cho Business Development Centre would focus on business development, training, education, and funding resources in such way that it is responsive to the needs of the community. The DCBDC will assist each community in working towards self-sufficiency in the long-run".

Mission Statement

All Deh Cho Business Development Centre efforts will be conducted with respect for Dene lands and values and will work towards self-sufficiency for individuals and the communities of Fort Simpson, Fort Liard, Trout Lake, Nahanni Butte, Wrigley, and Jean-Marie River.

The Deh Cho Business Development Centre will offer educational, technical, and lending business services to residents and businesses in the Deh Cho. Our loan services will increase employment opportunities through small business development.

Values

- ❑ Education
- ❑ Informed decision making
- ❑ Preserving integrity of the land
- ❑ Self-sufficiency for Deh Cho communities and the DCBDC
- ❑ Promote and preserve Dene cultural identity
- ❑ Balance between cultural preservation and progression
- ❑ Open communication and information sharing with communities
- ❑ Regional unity

Situational Analysis (SWOT)

(bold denotes top priority)

Strengths

- ✓ **Representation from each community**
- ✓ **The manager, staff and board are willing to learn**
- ✓ **The investment review committee is from the business community**
- ✓ DCBDC is a new organization that allows flexibility in design and functions
- ✓ The management and staff
- ✓ There are other developed patterns to follow (i.e. WABDS and other BDC's)
- ✓ Support from GNWT/RWED
- ✓ There is an understanding on the board of regional politics and social issues
- ✓ There is experience with other Community Futures organizations on the staff and board

Weaknesses

- ✗ **Dependence on RWED**
- ✗ **A new business development center; there is no immediate experience to draw from**
- ✗ **Board reps. selected by political organizations**
- ✗ **Challenge of distinguishing roles for board members (board wears too many hats)**
- ✗ **Political differences within the board representatives**
- ✗ **Travel expense and logistics**

- × Manager is new to the region/territory
- × There is no clear protocol in dealing with communities
- × Pressure to open doors before fully staffed
- × Communication difficulties between board/staff and other communities
- × No small business historical data to work with; lack of previous research

Opportunities

- ✓ **External global markets providing economic opportunities (i.e. Fort Liard)**
- ✓ **Resource development generated small business spin-offs**
- ✓ **Wealthy regional economics (i.e. geology)**
- ✓ **Employment Opportunities are a common regional priority**
- ✓ **Fort Liard experience in resource extraction can provide information to other communities (positive and negative)**
- ✓ New government funding dollars
- ✓ Synergy from pool resources
- ✓ Regional planning for resource extraction being done
- ✓ Regional infrastructure is reasonable
- ✓ Down-loading of government programs
- ✓ Highway/road from Wrigley to Inuvik could have positive economic impact

Threats

- × **Resource development pressures prior to integrated resource management plan**
- × **The confusion over the political arena (i.e. Deh Cho First Nation vs. Ottawa)**
- × **Possibility of Community Futures being cancelled or funding reduced**
- × **Historical inter-community disputes**
- × Internal community politics
- × Communities have been forced into external global markets; and they may not be ready (i.e. resource extraction)
- × DCBDC is already seen as competitive with other organizations and businesses (market disruption)
- × MVRMA- territorial regional board
- × Difference in views of progress and development
- × Pressure to satisfy all communities

Strategic Goals:

Goal

#1. To promote awareness of small business benefits in the Deh Cho Region

Objectives

I. Junior Achievement Initiated in all regional schools within two years

What is going to be done?

- a) Determine grades and schools to participate
- b) Find sponsors in schools and community
- c) Find volunteers within schools and community to deliver JA program
- d) Contact and get authorization from divisional school board
- e) Research prices and purchase program
- f) Promote the program at school career day

Who is going to do it?

- Staff will be responsible for (a), (b), (e) and (f)
- Board will be responsible for (c)
- Alison De Pelham will be responsible for (d)

Resources Required to Accomplish it?

- Volunteers from each community
- Dollars required to purchase JA program

When will this be accomplished?

- Within two years JA program will be initiated in seven Deh Cho schools
- Present to divisional school board before March
- Volunteers and sponsors to be contacted six months prior to starting JA program
- Purchase program before September

How will we know we have accomplished this objective?

