

**ASSESSING THE BUSINESS  
INFORMATION NEEDS OF  
ABORIGINAL ENTREPRENEURS  
IN BRITISH COLUMBIA**

**BEST  
PRACTICES**

**JANUARY 2001**



This report was jointly funded by Western Economic Diversification Canada (WD) and British Columbia Ministry of Small Business Tourism and Culture (MSBTC). The opinions expressed herein are those of the authors and do not necessarily reflect the views of either WD or MSBTC.

**FACILITATING  
ABORIGINAL ENTREPRENEURSHIP:**

**A REVIEW OF BEST PRACTICES,  
NOTABLE PRACTICES  
AND NEXT PRACTICES**

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January 2001



# Best Practices, Notable Practices and Next Practices

## Examples used in this Review

### **The Aboriginal Business Development Centre, B.C.:**

*Issue in the report: Building capacity of service provider workers, focusing on the client*

### **Alaska Peer Outreach Program, Alaska:**

*Issue: Sensitivity to requirements of location.*

### **Nuu-Chah-Nulth Economic Development Corp., B.C.:**

*Issue: The need for "one-stop-shop" and "aftercare" services*

### **The Tsleil-Waututh First Nation, B.C.:**

*Issue: creating a successful climate for supporting entrepreneurship*

### **First Nations Employment/ Enterprise Centre, B.C.:**

*Issue: Creating a healthier climate for Aboriginal entrepreneurs through partnerships with mainstream organizations.*

### **Meadow Lake Tribal Council, Saskatchewan:**

*Issue: Creating a healthier climate in the Aboriginal community through a distinctly Aboriginal approach to economic development.*

### **San Carlos Apache Tribe, U.S.:**

*Issue: Creating a climate and encouraging networks that support entrepreneurs and tribal economic development.*

### **Oglala Sioux Tribe, U.S.:**

*Issue: Creating a comfortable climate for Aboriginal entrepreneurs on reserve by the development of governance structures that match traditional governance structures.*

### **Aboriginal and Torres Strait Islander Commission (ATSIC) Business Development Program (BDP), Australia:**

*Issue: Focusing on the commercial viability of business as a strategy for achieving Aboriginal business success.*

### **Division of State Aboriginal Affairs (DOSAA) Youth Enterprise Development, Australia**

*Issue: Overcoming difficulties in encouraging Aboriginal youth entrepreneurship.*

## About:

# “Best” Practices, “Notable” Practices, and “Next Practices

We have reviewed local and international practices of how different communities and organizations have been successful in supporting Aboriginal entrepreneurs. Where practices have been recognized, measured and documented, they can be termed "best practices". Where the practices have been recognized to have useful elements, although not measured, we describe them as "notable practices". Those that follow are notable practices and have been chosen for their illustration of an aspect of the issues and recommendations we have identified in the accompanying study: "Assessing the Business Information Needs of Aboriginal Entrepreneurs in British Columbia."

The unique set of circumstances in British Columbia will require a unique set of solutions. Since B.C. includes approximately one-third of the First Nations and 40 % of the Aboriginal languages of Canada, we have to find the variety of practices that will work here to support Aboriginal entrepreneurs and Aboriginal economic development.

What may be a "best" or "notable" practice for one community might be unsuitable for another. Since the Aboriginal communities and organizations will determine which practices to adopt and make work for them, the focus should be on what creative ideas these models offer that can be incorporated in the "next practice". This is the spirit in which we offer the practices that follow. The first section of this report examines practices closer to home.

The experiences of Aboriginal business information and service delivery from around the world, offers the experience of other Aboriginal communities who having had similar histories and deal with many of the same challenges. Although they may feel removed from our local experience, they can provide insight and inspiration that is valuable. The second part of this section looks at practices from Australia and the United States.

## Local Notable Practices:

### The Aboriginal Business Development Centre

#### *Issue: Building capacity of service provider workers: focusing on the client*

ABDC Prince George is a regional business centre where the key strength is found in its focus on the Aboriginal entrepreneur. The measure of success used at the Centre is "the complete satisfaction of the client." The core of their operation is the one-on-one relationship the Small Business Advisors have with their clients. The service they provide is business counseling and connecting the client with the key resource people and agencies they will need, from financing to licensing. The well-qualified and highly motivated staff put the emphasis on empowering their clients and celebrating their successes.

