



THE NORTHERN VILLAGE OF LA LOCHE'S

**LA LOCHE
ECONOMIC
DEVELOPMENT
CORPORATION**

STRATEGIC PLAN

2017

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CONTENTS

Executive Summary	2
1. Introduction	4
2. Background and History	5
3. Vision	6
4. Mission	6
5. Corporate Values	6
6. Strengths, Weaknesses, Opportunities, & Threats (SWOT) Analysis	7
7. The Resources	10
8. Core Competencies and Competitive Advantage	13
9. The Corporation	14
10. Team	17
11. Stakeholders	21
12. Strategic partners	23
13. Goals	24
14. Objectives	25
15. Workplan	26
16. Financial Projections	44

EXECUTIVE SUMMARY

La Loche Economic Development Corporation (LLEDC) will be fully incorporated by the Northern Village of La Loche (NVLL) in the fall of 2017. The NVLL Mayor, Council, and Administrator completed LLEDC's strategic planning process in June of 2017, in advance of incorporating LLEDC. As a community economic development corporation, LLEDC's vision is to be a place that encourages healthy, prosperous development. Its mission is to showcase cultural identity, build capacity, and create opportunity so that people in the community can reach their potential while enhancing and encouraging personal and community development.

Through an analysis of its strengths and weaknesses, the threats it faces, and the opportunities available, LLEDC determined its strategic direction as outlined below:

1. Focus on both wealth creation and job creation opportunities
2. Develop or purchase businesses that have the potential to generate wealth to
 - a) Support the operations of LLEDC;
 - b) Reinvest in LLEDC's existing businesses;
 - c) Grow LLEDC by investing in new businesses; and
 - d) Contribute to the NVLL Municipality to support the community.

The goals below create a roadmap that will enable LLEDC to follow its strategic direction.

1. La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision; and
2. LLEDC owns community-based businesses and shares in business partnerships that have the potential for creating wealth and employment for the community it serves.

The steps necessary to achieve each of these goals were identified as objectives. Community-owned business objectives include:

- Pursuit and analysis of opportunities throughout the strategy;
- Pursue the ownership of a cable company
- Develop a hotel / restaurant business in La Loche similar to Ile a la Crosse's Northern Sunset Motel on the waterfront
- Explore the potential for developing a minnow supply business and satellite fish and minnow processing plant in La Loche
- Pursue the development of a business to construct and sell rig mats and core boxes
- Pursue the development of an online business to sell local and regional crafts;
- Explore the potential for repurposing the unused elementary school building
- Seek out opportunities to develop service-based businesses for the resource sector

- Explore the potential to build office space to be rented by a First Nations Bank satellite or other satellite bank services in La Loche
- Seek out opportunities to provide housing or other services for professionals on short-term stays in the NVLL

Performance measurements associated with each objective have been defined to allow LLEDC to monitor progress towards its goals.

LLEDC's strategy will be supported through the advisory, grant, and financing support provided through CCDF's Métis Community Capacity Strategy, the leveraging of community resources, and the pursuit of additional grants and financing, as needed. Financial and performance reporting will be provided regularly. LLEDC's progress against this strategic plan will be monitored semi-annually, and the plan will be reviewed and updated annually.

1. INTRODUCTION

This strategic plan is intended to be a management tool for the La Loche Economic Development Corporation (LLEDC). This plan has two purposes:

- First, it is a record of the strategic planning process and the decisions reached by the Mayor and Council of the Northern Village of La Loche (NVLL); and
- Second, it is a reference guide for strategic planning.

The Mayor and Council of the NVLL developed this strategic plan with assistance from Northern Research Group Inc. (NRG). It provides the LLEDC with a five-year roadmap for economic and organizational development. A review of progress on the plan will be conducted semi-annually by the LLEDC Board of Directors and staff and the plan will be reviewed and updated annually.

In May of 2017, Mayor and Council met to reflect on the mission, vision, core values, goals, and objectives for community-based economic development. In June of 2017, a teleconference was scheduled to complete the strategic planning discussions. The Administrator of the NVLL, helped coordinate the planning process and provided important support and analysis. NRG facilitated the planning process using an adaptation of the Appreciative Inquiry approach. Information was gathered through research and the use of a survey tool, which included collecting information about economic development priorities, community assets, demographics, and market data. This information helped the NVLL assess both the challenges and opportunities it is likely to face over the next five years and set the context for the choices reflected in this strategic plan.

2. BACKGROUND AND HISTORY

The NVLL is located in northwest Saskatchewan, on the eastern shore of Lac La Loche. It is situated in Canada's boreal forest, 347 km northwest of Meadow Lake, and 606 km northwest of Saskatoon. Its population in 2016 was 2372, with a dominant age group of 5 to 9 years.¹ According to the 2011 census there were 670 families in the community, with a majority of them consisting of married/common-law couples (44%) or headed by a lone female parent (45%).²

As of 2011 the median income of NVLL residents 15 and older was \$14,497 - about \$13,000 less than the provincial median.³ That same year the unemployment rate in La Loche was 24% with a participation rate of just 38.7%.⁴ The main industries driving the La Loche economy are educational services (7.3%), health care and social services (4.8%), and other services (6.1%).⁵

NVLL's close proximity to the historic Clearwater and Garson rivers, as well as Lac La Loche, creates an abundant supply of fish and game. Recreational opportunities in the area include ski trails, hockey rinks, ball diamonds, outdoor volleyball, and basketball courts. La Loche is known as a thriving northern centre with modern medical facilities and excellent schools.

3. VISION

The community economic development vision of the Northern Village of La Loche is

To be a place that encourages healthy, prosperous development.

4. MISSION

The community economic development mission of the Northern Village of La Loche is

To showcase our cultural identity, build capacity, and create opportunity for our people to reach their potential, while enhancing and encouraging personal and community development.

5. CORPORATE VALUES

The organizational values of LLEDC are its guiding principles. They are based on deeply-held convictions and priorities. As part of the strategic foundation of LLEDC, they provide guidance to its board and staff in their decision-making and actions. These values assist LLEDC in recruiting the right people, identifying appropriate partnerships, and selecting business opportunities to be developed. In addition, they assist stakeholders in understanding why LLEDC does what it does, and what it stands for.

The core values of LLEDC are:

- Credibility
- Trust
- Respect
- Transparency
- Honesty
- Cultural values
- Environmental sustainability
- Community Connectedness
- Equity
- Unbiased.

6. STRENGTHS, WEAKNESSES, OPPORTUNITIES, & THREATS (SWOT) ANALYSIS

Internal	Strengths	Weaknesses
	<ul style="list-style-type: none"> ➤ Available workforce ➤ Knowledge of land ➤ Traditional knowledge of crafts and netting not currently utilized (lost art) ➤ Highly skilled Aboriginal craftspeople ➤ Women with strength and leadership capacity ➤ Tight knit and supportive community ➤ Strong political voice ➤ Water, sewer, graders, sweeper and other equipment owned by Methy to support municipal services ➤ Outdoor recreational options available year-round (e.g., boating, hunting fishing (burbot, northern pike, whitefish, suckers, pickerel and trout) ➤ Located at the end of a highway ➤ Space – opportunity for solitude ➤ Proximity to resources - forest, minerals and metals, oil and gas ➤ Proximity to resource sector exploration ➤ Historical community (Methy fur trade and portage) 	<ul style="list-style-type: none"> ➤ High Unemployment Rate ➤ Lack of a job centre ➤ No training facilities ➤ Language barriers ➤ Lack of opportunity ➤ Lack of exposure to a full range of opportunities ➤ Education systems not effectively linked to economic development ➤ Inadequate health and law enforcement services ➤ Health region does not effectively communicate with community ➤ Colonialism ➤ Lack of financial literacy, low credit ratings ➤ Reliance on bingo to fund community services ➤ Reliance on government funding ➤ High crime rate ➤ Higher incarceration rate (partially due to language and cultural barriers) ➤ Lack of communication among community members ➤ Abundance of dogs, sometimes forming packs ➤ Shortage of housing ➤ Shortage of office space and buildings available for lease ➤ No bank ➤ Lack of services – from oil changes to tire shop ➤ Fort McMurray road not completed ➤ Distance from market ➤ Quality of highway