- The Junior Achievement Program will be delivered in all Deh Cho schools that have students of age

Goal

#1. To promote awareness of small business benefits in the Deh Cho Region

Objectives

II. Meet with all community councils annually to discuss DCBDC

What is going to be done?

- a) Introduce the communities to the BDC, particularly in the first year
- b) Review priorities of the communities
- c) Seek feedback from the communities regarding the services of the BDC
- d) Continue to update the community, at least on a yearly basis, by presenting the annual report to all community government organizations of the region

Who is going to do it?

Staff will conduct most formal reports to outside organizations. (Principal on a,b,c,d,)
Since most Board members are affiliated with some level of community government they can keep the organizations in the communities abreast of the BDC's activities as well.
(Assist with a,b,c,d,)
Board will review results and feedback

Resources Required to Accomplish it?

Money is needed to fund the travel to all communities when needed
Various materials are needed including paper, transparencies, etc. and presentation equipment
Time

When will this be accomplished?

At least annually

How will we know we have accomplished this objective?

Mail and Present annual report to list of community governments
Feedback from community government organizations that have received it

Goal

#1. To promote awareness of small business benefits in the Deh Cho Region

Objectives

III. Initiate media-related projects (I.e. newsletters, TV and radio)

What is going to be done?

a) Create a web-page (steps: investigate other BDC WebPages; research search engines; determine contents; produce terms of reference; and determine if it can be produced internally or contracted out.

b) Radio – possibilities include regular advertising or sponsoring a business related show on the radio. Use of Local radio stations where available.

c) Local Cable Station – Use to promote activities and services of the BDC

d) Newspaper – Inserts in the Deh Cho Drum

e) Brochures and Signage will be developed and distributed

Who is going to do it?

Staff will be responsible for carrying out the promotional activities requested by the Board of Directors (a,b,c,d,e)

Resources Required to Accomplish it?

Computer software is needed for web development, brochures, signage and newspaper ads.

Radio air time

Money to pay printing and advertising costs

When will this be accomplished?

The web page will be started in year one and updated and added to as time passes

Some advertising is free and can be used year round (cable station and some radio)

Others cost money and must be budgeted for. We will seek to optimize our advertising dollars by using each medium when it is most suited.

How will we know we have accomplished this objective?

Web page will be available on internet

Advertising will be seen or heard by potential clients and they will reference it when asked how they found out about the BDC

Goal

#1. To promote awareness of small business benefits in the Deh Cho Region

Objectives

IV. Use public forums to promote the DCBDC

What is going to be done?

a) Take advantage of relevant workshops/seminars/conferences to present to government and non government audiences to make as many as possible aware of the BDC and its services

b) Set up a display outlining the services of the BDC at the same events

Who is going to do it?

*Both staff and Board members will carry out a) as the opportunity presents.
Staff will be responsible for b)*

Resources Required to Accomplish it?

Time

Display unit

When will this be accomplished?

When opportunity arises

How will we know we have accomplished this objective?

Presentations can be seen and heard and activity should increase as a result

Goal

#1. To promote awareness of small business benefits in the Deh Cho Region

Objectives

V. Provide promotional items for community residents

What is going to be done?

- a) Signage at the office and in each community if possible*
- b) Letter-head, cards and info/package with a logo that people can easily identify with*
- c) Use promotional items such as shirts, planners, pens, mugs, etc. if funds permit*
- d) Summer students promoting the services of the BDC in each community if funding available*

Who is going to do it?

Staff will ensure that signage and logos are developed and used
Staff will also seek funding for summer students. Both Board and Staff will be involved in the hiring.

Resources Required to Accomplish it?

Money

Support of other funding agencies (ECE, LTA, Band, etc.)

When will this be accomplished?

Promotional items will be developed as quickly as possible in year one.
They will be used on an ongoing basis.
Summer students will be hired annually if funding and time permits.

How will we know we have accomplished this objective?

Materials available throughout region

Clients reference materials when inquiring about services.

Goal

#2. To communicate effectively with small businesses, residents and other community stakeholders.

Objectives

I. Cultural awareness training for staff

What is going to be done?

a) Take part in awareness training

b) Gather and read materials related to the present situation and the history of the communities

c) Interact with the people of the region

d) Involve staff in some form of a land based activity

e) Develop and require the reading of an orientation reading list

Who is going to do it?

Staff are able to carry out b and c with a small amount of help from the Board.

Both a & d will have to be done by outside groups

Item e will be developed by Board and Staff

Resources Required to Accomplish it?

