# *Canadian Indigenous Entrepreneurship: The Context – Has it Changed in the last 15 Years?*

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**2019 First Nations National Land Governance & Economic Development Conference and Trade Show**

**April 01-03, 2019**
**Winnipeg, Manitoba**

# Discussion items

- Research:
  - How community factors affect the entrepreneurial process
  - Using Strategic Alliances to Facilitate Community Based New Venture Creation
- Culture, Institutions and Governance in Saskatchewan

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# How community factors affect the entrepreneurial process

Fishing Lake First Nation School (Saskatchewan)

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Research Question:
What makes for successful
as distinct from unsuccessful
entrepreneurship in the Canadian First Nation
community context?

# Case Studies

Membertou First Nation, NS

Neskonlith First Nation

Osoyoos Indian Band

Shubenacadie First Nation

Lac La Ronge Indian Band

Onion Lake First Nation

# Factors that contribute / inhibit entrepreneurship

INCENTIVE STRUCTURE

ATTITUDE OF AREA POPULATION

PROPERTY RIGHTS

ENTREPRENEUR SUPPORT SYSTEMS

ACCESS TO EDUCATION OPPORTUNITIES

PRESENCE OF OTHER ENTREPRENEURS

ACCESSIBILITY TO MARKETS / SUPPLIERS

AVAILABILITY OF LAND / FINANCIAL CAPITAL

80%to 90% reliance on social assistance

128 jobs – all in band government positions – and another 1,000 unemployed

Failed ventures

Social environment is ‘harsh’

The chief and council operated almost all business affairs.

# YY First Nation

Seventy percent of the band membership is ‘on social assistance’.

When asked why there was such a high dependency on social assistance payments, ‘lack of jobs, lack of skills, lack of commitment sometimes’ was offered as reasons

One Participant attributes the reliance on social assistance as being related to, ‘anything from fear of success to or just a bad habit’.

# Xx First Nation

Only 13% of First Nation workforce are government jobs.