External	Opportunities	Threats
	<ul style="list-style-type: none"> ➤ Online businesses, including cultural crafts businesses -could represent artists from multiple communities (explore Etchiboy model) ➤ Traditional knowledge tourism ➤ Abundance of local varieties of fish (whitefish, pickerel, suckers and trout) ➤ Renewable resources – non-timber ➤ Low level of competition ➤ Training and entrepreneurship ➤ Need for transitional housing ➤ Need for housing for health, education, and other professionals ➤ Need for additional office space ➤ Need for the following services: <ul style="list-style-type: none"> ▪ Oil changes ▪ Car repair/tire shop ▪ Beauty salon/barber shop ▪ Taxi service ▪ Satellite banking services ▪ Restaurant variety ➤ Community news reporter/community cable TV ➤ Employment services (e.g., job placement services and temporary employment services) ➤ Need for Dene-speaking professionals ➤ Need for special services to come into the community regularly (e.g., week 1 – Dentist; week 2 – Ear Nose Throat Specialist, etc.) ➤ Potential to provide services and staffing for future uranium mine ➤ Potential to provide services for future mining exploration ➤ Warehousing for industry ➤ Bulk fuel transport to the North ➤ Sarcan recycling ➤ Shipping using backhauls headed south 	<ul style="list-style-type: none"> ➤ Lack of trust ➤ Lack of corporate presence from industry (corporations with no offices) ➤ High operating cost of running a business ➤ Close proximity of communities in competition and control of services ➤ Policies that discourage people from entering the workforce (e.g., housing requirements, ghost tenants) ➤ Exploitation ➤ Continuing colonization – so many decisions for our community being made outside the community ➤ Lack of awareness of and access to existing programs, causing a larger share of existing funding to be directed elsewhere ➤ Fluctuations in government funding ➤ People building without permits and without owning land ➤ Slowness of the Northern Lights School District in addressing housing ➤ Inability to influence development in the community (e.g., a large developer comes into La Loche) ➤ Forest fires

In the past, there have been many successful initiatives that have built capacity and moved the community forward in its economic development efforts. High school level tri-trades programming, Dumont Technical Institute's Adult Basic Education, and training provided through Methy Construction have all been successful for the community. The Computer Tech Centre at the Friendship Centre has also been an important support. Northern Career Quest (NCQ) has been a strong partner, providing training, safety equipment, and funds for travel to interviews and job sites. The NVLL is currently working on development of a trades program and is exploring opportunities and partnerships, including collaborating with NCQ, to identify an approach that best suits the needs of the community.

Some past challenges to economic development success have included lack of industry support and lack of trust. Some prospects have simply not been identified in a timely manner, resulting in missed opportunities, while others simply failed to launch. It is clear to LLEDC that the need to prepare for future economic development by training its workforce, combined with the need to identify and act on contract, business, and partnership opportunities in a timely manner are both critical to the success of economic development in the community.

7. THE RESOURCES

NVLL resources that will be leveraged by LLEDC include:

➤ Human Resources

- Existing staff of NVLL (through an in-kind contribution) or a volunteer will provide part-time services as a Business Development Manager for LLEDC until enough resources have been gathered to hire a Business Development Manager;
- Support staff of NVLL will provide limited support to LLEDC during its start-up phase.

➤ Capital Resources

- LLEDC will rent space in the NVLL building, and will finance this through a shareholder’s loan until its revenue streams can support this operating cost;
- Other capital equipment and resources may be leveraged from the NVLL.

LLEDC, as a Métis community-owned Corporation, has access to CCDF programs available to community-owned businesses. The Corporation can also support Métis private entrepreneurs through referral to CCDF grant, loan, and support programs. An overview of CCDF programs is provided below.

CCDF LOAN AND GRANT PROGRAMS			
Program	Max. Funds	Application Link	Financial Statement Link
Business Assistance Program	75% of costs to a max. of \$100,000	http://www.clarencecampeau.com/applications/busplanaftercare.pdf	N/A
Loan/Equity Contribution	50% of costs or \$300,000	http://www.clarencecampeau.com/applications/Project-Application.pdf	http://www.clarencecampeau.com/applications/personalfinancialstatement.pdf
Métis Women's Equity Program	65% of costs to a max. of \$10,000	http://www.clarencecampeau.com/applications/Project-Application.pdf	http://www.clarencecampeau.com/applications/personalfinancialstatement.pdf
Métis Youth Equity Program	65% of costs to a max. of \$10,000	http://www.clarencecampeau.com/applications/Project-Application.pdf	http://www.clarencecampeau.com/applications/personalfinancialstatement.pdf

CCDF LOAN AND GRANT PROGRAMS (cont'd)			
Program	Max. Funds	Application Link	Financial Statement Link
Community Based Development Program	<p>Non-repayable \$300,000 or 50% of costs</p> <p>Repayable - \$700,000</p> <p>The contributions combined cannot exceed 85% of total costs or \$1,000,000</p>	http://www.clarencecampeau.com/applications/Project-Application.pdf	http://www.clarencecampeau.com/applications/personalfinancialstatement.pdf
Métis Energy and resource Program	50% of cost to a max. of \$1,000,000 (no less than \$301,000)	http://www.clarencecampeau.com/applications/Project-Application.pdf	http://www.clarencecampeau.com/applications/personalfinancialstatement.pdf
Development of Management & Marketing Skills	75% of costs to a max. of \$10,000	http://www.clarencecampeau.com/applications/busplanaftercare.pdf	N/A
Business Support Program	100% of costs to a max. of \$10,000	http://www.clarencecampeau.com/applications/busplanaftercare.pdf	N/A

The table on the following page identifies other grant programs available to LLEDC. Grants listed as only available to non-profit corporations are listed to support business opportunities that LLEDC may pursue in partnership with non-profit corporations.