Time

Money

Reading Materials

When will this be accomplished?

All of these items can be carried out over a period of time and some are ongoing.

Some awareness training should be offered as soon as new staff is hired.

How will we know we have accomplished this objective?

Staff will be more aware of local issues and concerns.

These issues and concerns can be taken into account when services are being developed

Goal

#2. To communicate effectively with small businesses, residents and other community stakeholders.

Objectives

II. Establish a networking strategy with small businesses, residents and other community stakeholders

What is going to be done?

a) *Get involved in relevant community organizations/groups such as the Chamber of Commerce.*

b)

Who is going to do it?

Staff & Board Members

Resources Required to Accomplish it?

Time

When will this be accomplished?

Initiate in first year and join others as time progresses.

How will we know we have accomplished this objective?

Participate in the organizations and request feedback from them

Goal

#2. To communicate effectively with small businesses, residents and other community stakeholders.

Objectives

III. Establish procedures for following up letters and phone calls

What is going to be done?

Who is going to do it?

Resources Required to Accomplish it?

When will this be accomplished?

How will we know we have accomplished this objective?

Goal

#2. To communicate effectively with small businesses, residents and other community stakeholders.

Objectives

IV. Create a listing of all stakeholders in the Deh Cho

What is going to be done?

a) Contact local Bands and Government Departments to request any lists that might already exist then update them to ensure all are included.

b) develop a list of all businesses in the region

Who is going to do it?

Staff of the BDC will do a & b

Resources Required to Accomplish it?

Time

Contacts in the community and government

When will this be accomplished?

Completed within the first year and updated as time passes

How will we know we have accomplished this objective?

List will be compiled and stakeholders will be better informed.

Goal

#2. To communicate effectively with small businesses, residents and other community stakeholders.

Objectives

V. Establish a 1-800 number for the Deh Cho BDC

What is going to be done?

a) Investigate the costs and usefulness of the 1 800 service

b) Implement if found to be useful and affordable

c) Promote the number to all communities.

Who is going to do it?

Staff will carry out a,b,&c and proceed if directed to do so by the Board.

Resources Required to Accomplish it?

Money to pay for calls

When will this be accomplished?

Within the first year.

How will we know we have accomplished this objective?

1 800 number will be up and running or it will have been determined that it is not affordable at this time.

Goal

#3. To promote small business start-ups that are acceptable to First Nations communities

Objectives

I. Research and establish protocols for First Nations communities

What is going to be done?

a) investigate the views of First Nation Communities regarding issues relevant to business development, ie land use, resource use, etc.

b) Establish guidelines to help business to develop and grow in a manner satisfactory to all affected.

c) Make sure that all applicants and others are aware of the process so delays can be avoided.

Who is going to do it?

Staff working under the instruction and guidance of the Board.

Resources Required to Accomplish it?

Time

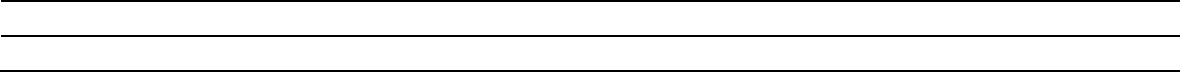
Cooperation of Bands in the region

When will this be accomplished?

Within the first two years of operation

How will we know we have accomplished this objective?

Guidelines will be published and applicants made aware of its purpose and process.



Goal

#3. To promote small business start-ups that are acceptable to First Nations communities

Objectives

II. Identify business development priorities for each community and the region

What is going to be done?

a) review any recent documentation related to economic development for the region as a whole and each community individually.

b) evaluate the plan that has been developed and see if there is a place for us to fit in to it or help implement it

c) use a summer student to help gather this information

Who is going to do it?

The staff will gather the information and it will be reviewed by the staff and Board of Directors.

Resources Required to Accomplish it?

Time

Other financial resources may be necessary if major development is to occur.

When will this be accomplished?

Within the first two years of operation

How will we know we have accomplished this objective?

Plans for the BDC will be synchronized with the region if there is a suitable fit.

BDC operational plans will incorporate the business development plans of the region

Goal

#3. To promote small business start-ups that are acceptable to First Nations communities

Objectives

III. Research all existing plans and strategies specific to business development in each of the communities

What is going to be done?

See Goal 3 Objective 2

Who is going to do it?

