



STÓ:LŌ STRATEGIC VISION

Imagine the Possibilities

Creating an
Aboriginal Business Centre in S'ólh Téméxw



Community
Futures Stó:lō

Welcome to the **STÓ:LŌ STRATEGIC VISION – *Imagine the Possibilities***. This is a transformative strategy for S'ólh Téméxw, the Stó:lō Traditional Territory, to be the leading center of Aboriginal business and entrepreneurial growth in BC. In this document, you will find:

Vision from Chief Colin Pennier

A vision from Chief Colin Pennier, Scowlitz First Nation and Chair of the Stó:lō Community Futures Board of Directors.

About Stó:lō Community Futures, the Vision and the Brand

An introduction of Stó:lō Community Futures, the driver behind the **STÓ:LŌ STRATEGIC VISION** and an introduction of the **STÓ:LŌ MEANS BUSINESS™** brand.

About the Indigenous Economy in S'ólh Téméxw

An overview of the economy within S'ólh Téméxw, the Stó:lō Traditional Territory, that has a strong cultural history and a growing entrepreneurial spirit.

The Stó:lō Centre for Business

The vision of a House of Business and Trade for Stó:lō communities, Aboriginal businesses and business support services to collaborate and to grow the Indigenous business economy in S'ólh Téméxw.

Let'se Qe'p | Let's Gather Together

The creation and launch of a new Stó:lō Business Association to create a voice for Aboriginal businesses in S'ólh Téméxw.

Tomiyeqw | Our Responsibility to the Past and Future Generations

New and innovative business education and training strategies that follow Tomiyeqw, our responsibilities to the land and to the community that stretch from the past to the future across S'ólh Téméxw.

Lhit'els | To Give in a Potlatch

A plan to create, review, assess and implement financing strategies that will support the plans that work for the Stó:lō communities and Aboriginal businesses.

Business and Economic Strategies

These are new transformative economic and business strategies to advance our economy. They are detailed here as recommendations to implement when moving forward with the plans in the **STÓ:LŌ STRATEGIC VISION**.

New Stó:lō Economic Delivery Organization

A new organization, made of Stó:lō and Indigenous leadership and Aboriginal businesses that will take the reins of implementing the **STÓ:LŌ STRATEGIC VISION**.

The **STÓ:LŌ STRATEGIC VISION** is an idea. An idea that lays the foundation for Stó:lō to assume their rightful role in S'ólh Téméxw and be prosperous in our own lands

- Stó:lō

Community Futures and the **STÓ:LŌ STRATEGIC VISION** Planning Committee



STÓ:LŌ STRATEGIC VISION

The vision of Stó:lō Community Futures is for S'ólh Téméxw, the Stó:lō Traditional Territory to become the leading centre of Aboriginal business and entrepreneurial growth in British Columbia within five years.

“The **STÓ:LŌ STRATEGIC VISION** is revolutionary and will set the stage for economic and business growth in S'ólh Téméxw.”



Excerpt from the
Forward by Chief
Colin Pennier,
Scowlitz First Nation
and Stó:lō
Community Futures
Board Chair

The **STÓ:LŌ STRATEGIC VISION** – *Imagine the Possibilities* created by Stó:lō Community Futures, is revolutionary and will set the stage for economic and business growth in S'ólh Téméxw. This Vision came from a strategic planning session a few years ago, which I had the privilege of being a participant. Stó:lō is a region that has

been politically divided, which led to the development of “Business Without Borders.” This set the foundation for the **STÓ:LŌ MEANS BUSINESS** brand and the initiative to build a strong Indigenous business community within S'ólh Téméxw.

The Stó:lō have unique values and beliefs that continue to guide our communities in their decision making. We will share the resources and knowledge to our communities' benefit and increase capacity for our people. Stó:lō will continue to succeed in business and not compete with each other, but will grow through unification and a solid business foundation.

Stó:lō Community Futures embraces and celebrates Stó:lō cultural values in creating and supporting the entrepreneurial spirit within S'ólh Téméxw.



About Stó:lō Community Futures – The Vision and the Brand

Stó:lō Community Futures (SCF) is a "not-for-profit" organization whose programs are directed by a volunteer Board of Directors and several community committees, whose members are a group of Stó:lō and Aboriginal leaders, local Aboriginal business professionals, and non-Aboriginal service providers. SCF staff, board and committees are dedicated to the development and economy of the vast and diverse community within S'ólh Téméxw.