Almost zero unemployment

Leasing land using Indian Act provisions

First Nation heritage fundamental element to branding / operations

Creation of collective value for community rather than individual wealth

Learning transferring to other areas of FN

# Participant FN

Stable leadership – multiple terms / longer terms

Institutional Development – Dev Corps / Business Charters

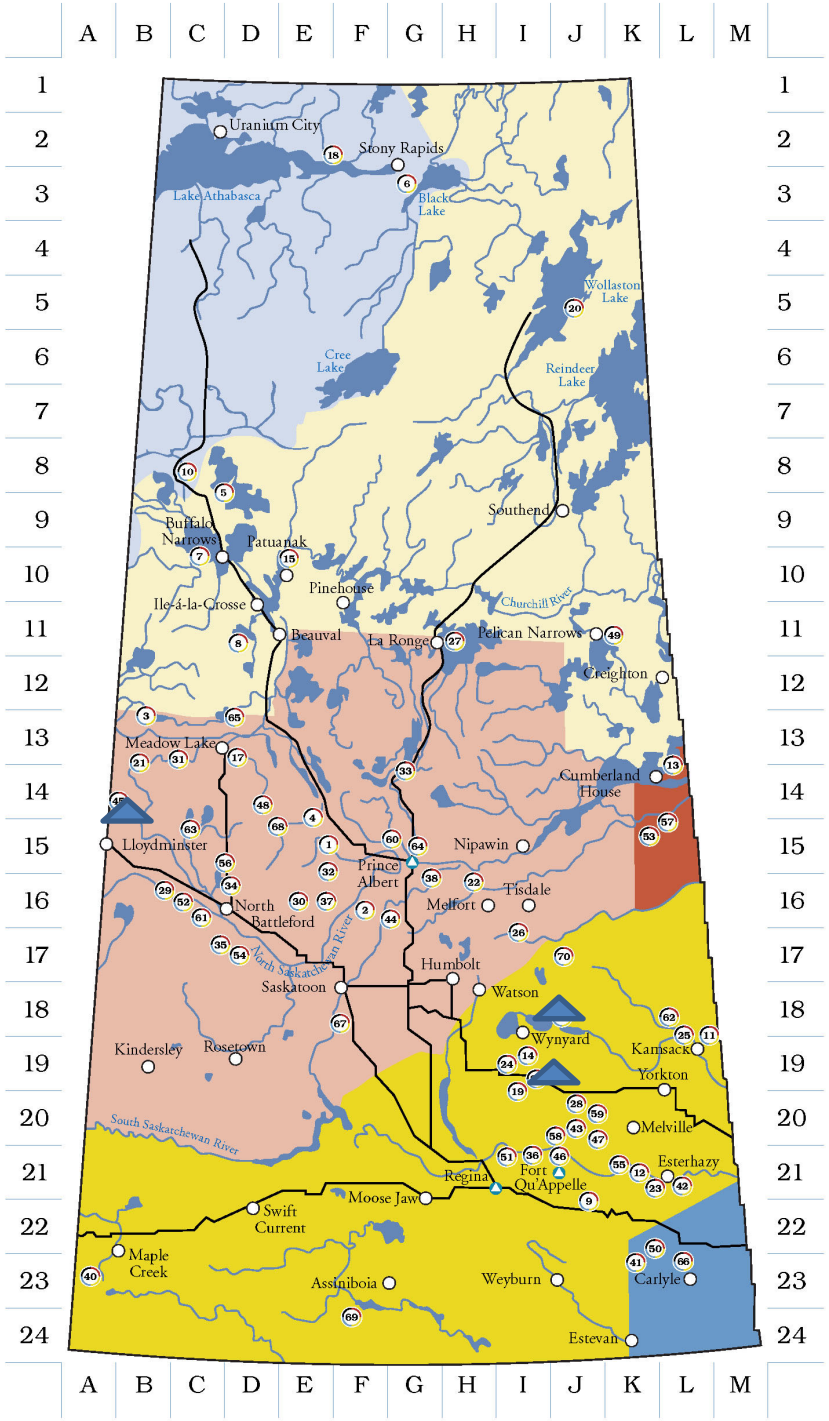
Capacity building RE: environment and capabilities

Business / politics

Planning

Culture

# Participant FN

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# Using Strategic Alliances to Facilitate Community Based New Venture Creation

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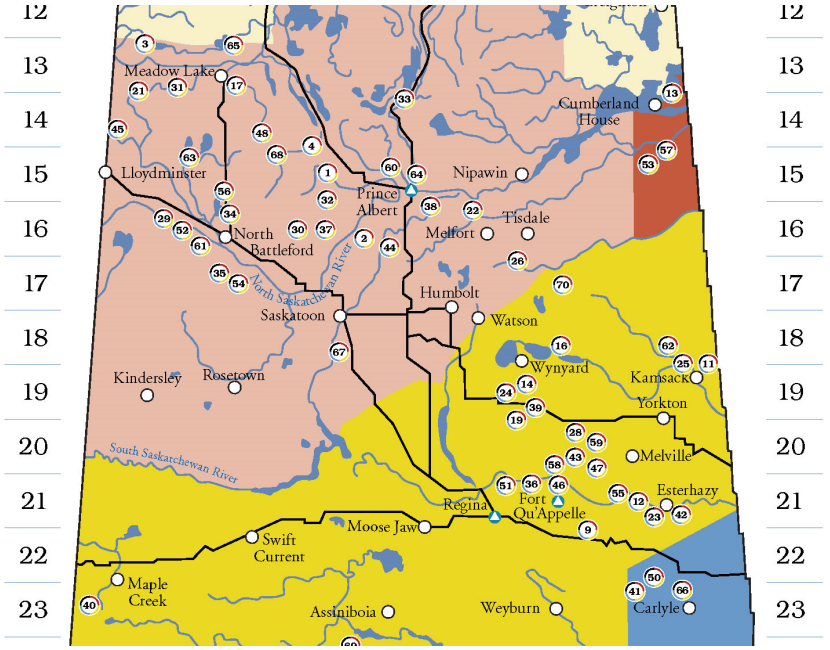
How may strategic alliances (SA) between organizations and indigenous communities be used to develop the entrepreneurial capacity necessary for creating and exploiting economic opportunities?




