



NORTHERN VILLAGE OF GREEN LAKE'S

OPENEETAN ECONOMIC DEVELOPMENT CORPORATION

STRATEGIC PLAN

2017

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EXECUTIVE SUMMARY

The Northern Village of Green Lake's (NVGL's) Openeetan Economic Development Corporation (OEDC) was incorporated in 2011 and became active through its strategic planning process in March of 2017. Its vision is to be an economic development engine that encourages environmentally responsible development and instills pride in the community of Green Lake. Openeetan strives to achieve this vision by supporting environmentally and socially responsible economic development through community-owned business development, and creating an environment that supports and encourages private entrepreneurship.

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

1. Build business, economic development, and governance capacity within the NVGL community;
2. Focus on identifying both employment and wealth creation opportunities for the NVGL community;
3. Develop or purchase community-owned businesses and partnerships, and sustainably generate wealth to:
 - a. Support OEDC's operations;
 - b. Reinvest in OEDC's community-owned businesses;
 - c. Expand OEDC by investing in new businesses; and
 - d. Contribute to the NVGL's ability to support and sustain the community; and
4. Support and encourage private entrepreneurship in the NVGL community.

Openeetan's goals, as described below, represent a roadmap to follow its strategic direction:

1. OEDC becomes a highly visible, well-respected organization that attracts investment from outside sources;
2. OEDC owns businesses and / or shares in business partnerships that have the potential for wealth creation and/or job creation for the NVGL; and
3. OEDC supports the development of private enterprise in the NVGL.

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

- Development of rental cabins in the NVGL RV Park;
- Development of commercial rental space;
- Expansion of existing solar development; and
- Ongoing pursuit of business opportunities.

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

Openeetan's strategy will be supported through the advisory, grant and financing support provided through CCDF's Metis 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

throughout the Strategy. Openeetan'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 Northern Village of Green Lake's (NVGL's) Openeetan Economic Development Corporation (OEDC). This plan has two purposes:

- First, it presents the most comprehensive compilation of the plan and its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors; and
- Second, it is a reference guide for strategic planning.

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

In March of 2017, the Board met to reflect on the vision, mission, core values, goals, and objectives. This was followed up by a work session, at which OEDC's strategic direction was defined. The Administrator of the NVGL helped coordinate the planning process and provided important support and analysis to complete this plan. NRG facilitated the planning process using an adaptation of the Appreciative Inquiry approach. In advance of the planning session, information was gathered through research and the use of a survey tool. Information collected through the survey included the community's economic development priorities, community assets, demographics, and market data. This information helped OEDC 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 Northern Village of Green Lake is located in the northwest of Saskatchewan, within the southern boreal forest. The Green Lake community is located 48 km northeast of Meadow Lake, 208 km north west of Prince Albert, and 307 km northwest of Saskatoon. In 2016 its population was 429, with an average age group of 45-49 years, median age of 30-34, and a dominant age group of 0-5.¹ According to the 2011 census, there were 120 families in Green Lake – 52% of them consisting of married/common-law couples, and 35% with a single female parent.

As of 2005 the median annual income of Green Lake residents 15 and older was \$35,456.² As of 2011 the unemployment rate in the NVGL was 21.7% with a participation rate of 41.8%. Main industries driving economic activity in Green Lake are agriculture and other resource-based industries (9.1%), educational services (5.5%), and other services (7.3%).³

The NVGL Municipality is currently the governing body that influences economic development in Green Lake. The NVGL was incorporated as a municipality in 1983, and is governed by Mayor and Council. Along with usual municipal duties, the NVGL is also responsible for maintaining agricultural and recreational vehicle (RV) park businesses – specifically, Green Lake Métis Farms and Lac Vert RV Park. Current projects that the NVGL is involved in are the expansion of Lac Vert RV Park, the development of a new office building, a large scale solar project, development of a community greenhouse, and a small-scale food producers program. The NVGL has expressed an interest in developing additional projects in the areas of tourism, agriculture, renewable energy, and waste management.

It has come to the attention of the Green Lake Mayor and Council that not many of their citizens are aware of what the NVGL does for the community's economy. There is little connection between the municipality and business owners; because of this, some businesses may view the municipality as competition. The NVGL wishes to change this perception by creating an economically stable community.

In January 2017, the NVGL signed an MOU to become part of the Métis Community Capacity Strategy (MCCS) to gain assistance with:

- Identification and assessment of community-owned business opportunities;
- Development of business and economic capacity; and
- Developing wealth and employment opportunities.

It was decided that the most effective approach to supporting economic development in the NVGL area was to create a separate legal entity to purchase and develop community-owned businesses. In 2011, the NVGL had incorporated Openeetan Economic Development Corporation (OEDC), an economic development corporation owned by the NVGL. However, OEDC was an inactive 'shell' corporation until it re-emerged

during the current strategic planning process. NVGL's economic development goals, including promoting community and private business development in order to reduce unemployment and create wealth among its citizens, will be supported through the work of OEDC.

In general terms, OEDC profits and its community-owned businesses will be used to:

- Support the operations of OEDC;
- Reinvest in OEDC's community-owned businesses;
- Grow OEDC by investing in new businesses; and to
- Contribute to the NVGL Municipality to support and sustain the community.

3. VISION

OEDC's vision is:

To be an economic development engine that encourages environmentally responsible development and instills pride in our community.

4. MISSION

OEDC's mission is:

To support environmentally and socially responsible economic development through community-owned business development, and to create an environment that supports and encourages private entrepreneurship.

5. CORPORATE VALUES

The organizational values of OEDC are its guiding principles. They are based on deeply-held convictions and priorities, forming the strategic foundation of OEDC and providing guidance to its board and staff. These values assist OEDC in recruiting the right people, identifying appropriate partnerships, selecting business opportunities to be developed, and helping stakeholders to understand why OEDC does what it does, and what it stands for.

The following were identified as core values of OEDC:

- Mutual trust;
- Mutual respect;
- Integrity;
- Respect for diversity;
- Community-focused;
- Openness and transparency;
- Environmental responsibility; and
- Sharing knowledge.

