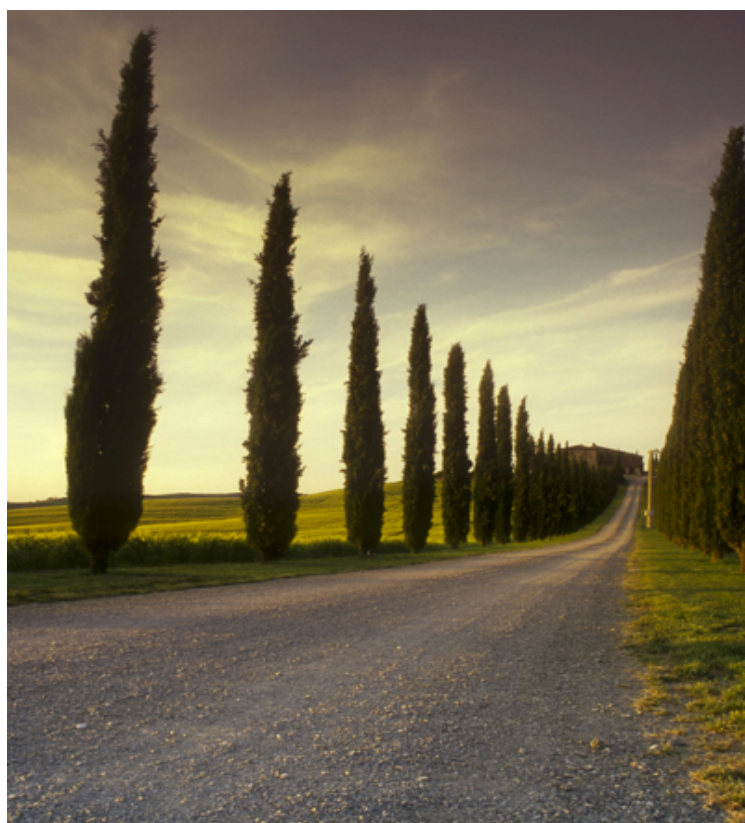




APEX Consulting
122 Boulevard, Vancouver, B.C. VT5 S35
[P]: 299-302-1323 [E]: consulting@apex.com

APEX Consulting

Strategy Plan



Prepared for: Musqueam Capital Corporation

March 30, 2015

APEX Project Team (#4):

Daniel Kim

Faizan Khan

Karsten Lee

Margarita Duque

Raveena Rai

EXECUTIVE SUMMARY

In January 2015, Apex Consulting was contracted by the Musqueam Capital Corporation to create a proposal plan that addresses the key question: “What should the 1 to 5 year strategic plan be for the Musqueam First Nation?” Apex answered this question by being conscientious of the history and vision of the Musqueam community. Respecting the Musqueam heritage was our top priority in the creation of this strategy plan. The results of this three-month project are summarized below.

About the Client

The Musqueam Capital Corporation (MCC) manages the Musqueam Indian Band’s (MIB) business activities and serves to provide support to its community and businesses. The MCC is facing threats to sustain its culture and business due to the following issues:

- a) Challenges in preserving culture for the future
- b) No financial roadmap in terms of current investments
- c) Difficulties in providing jobs and education for youth
- d) No clear vision as a result of lack of community engagement

For these reasons, MCC recognized a tremendous need for a comprehensive long-term strategy to find key areas of focus in order to prosper in the coming years.

Decision Making

It is clear that MIB has a lot of potential, as it is one of the fastest growing bands in British Columbia. Apex focuses on a strategy plan revolving around the education and engagement of the youth in order to ensure the sustainable development of the Musqueam community. This strategy requires a two-pronged approach:

1. Create financial stability for the MCC in order to sustain long-term growth.
2. Effectively engage with the community (specifically the youth) to promote education and preserve MIB heritage.

Apex proposes five main tactics in order to achieve the overarching strategy of “weaving culture with business.” First, Apex suggests growing self-generated revenue through other investment vehicles (stocks, bonds) such as sustainable funds. Another tactic involves developing Block F into an urban center while partnering with members and businesses, which promotes sustainability and preserves MIB culture. By focusing on financial stability, the Musqueam community is able to ensure that it is able to fund worthwhile initiatives that engage the community and that invest in the youth.

In terms of youth, education, and preservation of culture, there are three tactics proposed by Apex. One tactic is to build an MCC Career Center to provide support and resources



APEX Consulting

122 Boulevard, Vancouver, B.C. VT5 S35
[P]: 299-302-1323 [E]: consulting@apex.com

for youth that are looking for more information on jobs and higher education. The next tactic involves establishing an integrative youth program to find partnerships with other youth across Canada and appoint Musqueam youth to leadership councils within the Musqueam community. The final tactic involves emphasizing Musqueam culture preservation through education and online platforms.