NORTHERN VILLAGE OF LA LOCHE COMMUNITY ECONOMIC DEVELOPMENT - STRATEGIC PLAN

OTHER AVAILABLE GRANT PROGRAMS						
Organization / Government or Department	Program	Profit	Non-Profit	Max. Funds	Contact	Program Link
Saskatchewan Métis Economic Development Corporation (SMEDCO)	Aboriginal Business and Entrepreneurship Development/ Métis Assistance Program	Yes	Yes	\$ 249,999	1630 Quebec Ave Saskatoon, SK S7K 1V7 P: (306) 477-4350 E: smedco@Smedco.ca	http://www.aadnc-aandc.gc.ca/eng/1375201178602/1375202816581
Natural Science and Engineering Research Council of Canada (NSERC)	Applied Research and Development Grants	Yes	Yes	\$ 150,000	P: (613) 955-6068 E: schol@nserc-crsng.gc.ca	http://www.nserc-crsng.gc.ca/Professors-Professeurs/RPP-PP/ARD-RDA_eng.asp
Government of Saskatchewan	Canada Job Grant	Yes	Yes	\$ 10,000	E: cansaskjobgrant@gov.sk.ca	http://www.saskatchewan.ca/business/hire-train-and-manage-employees/apply-for-the-canada-saskatchewan-job-grant
Government of Canada	Career Focus	Yes	Yes	Varies	101 - 22nd St E Saskatoon, SK S7K 0E2 P: (800)-935-5555 E: NC-DGPO_POB_OC_CF-GD@hrsdcc.gc.ca	https://www.canada.ca/en/employment-social-development/services/funding/career-focus.html
National Research Council Canada	Industrial Research Assistance Program	Yes	No	Varies	110 Gymnasium Pl, RM 4460 Saskatoon, SK S7N 0W9 P: (877) 994-4727	http://www.nrcan.gc.ca/forests/federal-programs/13139
Aboriginal Tourism Association of Canada	Aboriginal Tourism Development Funding Support	Yes	Yes	\$ 10,000	300-3665 Kingsway Vancouver, BC V5R 5W2 P: (604) 639-4408 E: info@AboriginalCanada.ca	https://aboriginalcanada.ca/corporate/atac-tourism-development-funding-support-program-2/
National Resources Canada	Investment in Forest Industry Transformation	Yes	No	Up to 50% of costs (varies)	National Resources Canada E: nrcan.ifit-itif.nrcan@canada.ca	http://www.nrcan.gc.ca/forests/federal-programs/13139
SaskCulture	Aboriginal Arts and Culture Leadership Grants	No	Yes	\$ 30,000	Damien Badger Heit P: (306) 780-9251 E: dbheit@saskculture.ca	http://www.saskculture.ca/programs/funding-programs/grants/aboriginal-arts-and-cultural-leadership-grant
Saskatchewan Arts Board	Indigenous Pathways Initiative	No	yes	\$ 7,500	Lindsay Knight P: (306) 964-1165 or (800) 667-7526 E: lknight@saskartsboard.ca	http://www.saskartsboard.ca/menu/apply-programs-a-z/indigenous-pathways-initiative.html
SaskCulture	Métis Cultural Development Fund	No	Yes	\$ 10,000	Dominga Robinson P: (306) 780-9295 or (866) 476-6830 E: drobinson@saskculture.ca	http://www.saskculture.ca/programs/funding-programs/grants/metis-cultural-development-fund
Aboriginal Friendship Centres of Saskatchewan	Urban Partnerships Program: Project Funding	No	Yes	Varies	#5 115 Wall St Saskatchewan, SK S7K 6C2 P: (306) 955-0762 E: randres@afcs.ca	http://www.afcs.ca/urban-partnerships.html
American Express Foundation in Canada	American Express in the Community Canada	No	Yes	Varies	American Express Foundation in Canada c/o AMEX Bank of Canada PO Box 3204 Stn F Toronto, ON M1W 3W7 P: (800) 869-3016 E: amexcanadafoundation@aexp.com	https://www.americanexpress.com/ca/en/content/corporate-and-social-responsibility.html
Saskatchewan Trade & Export Partnership	Market Access Program	Yes	No	\$ 5,000	STEP's Program Administrator P: (888) 976-7875 E: stepmap@sasktrade.sk.ca	https://www.sasktrade.com/services/details/market_access_program_map.html

8. CORE COMPETENCIES AND COMPETITIVE ADVANTAGE

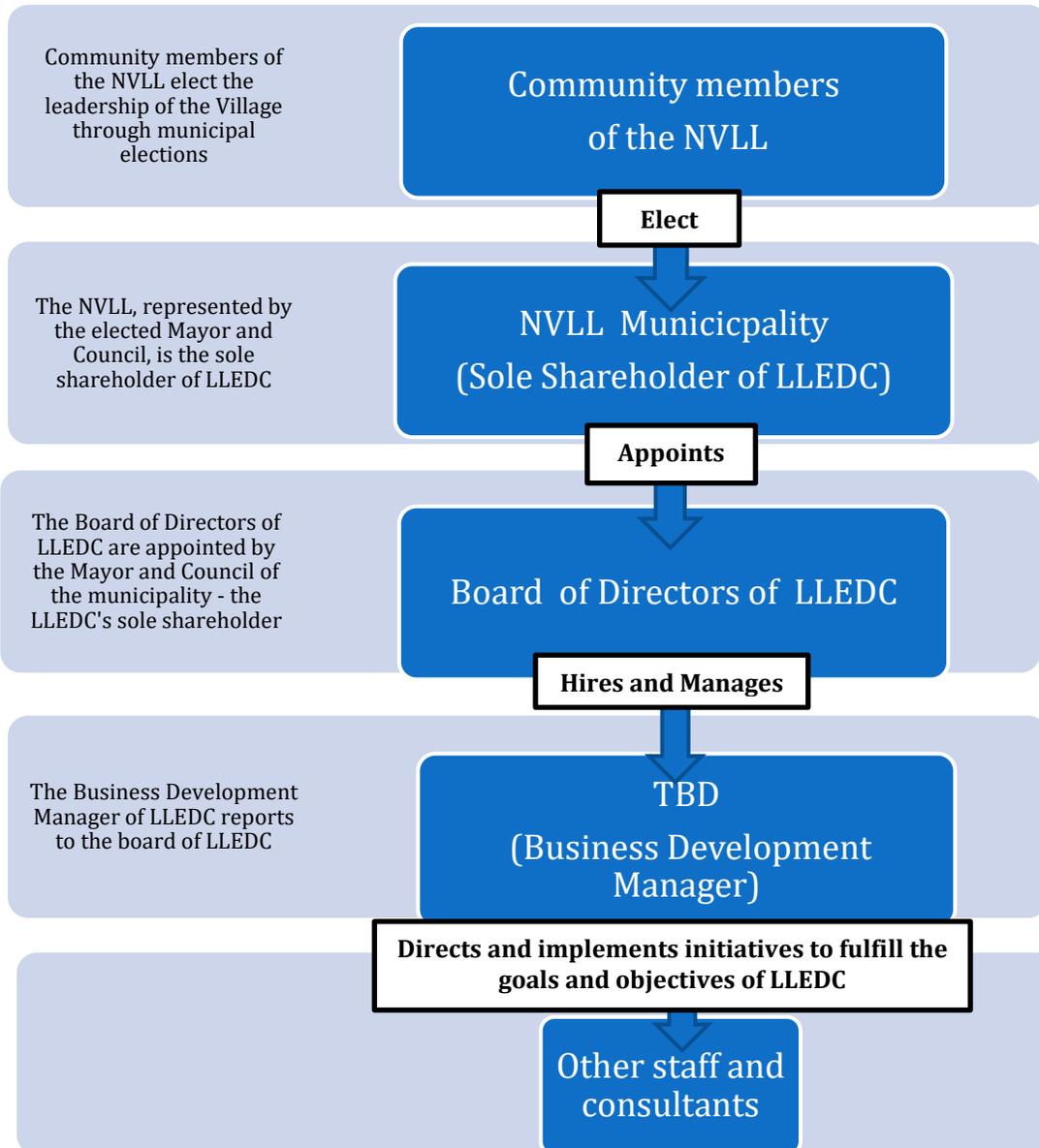
The NVLL has a very strong and well-established capacity for construction and maintenance, including commercial construction, housing development, and road work. The community's housing model, developed by Methy Construction (a not-for-profit owned by the municipality) has been very successful – to the point of being replicated by other Northern communities. The strong, cooperative relationship that exists between the NVLL, Methy Construction, and the schools on construction and carpentry projects within the community has helped build the community's construction capacity. Construction and other labour pools within the community have been in demand by the resource sector due to their strong work ethic and extensive skill set.

NVLL's entrepreneurs are resourceful, responsive, and adaptive. These traits allow them to sustain operations through boom and bust cycles. Their strength and resilience provide a positive example for new entrepreneurs and community-based business in understanding the importance of adapting to change.

As a Métis corporation working on behalf of a Métis community, LLEDC has the potential to access Aboriginal grant funding and no- or low-interest financing, as well as employee training services and programs through Gabriel Dumont Institute. These grant, financing, and training opportunities have the potential to significantly decrease start-up and operational costs for LLEDC and its community-owned businesses. LLEDC's Aboriginal status allows access to Aboriginal procurement initiatives that have been established by the provincial and federal governments, crown corporations, and large private corporations. LLEDC's Aboriginal status clearly provides a competitive advantage over the non-Aboriginal private sector.