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

Strengths (Internal)	Weakness (Internal)
<ul style="list-style-type: none"> ➤ Large labour pool ➤ Young population ➤ Many knowledgeable elders with good work ethic ➤ Many community members with food safety or personal care training ➤ Strong kindergarten to grade 9 education system, and access to online high school and GED courses ➤ Skilled OEDC staff, provided in-kind by the NVGL ➤ Knowledgeable board of OEDC ➤ Civil infrastructure (sewer, water, roads, etc.) ➤ Village-owned businesses (RV Park, Farm, Communications etc.) ➤ Arena and curling rink (underutilized) ➤ Amenities and recreational opportunities (park, playground, beach, lake, hunting, fishing, etc.) ➤ Healthy commercial fishery ➤ Abundance of low-cost commercial building lots ➤ Sawmill property and building (15-20 acres of cleared land, with services and roads built up for heavy traffic) ➤ Timber supply licence (30,000 cubic metres annually) ➤ Located at highway junction (gateway to the Northwest) ➤ Historic location of the community (on Carlton Trail, Kelsey Trail, and Green Lake Trail) ➤ Healthy local environment (clean water, abundant fish) ➤ 15,500 acres of cleared farm land, 122-square-km. land base ➤ Abundant non-timber forest products 	<ul style="list-style-type: none"> ➤ High unemployment ➤ Large number of people on social assistance who are stuck in the welfare trap (welfare income and benefits are higher than minimum wage income) ➤ Lack of support systems for prospective workers ➤ Low skill and training levels (especially among unemployed) ➤ Many community members lack driver's licence ➤ Lack of training opportunities and training facilities ➤ Many low-income individuals with no access to financing ➤ Lack of child care services ➤ Lack of local lobbying to government to improve services (e.g., municipal funding and environmental stewardship) ➤ Proximity to Meadow Lake can result in competitive business climate, with many people becoming more likely to shop outside the community ➤ High property crime rate, high insurance costs ➤ High incidence of drug dependency and addictions ➤ Low level of communication among members of the community

➤ Opportunities (External)	Threats (External)
<ul style="list-style-type: none"> ➤ Existing tax bylaws that favour business development (three years of discounts for new start-ups) ➤ Can benefit from strong credit rating of NVGL, with opportunity for \$150,000 line of credit and capital financing ➤ Low-interest financing and grants through the Clarence Campeau Development Fund and Saskatchewan Métis Economic Development Corporation ➤ Apprenticeship wage subsidies from Gabriel Dumont Institute ➤ SaskPower line clearing contracts ➤ Partnerships and contracts in resource sector, including forestry ➤ Non-timber forest product businesses ➤ Sawmill and associated land ➤ Commercial rental space is needed, including space for municipal offices ➤ Purchase and repurposing of “Whispering Spruce” ➤ Build rental cabins in RV Park ➤ Nearby government-owned campground that is for sale ➤ Solar development ➤ Vehicle servicing site with heavy duty mechanic apprenticeship and training opportunities ➤ Waste disposal site development in conjunction with Greenland Waste or Meadow Lake Tribal Council ➤ Waste transfer ➤ Maintenance company for highway cleaning 	<ul style="list-style-type: none"> ➤ Government of Saskatchewan’s inequitable approach to providing programs for and funding to the community ➤ Crown procurement policies lack additional considerations for northern businesses ➤ Seasonal climate challenges – cold winters ➤ Global warming/climate change ➤ Lack of natural gas hindering some developments ➤ Social perceptions of existing livestock and farming operations ➤ Misinformation in the media ➤ High level of competition from businesses in Meadow Lake ➤ Illicit activity and addictions issues that raise the cost of doing business in the community ➤ Jealousy and gossip

Openeetan identified pursuit of the repurposing of Whispering Spruce, the development of commercial rental space, and the development of rental cabins for its RV Park as its highest priorities. Opportunities for the community-owned sawmill and further solar development were also identified as priorities by the community. Unfortunately, the repurposing of Whispering Spruce could not move forward as the engineering study identified structural problems and mould issues in the building.

7. RESOURCES

Openeetan has the ability to leverage community-owned resources as follows:

- **Human Resources** –the services of NVGL Administrator (Tina Rasmussen) will be shared with OEDC, so that she is able to act as Business Development Manager;
- **Financial Resources** – the strong credit rating of the NVGL, and access to a \$150,000 line of credit, may be accessed for operations or capital financing; and
- **Capital Resources** – NVGL capital assets, such as land, commercial lots, an arena and curling rink, RV park land, etc. may be leveraged in business development opportunities.

Openeetan, as a Métis community-owned Corporation, has access to CCDF programs that are available to community-owned businesses and the ability to support Métis entrepreneurs through referrals 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 \$10,000	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
Community Based Development Program	Non-repayable \$300,000 or 50% of costs Repayable- \$700,000 The contributions combined cannot exceed 85% of total costs or \$1,000,000	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

CCDF LOAN AND GRANT PROGRAMS (cont'd)			
Program	Max. Funds	Application Link	Financial Statement Link
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 Openeetan. Grants listed as only available to non-profit corporations are included for business opportunities that are available in partnership with non-profit corporations.