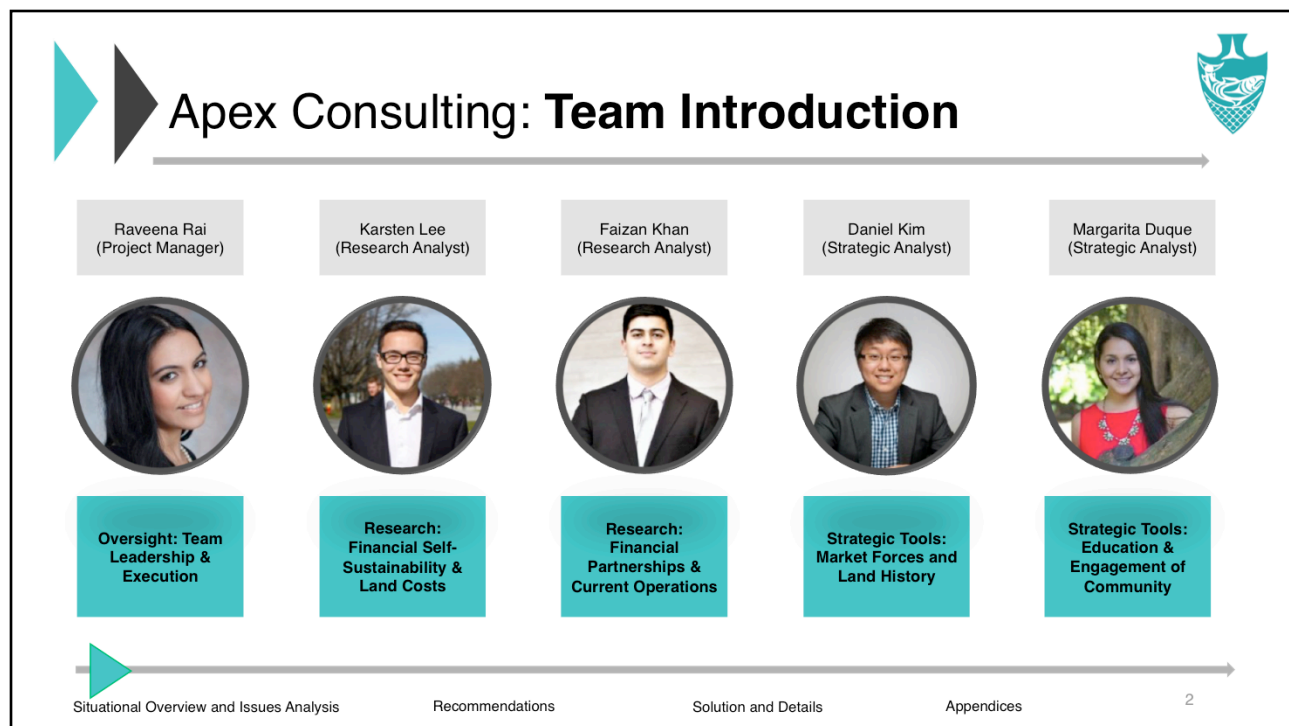
Apex brings this strategy to life by outlining an implementation plan and proposing key metrics (in areas of financial sustainability and education) to define the progress of this 5-year plan.



x^wməθk^wəyəm
MUSQUEAM
A LIVING CULTURE

APEX Consulting (Team 4)

Raveena R., Margarita D., Karsten L., Faizan K., Daniel K.



Team Introduction: Apex Consulting was tasked with providing unique but equally important information about the Musqueam Indian Band (MIB). Each person had specific research to complete and we all had an integral part in researching various tools and tactics. By defining each person's role, we were better organized as each person had specific goals to reach towards.