SCF is mandated to provide lending programs, business support services and entrepreneurial training programs, and, to assist Stó:lō communities with their community-based economic development activities.

SCF embraces and celebrates Stó:lō cultural values and beliefs in creating and supporting the entrepreneurial spirit in the 24 First Nation communities of Stó:lō.

In 2014, SCF embarked upon a very ambitious and aggressive program to rapidly expand the growing Aboriginal business economy in S'ólh Téméxw through the implementation of the **STÓ:LŌ STRATEGIC VISION** and the **STÓ:LŌ MEANS BUSINESS™** brand.

The **STÓ:LŌ STRATEGIC VISION** is for S'ólh Téméxw to become a leading centre of Aboriginal business and entrepreneurial growth within British Columbia, within five years. The Vision and the Brand are based on four core strengths and pillars:

- ❑ Close proximity to major markets, Vancouver, Seattle and the international markets
- ❑ Largest land holdings in the Fraser Valley, with rapidly increasing land wealth
- ❑ Highly educated Indigenous workforce
- ❑ A rich entrepreneurial and cultural history in S'ólh Téméxw.

The SCF Board created the **STÓ:LŌ MEANS BUSINESS™** Strategic Planning Committee, which mandated several community Sub-committees to develop and implement the Vision.

The **STÓ:LŌ MEANS BUSINESS™** logo and brand will be the unique identifiers for all future business and economic activities of SCF, as SCF works with partners and supporters, in developing the Stó:lō economy and building the Aboriginal business community over the next five years.

In the future, SCF will significantly expand the **STÓ:LŌ MEANS BUSINESS™** brands reach, through its communication strategies, licensing and user-agreements with other organizations.

Jason Forseth from Seabird Island First Nation and owner of Nadia Designs, created the **STÓ:LŌ MEANS BUSINESS™** logo. It is now the legal trademark and intellectual property of SCF.



STÓ:LŌ MEANS BUSINESS™

The Stó:lō communities occupy and control nearly 10,000 hectares of land in the Stó:lō Traditional Territory, making them the largest non-crown land owner in the Fraser Valley, and the Stó:lō lands continue to grow.

Today, there are over 250 Aboriginal businesses that operate in S'ólh Téméxw across a diverse range of business sectors including arts and entertainment, construction and engineering, accommodations and food services, consulting and retail.

About the Indigenous Economy in S'ólh Téméxw

It is an exciting time to be in business in S'ólh Téméxw. The Stó:lō have a rich entrepreneurial and cultural history in S'ólh Téméxw, the Stó:lō Traditional Territory, that runs from the Fraser Canyon, to Langley and Maple Ridge, on both sides of the Fraser River.

The Stó:lō are a large Indigenous community in British Columbia, that includes 24 First Nation communities on 56 occupied Reserve lands, which also includes various tribal entities. The Fraser Valley has a large Métis population and are home to the Fraser Valley Métis Associations, as well as other municipal-based Métis Associations. There are approximately 14,000 to 15,000 Indigenous people living in S'ólh Téméxw.

The Stó:lō currently occupy and control nearly 10,000 hectares of lands in S'ólh Téméxw, making them the largest non-crown land owner in the rapidly developing Fraser Valley region of British Columbia. The Stó:lō land areas will continue to grow and support strong economic growth into the future.

In Spring 2014, Stó:lō Community Futures, in partnership with the Province of BC identified and surveyed 150 Aboriginal businesses in the S'ólh Téméxw. Since then, there have been over 250 Aboriginal businesses identified. Through the survey, we learned the business community in S'ólh Téméxw is diverse, fulfilling and has longevity. There is also business participation

Forty-five percent of Aboriginal businesses in Stó:lō have some type of community ownership and 39% of Aboriginal businesses have been in business for at least 10 years; 11% have been in business for 20 years or more!

“We are succeeding in terms of profitability and growth, but also in ways that go beyond the bottom line”

- Aboriginal Business Owners in S’ólh Téméxw

across a wide range of industries. The largest industry participation by Aboriginal businesses in S’ólh Téméxw is in arts and entertainment at 14%, construction and engineering at 8%, accommodation and food service, consulting, and retail trade at 6% each and, education and professional services at 5 % each. The survey also revealed S’ólh Téméxw is the fastest growing centre of Aboriginal business in BC.