Resources Required to Accomplish it?

When will this be accomplished?

How will we know we have accomplished this objective?

Goal

#3. To promote small business start-ups that are acceptable to First Nations communities

Objectives

IV. Research and explore aboriginal funding programs

What is going to be done?

a) Initiate partnership with Metis-Dene Development Fund – discuss whether DCBDC can deliver programs in region (estimate revenue and costs from delivering program)

b) Ensure that the BDC has documentation on all programs available to Aboriginal people

c) Make contact with all Aboriginal funding organizations

d) Be aware of the program requirements

Who is going to do it?

Staff will investigate with the assistance of the Board of Directors

Staff will request all necessary documentation and application forms

Resources Required to Accomplish it?

Time

Training

When will this be accomplished?

Within the first year

How will we know we have accomplished this objective?

Materials available at the BDC

Clients better able to access Aboriginal programs

Goal

#4. To be an accessible and effective lending institution to all Deh Cho residents interested in small business

Objectives

I. To make applications and information accessible in all communities

What is going to be done?

a) Prepare and send all forms necessary to apply to the BDC for funding to all band councils, government funding organizations and other community organizations that may be involved with business development in their region.

b) Make forms available on the internet if possible

c) keep forms as simple as possible

Who is going to do it?

Staff will prepare and distribute the documents

Resources Required to Accomplish it?

Money

Time

Experience with such applications

When will this be accomplished?

Within the first year

How will we know we have accomplished this objective?

Forms will be created and distributed throughout the region.

Goal

#4. To be an accessible and effective lending institution to all Deh Cho residents interested in small business

Objectives

II. Streamline the application process for clients

What is going to be done?

a) Set reporting requirements and restrictions for businesses

Attempt to schedule Investment Committee meetings on a regular basis if demand warrants it

Ensure that the application forms request all necessary information to avoid delays

Review summaries to ensure information needed to make a decision is there for the IRC

Who is going to do it?

Board will direct a) and b)

Staff is responsible for c) and d)

Resources Required to Accomplish it?

Time

Samples of other applications

When will this be accomplished?

Forms will be developed in first year.

Requirements will be developed over time as situations arise.

How will we know we have accomplished this objective?

Request feedback from clients

Goal

#4. To be an accessible and effective lending institution to all Deh Cho residents interested in small business

Objectives

III. Establish working relationship with RWED and Economic Development Officers

What is going to be done?

Continue to work with Business Development Officers, Manager of Trade & Investment & Economic Development Officers and improve communication between offices

Continue to work with RWED staff in Yellowknife and improve communication between the region and head office.

Discuss mutual clients with RWED

Who is going to do it?

Staff will develop working relationship with various offices of RWED and EDOs

Resources Required to Accomplish it?

Time

When will this be accomplished?

Initiated at the beginning and developed over time

How will we know we have accomplished this objective?

Working relationship will improve

Goal

#4. To be an accessible and effective lending institution to all Deh Cho residents interested in small business

Objectives

IV. Establish personal contacts in each community

What is going to be done?

Identify a person in each community that is well known and is willing to act as a contact for the BDC

Ensure that the person is well informed and knows the services that the BDC provides well

Who is going to do it?

Board can help to identify or members may even act as that contact

Staff will ensure the person is informed and up to date

Resources Required to Accomplish it?

People in communities

When will this be accomplished?

Within the first year

How will we know we have accomplished this objective?

People in communities will be better informed

Goal

#4. To be an accessible and effective lending institution to all Deh Cho residents interested in small business

Objectives

V. Develop an appeal process for clients

What is going to be done?

Establish guidelines to follow for the appeals process

Establish the situational requirements that must be met to allow an appeal

Document reasons for appeal to enable the BDC to modify the process if necessary

Document the results of the appeals

Who is going to do it?

The Board will establish the appeals process with input from the staff if necessary

Staff will document reasons for appeal and the results

Resources Required to Accomplish it?

Time

Staff

When will this be accomplished?

The process will be established within the first year

How will we know we have accomplished this objective?

Available to clients

Goal

#5. To assist communities and residents of the region in becoming increasingly economically self-sufficient

Objectives

I. Establishment of educational resource center for clients and community residents

What is going to be done?