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@hrsdc-rhdcc.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	Linday 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

OTHER AVAILABLE GRANT PROGRAMS (cont'd)						
Organization / Government or Department	Program	Profit	Non-Profit	Max. Funds	Contact	Program Link
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	Linday 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

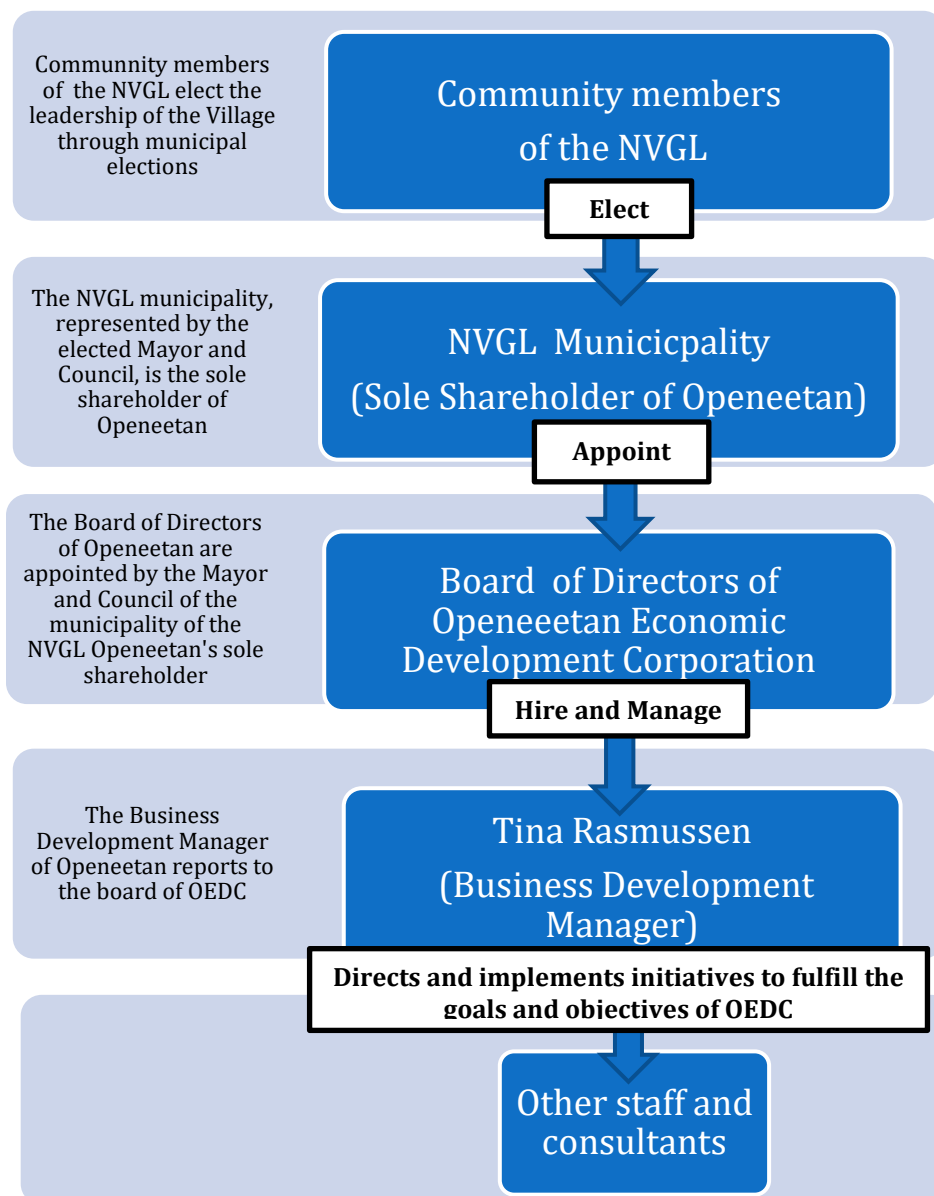
8. CORE COMPETENCIES AND COMPETITIVE ADVANTAGE

Green lake's location at the junction of highways 55 and 155 was identified as a competitive advantage as it is positioned as a gateway to northern communities and mines on the west side of Saskatchewan. This strategic location also provides the high traffic volumes often required for business development opportunities. OEDC's ability to prevent other businesses from acquiring municipal business licenses from the NVGL enables it to limit unwanted competition within the municipality, thereby adding to its competitive advantage.

As a Métis corporation working on behalf of a Métis community, OEDC 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 grants, financing, and training opportunities have the potential to significantly decrease start-up and operational costs for OEDC and its community-owned businesses. OEDC's Aboriginal status allows access to Aboriginal procurement initiatives by provincial and federal governments, crown corporations, and large private corporations. OEDC's Aboriginal status clearly provides it with a competitive advantage over the non-Aboriginal business sector.

9. THE CORPORATION

OEDC was incorporated by its sole shareholder, the NVGL, as a for-profit municipal development corporation in 2011. An inactive shell corporation until this strategic planning process was initiated, it is now revitalized with the current Mayor and Council of the NVGL as its Board of Directors. 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 NVGL's municipal council will be reduced to one director: 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 OEDC will be provided by its Business Development Manager (BDM), who is recruited and managed by the Openeetan Board. Tina Rasmussen will serve as part-time BDM (an in-kind contribution from the NVGL) until a sustainable revenue stream exists to support the hiring of a full-time BDM.

The business model for OEDC will continue to evolve over the next five years. At the outset, OEDC, 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, OEDC 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 OEDC's businesses will be critical to their success. As OEDC continues to grow, it may choose to rely on consultants and advisors to help provide strategic direction for its businesses.