From their long history of trading and entrepreneurship, the Stó:lō have developed a very large Aboriginal business sector, currently with over 250 Aboriginal businesses, and that number is rapidly growing. Today, there is a mixture of community-owned businesses and independently-owned Aboriginal businesses, that operate across a diverse range of business sectors, that has established a strong and growing Indigenous business cluster in S’ólh Téméxw.



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STÓ:LŌ CENTRE FOR BUSINESS

The STÓ:LŌ CENTRE FOR BUSINESS is the vision of an Aboriginal-owned commercial facility that is focused and dedicated to supporting and growing Aboriginal business.

The **STÓ:LŌ CENTRE FOR BUSINESS** will be a self-sustaining centre that houses entrepreneurial support services and becomes a hub, supporting continued Aboriginal business growth and support.

The **STÓ:LŌ CENTRE FOR BUSINESS** is a well-designed, mixed-use, Aboriginal-owned commercial facility. This will be a House of Business and Trade that will have an extensive range of entrepreneurial support services, including an incubation facility, and will be the Aboriginal business hub in S'ólh Téméxw.

To date, there has been much work done to determine the feasibility of the **STÓ:LŌ CENTRE FOR BUSINESS** by Stó:lō Community Futures, the **STÓ:LŌ STRATEGIC VISION** Strategic Planning Committee and the **STÓ:LŌ CENTRE FOR BUSINESS** Sub-Committee. Surveys and interviews were conducted with Stó:lō leaders and Aboriginal businesses, a preliminary concept design was undertaken, preliminary building and construction cost estimates were prepared, an analysis of operational and management costs was completed, and potential locations were reviewed.

The plans for the **STÓ:LŌ CENTRE FOR BUSINESS**, a place for sharing and supporting business ideas, will include tenant offices, boardrooms, and meeting space, classrooms and kitchen facilities, common/shared equipment and office furniture.

The targeted tenants would include Stó:lō and Aboriginal businesses and organizations, business support services and partners, such as accountants, bookkeepers, lawyers, financial institutions, and educational facilities, as well as socially-oriented businesses, that could support an incubation/accelerator type collaboration space.

Through surveys and interviews with Aboriginal leadership and Aboriginal businesses, the preferred location would be in Chilliwack, on First Nation lands, where the local Aboriginal businesses are



Incubator/Accelerator Strategy

There is potential for incubator/accelerator facility that supports business growth and provides business education and training programs.

most concentrated. Potential sites that were reviewed include the Coqualeetza lands, Tzeachten First Nation lands, Eagle Landing on Squiala First Nation land, and other First Nation locations in S'ólh Téméxw.

A major factor of the **STÓ:LŌ CENTRE FOR BUSINESS** is the potential for a incubator/accelerator type of facility that provides business education and training programs and strong supports for business growth. The Simon Fraser University RADIUS First Peoples Accelerator incubator program will be pursued for its' positive impact on the local Aboriginal business community. It is a social innovation lab and venture incubator that helps entrepreneurs through business support programs and services and focuses on supporting First Nation business growth. It also operates on a for-profit basis. Education funding needs to be secured to support the delivery of this program.

The **STÓ:LŌ CENTRE FOR BUSINESS** Sub-committee recommended a permanent Champion Committee be created and be mandated to advance plans for the Centre. This **STÓ:LŌ CENTRE FOR BUSINESS** Champion Committee will develop plans to ensure the Centre has long-term sustainable financial viability; ensures the Centre is focused on bringing business assistance programs and business support services; pursues major funding options; creates strategies to reduce costs and generate revenues through partnerships and tenant-rental space, and to assess location options.



Stó:lō Business Association

A new Business Association in S'ólh Téméxw will be the voice of Aboriginal Business. It has been created out of the Aboriginal Business Connect events and will be officially launched at a major Tradeshow in Chilliwack in the Fall of 2016.

LET'SE Q'ÉP – Let's Gather Together. The Stó:lō Business Association will bring Aboriginal Businesses together to network, to celebrate success and to be the major voice for Aboriginal Business in S'ólh Téméxw.