The ABDC prides itself on its understanding of the complete social, economic, and cultural environment of the client. In the course of their work, the Small Business Advisor helps the client deal with the various barriers to success they may encounter. The Centre has a first hand knowledge of factors within communities that affect business development and entrepreneurial growth. They coordinate and cooperate with a number of local agencies to serve clients.

### Alaska Peer Outreach Program

#### *Issue: Sensitivity to requirements of location.*

This outreach program<sup>1</sup> has its roots at the University of Oregon's "Fishing Families Project". The State Of Alaska adopted this program in the 1998 for use in 27 Bristol Bay Native communities. The project operated under the name the Alaska Peer Outreach Program. Peer outreach workers provide support to those people experiencing difficulty adjusting to the downturn in the fishing industry and finding alternative employment.

The Peer Workers live in the villages. They know and care about their communities and every person living there. They have investigated different resources that might help their villages get on the right track and have shared that information. Peers have met with much success in informing people about "other" employment options, and involving them in making career changes.

Following is an example of some of the support a Peer Worker provides:

- Information to communities on available programs and services
- Assist people to access programs and services
- Facilitate and build trust between themselves and peers experiencing similar difficulties
- Reassurance and encouragement to under employed fishers and assisting in the search for positive alternatives.
- Support families adjust to income loss

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<sup>1</sup> "Opportunities for Fisheries Adjustment: A Marine Resource Investment Study for First Nations Fishermen", TRICORP.

- Confidential referral to counseling to help children and other family members with family break-up, family violence, and substance abuse.
- Act as a friend and advocate in dealings with private and government programs.

The model is being used as an inspiration to Prince Rupert based (Tribal Resources Investment Corp. (TRICORP), in their delivery of services to the Canadian North coast.

The program recognizes the difficulties in the First Nations fishers leaving their communities to find work in urban areas. Extended families rely on the fishes to provide for them. Leaving the community to work elsewhere is not an option, when you consider the numbers of people left behind without their traditional source of support. Survival in the urban areas is often difficult as well. There is a considerable adjustment required: an adjustment that is not always successfully made. There are also high costs to flying or boating in and out of the remote areas in order to work and return.

It seems that this model, designed to meet the particular problems of Alaska Native fishers, has applicability to the Aboriginal communities in the more rural/remote areas of B.C. The similarities include: the extended family system and the responsibilities to provide for those who can't work, the community's desirability to retain their members, the decline of the resource-based industries, the costs of leaving to work, and the need for information on employment alternatives.

Perhaps there is some applicability of this model, to create "peer workers" or mentors, in the harder to reach communities, that can provide business information, identify training opportunities, provide encouragement and continuing support to Aboriginal entrepreneurs in a culturally sensitive way. Outreach people would have to have training, and would have to be connected to their own peer network for support, but could prove to be an inexpensive way of providing services to an under served clientele.

## **Nuu-Chah-Nulth Economic Development Corp.**

***Issue: Establishing performance indicators, providing a "one-stop-shop", and creating a healthier climate for Aboriginal entrepreneurs.***

The NED Corporation is a good example of a "one-stop-shop" operation. Among the services it provides or coordinates are:

- assistance in development of business plans through workshops
- financial support for arms-length assistance with business plans
- variety of loan funds, some with specific criteria for entrepreneurs with disabilities, youth, some for projects in forestry and fisheries,
- loans that are forgivable, some with special interest rates, deferred contributions etc .
- preferred client format that facilitates a quicker turn-around for successful clients with a clean lending history, and provides a preferential interest rate.
- training workshops for upgrading and pre-start-up, financial analysis, Aboriginal taxation, legal, accounting and other topics as required.

- After care, on-going business counseling, on-site visits with each client annually to help identify problems, discuss proposed expansions or other client needs.