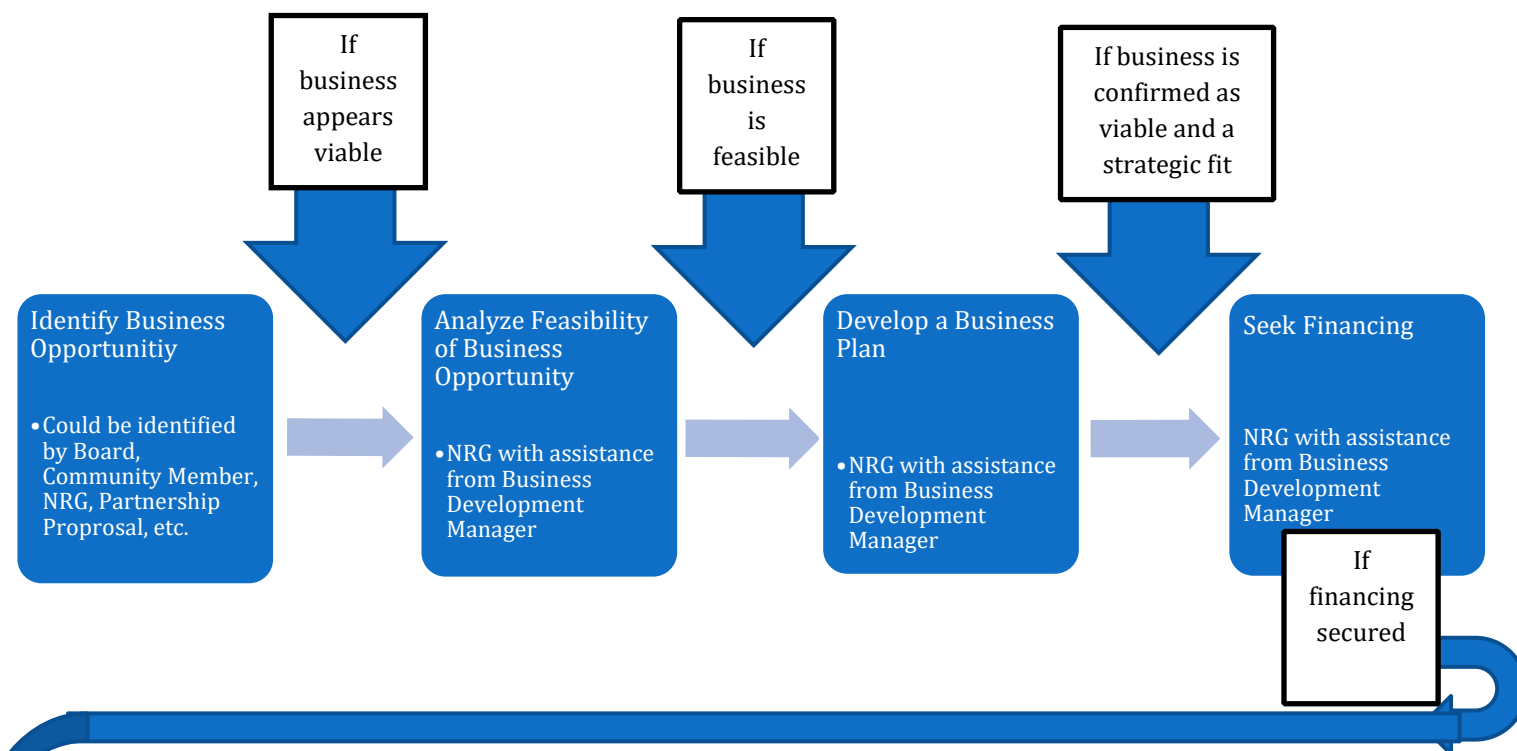
OEDC's revenue model will initially rely on applications for grants and loans from Clarence Campeau Development Fund's (CCDF's) programs (listed in section 7 above) through the Métis Community Capacity Strategy (MCCS) including

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

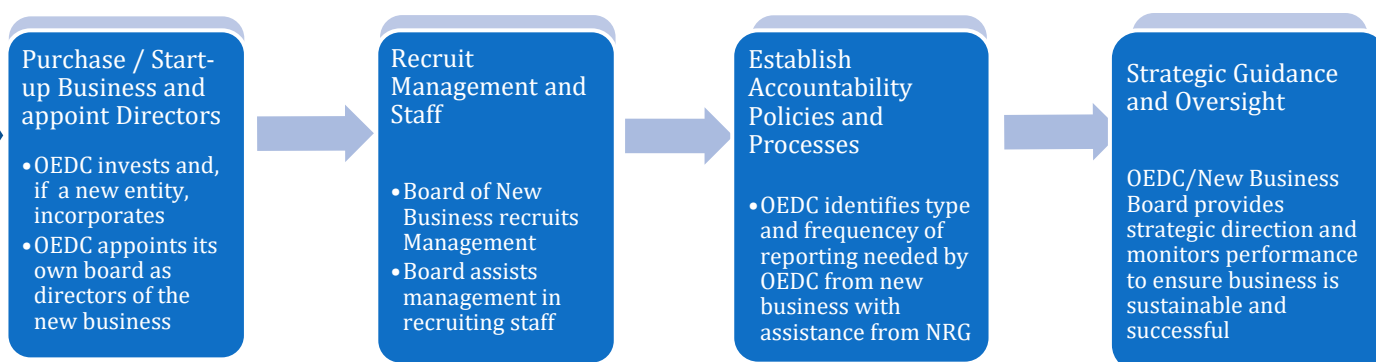
The negotiation of shareholder loans from the NVGL, traditional financing, and applications for grants from additional sources could supplement CCDF's grants and financing. CCDF grants may also be used to leverage other financing and grants.

OEDC will strive to obtain enough revenue to sustain its operations through dividends paid by the businesses it owns. However, OEDC 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 OEDC businesses issuing any dividends to OEDC.

The decision-making model for whether OEDC 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 OEDC as a support for private entrepreneurs;
2. Building the capacity of private entrepreneurs; and
3. Identifying and assessing opportunities for incentives to private entrepreneurship.

10. THE TEAM

The current voting board members of OEDC are:

George Gardiner
Joe Gardiner
Darwin Lafond;

Jim Laliberte, and
Ric Richardson.

These five individuals also govern the municipality of the NVGL - four as Councillors, and Rick Richardson as Mayor. They bring a wealth of experience and knowledge of the community to their positions as board members.

The chair of the OEDC Board will be elected by the OEDC board of directors, unless council directs otherwise. The Mayor or council member that is a member of the OEDC board will not automatically assume the position of the chair of the OEDC Board. The chair or the chair's designate from the board will preside at all meetings and will vote on all motions

As was mentioned in section 9, within the next five years representation from the NVGL's municipal council will be reduced to one member of the OEDC 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.