One of the key recommendations of the **STÓ:LŌ STRATEGIC VISION** is to create business networking opportunities amongst local Aboriginal businesses. The following strategies have been developed to bring Aboriginal business together.

Aboriginal Business Connect

The Aboriginal Business Connect events were hosted to bring Aboriginal businesses and those interested in supporting Aboriginal business together. The Aboriginal Business Connect Entrepreneurial Event on March 31st, funded by the Aboriginal Business Service Network (ABSN)

featured the announcement of the new Stó:lō Business Association.

Stó:lō Business Association

The Stó:lō Business Association, will be the new voice for Aboriginal business in S'ólh Téméxw. The Association will finalize the governance structure, member benefits and membership fees. It will be officially launched as its own Aboriginal membership-driven business organization at the Stó:lō Business Tradeshow in Fall, 2016.

“For the **STÓ:LŌ STRATEGIC VISION** and its broad recommendations to be successful, there needs to be heighten public awareness; new social media and marketing strategies; and the proper promotion of the **STÓ:LŌ MEANS BUSINESS™** brand ”

- **STÓ:LŌ MEANS BUSINESS™**
Strategic Planning Committee

Stó:lō Business Tradeshow

ABSN is generously supporting a Stó:lō Business Tradeshow on November 7, 2016 at the Tzeachten Hall, Chilliwack, BC. This major tradeshow will be an opportunity for the Aboriginal business community to showcase their business, target customers, and meet industry partners.

Stó:lō Business Directory

The Stó:lō Business Directory, developed by Stó:lō Community Futures in partnership with the Province of BC in Spring 2014, has become a powerful marketing and communications tool. It assists in marketing local Aboriginal business and provides direct lines of communication to support the Aboriginal Business Community.

Stó:lō Business Awards

As a way to promote public recognition of the achievements of our Aboriginal businesses, the plan is to develop and implement the Stó:lō Business Awards.

Business Networking and Communication Committee

The **STÓ:LŌ MEANS BUSINESS™** Strategic Planning Committee created a permanent Business Networking and Communications Committee to assist in implementing the networking and public relation strategies.



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Business Education, Training and Mentorship

Giving Aboriginal Entrepreneurs the tools to succeed in business.

TOMIYEQW – Our Responsibility to the Past and Future

Generations. When moving forward with new and innovative approaches to Aboriginal business education and training, it's important to remember who we are and where we come from – a rich cultural history with strong ties to the land, and to our community, with responsibilities that stretch from the past to the future across S'ólh Téméxw.

The Education and Training Sub-committee analyzed the important role of entrepreneurial education, assessed the current options available for Aboriginal entrepreneurs, reached out to potential education partners and devised strategies for innovative business education programs.

There will be a permanent Education and Training Committee that will focus on:

Simon Fraser University RADIUS Ventures First Peoples Acceleration Program

A program developed by the Simon Fraser University Beedie School of Business that finds, amplifies and explores new ways entrepreneurs can help solve social problems. They have two programs. The Slingshot Accelerator Program that is an intensive six month program for high impact, high growth stage companies, and the Trampoline

Business Education and Training is essential to developing a strong and growing Aboriginal business community in S'ólh Téméxw.

Program, an eight session validation stage program for impact-focused entrepreneurs looking to test and refine their business model.

Indigenous Entrepreneurial Training Program

The Education and Training Committee will also develop an Indigenous business education training program specifically for Aboriginal business in S'ólh Téméxw.

Indigenous Business Mentorship Program

Stó:lō Community Futures is developing an Indigenous Business Mentorship Program for Aboriginal entrepreneurs and, after a trial run in two years, will be fully implemented.

Martin Aboriginal Educational Initiative

The Education and Training Committee will be speaking with local school districts and the Seabird Island Community College to explore the implementation of the Aboriginal Youth Entrepreneurship Program in local high schools through the Martin Aboriginal Educational Initiative, a charitable organization that supports

Aboriginal education across Canada. The Aboriginal Business leaders and community would need to be partners in this initiative to offer the program to Grade 11 and 12 Aboriginal students to provide education about business.

Small Business BC

Small Business BC, funded by Western Economic Diversification and the Province of BC offer several education and training programs through online webinars that the Education and Training Committee will review for possible implementation in S'ólh Téméxw.