9. THE CORPORATION

LLEDC will be incorporated by its sole shareholder, the NVLL, as a for-profit corporation in the summer of 2017. It was decided that a board size of five directors would be best for efficient and effective decision-making. Within the next five years, representation from the NVLL’s Municipal Council will be reduced to two directors; qualified members of the community will be recruited to apply for vacant board positions until the desired balance of elected officials and qualified community members is met. The corporate structure is shown in the chart below.



Operational leadership for the LLEDC will be provided by its Business Development Manager (BDM), who will be recruited and managed by the LLEDC board. The LLEDC board will seek out an individual to serve as part-time BDM (an in-kind contribution from the NVLL or a volunteer) until a sustainable revenue stream exists to support the hiring of a full-time BDM.

The business model for LLEDC will continue to evolve over the next five years. At the outset, LLEDC, with the assistance of NRG, will be both directing and managing strategic investment in community-owned businesses, as well as providing and facilitating support services for private entrepreneurs. In the future, LLEDC will appoint its own board of directors to govern each of the businesses that it develops or purchases. Recruitment and retention of well-qualified, strong managers to lead LLEDC's businesses will be critical to their success. As LLEDC continues to grow, it may choose to rely on consultants and advisors to help provide strategic direction for its businesses.

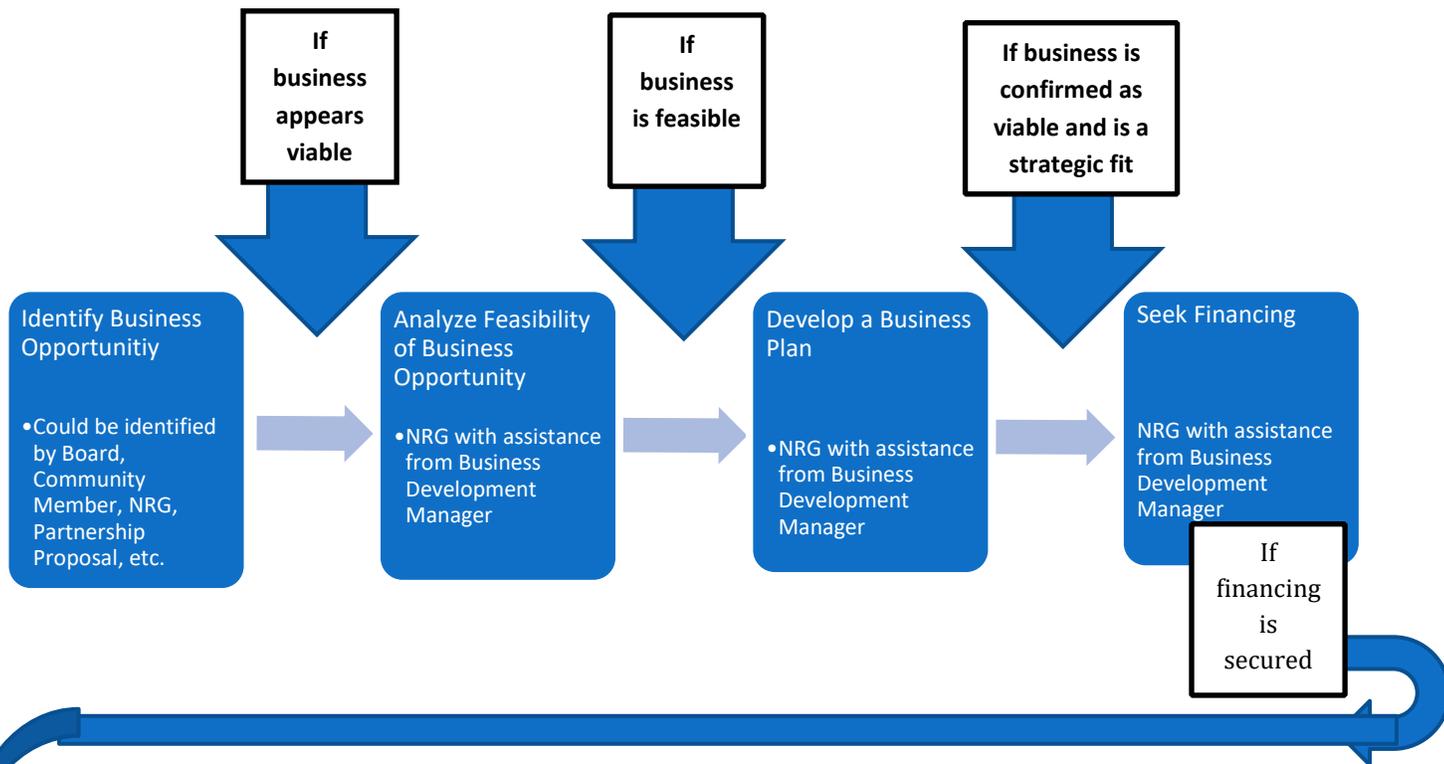
LLEDC's revenue model will initially rely on grant applications and loans from Clarence Campeau Development Fund's (CCDF's) programs (listed in section 7 above) through the Métis Community Capacity Strategy (MCCS), including

- Non-Repayable Investment Capital (Up to \$300,000 **per project**); and
- Repayable Investment Capital (Up to \$1 million **per project**).

The negotiation of shareholder loans from the NVLL, traditional financing, and applications for grants from additional sources could supplement CCDF grants and financing. CCDF grants may also be used to leverage other financing and grants.

LLEDC will strive to obtain enough revenue to sustain its operations through dividends paid by the businesses it owns. However, LLEDC will ensure that it does not put its businesses at risk by issuing dividends. Compliance with the liquidity test, as required by *The Business Corporations Act*, will also be achieved prior to LLEDC businesses issuing any dividends to LLEDC.

The decision-making model for whether LLEDC invests in a community-owned enterprise is described in the following diagram.



The operations model for purchase/start-up and ongoing oversight of a community-owned business:.



The operations model for supporting private entrepreneurship includes:

1. Promoting LLEDC as a support for private entrepreneurs;
2. Building the capacity of private entrepreneurs; and
3. Identifying and assessing opportunities to provide incentives for private entrepreneurship.

10. TEAM

The voting board members of LLEDC, listed below, bring leadership experience and knowledge to their positions as board members.

John Janvier
Marina Janvier
Stephen King
Robert St. Pierre
Keith Shewchuk

As a board, they will provide strategic direction and leadership for LLEDC. They are responsible for

- Monitoring organizational performance;
- Overseeing the financial affairs of the organization;
- Selecting, supervising, evaluating, and compensating the Business Development Manager;
- Assessing organizational risks and opportunities;
- Developing the board's governance framework and processes; and
- Managing board dynamics.

As individuals, they will each

- Exercise the care, diligence, and skill that a reasonably prudent person with similar knowledge and expertise would exercise in comparable circumstances ("duty of care"); and
- Act honestly and in good faith in the best interests of the organization ("duty of loyalty").

The inaugural board members will serve until the first meeting of shareholders in October 2017, at which time they will seek reappointment. As was mentioned in section 9, within the next five years, representation from the NVLL's municipal council will be reduced to two members of the LLEDC Board. Qualified members of the community will be recruited to apply for board positions until the desired balance of elected officials and community members is met. On the following page is an overview of board member appointments that will be approved over the next five years.