Openeetan Board Appointments - 2019	Term of Appointment	Comment	2019 Board Composition
Board Member 1 from NVGL Council	two years		NVGL Council Member
Board Member 2 from NVGL Council	two years		NVGL Council Member
Board Member 3 from NVGL Council	one year		NVGL Council Member
Community Member	one year		Community Member
Community Member	one year		Community Member
Openeetan Board Appointments - 2020	Term of Appointment	Comment	2020 Board Composition
			NVGL Council Member
			NVGL Council Member
Community Member	two years	Replacing Board member 3 from NVGL Council	Community Member
Community Member	two years	Re-appointing or Replacing Community Member	Community Member
Community Member	two years	Re-appointing or Replacing Community Member	Community Member
Openeetan Board Appointments - 2021	Term of Appointment	Comment	2021 Board Composition
Board Member from NVGL Council	two years	Appointment from newly elected NVGL Council	NVGL Council Member
Community Member	two years	Re-appointing or Replacing Community Member	Community Member
			Community Member
			Community Member
			Community Member

As board members, they will provide strategic direction and leadership for OEDC, and be 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”).

Additional non-voting advisory members of the board will be recruited, as needed, to fill any gaps identified in the board skills matrix.

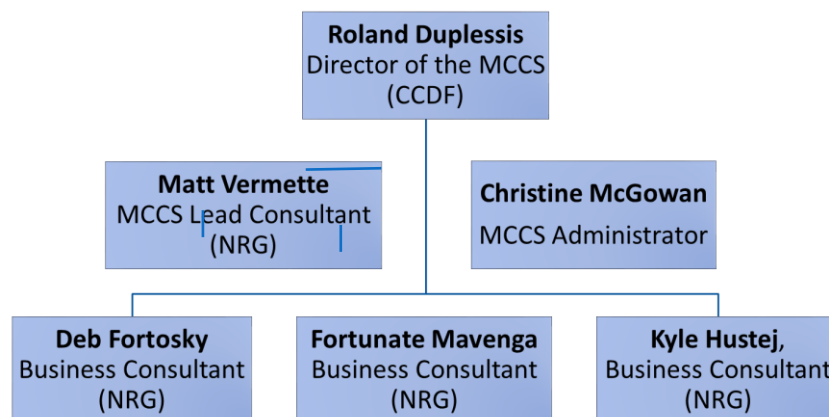
Recruitment of directors for vacant positions will be driven by:

- Directors of OEDC analyzing the existing board’s skills matrix and identifying gaps in the skills and experience needed by the board;
- Directors of OEDC collectively identifying qualified people to serve as future directors, after analyzing the board’s skills matrix;
- OEDC’s Business Development Manager posting an advertisement (not less than two months before the vacancy is to be filled) that invites submissions from the public for appointments to fill OEDC board vacancies;
- OEDC’s Business Development Manager inviting submissions (not less than two months before a board vacancy is to be filled) from members of the current NVGL Council for appointments to fill any OEDC board vacancies reserved for Council members; and
- OEDC’s Business Development Manager providing potential recruits with information about the tasks required and duties of board members, in addition to providing and accepting application forms on behalf of NVGL Council.

The OEDC Board will recommend to the NVGL Council those applicants best suited to addressing the skills and experience needed by the OEDC board. NVGL Council will appoint directors to fill board vacancies as needed.

Tina Rasmussen, currently the administrator of the NVGL, will also serve as the Business Development Manager of OEDC. Ms. Rasmussen will be responsible for identifying business development opportunities and working directly with NRG and other consultants in the completion of work-plan deliverables.

MCCS will provide capacity-building products to OECD in the areas of advisory services, business consulting services, financial capacity, and lending services. On the following page is an organizational chart of the MCCS.



Examples of advisory services:

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

Examples of business consulting services:

- Analyzing opportunities by preparing feasibility studies and business plans;
- Negotiation assistance;
- Business liaising;
- Strategic planning facilitation;
- Training in business governance;
- Training in financial statement analysis;
- Developing a corporate code of conduct;
- Developing 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
- Support for businesses established under the MCCS.

Examples of financial capacity and lending services include:

- Non-repayable investment capital (up to \$300,000 per project);
- Repayable investment capital (up to \$1 million per project);
- Lending advice; and
- Networking with banks, Community Futures Development Corporations, and other potential financiers on behalf of the community.

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

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

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 Financial Management Standards	x	x	✓	x	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. THE STAKEHOLDERS

OEDC'S primary stakeholders are the community and the NVGL municipality. The NVGL seeks to support economic development in the community by creating employment and opportunities for generating wealth. Both efforts will promote community-based business development and encourage private entrepreneurship. Members of the larger NVGL community are looking for employment opportunities and general economic benefit for the Métis community. Other stakeholders of OEDC include:

- The NVGL community;
- The NVGL municipality;
- Clarence Campeau Development Fund (CCDF);
- Some existing Métis businesses;
- Gabriel Dumont Technical Institute;
- Saskatchewan Ministry of the Economy;
- Saskatchewan Ministry of Environment;

12. STRATEGIC PARTNERS

OEDC has identified the following strategic partners:

- The NVGL municipality;
- Clarence Campeau Development Fund (CCDF) - grants and financing;
- Northern Research Group (NRG) - feasibility studies, business plans, and general business advisory services funded through the Métis Community Capacity Strategy (MCCS);
- 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;
- 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 OEDC's response to its understanding of what the NVGL community and the surrounding area value most about community economic development, and their understanding of current opportunities and challenges that exist in the NVGL community.

OEDC will pursue the following strategic direction:

5. Build business, economic development, and governance capacity within the NVGL community
6. Focus on identifying both employment and wealth creation opportunities for the NVGL community
7. Develop or purchase community-owned businesses and partnerships, and sustainably generate wealth to:
 - a) Support OEDC's operations
 - b) Reinvest in OEDC's community-owned businesses
 - c) Expand OEDC by investing in new businesses, and
 - d) Contribute to the NVGL's ability to support and sustain the community; and
8. Support and encourage private entrepreneurship in the NVGL community.

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

4. OEDC becomes a highly visible, well-respected organization that attracts investment from outside sources
5. OEDC owns businesses and / or shares in business partnerships that have the potential for wealth creation and/or job creation for the NVGL, and
6. OEDC supports the development of private enterprise in the NVGL.