Stó:lō Community Futures hosts many business education initiatives for current and future Aboriginal entrepreneurs in S'ólh Téméxw. The Aboriginal business community is highly educated and has a strong vision for the future.



Securing Finance for Business

The Financing Committee will be implementing recommendations from the **STÓ:LŌ STRATEGIC VISION** and will be pursuing funding sources to support ongoing implementation of the Vision.

LHIT'ELS – to host a Potlatch. To host a potlatch is not only a generous act of reciprocity; it is an act of building relationships, creating partnerships and growing our community.

Stó:lō Community Futures currently administers several successful lending programs within S'olh Téméxw. There are opportunities for new sources of debt and equity sourced capital. The Financing Committee will review and begin the implementation of the financing strategies to support the Vision.

LOAN FUNDING

Stó:lō Community Futures and Bank of Montréal (BMO) Micro Lending Program

A current partnership between SCF and BMO to provide small business loans up to \$10,000,

amortized over five years with a fixed interest rate of 10%. To date there have been over 21 approved micro-loans across a diverse range of new businesses. There was an initial \$200,000 capital generously contributed from BMO which is almost depleted. Additional funding to expand this successful microloan program will be explored.

Stó:lō Community Futures and Vancity Stó:lō Community Loan Fund

Vancity generously provided SCF with a \$1 million Community Loan Fund, to be

“These funding tools and strategies, if successfully structured and implemented, could become powerful new tools to support Aboriginal business growth in S’ólh Téméxw.

administered by Stó:lō Community Futures for lending to First Nation community-owned businesses, or their respective development corporation, for loans up to a maximum of \$500,000.

Western Economic Diversification (WED)

Through WED, Stó:lō Community Futures is able to offer several loans for new and existing approved Aboriginal businesses up to a maximum of \$150,000 including:

- General Investment Fund Loans
- Entrepreneurs with Disabilities Program
- BC Futures Fund

The biggest challenge under these funds is the lack of sustainable loan capital, that enables SCF to keep up with the demands of the growing Aboriginal entrepreneurs in S’ólh Téméxw. SCF will focus on securing new lending funds to continue to support the growing Indigenous businesses.

EQUITY FUNDING

Equity funding is a new business financing need in S’ólh Téméxw. It is often for high growth businesses, where a funder or funding agency assumes the role of shareholder and has a hands-on role in helping businesses grow. Equity investors have different roles and functions than lenders. The Financing Committee reviewed the following equity funding strategies:

Angel Investors – A network, developed formally or informally, of affluent business-

minded individuals interested in investing in a start-up or expanding business. The interest of an Angel goes beyond a monetary return and provides business support. The Finance Committee will explore the development of a Stó:lō Angel Network.

Stó:lō Venture Capital Corporation - There is an opportunity to create a Stó:lō Venture Capital Corporation, a program where venture capitalists invest in a small business, assist with business management expertise and, in return, receive a tax credit and ownership interest.

Equity Crowdfunding – Crowdfunding is the practice of funding a project, cause or venture by raising small amounts of money from a large number of people using the internet. The Financing Committee will be supporting local Aboriginal businesses who pursue raising equity through crowdfunding.

Stó:lō Dragon’s Den - A modified Dragon’s Den where a business provides an “elevator pitch” to potential investors. The first Stó:lō Dragon’s Den was held at the Aboriginal Business Connect Entrepreneurial Event on March 31, 2016. The Financing Committee will explore further Dragon’s Den opportunities.



Business and Economic Strategies

The Aboriginal economy will undergo transformative change with the implementation of new economic and business strategies that follow cultural and community values.

The **STÓ:LŌ STRATEGIC VISION** has six permanent committees reviewing and implementing plans to build unity and engage the community. They will utilize several new business and economic strategies that will be transformative to the Indigenous economy in S'ólh Téméxw.

The following business and economic strategies are now being pursued as key foundations of the **STÓ:LŌ STRATEGIC VISION**.

Aboriginal Business Cluster in S'ólh Téméxw

Business Clusters encompass an array of collaborating businesses that connect people, their ideas and their resources to create places where innovative business thinking happens. The Brand **STÓ:LŌ MEANS BUSINESS™** is the base for the development for an Aboriginal Business Cluster in S'ólh Téméxw. We have a highly educated and trained group of Aboriginal entrepreneurs who are multi-industry focused. An

Aboriginal Business Cluster Strategy will encourage a synergy of dynamic relationships and wealth creation within S'ólh Téméxw.