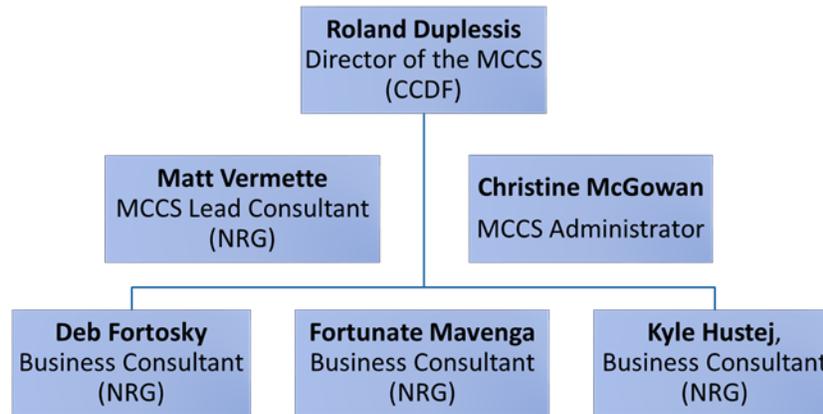
LLEDC Board Appointments - 2019		Term of Appointment	Comment	2019 Board Composition
Board Member 1 from NVLL Council	two years			NVLL Council Member
Board Member 2 from NVLL Council	two years			NVLL Council Member
Board Member 3 from NVLL Council	one year			NVLL Council Member
Community Member	three years			Community Member
Community Member	three years			Community Member
LLEDC Board Appointments - 2020		Term of Appointment	Comment	2020 Board Composition
				NVLL Council Member
				NVLL Council Member
Community Member	three years	Replacing Board member 3 from NVLL Council		Community Member
				Community Member
				Community Member
LLEDC Board Appointments - 2021		Term of Appointment	Comment	2021 Board Composition
Board Member from NVLL Council	two years	Appointment from newly elected NVLL Council		NVLL Council Member
Board Member from NVLL Council	three years	Appointment from newly elected NVLL Council		NVLL Council Member
				Community Member
				Community Member
				Community Member

A board skills matrix will be used to evaluate the skills, knowledge, and experience of existing LLEDC Board members and identify any gaps. Additional non-voting advisory members of the board will be recruited, as needed, to fill gaps identified in the board skills matrix.

As the term of existing board members ends, LLEDC will identify board members willing to serve an additional term, and, guided by the board skills matrix of the remaining board members, will recruit applicants for board positions as they become vacant. LLEDC will recommend qualified applicants to the NVLL for re-appointment or appointment.

Recruitment of a Business Development Manager (BDM) for LLEDC will begin in year three. A volunteer BDM will be recruited or in-kind BDM services will be provided by NVLL staff in the interim. The BDM will be responsible for identifying business development opportunities and working directly with NRG and other consultants to complete work-plan deliverables.

The Métis Community Capacity Strategy (MCCS) will provide capacity-building assistance to LLEDC in the areas of advisory services, business consulting services, financial capacity, and lending services. The organizational chart of the MCCS is reproduced below.



Examples of advisory services:

- Pursuit and identification of business opportunities;
- Connecting communities with skilled consultants and business professionals, such as
 - Providing access to legal counsel to prepare and review agreements and contracts, and
 - Utilizing professional accountants to assist in the establishment of financial management and reporting standards, and prepare annual reporting documents;
- Provide training in financial statement analysis;
- Community engagement assistance; and
- Networking with potential business partners.

Examples of business consulting services:

- Analysis of opportunities through feasibility studies and business plans;
- Negotiation assistance;
- Business liaising;
- Strategic planning facilitation;
- Business governance training;
- Financial statement analysis training;
- Corporate code of conduct development;
- Development of marketing materials;
- Website development;
- Social media strategies;
- Development and communication of annual budgets;
- Development of financial management standards;

- Development of internal accounting and investment procedures; and
- Business support for businesses established under the MCCS.

Examples of financial capacity and lending services include:

- Provision of non-repayable investment capital (up to \$300,000 per project);
- Provision of repayable investment capital (up to \$1 million per project);
- Lending advice; and
- Networking communities with banks, Community Futures Development Corporations, and other potential financiers.

Note: Internal financing for the MCCS will be provided through CCDF’s existing lending programs.

Provided below, as a quick reference, is an overview of the timing of MCCS services available to LLEDC.

Consulting Products and Services Offered to the Community Under the Metis Community Capacity Strategy	Year One Service Delivery	Year Two Service Delivery	Year Three Service Delivery	Year Four Service Delivery	Year Five Service Delivery
Assist in Identifying Business Opportunities and Provide Ongoing Advisory Services	✓	✓	✓	✓	✓
Assist in Analyzing Opportunities Through Feasibility Studies and Business Plans	✓	x	✓	x	x
Develop Strategic Plan and Conduct Business Governance Training	✓	x	x	x	x
Regularly Update Strategic Plan	x	✓	✓	✓	✓
Develop Corporate Code of Conduct	✓	x	x	x	x
Develop Marketing Materials to Attract Potential Investors, Partners, and Customers	x	✓	x	x	x
Develop Website for the Organization	x	✓	x	x	x
Develop Social Media Presence Focusing on Business/Economic Development	x	✓	x	x	x
Develop and Communicate Annual Budgets	x	✓	✓	✓	✓
Develop Internal Accounting and Investment Procedures	✓	x	x	x	x
Provide Managers with Financial Statement Analysis Training	x	✓	x	x	x
Provide Community Engagement Capacity	✓	✓	✓	✓	✓
Provide Community Participation Funding	✓	✓	✓	✓	✓

11. STAKEHOLDERS

LLEDC's primary stakeholders are the community members. This includes the hunters, trappers, and fishers from the NVLL and the surrounding area, including Garson Lake, Black Point and Ducharme. The NVLL municipal government, as sole shareholder of LLEDC, is also one of LLEDC's main stakeholders.

Additional stakeholders include:

- Methy Construction & Maintenance;
- Methy Housing
- Clarence Campeau Development Fund (CCDF)
- Saskatchewan Métis Economic Development Corporation (SMEDCO)
- Local entrepreneurs and potential entrepreneurs
- Industry
- Educational organizations, including:
 - Northern Career Quest (NCQ)
 - Gabriel Dumont Institute (GDI)
 - Dumont Technical Institute (DTI)
 - Northlands College
 - Northern Lights School District (NLSD)
- The federal government
- The Saskatchewan government, particularly
 - Social Services
 - Sask. Justice
 - Sask. Housing
 - Sask. Health, and
 - the Keewatin Yatthé Regional Health Authority

LLEDC recognizes that its stakeholders want training, education, job opportunities and a future. It knows that stakeholders expect equity, honesty, transparency, and accountability from the NVLL and its economic development corporation.

From the reverse perspective, trust, unity, respect, and commitment are needed by LLEDC from its stakeholders. Many of LLEDC's stakeholders have already contributed considerable financial, human and physical resources to support the community and its economic development initiatives, and the community is grateful for their ongoing support. Ultimately, LLEDC stakeholders include both existing and potential future partners. LLEDC looks forward to exploring ways to work together to encourage healthy, prosperous development.

LLEDC commits to keeping its stakeholders engaged in and informed about community economic development initiatives. The Corporation appreciates their ongoing support and feedback, which are crucial to NVLL achieving its community economic development vision and mission.

12. STRATEGIC PARTNERS

The strategic partner most integral to the support of LLEDC's vision and mission is CCDF and its Métis Community Capacity Strategy (MCCS). Through the Strategy, CCDF will provide essential supports to LLEDC, including grants, loans, and the services of the Strategy's lead consultant, Northern Research Group, who will provide feasibility studies, business plans, and general business advisory services funded through the MCCS.