14. OBJECTIVES

Goal # 1	OEDC becomes a highly visible, well-respected organization that attracts investment from outside sources.
Objective # 1.1	OEDC's governance documents, including bylaws, code of business conduct and ethics and policies and procedures effectively support its ability to accomplish its vision, mission, goals and objectives.
Objective # 1.2	OEDC's governing board members have the capacity to effectively and efficiently govern OEDC
Objective # 1.3	Community members, other OEDC stakeholders and potential business partners have an awareness of OEDC's vision, mission, core values and value proposition from both a community and partnership perspective
Objective # 1.4	OEDC develops, and keeps current, a five year strategic plan to guide and monitor its operations, and updates the plan annually.
Objective # 1.5	OEDC hires a full-time Business Development Manager (BDM) to manage the operations of OEDC and work towards accomplishing its goals and objectives
Goal # 2	OEDC owns community owned businesses and / or shares in business partnerships that have the potential for wealth creation and/or job creation for the NVGL.
Objective # 2.1	Pursuit and analysis of opportunities - ongoing throughout the strategy
Objective # 2.2	Purchase the "Whispering Spruce" building and repurpose it into a community owned business
Objective # 2.3	Build Cabins for Rental in the NVGL RV Park
Objective # 2.4	Create commercial rental space while ensuring NVGL municipal offices, OEDC and NVGL Communications have adequate space for their operations
Objective # 2.5	Sell the saw mill owned by the NVGL
Objective # 2.6	Expand community owned solar development
Goal # 3	OEDC supports the development of private enterprise in the NVGL.
Objective # 3.1	Entrepreneurs from the community of Green Lake have access to the information and supports they need to explore and potentially move forward on their business concepts.

15. WORKPLAN

Goal # 1		OEDC becomes a highly visible, well-respected organization that has the capacity to achieve its vision and fulfill its mission.	
Objective # 1.1		OEDC's governance documents, including bylaws, code of business conduct and ethics and policies and procedures effectively support its ability to accomplish its vision, mission, goals and objectives.	
Performance Measure(s)		What will be measured?	
1	Openeetan board feels that its governance framework is effective and the organization is functioning effectively within its governance framework	Openeetan annual board review process does not bring forward any need for amendments to its governance documents	
		Openeetan annual board review process provides positive feedback on governance framework as effectively supporting the work of the board	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	Identification of any governance requirements of OEDC as an entity owned by the municipality of the NVGL	Tina Rasmussen	May 10, 2017
B.	Draft a code of business conduct and ethics for OEDC Board review based upon existing NVGL Municipal Council Code of Conduct	NRG	June 8, 2017
C.	Legal review of existing governance documents including amendment of OEDC bylaws to reflect requirements outlined in the NVGL municipal bylaw on Committees	NRG with MCCS Legal Counsel	June 20, 2017
D.	Hold OEDC Board meeting to review and approve revised bylaws, adopt corporate records and review and adopt code of business conduct and ethics, appoint officers, make banking arrangements and transact other business as necessary	OEDC Board facilitated by NRG	June 30, 2017
E.	Prepare final versions of OEDC's code of business conduct and ethics, bylaws, and other governance documents that were amended	NRG & MCCS Legal Counsel	July 7, 2017
F.	Establish OEDC bank account, apply for GST, Payroll, and WCB accounts and register with the Saskatchewan Ministry of Finance for PST	Tina Rasmussen	July 14, 2017
G.	Draft OEDC board governance policies for review	NRG	June 14, 2017
H.	Draft accounting and investment procedures for Board review	NRG with MCCS Accountant	July 14, 2017
I.	Hold board meeting to review and approve governance policies and accounting and investment procedures	OEDC Board facilitated by NRG	July 28, 2017
J.	Prepare final versions of governance policies and accounting and investment procedures	NRG	August 2, 2017

Goal # 1		OEDC becomes a highly visible, well-respected organization that has the capacity to achieve its vision and fulfill its mission.	
Objective # 1.2		OEDC's governing board members have the capacity to effectively and efficiently govern OEDC	
Performance Measures		What will be measured?	
1	The required skills, knowledge and experience to govern OEDC are identified	A board skills matrix is drafted, reviewed, and approved by OEDC	
		The need for ongoing review and update of the board skills matrix, and its use in recruitment of new board members, is clearly outlined in OEDC's governance policies	
2	The capacity of existing board members is assessed	Percentage of board members having completed the board matrix	
		The summary board skills matrix for all board members demonstrates adequate skills, knowledge, experience and value alignment of the board	
3	Board members of OEDC are provided training in governance.	Number of voting board members provided governance training	
		Number of non-voting advisory board members provided governance training	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	Board Governance Training	Board of OEDC	June 10, 2017
D.	Completion of board skills matrix by all OEDC board members and members of other community owned entities	NRG & Board of OEDC	July 30, 2017
C.	Identification of any gaps in skills needed in OEDC board	Board of OEDC	August 15, 2017
D.	Recruitment, if necessary, of any advisory board members	NRG & Board of OEDC	August 30, 2017
E.	Develop a Board Training Manual to be used by Openeetan and other community owned entities, including a blank workplan template	NRG	August 30, 2017
F.	Development of a Board Self-Evaluation Framework	NRG	September 30, 2017
G.	Completion of board self-evaluation	Board of OEDC	October 16, 2017
H.	Review of board self-evaluation and identification of any action items to improve efficiency and effectiveness of OEDC board	Board of OEDC	November 3, 2017