With the many services provided, comes the linkages NEDC has with a number of organizations:

- An External Delivery Office for Aboriginal Business Canada,
- Delivery of the First Citizen's Fund,
- Works with HRDC via the Bilateral Agreement for training.
- Refers to the local CFDC for the Self-Employment program, local Chambers of Commerce, Municipal and Regional authorities for zoning and other regulations, as well as the appropriate federal and provincial agencies.

NEDC uses the following measures to assess their organization: client satisfaction, loan loss ratio, repeat clients, speed of response, complaints or lack of, on-site service, and quality of analysis and summaries of projects.

The presence and activity of the NEDC in the community, and the support it receives from the Nuu-Chah-Nulth Tribal Council sends a strong underlying message to a Nuu-Chah-Nulth tribal member who is considering going into business. That message is we think the contribution you can make to yourself, your family and your community is significant, we encourage you, and we will provide you with considerable support. That climate helps make successful Aboriginal entrepreneurs.

## **The Tsleil-Waututh First Nation**

### ***Issue: Creating a successful climate***

The Tsleil-Waututh First Nation (Burrard Band), located on Burrard Inlet, in metropolitan Vancouver, is a small band with approximately 360 members, and a land base of about 285 acres. After a thorough planning program a decision was made by the band to turn to economic development as a means to finance land claims, and as a way of generating jobs for a membership with high unemployment.

The band-owned Takaya Developments was the vehicle that carried out the First Nation's plan. A partner was found and a condominium development and a golf driving range were undertaken. Subsequently, a local café to serve members, and a "congregate care" seniors market housing to serve a continuum of seniors care needs were built. Now Takaya is looking for business ventures in the tourism area.

The number of jobs generated, the fewer people relying on assistance, the income from operations to fund land claims and self-government initiatives, have all made a contribution to a sense of accomplishment and momentum. These band-owned operations have created the opportunity for spin-off businesses that individuals and/or families have been encouraged to undertake. Individuals or families with an idea for a business have access to business counseling provided by the band.

What the band offers to the budding entrepreneur is

- pre-start-up business counseling,
- the skills and abilities of its considerable partner,

- access to the First Nation's network of expertise including: planning, financing, design, and legal services
- good relationships with the non-native neighbours, including approval authorities
- community endorsement and support of the proposed business that fits with planning goals
- a predominate philosophy that a good things can happen through economic development.
- A community plan that has already determined what the First Nation's economic goals are, what the FN should own and what is appropriate for individuals, families, or outside partners to be involved in.

In short, a climate of success for entrepreneurs has been established through strong leadership, member involvement in the planning process, and the First Nation's economic success. There are not many examples of individual businesses to hold up, yet the encouragement, the vision, the tools, and the excellent chance of success are in place.

### **First Nations Employment/ Enterprise Centre - Partnerships**

***Issue: Creating a healthier climate for Aboriginal entrepreneurs through partnerships with mainstream organizations, and assisting entrepreneurs in utilizing the internet..***

The First Nations Employment Centre is operated by the First Nations Employment Society, serving off reserve clients in Vancouver & Burnaby. Located in Downtown Vancouver, the Centre provides a range of programs and services for the unemployed. This includes self-employment assistance and enterprise development.

The enterprise development component of services is built on a foundation of partnerships to support entrepreneurs and clients considering small business. The assistance to clients and small business includes: information: providing clients with information is essential element of services. The Society has entered into a partnership with the Canada/B.C. Business Services Centre to access information on small business development, including "One-Stop" Business registration with the Province of British Columbia. A complete resource centre is available to clients, including business mentorship programs and inter-net access.

Education: providing clients with business education and training including seminars on small business development in partnership with Delliotte Touche- Bank of Montreal- C.I.B.C.- Canadian Bankers Association- Royal Bank- Van City Credit Union.

Co-operation: by providing clients with support, other than loans, via the Aboriginal Human Resource Development Agreement (AHRDA) with Human Resource Development Canada information. The FNES also assists with access to the Federal Procurement Strategy for Aboriginal Business, and marketing and promotion of small business via internet, in partnership with Public Works and Government Services Canada,

Besides partnerships with federal and provincial agencies, the FNES is connected to the 10 First Nations from the U.S. border, to the Sunshine Coast. This partnership creates an opportunity for the First Nations, represented by the 10 chiefs, to be involved in the direction of the Centre.