Additionally, some of the stakeholders identified below have the potential to become strategic partners of LLEDC in its pursuit and development of businesses:

- The NVLL municipal government;
- Saskatchewan Métis Economic Development Corporation (SMEDCO) - grants and financing;
- Beaver River Community Futures - financial aid and financing;
- Gabriel Dumont Institute of Native Studies and Applied Research (GDI) - training;
- Northern Lights School Division - training;
- Northlands College - training;
- Northern Career Quest (NCQ) – training;
- North West College - training; and
- North West Community Wood Products - education, training, and business development to enable northern people to fully participate in Saskatchewan's resource sector.

13. GOALS

This plan's strategic direction and goals are LLEDC's response to its understanding of what the NVLL community and the surrounding area value most about community economic development, and their understanding of current opportunities and challenges that exist in the NVLL community.

LLEDC will pursue the following strategic direction:

1. Focus on both job creation and wealth creation, with an emphasis on seeking out and initiating job creation opportunities.
2. Build business, economic development, and governance capacity within the NVLL community
3. Develop or purchase community-owned businesses and partnerships, and sustainably generate wealth to:
 - a) Support LLEDC's operations;
 - b) Reinvest in LLEDC's community-owned businesses;
 - c) Expand LLEDC by investing in new businesses, and
 - d) Contribute to the NVLL's ability to support the community.

The following goals provide a roadmap for fulfilling the strategic direction.

1. LLEDC is established and has the capacity to successfully fulfill its mission and achieve its vision; and
2. LCEDC owns community-based businesses and / or shares in business partnerships that have the potential to create wealth and jobs for the community it serves.

14. OBJECTIVES

Goal # 1	La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision
Objective # 1.1	Incorporate LLEDC as a for-profit corporation with a governance framework, including bylaws, policies, and procedures that effectively supports its ability to accomplish its vision, mission, goals, and objectives.
Objective # 1.2	LLEDC's governing board members have the capacity to effectively and efficiently govern LLEDC
Objective # 1.3	LLEDC develops operational finance and accounting policies and operational human resource policies
Objective # 1.4	Community members, other LLEDC stakeholders, and potential business partners have an awareness of LLEDC's vision, mission, core values, and value proposition from both a community and a partnership perspective
Objective # 1.5	LLEDC develops, and keeps current, a five-year strategic plan to guide and monitor its operations.
Objective # 1.6	LLEDC hires a full-time Business Development Manager (BDM) to manage the operations of LLEDC and work towards accomplishing its goals and objectives
Goal # 2	LLEDC owns community-based businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves
Objective # 2.1	Pursuit and analysis of opportunities throughout the term of the strategy
Objective # 2.2	Pursue the ownership of a cable company
Objective # 2.3	Develop a hotel / restaurant business in La Loche similar to Ile a la Crosse's Northern Sunset Motel on the waterfront
Objective # 2.4	Explore the potential for developing a minnow supply business and satellite fish and minnow processing plant in La Loche
Objective # 2.5	Pursue the development of a business to construct and sell rig mats and core boxes
Objective # 2.6	Pursue the development of an online business to sell local and regional crafts
Objective # 2.7	Explore the potential for repurposing the unused elementary school building
Objective # 2.8	Seek out opportunities to develop service-based businesses for the resource sector
Objective # 2.9	Explore the potential to build office space to be rented by a First Nations Bank satellite or other satellite bank services in La Loche
Objective # 2.10	Seek out opportunities to provide housing or other services for professionals on short-term stays in the NVLL

1.0 WORKPLAN

Goal # 1		La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision	
Objective # 1.1		Incorporate LLEDC as a for-profit corporation with a governance framework, including bylaws, policies, and procedures that effectively supports its ability to accomplish its vision, mission, goals, and objectives.	
Performance Measure(s)		What will be measured?	
1	LLEDC is established as a for-profit entity	LLEDC receives Certificate of Incorporation	
2	LLEDC board feels that its governance framework is effective	LLEDC's annual board review process does not bring forward any amendments to its governance documents	
		LLEDC's annual board review process provides positive feedback on its governance framework as effectively supporting the work of the board	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Define the preferred governance structure for LLEDC (for-profit vs. not-for-profit, number of board members, term of board members, recruitment process, who sits on board, etc.)	LLEDC Board facilitated by NRG	May 2, 2017
B.	Choose a name for the new entity	LLEDC Board	June 8, 2017
D.	Draft a Code of Business Conduct and Ethics for LLEDC Board review	NRG	June 16, 2017
C.	Complete a name search to confirm availability of name	MCCS legal counsel	July 6, 2017
E.	Draft Articles of Incorporation and bylaws for Board review	NRG & MCCS legal counsel	July 12, 2017
F.	Hold board meeting to review code of conduct, articles and bylaws	LLEDC Board facilitated by NRG	September 15, 2017
G.	Prepare final versions of code of conduct, articles and bylaws	NRG & MCCS legal counsel	September 20, 2017
H.	Incorporate LLEDC	MCCS legal counsel	September 30, 2017
I.	Hold LLEDC board meeting to approve bylaws; approve corporate records and code of business conduct and ethics; appoint officers; make banking arrangements; and transact other business	LLEDC Board facilitated by NRG	October 31, 2017
J.	Establish LLEDC bank account; apply for GST, payroll, and WCB accounts; and register with Saskatchewan Finance for PST	LLEDC with assistance from MCCS legal counsel	November 30, 2017

Goal # 1		La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision	
Objective # 1.1 (cont'd)		Incorporate LLEDC as a for-profit corporation with a governance framework, including bylaws, policies, and procedures that effectively supports its ability to accomplish its vision, mission, goals, and objectives.	
K.	Draft LLEDC board governance policies, including financial management and investment policies, for Board review	NRG with MCCS Accountant	November 30, 2017
L.	Hold board meeting to review and approve governance policies including governance level financial management and investment policies	LLEDC Board facilitated by NRG	January 31, 2018
M.	Prepare final versions of governance policies including governance level financial management and investment policies	NRG	February 28, 2018
N.	Hold LLEDC shareholder's meeting to appoint board members	LLEDC Board, Shareholder Representative from NVLL	TBD in 2018

Goal # 1		La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision	
Objective # 1.2		LLEDC's governing board members have the capacity to effectively and efficiently govern LLEDC	
Performance Measures		What will be measured?	
1	The required skills, knowledge, and experience to govern LLEDC are identified	A board skills matrix drafted, reviewed, and approved by LLEDC	
		The ongoing review and update of the board skills matrix and its use in recruiting new board members is clearly outlined in LLEDC's governance policies	
2	The capacity of existing board members is assessed	Percentage of LLEDC board members having completed the board matrix	
		The summary board skills matrix for all LLEDC board members demonstrates the skills, knowledge, experience, and value alignment of the board	
3	Board members of LLEDC are provided training in governance	Percentage of voting board members provided governance training	
		Percentage of non-voting advisory board members provided governance training	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Complete board skills matrix	LLEDC Board	July 31, 2017
B.	Identify any gaps in skills needed by LLEDC board	LLEDC Board	August 31, 2017
C.	Recruit, if necessary, any advisory board members	LLEDC Board	TBD
D.	Board governance training	NRG will provide to LLEDC Board	October 31, 2017
E.	Develop a board self-evaluation framework	NRG	December 15, 2017
F.	Complete board self-evaluation	LLEDC Board	January 31, 2018
F.	Enhancing financial skills training	NRG will provide to LLEDC Board and interested community	January 31, 2018
H.	Review board self-evaluation and identify any action items for improving efficiency and effectiveness of LLEDC board	LLEDC Board	January 31, 2018