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Goal # 1		OEDC becomes a highly visible, well-respected organization that attracts investment from outside sources	
Objective # 1.3		Community members, other OEDC stakeholders and potential business partners have an awareness of OEDC's vision, mission, core values and value proposition from both a community and partnership perspective	
Performance Measures		What will be measured?	
1	Increased Awareness of OEDC within the community and among key stakeholders	Number of website hits / social media following	
		Number of community meetings where OEDC is highlighted / mentioned	
		Amount of radio time dedicated to OEDC awareness / promotion of successes	
		OEDC general inquiries from community members	
		OEDC requests for services from community members	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	A communication strategy is drafted to ensure community members and other stakeholders become aware of OEDC, the services it provides, and its value proposition to the community of the NVGL and potential partners.	Tina Rasmussen & NRG	August 31, 2017
B.	Review and approval (with edits as needed) the communication strategy	Board of OEDC	September 30, 2017
C.	A website is created to communicate information about OEDC and links are created on the NVGL website and Facebook page to promote easy access to the OEDC website	Tina Rasmussen & NRG	October 31, 2017
D.	Implementation of the remaining 2017 action items of the communication strategy	Tina Rasmussen & NRG	December 31, 2017

Goal # 1		OEDC becomes a highly visible, well-respected organization that attracts investment from outside sources	
Objective # 1.4		OEDC develops, and keeps current, a five year strategic plan to guide and monitor its operations, and updates the plan annually.	
Performance Measures		What will be measured?	
1	OEDC is aware of the progress it is making towards fulfilling the goals and objectives as outlined in its strategic plan.	Frequency and timing of the OEDC Board's review of progress against its strategic plan	
		Presence of minutes of meetings regarding discussion and measurement of progress against strategic plan	
2	OEDC's strategic plan reflects and responds to current and emerging trends.	Frequency and timing of OEDC Board's review and update of its strategic plan	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	A strategic planning session is scheduled and held with the OEDC Board	NRG & OEDC Board	April 13, 2017
B.	OEDC five year strategic plan is drafted for Board review	NRG	June 20, 2017
C.	OEDC Board reviews and approves strategic plan	OEDC Board	July 10, 2017
D.	A final version of OEDC strategic plan is prepared	NRG	July 12, 2017
E.	Semi-annual meetings are held to review progress against its strategic plan	OEDC Board with NRG	TBD
F.	An annual meeting is held to review and update, as necessary, the strategic plan	OEDC Board with NRG	TBD

Goal # 1		OEDC becomes a highly visible, well-respected organization that attracts investment from outside sources	
Objective # 1.5		OEDC hires a full-time Business Development Manager (BDM) to manage the operations of OEDC and work towards accomplishing its goals and objectives	
Performance Measures		What will be measured?	
1	BDM is successfully recruited and retained	Frequency and timing of the OEDC Board's review of its progress against its strategic plan	
		Presence of minutes of meetings regarding discussion and measurement of progress against strategic plan	
2	The Business Development Manager successfully meets the annual performance objectives that have been agreed upon by the Board	An annual performance plan, with performance metrics (what will be measured) identified, has been drafted by the BDM and provided to the Board for review, edit as necessary, 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	OEDC Board & NRG	Year 3
B.	Identify candidate qualities necessary to have strategic alignment with OEDC and additional criteria for selecting candidates for interview	OEDC Board & NRG	Year 3
C.	Review applications and select candidates for interview based upon their strategic alignment with OEDC and rating against other criteria	OEDC Board	Year 3
D.	Create a list of interview questions, identify who will attend the interview from OEDC and any external assistance needed, and develop the interview process / guide (who will ask what questions when)	OEDC Board & NRG	Year 3
E.	Schedule and complete interviews	OEDC Board	Year 3
F.	Hold meeting to select preferred candidate to fill BDM position	OEDC Board	Year 3
G.	Offer the position to the selected candidate, negotiate a salary, and prepare and provide to the candidate a letter of offer for signature	OEDC Board	Year 3
H.	Provide orientation to the new BDM	OEDC Board	Year 3
I.	Create a performance planning and evaluation framework	OEDC Board & NRG	Year 3

Goal # 1		OEDC becomes a highly visible, well-respected organization that attracts investment from outside sources	
Objective # 1.5 (cont'd)		OEDC hires a full-time Business Development Manager (BDM) to manage the operations of OEDC and work towards accomplishing its goals and objectives	
J.	BDM drafts annual performance plan using framework and OEDC reviews, edits as necessary and approves	BDM and OEDC Board	Year 3 onward
K.	BDM annually self-evaluates performance using framework and OEDC Board reviews, holds meeting with BDM to discuss, adds comments to self-evaluation of plan, and makes decision on any salary increase that may be provided to address cost of living increases and to reward performance	BDM and OEDC Board	Year 3 onward

Goal #2		OEDC owns community owned businesses and / or shares in business partnerships that have the potential for wealth creation and may create jobs for the community it serves	
Objective #2.1		Pursuit and analysis of opportunities - ongoing throughout the strategy	
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 OEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community owned busin	
		Amount of profit provided to the NVGL through charitable donations, dividends, or other contributions from Openeetan businesses	
3	Employment Opportunities are created for community members	Number of new full time positions created and filled by members of the community of the NVGL	
		Number of new part-time positions created and filled by members of the community of the NVGL	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	Seeking out, identifying, and analyzing potential business opportunities for OEDC	OEDC Board, Staff, and NRG	Year One through Year Five of Strategy

Goal #2		OEDC owns community owned businesses and / or shares in business partnerships that have the potential for wealth creation and/or job creation for the NVGL; and	
Objective 2.2		Purchase the "Whispering Spruce" building and repurpose it into a community owned business	
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	
		Amounts invested in feasibility analysis	
		Amounts invested in business planning	
2	Employment Opportunities are created for community members	Number of new full time positions created and filled by members of the community of the NVGL	
		Number of new part-time positions created and filled by members of the community of the NVGL	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	CUMFI on-site assessment of potential "Whispering Spruce" to be converted into transitional housing or other housing and meeting with CUMFI to share information on housing grants and initiatives and to discuss housing partnership opportunities	NRG with OEDC board representation	May 15, 2017
B.	Get a hold of pre-feasibility analysis for repurposing of "Whispering Spruce" that was completed by North West Community Wood Products to repurpose the building into a training centre	NRG	April 30, 2017
C.	Complete engineering assessment of building for residential use	Engineering firm assessed the building as having structural and mold issues	May 15, 2017
D.	Assess feasibility of repurposing "Whispering Spruce" into transitional and other housing opportunities	NRG	Action no longer required
E.	Create a business plan for the best residential housing repurpose of "Whispering Spruce", if feasible	NRG	Action no longer required
F.	Purchase and Tender development work, as necessary	NRG and Tina Rasmussen	Action no longer required