- a) Set up a research area in the building for clients with desks, bookshelves, etc..*
- b) Provide resources and contact numbers of agencies providing assistance to entrepreneurs*
- c) Provide use of internet services*
- Set up a library of resources (books, videos, etc)*
- Establish relevant links on the BDC's web page*
- Make library available to those out of town*

Who is going to do it?

Staff will research the needed resources and provide help to clients that request it

Resources Required to Accomplish it?

- Try to access funding from Canada Business Service Centre*
- Try and access funding from other sources (HRD, Metis/Dene Fund, RWED, etc.)*
- Time*

Staff

When will this be accomplished?

Establish within the first year and ongoing as funds allow

How will we know we have accomplished this objective?

Resources available to clients

Goal

#5. To assist communities and residents of the region in becoming increasingly economically self-sufficient

Objectives

II. Develop and deliver a variety of small business training modules

What is going to be done?

- *Investigate training needs of residents in the region (decide what method to use*
Word-of-mouth, survey of clientele, talk to other BDC's)
 - *Identify personnel to do training (in house or not)*
 - *Identify specific topic areas*
- Develop an outline and then the course materials to ensure learning objectives are met*
- Monitor to ensure that the material is understood by participants*

Who is going to do it?

Board will help identify needs

Staff will develop the workshops

Resources Required to Accomplish it?

Text books

Money for travel

Staff

When will this be accomplished?

Some workshops will be developed within the first year

Others as needed

How will we know we have accomplished this objective?

Presentations will be ready

Clients can access

Goal

#5. To assist communities and residents of the region in becoming increasingly economically self-sufficient

Objectives

III. Research user-friendly small business software for clients

What is going to be done?

Investigate what types of software people would like to have available or need information on

Add links to the web page that would point people to reviews on the different types of software available

Print reports / reviews from the www for posting and/or distribution

Who is going to do it?

Staff should be able to carry out all of these activities

Resources Required to Accomplish it?

Time

Internet Connection

Money to purchase software

When will this be accomplished?

The web page is to be started in year one. Some of this information may be added in the same year but most will probably occur in year two

How will we know we have accomplished this objective?

View links / information on the web page

Feedback from clients

Goal

#5. To assist communities and residents of the region in becoming increasingly economically self-sufficient

Objectives

IV. Develop specific programs to meet target groups (i.e. elders, youth, women)

What is going to be done?

- *Research possibility of SEA being delivered by DCBDC instead of DC First Nations*
- *Investigate to see if there are target groups not fully being serviced*

Identify the needs that vary from group to group and determine how those needs can be met
Develop proposals to help service the target groups that require more assistance

Who is going to do it?

Staff should be able to carry out most tasks with assistance from the Board on item c) and perhaps d)

Resources Required to Accomplish it?

time

Funding to carry out programs identified

Staff

When will this be accomplished?

- *Get SEA contracts in place for 1998/99 and 1999/2000 is desired*

At least one target group could be dealt with in year one. The others will follow if necessary.

How will we know we have accomplished this objective?

- *SEA will have three to five applicants before March 31, 2000*

Program in place for a specific target group if necessary

Goal

#5. To assist communities and residents of the region in becoming increasingly economically self-sufficient

Objectives

V. Promote mentoring and job-shadowing opportunities

What is going to be done?

Seek funding from HRDC/ECE/LTA to hire a third staff member that would receive on the job training

Encourage other businesses to do the same

Explore the possibility of clients receiving on the job training from similar businesses in other regions of the NWT

Who is going to do it?

Staff would write proposals based on input provided by the Board of Directors

Staff would carry out research activities on behalf of the Board

Resources Required to Accomplish it?

Money from outside sources

Staff resources

Time

When will this be accomplished?

Opportunities will be explored on an ongoing basis. All the goals and objectives need to be prioritized to ensure they are carried out in most effective manner.

How will we know we have accomplished this objective?

Third staff member hired if funding found

Clients better prepared to start their businesses if mentoring program can be implemented

Goal

#5. To assist communities and residents of the region in becoming increasingly economically self-sufficient

Objectives

VI. Act as a resource for community development plans and strategic planning if requested

What is going to be done?

Let people and organizations of the region know that the BDC is here to help if we are needed.

We can attempt to provide resources needed to develop plans

Who is going to do it?

Staff

Resources Required to Accomplish it?

Time

Strategic Planning skills

When will this be accomplished?

Most likely during year two

How will we know we have accomplished this objective?

Services available

Organizations are aware of them