Goal # 1		La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision	
Objective # 1.3		LLEDC develops operational finance and accounting policies and operational human resource policies	
Performance Measures		What will be measured?	
1	LLEDC's management and staff, and the management and staff of its businesses, feel that the operational policies and procedures in place sufficiently support their ability to perform their work duties and responsibilities	Management and staff provide positive feedback on the adequacy and clarity of operational policies and procedures	Number of concerns about clarity and completeness of operational policies and procedures from management and staff
Action Required		Person/Organization Responsible	Completion Date
A.	Draft operational finance and accounting policies	NRG with assistance from MCCS Accountant	February 28, 2018
B.	Implement operational finance and accounting policies	BDM	March 1, 2018
C.	Draft HR Policy and Procedure Manual to address the specific needs of LLEDC and its businesses	BDM with assistance from NRG	TBD
D.	Review HR policies and procedures to ensure compliance with legislation	BDM with assistance from NRG and LLEDC legal counsel	TBD
E.	Prepare final copy of policy and procedure manual and implement policies and procedures	BDM	TBD

Goal # 1		La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision	
Objective # 1.4		Community members, other LLEDC stakeholders, and potential business partners have an awareness of LLEDC's vision, mission, core values, and value proposition from both a community and a partnership perspective	
Performance Measures		What will be measured?	
1	Increased Awareness of LLEDC within the community and among key stakeholders	Number of website hits/social media followers	
		Number of community meetings where LLEDC is discussed/mentioned	
		Amount of radio time dedicated to LLEDC awareness and promotion of its successes	
		General inquiries about LLEDC from community member	
		Requests for LLEDC services from community members	
2	Increased interest by third parties in partnerships and other business ventures with LLEDC	Number of times LLEDC is approached by a third party to explore a partnership or other business venture	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	Draft a poster calling for artists to submit logo options for LLEDC, in a contest with a submission deadline of July 30	NRG	June 30, 2017
B.	Seek out opportunities for website development training and inform LLEDC of options	NRG	July 7, 2017
C.	Review logo submissions and select winning logo	LLEDC Board	August 15, 2017
D.	Draft a communication strategy to ensure the community and other stakeholders become aware of LLEDC and its value proposition for the community it serves and potential partners	LLEDC Board & NRG	March 31, 2018
E.	Review,edit, and approve the communication strategy	LLEDC Board	April 30, 2018
F.	Create a website to communicate information about LLEDC and links on the NVLL website and social media to facilitate easy access to LLEDC website	LLEDC Board, NRG, and MCCS website professional	September 30, 2018
G.	Implement the remaining action items from the communication strategy	LLEDC Board & NRG	ongoing

Goal # 1		La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision	
Objective # 1.5		LLEDC develops, and keeps current, a five-year strategic plan to guide and monitor its operations.	
Performance Measures		What will be measured?	
1	LLEDC's board feels that its strategic plan is a useful management tool to set direction and provide a solid planning base that can be reviewed and revised in reaction to emerging trends	LLEDC's annual board review process provides positive feedback on the value of the strategic plan as a management tool and the value of strategic planning processes	
2	LLEDC is aware of its progress towards fulfilling the goals and objectives outlined in its strategic plan	Frequency and timing of the LLEDC board's review of its progress against its strategic plan	
		Presence of meeting minutes that discuss and measure progress against strategic plan	
3	LLEDC's strategic plan reflects and responds to current and emerging trends	Frequency and timing of LLEDC board's review and update of its strategic plan	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Schedule and hold strategic planning sessions with the LLEDC board	NRG & LLEDC Board	June 8, 2017
B.	Draft LLEDC five-year strategic plan for board review	NRG	September 30, 2017
C.	Review and approve strategic plan	LLEDC Board	October 31, 2017
D.	Prepare a final version of LLEDC strategic plan	NRG	November 30, 2017
E.	Hold semi-annual meetings to review progress against the strategic plan	LLEDC Board with NRG	TBD
F.	Hold annual meetings to review and update the strategic plan	LLEDC Board with NRG	TBD

Goal # 1		La Loche Community Economic Development Corporation (LLEDC) is established and has the capacity to successfully fulfill its mission and achieve its vision	
Objective # 1.6		LLEDC hires a full-time Business Development Manager (BDM) to manage the operations of LLEDC and work towards accomplishing its goals and objectives	
Performance Measures		What will be measured?	
1	The Business Development Manager successfully meets the annual performance objectives that have been agreed upon by the board	BDM is successfully recruited and retained	
		An annual performance plan, with performance metrics identified, is drafted by the BDM and provided to the board for review, editing, and approval	
		Performance metrics identified in the BDM's annual performance plan will be measured	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Post job ad for BDM	LLEDC Board & NRG	Year 3
B.	Identify candidate qualities necessary for strategic alignment with LLEDC and additional criteria for selecting interview candidates	LLEDC Board & NRG	Year 3
C.	Review applications and select candidates for interview based on their strategic alignment with LLEDC and ratings against other criteria	LLEDC Board	Year 3
D.	Create interview questions, identify who will attend the interview from LLEDC and any external assistance needed, and finalize the interview procedures (who will ask what questions when)	LLEDC Board & NRG	Year 3
E.	Schedule and complete interviews	LLEDC Board	Year 3
F.	Hold meeting to select preferred candidate to fill BDM position	NRG	Year 3
G.	Offer the position to the selected candidate, negotiate a salary, give a letter of offer to the successful candidate for their signature	LLEDC Board with NRG	Year 3
H.	Provide orientation to the new BDM	LLEDC Board	Year 3
I.	Create a performance planning and evaluation framework	LLEDC Board with NRG	Year 3
J.	BDM drafts annual performance plan using framework and LLEDC board reviews and approves it	BDM and LLEDC Board	Year 3 onward
K.	BDM annually self-evaluates performance using framework; LLEDC board reviews it and meets with BDM to discuss, add comments, and decide on any salary increase that may be provided to address cost of living increases and to reward performance	BDM and LLEDC Board	Year 3 onward

Goal #2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.1		Pursuit and analysis of opportunities throughout the term of the strategy	
Performance Measures		What will be measured?	
1	Investments in community-owned business development are made	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
		Amount contributed to the NVLL to support the community	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Seeking out, identifying, and analyzing potential business opportunities for LLEDC	LCEDC Board, Acting BDM and NRG	Year One through Year Five of Strategy

Goal #2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.2		Establish a community owned cable and internet company	
Performance Measures		What will be measured?	
1	Investments in community-owned business development are made	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
		Amount contributed to the NVLL to support the community	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Secure quotes from Don Krysak- Krysak Catv Services and Steven Morse - Metis Voyageur Dvpmt Fund to convert existing cable system to digital	NRG	January 31, 2018
B.	Assess the viability of scale of creating a cable company with a full array of offerings with the information provided in the quotes	NRG and LLEDC Board	February 15, 2018
C.	Analyze feasibility of purchasing a cable company	NRG with assistance from LLEDC	March 31, 2018
D.	If feasible, prepare a business plan	NRG	May 31, 2018
E.	If business plan confirms viability and strategic alignment, implement business plan	LLEDC Board, and Acting BDM with assistance of NRG	June 1, 2018 and ongoing

Goal #2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.3		Develop a hotel / restaurant business in La Loche similar to Ile a la Crosse's Northern Sunset Motel on the waterfront	
Performance Measures		What will be measured?	
1	Investments in community-owned business development are made	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
		Amount contributed to the NVLL to support the community	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Analyze feasibility of development of a hotel / restaurant	NRG with assistance from LLEDC	Summer of 2018
B.	If feasible, prepare a business plan	NRG	Fall of 2018
C.	If business plan confirms viability and strategic alignment, implement business plan	LLEDC Board, and Acting BDM with assistance of NRG	Winter 2018 and ongoing