## **Meadow Lake Tribal Council**

### ***Issue: Creating a healthier climate in the Aboriginal community through a distinctly Aboriginal approach to economic development.***

Meadow Lake Tribal Council<sup>2</sup> is made up of nine First Nations, four Dene and five Cree, and is located in northwestern Saskatchewan. The total population in 1993 was approximately eight thousand, with about 4000 living on reserve.

Like many First Nations, the MLTC favors a predominately collective approach to economic development that is closely tied to each First Nation's traditional lands, its identity as a Nation and its desire to be self-governing. Furthermore, the MLTC regards economic development as more than individuals striving to maximize incomes and prestige, but as a way to maintain and develop culture and identity; supporting self-governing institutions; and sustaining traditional ways of making a living.

In pursuit of this self-reliance: the Chiefs of the MLTC have jointly mandated a twenty year plan of economic development strategy aimed at achieving parity with the province in terms of employment rate and income level. The target is to create and maintain 3,240 good-paying jobs in the next 20 years. The basic strategy adopted to achieve this objective was to "develop and establish 'anchor' businesses around which smaller enterprises can flourish bringing long lasting economic activities and benefits" (MLTC 1994) The main anchor business for the MLTC is forestry.

The Meadow Lake First Nations vision for the 20 year plan is: "healthy individuals, families and communities." This state of well being reflects balance and harmony in the spiritual, physical, emotional and mental aspects of life. Our vision includes self-sufficiency, self-reliance, and self-government. We will have control over our own lives and over decisions that impact our quality of life. We will have hope for the future and for the future of our children (MLTC 1995)

When the Elders met in January of 1994, to discuss traditional values regarding future economic development planning, they outlined the importance of: "self-sufficiency and self-reliance, sharing, community decision-making, respect for the environment, and the preservation of traditional lifestyles and culture."

In the preparation of the 20 year plan, the 500 MLTC members interviewed overwhelmingly rated the maintenance of the following as very important:

- obtaining advice on economic development from Elders;
- getting the approval of MLFN peoples for economic development projects,
- protecting the environment;
- sharing the benefits of economic development;

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<sup>2</sup> Anderson, R.B. Economic Development among the Aboriginal Peoples in Canada,1999, Captus Press, Toronto. P 189

- developing 'on-reserve' employment; and
- achieving First Nation self-sufficiency and self-reliance.

Survey results indicated that 75% said traditional lifestyles can co-exist with modern enterprises or businesses."

The example of MLTC highlights the importance to this community of an Aboriginal approach to economic development. The importance of the land, the collective approach reflected in the planning, the vision, the values, the guidance of the Elders, and the recognition of the purpose of economic development must be understood in order to assist Aboriginal entrepreneurs both on and off reserve.

## Practices outside our Region:

### San Carlos Apache Tribe: United States

*Issue: Creating a climate and encouraging networks that support entrepreneurs and tribal economic development.*

The modern concept of entrepreneurship is contrary to many traditional native beliefs. The ideas of getting ahead of the crowd, of financial independence, and of personal risk-taking are often unaccepted, unfamiliar, or even foreign ideas. However, entrepreneurship depends on these ideas. Encouraging individual economic growth without antagonizing tribal members is a difficult task, but one that can be accomplished with planning and awareness of the tribal culture.

Based on the following observations, the San Carlos Apache<sup>3</sup> tribe have developed a workshop strategy they have found successful.

- a. extensive use of the experience and influence of successful tribal entrepreneurs will have a greater positive effect on tribal members considering going into business than any outsider's lecture, no matter how inspiring.
- b. hearing the inside story from a neighbour is the most effective means of education and encouragement in a closely knit society such as the reservation.
- c. successful entrepreneurs tend to believe that they can affect the outcomes of events in their lives. It is difficult for most tribal members to assume individual control due to historic dependence on the extended family, the tribe, and government agencies.