Onion Lake Cree Nation
Muskowekwan First Nation
Fishing Lake First Nation

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- Onion Lake Cree Nation
- Onion Lake Business Development Corporation and Black Pearl Resources
- Cree immersion schools
- First Nations Laws
- Key: FN owned resource (total proved reserves  over 160 m barrels)

- Muskowekwan First Nation
- Goal: Self-sufficient Treaty based economy
- Muskowekwan Resources Limited, entered into a Joint Venture Agreement with Encanto Potash Corp to develop a potash mine.
- *First Nations Commercial and Industrial Development Act*
- Key: FN owned resource

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- Fishing Lake First Nation
- FLFN Ventures JV with Horizon North Logistics and Beardy's & Okenasis First Nation.
- Camp Catering and Janitorial service contract at BHP (formerly BHP Billiton)
- First Nations land developments

- 2017 land designations
- Head lease process underway
- Obstacles: ISC processes and community trust
- 3 years to get designation - from start to Ministerial Order.

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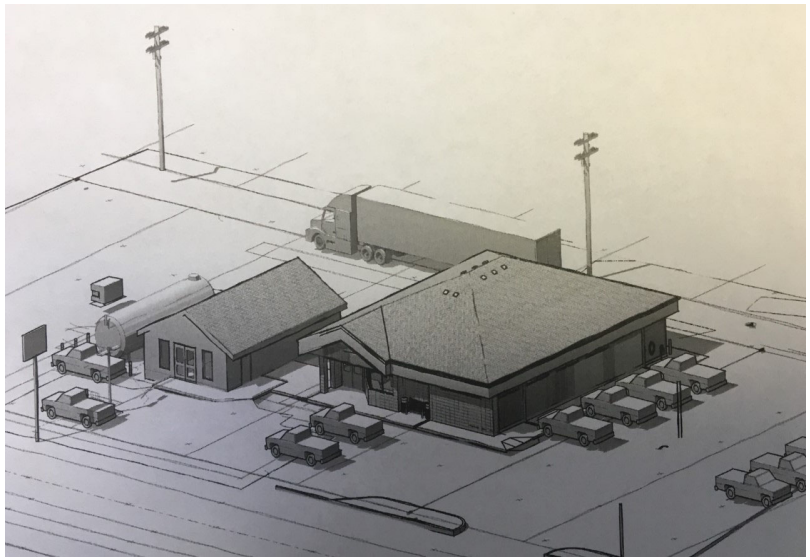
# Fishing Lake First Nation

## FLFN Store

Plan for Grand Opening June 1, 2019



$1 M plus store to be completed in June – took 2.5 years to get to this stage.

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# Fishing Lake First Nation

## Two Lakes Horizon North

FLFN Ventures has established a partnership with Beardy's & Okemasis and Horizon North to create the company Two Lakes Horizon North. Two Lakes Horizon North was successful in acquiring the contract for Camp Services at BHP in Jansen, with this partnership beginning to mature.

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# Institutions, Governance, and Culture

# Institutions

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- Creating investment friendly environments
  - Developing quality managerial capabilities
  - Institution building (dev corps)
  - Strategic alliances to access capital, knowledge, markets.
- Business charters, First Nations laws, land management systems

# Governance

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- For example…
- First Nations Laws
- ISO Certification
- First Nations Commercial Development Act
- Elections legislation
- Land management
- Community social development

# Culture

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- Language and cultural development
- Incorporating into policy
  - Personnel Management (i.e., ”family” leaves)
- New perspectives on development; incorporating ceremony into processes.
- Essential element of branding
- Essential element of governance systems
- Sustainability of communities.

Thank you.