Goal # 2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.4		Explore the potential for developing a minnow supply business and satellite fish and minnow processing plant in La Loche	
Performance Measures		What will be measured?	
1	Investments made towards community-owned business	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
		Amount contributed to the NVLL to support the community	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Assess ownership options for a community satellite fish and minnow processing station	NRG	February 28, 2018
B.	Assess market demand for minnows as bait and other uses	NRG	February 28, 2018
C.	Estimate potential supply of minnows from La Loche area	NRG	March 31, 2018
D.	Explore opportunities for partnership in minnow supply business	NRG	April 30, 2018
E.	Analyze feasibility of minnow supply business, including partnership opportunities	NRG	May 31, 2018

Goal # 2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.4 (cont'd)		Explore the potential for developing a minnow supply business and satellite fish and minnow processing plant in La Loche	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
F.	Analyze the feasibility of a community satellite fish processing station	NRG	May 31, 2018
G.	If feasible, prepare a business plan for minnow supply business, community satellite fish processing station, or, if both are feasible, a combined business plan utilizing the same facilities for the businesses	NRG	August 31, 2018
H.	If business plan confirms viability and strategic alignment, construct facility	LLEDC Board, and Acting BDM with assistance of NRG	September 1, 2018 to November 30, 2018
I.	Implement business plan	LLEDC Board, and Acting BDM with assistance of NRG	December 1, 2018 and ongoing

Goal #2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.5		Pursue the development of a business to construct and sell rig mats and core boxes	
Performance Measures		What will be measured?	
1	Investments in community-owned business development are made	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Hold discussions with industry partners to seek commitment	NRG	February 28, 2018
B.	Analyze feasibility of development of a rig mat and core box production company	NRG	April 30, 2018
C.	If feasible, prepare a business plan, including identifying source of fibre	NRG	July 31, 2018
D.	If business plan confirms viability and strategic alignment, implement business plan	LLEDC Board, and Acting BDM with assistance of NRG	Winter 2018 and ongoing

Goal # 2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.6		Pursue the development of an online business to sell local and regional crafts	
Performance Measures		What will be measured?	
1	Investments made towards community-owned business	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
		Amount contributed to the NVLL to support the community	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Identify potential crafts people, including potential for regional partnerships, and determine how their goods differentiate from existing products	NRG with assistance from LLEDC Board	September 15, 2018
B.	Assess the existing level of competition	NRG	September 30, 2018
E.	Analyze feasibility of starting online crafts business	NRG	October 15, 2018
F.	If feasible, prepare a business plan	NRG	November 30, 2018
G.	If business plan confirms viability and strategic alignment, implement business plan	LLEDC Board with assistance of NRG	December 1, 2018 and ongoing

Goal # 2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.7		Explore the potential for repurposing the unused elementary school building	
Performance Measures		What will be measured?	
1	Investments made towards community-owned business	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
		Amount contributed to the NVLL to support the community	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Seek out opportunities for repurposing the unused elementary school building	NRG	July 31, 2020
B.	Provide LLEDC board with potential opportunities and options for next steps	LLEDC Board	August 31, 2020

Goal #2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.8		Seek out opportunities to develop service-based businesses for the resource sector	
Performance Measures		What will be measured?	
1	Investments in community-owned business development are made	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
		Amount contributed to the NVLL to support the community	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Seeking out, identifying, and analyzing potential service-based business opportunities to address the needs of the resource sector	LCEDC Board and NRG	Ongoing

Goal #2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential for wealth and job for the community it serves	
Objective #2.9		Pursue the development of a First Nations Bank or other satellite bank services in La Loche	
Performance Measures		What will be measured?	
1	Employment opportunities are created for community members	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
2	Access to banking and loan services is improved for community members	Number of new individual and business accounts established at bank/credit union	
		Number of individuals, community based business and local entrepreneurs are satisfied with the products and services provided by the new satellite bank / credit union	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Meet with Keith Martel to explore potential for First Nations Bank of Canada satellite banking services in La Loche	NRG	March 31, 2018
B.	If establishment of First Nations Bank of Canada branch is not possible, explore potential with other banks and credit unions	NRG	April 30, 2018
C.	If able to identify bank interested in establishing satellite services in La Loche, identify next steps in supporting development of satellite	NRG with LLEDC Board	May 15, 2018

Goal #2		LLEDC owns community-owned businesses and shares in business partnerships that have the potential to create wealth and jobs for the community it serves	
Objective #2.10		Seek out opportunities to provide housing or other services for professionals on short-term stays in the NVLL	
Performance Measures		What will be measured?	
1	Investments in community-owned business development are made	Business opportunities assessed as feasible	
		Business plans prepared	
		Businesses developed	
		Businesses purchased	
		Grants received	
		Financing secured	
		Investment of community financial resources	
		Investment of other community resources	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Wealth is generated for community served by LLEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community-owned businesses	
		Amount contributed to the NVLL to support the community	
3	Employment opportunities for community members are created	Number of new full-time positions created and filled by members of the community	
		Number of new part-time positions created and filled by members of the community	
Action Required		Person(s)/Organization(s) Responsible	Completion Date
A.	Contact Northern Lights School District (NLS) in February to explore the potential for La Loche teacher housing expenses to be covered in the NLS budget	NRG	February 28, 2018
B.	Assess feasibility after NLS budget is released	NRG	May 31, 2018
C.	If feasible, prepare a business plan	NRG	July 15, 2018
D.	If business plan confirms viability and strategic alignment, implement business plan	LLEDC Board and Acting CEO with assistance of NRG	July 16, 2018 and ongoing

15. FINANCIAL PROJECTIONS

No budget or financial projections have been created for 2017, the start-up year. In 2017, the NVLL received \$20,000 as an MCCS community participation grant that can be used to subsidize business development and purchase opportunities.

The NVLL Council will be providing strategic guidance to LLEDC as volunteer board members. As was mentioned above, the NVLL will either seek out an in-kind staffing contribution from NVLL or recruit a volunteer to serve as part-time Business Development Representative for LLEDC. LLEDC will hire a Business Development Manager in year three of this strategy, when it expects to have a revenue stream sufficient to pay an ongoing salary. As the lead consultant for the MCCS, NRG will provide advisory and business consulting services to LLEDC throughout the five-year term of this strategy. Required legal and accounting services, will also be provided to LLEDC under the terms of the strategy.

Throughout the term of the MCCS (from 2017 to 2021) LLEDC is eligible to access up to \$300,000 in grant funding through CCDF for each project it undertakes, as well as up to \$1M in repayable investment capital for each project. LLEDC can also apply to SMEDCO for Métis Assistance Program grants of up to \$250,000 and other grants and financing. See section 7 for an overview of CCDF grants and loans and other grants for which LLEDC can apply.

An annual budget will be drafted and approved by LLEDC in November for each of the following four years of the MCCS Strategy. Quarterly financial reports and projections will be provided to the LLEDC board for review and approval.

¹ Statistics Canada, 2017. "La Loche, Northern village [Census subdivision], Saskatchewan and Division No. 18, Census division [Census division], Saskatchewan (table)." Census Profile, 2016 Census (data). Available at <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4718074&Geo2=CD&Code2=4718&Data=Count&SearchText=La%20Loche&SearchType=Begins&SearchPR=01&B1=All&TABID=1>

² City-Data, 2017. "La Loche - Northern village, Saskatchewan, Canada - Families and households characteristics." Available at <http://www.city-data.com/canada/La-Loche-Village-family-households.html>

³ Statistics Canada, 2017. "NHS Profile, La Loche, NV, Saskatchewan, 2011." Available at <http://www12.statcan.gc.ca/nhs-enm/2011/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4718074&Data=Count&SearchText=La%20Loche&SearchType=Begins&SearchPR=01&A1=All&B1=All&GeoLevel=PR&GeoCode=4718074&TABID=1>

⁴ City-Data, 2017. "La Loche - Northern village, Saskatchewan, Canada - Labour, occupation and industry." Available at <http://www.city-data.com/canada/La-Loche-Village-work.html>

⁵ Ibid.