The workshop as entrepreneurial tool has the following characteristics

- informal and non-threatening, which allows participants to feel more comfortable and encourage greater learning.
- held on the reservation at a convenient time and place
- 16 week long seminar allows bonds to form and maximizes peer feedback.
- encourages interactive learning among the workshop participants, helping to build networks of interested entrepreneurs which will be valuable when economic development continues.

"The Workshop in Business Opportunities" has been developed by a New York-based consulting firm and features:

- 16 weekly meetings that includes a business plan upon completion,
- using a series of case studies and planning work sheets,
- examines the different facets of the business process,
- features volunteers

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<sup>3</sup> Kelly L. Cecil, "A Report to the San Carlos Apache Tribe", Harvard Project on American Indian Economic Development, Harvard University, May 1988.

- key to success is firm community support.
- track record is 1400 "minority" businesses in 23 years.

Volunteers are recruited from local businesses to lead each session. Their participation in the workshops is seen as community service and an investment in the economic growth of the whole community. Community business people willing to instruct, are often willing to serve as mentors and consultants to the Aboriginal entrepreneurs. Nearby colleges, Gila Pueblo College and Eastern Arizona College, have extended outreach services to the tribe. This has allowed on-reserve members to take courses on a host of business topics.

Recruitment of entrepreneurs is an important step. Personal contact is the most powerful tool. Success recruitment includes: going door-to-door, getting previous business successes covered in the local paper, staging open houses hosted by successful tribal entrepreneurs, and holding small business fair.

In the workshops it is important to familiarize beginning entrepreneurs with tribal regulations applying to taxation, licensing and leasing requirements. This is key to establishing a workable business plan, applying for funds and grants, and raising capital.

On the San Carlos Apache reservation the Tribal Business Council's job is to know where to direct the various types of business requests, and it is essential for the encouragement of entrepreneurship that the tribal business council be dedicated to encouraging individual small business people whenever possible.

The only way an entrepreneurial business will succeed is if the entrepreneur is totally committed to the project - and this will happen only if the individual is totally involved in every phase of the planning and development.

## **Oglala Sioux Tribe**

***Issue: Creating a comfortable climate for Aboriginal entrepreneurs on reserve by the development of governance structures that match traditional governance structures.***

In 1936 the Indian Reorganization Act imposed a constitution upon the Oglala Nation of the Pine Ridge Reservation. The framework that binds its citizens together into a civil society was dictated to the Oglala Lakota from the U.S. government. These "rules of the game" were supposed to drive economic development at Pine Ridge.<sup>4</sup>

Throughout the world, other nations are casting off the last vestiges of colonialism and starting down the long road toward sustained economic development. Tribal nations in North America are also using new ideas and sovereign powers to leverage their way.

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<sup>4</sup> Aoki, A, and Chatman,D. "An Economic Development Policy for the Oglala Nation", Harvard Project on American Indian Economic Development, Harvard University, April 1997.

Lakota culture is individual and decentralized. But the constitution imposed on the Oglala Nation in 1936 is highly centralized. This mismatch is one reason for the underdeveloped economy at Pine Ridge Reservation and the lack of an Oglala Sioux Tribe (OST) economic development strategy. By changing the structure of government to reflect Lakota political tradition, the OST can begin to address one of the most important causes of underdevelopment and create an more positive style of government influence.

The following guidelines have come out of the OST examination of what they need to do to improve their economy.

- convene collective efforts
- communicate and engage with citizens
- build physical and skill infrastructure
- enforce contracts
- support local enterprise.

The OST have identified what businesses need in order to be successful.

- legal structure with commercial codes,
- police-backed laws and a fair court system,
- infrastructure that includes: transportation access to suppliers and customers and reliable utilities,
- a government role that has: clear and consistent rules and procedures, single point of contact, and freedom from unnecessary interference,
- financial services that include access to start-up capital, and long term financing opportunities.
- attitude and assistance from the OST that is characterized by a feeling of support, government cooperation, and nearby business services.