Grow Your Own

Grow Your Own is a long-term core economic strategy focused on supporting the growth of new and existing local businesses. The "Grow Your Own" business strategy includes securing additional loan and equity funding, developing Aboriginal entrepreneurial training programs, implementing a Stó:lō Business Mentorship Program, launching the Stó:lō Business Association and advancing the use of technology to promote and support Aboriginal businesses.

Now is the opportunity for transformative change. Deploying modern economic and business strategies in an Aboriginal context creates major economic and business opportunities.

Attraction Strategies

Attraction strategies are a complete suite of strategies, designed to attract specifically targeted new business and investment to the local Aboriginal economy. This will become a new regional-based economic development strategy, that can be a powerful economic tool, when combined with the land ownership and control that the Stó:lō people have. There will need to be at least three years to secure financial resources, build consensus within the Aboriginal community, begin working with local non-Aboriginal governments, and then, develop the forward attraction strategies based on targeting the desired business investments.

Land Development Strategy

Land development strategies can bring forth significant economic growth. A Stó:lō Land Development business strategy, focused on the 10,000 hectares of Stó:lō-owned lands, will bring S'ólh Téméxw new jobs, business opportunities, project ownership and new tax revenues. Stó:lō will work with local governments in the region that have geographic limitations, regulatory restrictions and limited lands available for land development. It will require the development of a Stó:lō consensus, funding, working protocols, cooperation with government and a comprehensive database of land to be fully implemented.

Strengthening Stó:lō Community Economies

A new Stó:lō Economic Development Organization will bring together all Stó:lō First Nation communities, tribal organizations and economic development organizations to develop a Made-In-Stó:lō economic strategy that fully supports and builds upon the strength of the individual Stó:lō community economies. The first step will be bringing Stó:lō Communities together to build relationships, determine a consultation process and analyze economic strategies.

Aboriginal Buy Local Strategy

A "Buy Local Strategy" is a worldwide movement that supports the growth of local business through marketing strategies, procurement and purchasing

strategies, and identifying preferred business targets. In S'ólh Téméxw, the Business Networking and Communications Committee, subject to securing funding, will focus on the growing Aboriginal food, seafood and cultural tourism sectors to create programs that provide education, training and competitive advantage for local Aboriginal businesses.

Incubation and Acceleration Strategy

The STÓ:LŌ CENTRE FOR BUSINESS has an opportunity to utilize incubation strategies which offer a comprehensive range of business support services and acceleration strategies which offer intensive mentorship, management assistance, and business training programs. The STÓ:LŌ CENTRE FOR BUSINESS will become a local Aboriginal business hub that facilitates the connection of business people, creates space for classrooms, meeting space, and access to equipment.

Building Strategic Partnerships

The key objectives of business partnerships are revenue generation; sharing of risk; improving business opportunities; profit; allocation of resources; access to expertise; access to capital; and, employment and business opportunities. Increasingly there are partnerships developing amongst and between First Nation communities, the private sector and government organizations. For the STÓ:LŌ STRATEGIC VISION to be successful, there will be a focus upon building broad community alliances amongst Stó:lō and Métis communities, Aboriginal businesses and other business partners throughout S'ólh Téméxw.

Technology Solutions and the Aboriginal Economy

Information and communication technology are needed to do business in the rapidly changing business environment. In recognition of the new economy, the STÓ:LŌ STRATEGIC VISION focuses on the creating new marketing and communication plans, developing website and social media strategies, acquiring software and equipment for work stations, and a knowledge base for new tools for a growing Aboriginal economy.



STÓ:LŌ ECONOMIC DELIVERY ORGANIZATION

Imagine an organization, representing Stó:lō and Indigenous community leaders and businesses, that wants to do business. The world will take notice. Visions, plans and goals will reach farther than we can imagine.

A New STÓ:LŌ ECONOMIC DELIVERY ORGANIZATION

Stó:lō Community Futures and the STÓ:LŌ MEANS BUSINESS™ Strategic Planning Committee created a Vision for the creation of a powerful new STÓ:LŌ ECONOMIC DELIVERY ORGANIZATION (EDO). The Implementation Committee will have the responsibility to support the development and launch of the new STÓ:LŌ EDO within two years.