Goal # 2		OEDC owns community owned businesses and / or shares in business partnerships that have the potential for wealth creation and/or job creation for the NVGL; and	
Objective # 2.3		Build Cabins for Rental in the NVGL RV Park	
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 OEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community owned business	
		Amount of profit provided to the NVGL through charitable donations, dividends, or other contributions from Openeetan businesses	
3	Employment Opportunities are created for community members	Number of new full time positions created and filled by members of the community it serves	
		Number of new part-time positions created and filled by members of the community it serves	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	Estimate work necessary to provide access to sewer system, water shut-offs, site-levelling, etc. to prepare all three cul-de sacs	Tina Rasmussen	June 15, 2017
B.	Evaluate Feasibility of On-site build (\$100K - \$125K) or Park Model RTM (\$55K - \$60K) options for the first cul-de-sac	NRG	June 15, 2017
C.	Prepare a business plan, if necessary	NRG	July 31, 2017
D.	Purchase and Tender development work, as necessary	Tina Rasmussen	Fall and Winter 2017

Goal # 2		OEDC owns community owned businesses and / or shares in business partnerships that have the potential for wealth creation and/or job creation for the NVGL; and	
Objective # 2.4		Create commercial rental space while ensuring NVGL municipal offices, OEDC and NVGL Communications have adequate space for their operations	
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 OEDC	Total external investments made towards businesses	
		ROI in business is positive	
		Amount of profit reinvested into community owned busin	
		Amount of profit provided to the NVGL through charitable donations, dividends, or other contributions from Openeetan businesses	
3	Employment Opportunities are created for community members	Number of new full time positions created and filled by members of the community of the NVGL	
		Number of new part-time positions created and filled by members of the community of the NVGL	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	Determine how much space is needed for new digital equipment in NVGL Communications conversion from analog to digital	NRG / Don Krysak	June 15, 2017
B.	Assess space needs of the NVGL municipal offices and any OEDC office space requirements	Tina Rasmussen	June 15, 2017
C.	Seek out potential tenants and understand their space needs	NRG and Tina	June 30, 2017
D.	Complete a feasibility analysis of creating commercial rental space and accommodating NVGL operational space needs	NRG	July 15, 2017
E.	Prepare a business plan, if required	NRG	August 31, 2017
F.	Purchase and Tender development work, as necessary	Tina Rasmussen	Fall and Winter 2017

Goal # 2		OEDC owns community owned businesses and / or shares in business partnerships that have the potential for wealth creation and/or job creation for the NVGL; and	
Objective # 2.5		Sell the saw mill owned by the NVGL.	
Performance Measures		What will be measured?	
1	Wealth is generated for community served by OEDC	Purchase price of inactive saw mill	
		Amount reinvested into community owned businesses	
2	Employment Opportunities are created for community members	Number of new full time positions created and filled by members of the community of the NVGL	
		Number of new part-time positions created and filled by members of the community of the NVGL	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	Identify potential purchaser for saw mill (Titan Lumber out of Alberta)	NRG	June 15, 2017
B.	Maintain regular contact with the Titan, the potential purchaser	NRG	Ongoing
C.	Identify any potential fibre sources that Titan can utilize including the North West Community Allocation	NRG	July 15, 2017
D.	Negotiate and execute a purchase contract with Titan	Tina Rasmussen with the assistance of NRG	August 30, 2017

Goal # 2		OEDC owns community owned businesses and / or shares in business partnerships that have the potential for wealth creation and/or job creation for the NVGL; and	
Objective # 2.6		Expand community owned solar development	
Performance Measures		What will be measured?	
	TBD	TBD	
Action Required		Person(s) / Organization(s) Responsible	Completion Date
A.	Sign confidentiality agreement between NRG and the NVGL	NRG	June 10, 2017
B.	Send NRG the Urban Systems overview of solar development opportunity in Green Lake	Tina	June 10, 2017
C.	Discuss feasibility of further solar development (including central farm area, potential for sales to province, potential for each village organization to own one part to address the 100KW limit	NRG and OEDC board	Summer 2017

16. FINANCIAL PLANNING AND PROJECTIONS

No budget or financial projections have been created for 2017, the start-up year. In 2017 the NVGL received a \$20,000 MCCA community participation grant that can be used to subsidize business development.

The NVGL Council will be providing strategic guidance to OEDC as volunteer board members. As was mentioned above, the NVGL will, as an in-kind contribution, provide OEDC the part-time services of Tina Rasmussen (NVGL Administrator) so that she can act as Business Development Manager for OEDC. OEDC 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 MCCA, NRG will provide advisory and business consulting services to OEDC throughout the five-year term of this Strategy. Advisory and business consulting services, as well as the required legal and accounting services, will be provided to OEDC under the terms of the Strategy.

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

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

¹Statistics Canada, 2017. "Green Lake, Northern village [Census subdivision], Saskatchewan and Saskatchewan [Province](table)." Census Profile, 2016 Census (database). Available at <http://www12.statcan.gc.ca/census-recensement/2016/dp-prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=4718021&Geo2=PR&Code2=47&Data=Count&SearchText=Green%20Lake&SearchType=Begins&SearchPR=01&B1=All&TABID=3>

² City-Data, 2017. "Green Lake - Northern village, Saskatchewan, Canada - Earnings and income in 2005." Available at <http://www.city-data.com/canada/Green-Lake-Village-income.html>

³City-Data, 2017. "Green Lake - Northern village, Saskatchewan, Canada - Labour, occupation and industry." Available at <http://www.city-data.com/canada/Green-Lake-Village-work.html>