The strategy for economic development that is now on the table is a) to foster family/ individual entrepreneurship. Oglala society on the Pine Ridge Reservation today has a strong focus on the family as the primary unit of organization. Because so many individuals are able to successfully draw upon their families and extended families to lend them support in their business dealings, it makes sense to play to this strength.

A second part of that strategy is b) to support district-led community development, since the districts are sources of political legitimacy. District expertise is not likely to be as great as that at the central government level, but district representatives know and understand the needs of the people, the strengths and weaknesses of the local labour market and business sector and the potential market opportunities or niches available at the local level<sup>5</sup>.

A third step, c) to build a better business climate, is crucial to bringing in outside resources upon which the small economy of the reservation must increasingly depend, given the ever-diminishing flow of Federal funds onto the reservation.

Given the imposition of the "Chief and council system" by the Indian Act in Canada, and the displacement of the clan system of many of B.C. First Nations, more attention needs to be directed

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<sup>5</sup> This approach has been successfully used by the Chinese in their township and Village Enterprises (TVE) program. These locally-owned businesses, either owned by local government or extended family, have experienced extraordinary growth. Their share in GDP rose from 13% in 1985, to 31.2 % in 1994. TVEs account for a third of total industrial growth in China.

towards constitutional reform and its impact on economic development. The Sioux reliance on the individual or family unit to initiate and deliver on economic development places considerable responsibility on that strategy for improving the economy of the community.

The Oglala Sioux have a particular circumstance not unlike some B.C. Aboriginal communities. The manner in which they address what they believe is holding back economic development, should be of particular interest, therefore, to Aboriginal communities in the province.

## **Aboriginal and Torres Strait Islander Commission (ATSIC) Business Development Program (BDP), Australia**

***Issue: Focus on commercial viability of business as a strategy for achieving Aboriginal business success***

The Business Development Program (BDP) offers advice, support and finance to help Aboriginal people and Torres Strait Island people to establish and build on successful businesses. Its primary purpose is to provide or help people to obtain the necessary ingredients for business success. It is a combined loans and grants program incorporating many of the key elements of the schemes that it replaces, namely, the Business Funding Scheme (BFS) and the Indigenous Business Incentive Program (IBIP). However it differs from those programs in many respects.

IBIP objectives were to promote the economic independence of Indigenous individuals and corporations by facilitating their acquisition, ownership and development of commercially successful businesses and community enterprises. The IBIP aimed to assist Indigenous persons that might otherwise not be able to enter into business. Emphasis was on seed funding, new employment opportunities and other support to newly established businesses. On the other hand, BFS objectives were to promote the economic independence of Indigenous individuals and corporations by facilitating their acquisition, ownership and development of commercially successful businesses. The BFS operated within commercial parameters - funding criteria were closely aligned with those applied by commercial lending institutions.

The BDP is fundamentally a commercial program for economic development. The funding criteria are founded on the critical importance of commercial viability for businesses receiving finance under the program. The BDP objective is to facilitate the acquisition, establishment and development of commercially viable enterprises by Aboriginal and Torres Strait Islander people. This objective is principally measured by the planned outcome: Increase in the number and value of commercially viable enterprises owned by Aboriginal and Torres Strait Islander people.

### **BDP Services**

The BDP aims to help indigenous people to develop and implement their ideas for commercially viable businesses. ATSIC is not only concerned about whether the client meets the eligibility criteria, but also places emphasis on helping the clients to identify their needs and help them to meet those needs to the

maximum extent possible. In providing Business Support Services ATSIC often uses external service providers to ensure adequate, high quality assistance is available as needed.

The BDP may not be able to meet all of the client's needs because it is aimed at assisting commercial businesses. However there may be other assistance available from government or the private sector. Where possible, BDP service providers try to help clients to identify and obtain any additional assistance they need from other sources.

### **BDP Business Support**

The BDP provides clients with practical guidance on how to develop and implement their business ideas, including information on the services provided by governments to assist them. The BDP also provides, pays for, or facilitates access to professional business advice and training. This includes assistance in developing business proposals, developing management skills, advice on marketing, communications, mentoring, financial advice and access to technical expertise. Indigenous organizations can also obtain assistance to undertake feasibility studies where they are directed at establishing commercially viable businesses.