The new STÓ:LŌ EDO will be a non-political organization, with a Board of Directors composed of Stó:lō and Indigenous leaders, Aboriginal businesses and support service providers. The

hallmarks of the new STÓ:LŌ EDO will be:

- Transparency
- Effective community consultation and engagement, and,
- Open dialogue and discussion.

SCF had the capacity to develop the STÓ:LŌ STRATEGIC VISION and can act, in an interim role to oversee the implementation of the Vision in the first two years. Ultimately, given SCF's mandate from Western Economic Diversification, coupled with the significant financial constraints and limited staff resources of SCF; these all preclude SCF from continuing to oversee the Vision in the long-

“The new **STÓ:LŌ ECONOMIC DEVELOPMENT ORGANIZATION** will have a Board of Directors composed of Stó:lō and Indigenous leaders, Aboriginal businesses and support service providers to lead S’ólh Téméxw in becoming a leading center of Aboriginal Business.

- **STÓ:LŌ MEANS BUSINESS™**
Strategic Planning Committee

term. SCF and the **STÓ:LŌ MEANS BUSINESS™** Strategic Planning Committee envision long-term leadership roles will emerge as implementation of the Vision moves forward.

The Implementation Committee will work to secure long-term sustainable funding and find ways to access appropriate human resources – including the selection of a visionary and action-oriented leader and CEO and an expert fundraiser.

The Implementation Committee is also tasked with developing a unique approach to building foundations of strength and long-term financial sustainability by including a for-profit business model within the new **STÓ:LŌ EDO**. This will enable the new **STÓ:LŌ EDO** to actively participate in and share benefits and risks with the Stó:lō communities and Aboriginal businesses.

The Implementation Committee will coordinate the full implementation of the **STÓ:LŌ STRATEGIC VISION** on behalf of the Stó:lō Community Futures Board. They will develop targeted milestones, receive reports from the **STÓ:LŌ STRATEGIC VISION** Committees and coordinate the transition of the **STÓ:LŌ STRATEGIC VISION** to the new **STÓ:LŌ EDO** within the next two years.



The Implementation Committee will coordinate the full implementation of the **STÓ:LŌ STRATEGIC VISION** on behalf of the SCF Board and coordinate the transition of the **STÓ:LŌ STRATEGIC VISION** to the new **STÓ:LŌ ECONOMIC DELIVERY ORGANIZATION**.

The Stó:lō people have always had an entrepreneurial spirit, with a rich, cultural history of trade, and a reciprocal relationship with the land. Now, more than ever, that spirit is growing and the **STÓ:LŌ STRATEGIC VISION** outlines a path to create prosperity in our communities once again.



The **STÓ:LŌ STRATEGIC VISION** – *Imagine the Possibilities* includes many transformative ideas.

The idea for a new **STÓ:LŌ BUSINESS ASSOCIATION**, **STÓ:LŌ CENTRE FOR BUSINESS** and the new **STÓ:LŌ ECONOMIC DELIVERY ORGANIZATION** – are three new approaches that will launch S’ólh Téméxw as a leading centre for Aboriginal business in BC.

There are five permanent community committees created by Stó:lō Community Futures to focus on achieving the milestones within the Vision. These committees include the:

- Business Networking and Communications Committee
- Education and Training Committee
- Financing Committee
- Stó:lō Centre for Business Champion Committee, and the,
- Implementation Committee.

We hope this Vision inspires a spirit of unity, steps toward collaboration amongst our communities and businesses and, thoughts of a strong prosperous nation.

The Stó:lō people have always had an entrepreneurial spirit, with a rich cultural history of trade and a reciprocal relationship with the land. Now, more than ever, that spirit is growing and the **STÓ:LŌ STRATEGIC VISION** outlines a path to create prosperity in our communities once again.

STÓ:LŌ MEANS BUSINESS!

Learn how to join at www.stolomeansbusiness.ca

“As Stó:lō leadership, communities and Aboriginal business move forward with a bold and transformative strategy, our relationships and partnerships need to be strong. Together, the possibilities are limitless.



STÓ:LŌ STRATEGIC VISION

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