BDP Business Support services are provided on request in accordance with client needs and preferences. They can be made to people who are considering going into business as well as those who are already in business, including those receiving BDP Business Finance. The purpose of BDP Business Support is to improve people's capability to set up and/or operate a commercially viable business.

The strengths of this program is its ability to avoid the conflict between social and economic goals, therefore eliminating the possibility of social needs leading to poor commercial decisions. Commercial viability is of utmost importance under this program

### **Youth Enterprise Development: Youth orientation and training program Division of State Aboriginal Affairs (DOSAA), Australia:**

#### ***Issue: Overcoming difficulties in encouraging Aboriginal youth in entrepreneurship.***

DOSAA was first established in October 1992 by amalgamating the Office of State Aboriginal Affairs with the Aboriginal Works Division of the Department of Housing and Construction and the Aboriginal Heritage Branch of the Department of Environment and Natural Resources. The Economic Development Team of DOSAA works actively to assist Aboriginal communities and organizations in South Australia to develop a range of sound, economically viable business enterprises.

It is recognized that economic development that fosters skills and provides real employment and training opportunities is the best way to reduce the dependency on the social welfare system.

Enterprise development provides opportunities for economic independence for Aboriginal people leading to an improved quality of life within the community.

Among the current enterprise initiatives being provided with assistance to create increased employment and training is the Youth Enterprise Development Program. The Youth Enterprise Development is a business skills program that provides high school Aboriginal youth with an introduction into starting and operating their own business. It has been successfully run at 6 locations. The Port Lincoln High School program, won a high achievement award at the National Young Achievement Australia Awards. To date 100 students have participated in the courses, with a further 150 to 200 participants planned for 1999/2000.

The Youth Enterprise Development offers an example of a well-organized training and initiation of high school aged youth to entrepreneurship principles. Learning and knowing how to start and operate a business while young is a definite advantage. A characteristic of Aboriginal communities in both Australia and Canada is the high proportion of youth. Exposing them to business skills at a young age is an important aspect of services to Aboriginal entrepreneurs.

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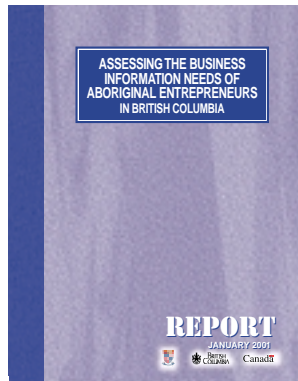
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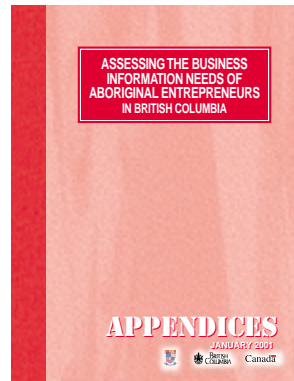
## Report Documents

The analysis of the business information needs of Aboriginal entrepreneurs, undertaken by the Community Economic Development Centre at Simon Fraser University, is comprised of four elements. For ease of reference, the analysis has been divided into four separate documents: Report, Appendices, Literature Review, and Best Practices.

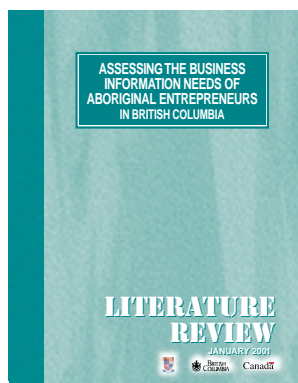
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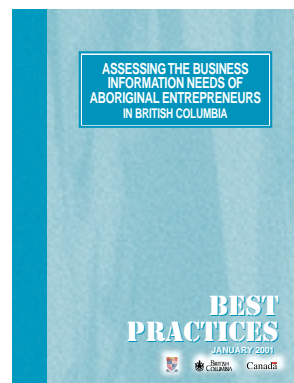
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