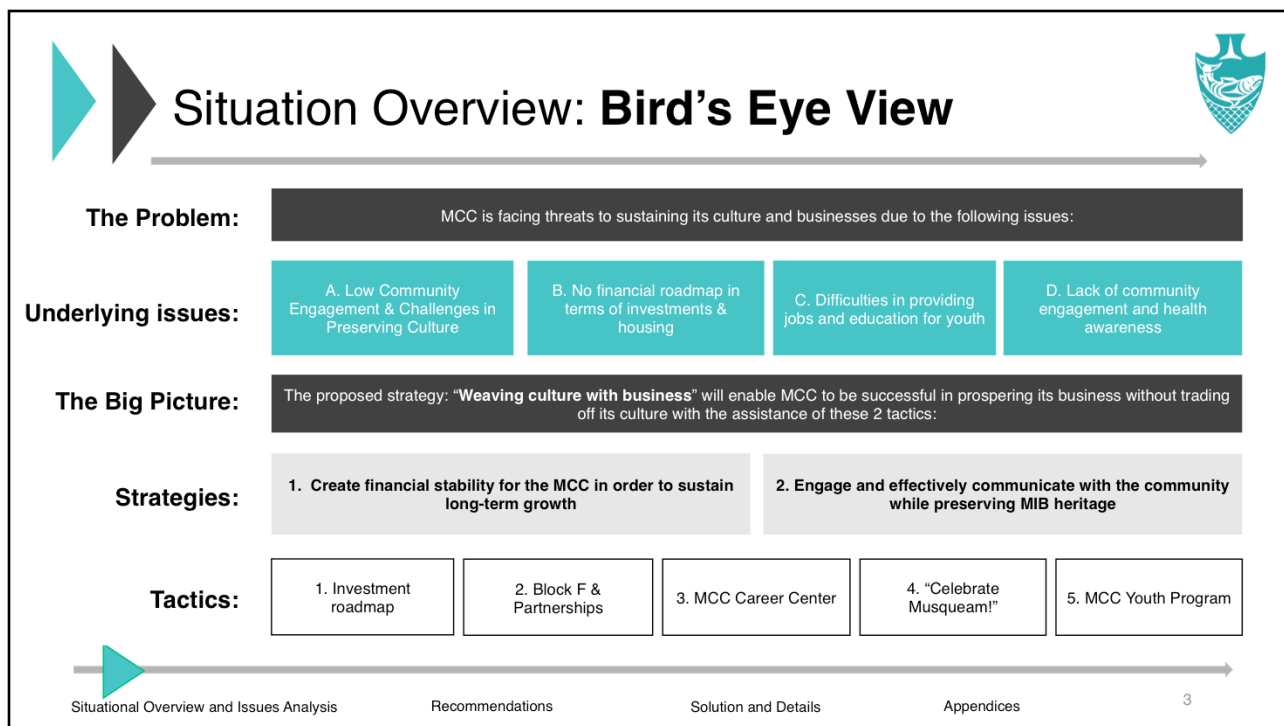
- Raveena was vital in designing the overall strategy and tactics, while trying to link our research together. In addition, she used her invaluable skills developing our strategy to fit the research other people found using the knowledge and skills she has learned throughout the course. In addition, she judged each strategic tool to see whether they were a good fit for our overall direction. She provided leadership and management which were imperative to our success.

- Karsten was involved in researching the Musqueam Indian Band's financial history and potential future of investing in alternative methods. By providing potential alternatives to land development and analyzing Block F, he designed a unique strategy in achieving both.

- Faizan was involved in researching and comparing Musqueam's financial activities and comparing them to what other bands were currently doing. He also provided information on how and what constitutes as a successful joint partnership and how the Musqueam Band should enter into successful joint ventures.

- Margarita was involved in researching strategic tools in order to integrate the youth and community together while keeping in mind education and tutelage of the younger generation. In addition, she researched how to engage community members and keep cultural values of the community and band at the center of any activity we suggested.

- Daniel was crucial in analyzing overall economic conditions of the market and the benefits of developing land. In addition, Daniel provided strong management skills in making sure all recommendations involved a specific timeline.



Looking at the current market and Musqueam's potential, we see a bright future for the band. In order to assess this, we approached the current situation by researching and analyzing as much as we could in order to develop something suitable and viable. Communicating with the band in person was significant as we understood what exactly MCC wanted and what was most important to them. The underlying problem is that MCC is trying to create a self-sustaining future for its band both financially and culturally. They are facing 4 main issues which include:

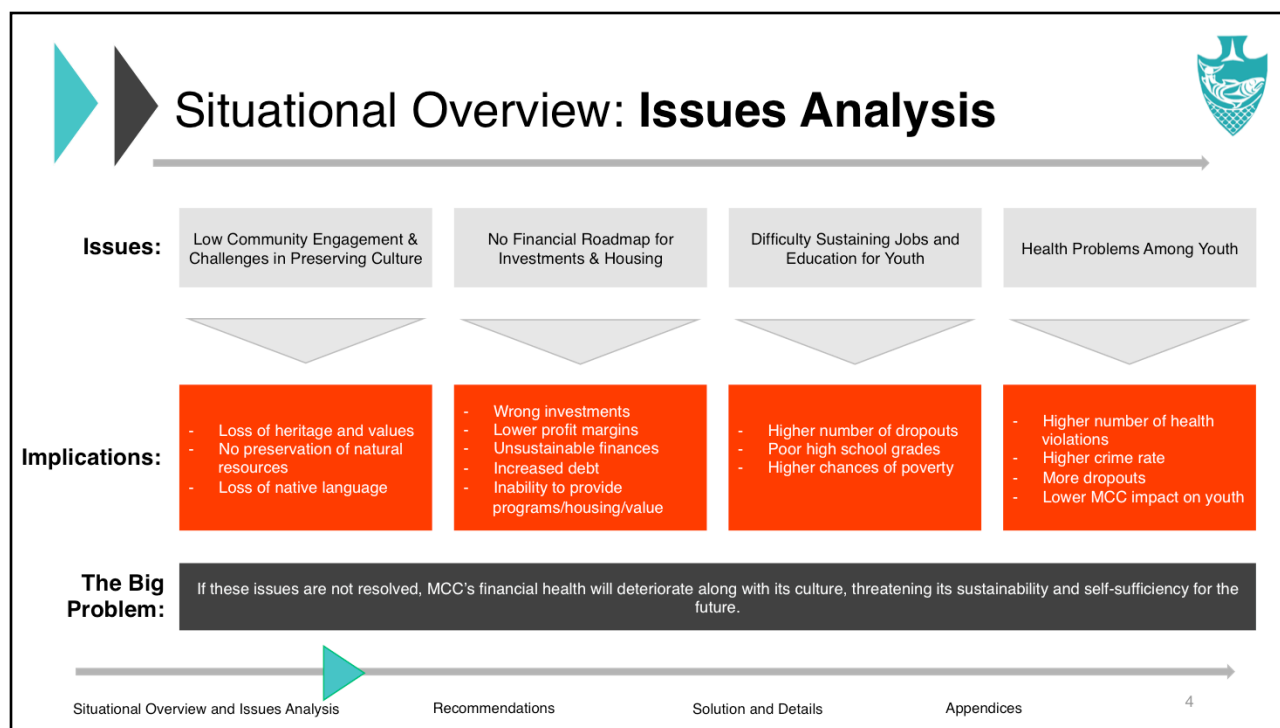
- Low community engagement & challenges in preserving culture
- No financial roadmap in terms of investments and housing
- Difficulties in providing jobs and education for youth
- Lack of community engagement and health awareness

With extensive research and strategic analysis, we have created an over-arching strategy using a two pronged approach. The strategy itself is called "Weaving culture with business" and tackles all the prevalent issues the Musqueam Indian Band currently faces. The main idea is that the band will be able to be financially successful without losing its culture while engaging all community members (everyone from the youth to the elders). The two prongs are as follows:

1. Create financial stability for the MCC in order to sustain long-term growth.
2. Engage and effectively communicate with the community while preserving MCC heritage.

We will employ 5 main tactics to achieve our two-pronged approach:

1. Investment Roadmap (what, when, and where MCC should be investing)
2. Block F and Partnerships (how to develop Block F and potential joint venture partnerships)
3. MCC Career Center (career center for youth and others looking for jobs)
4. Celebrate Musqueam (culture, history, youth, and elders all engaging in community and society)
5. MCC Youth Program (integrating youth and elders and vice-versa, along with youth programs/social outings)



ISSUE #1: Low Community Engagement & Challenges in Preserving Culture

The community is becoming disconnected with MCC's programs and offerings which stems from problems with communication and transparency. Children are learning about the elder's traumatic experiences in residential school, which continue to fuel the issues presented here. The youth are not in touch with their culture that stems from the elder's experiences but also a lack of initiative from the youth to learn more about their background.

The implications associated with this involve losing touch with Musqueam language and values. This loss will negatively impact future generations of Musqueam as they will not know where their elders came from and where their heritage lies. This could be extremely damaging for MCC because values will not be incorporated into future business, natural resources won't be conserved, and land could be lost. The future generations won't know how to conduct business while keeping their culture in mind, damaging the future of MCC.

ISSUE #2: No Financial Roadmap for Investments and Housing

There are some challenges in establishing partnerships and having experienced people helping out with real estate development within MCC. Housing is a current concern for most of the general population and many members don't want to live far away from the community. Although getting wealthy is not the goal, there is no plan for the cash currently sitting with the MCC as well as future cash flows.

Implications of this issue involve investing in the wrong assets that have negative future cash flow projections. Wrong investments can lead to lower profit margins which may increase the need for loans, thus increasing debt. Higher debt and thin margins will create unsustainable finances. This will negatively impact MCC's ability to provide value-added programming and housing for its members, reducing MCC's impact on the community. If finances are unsustainable, MCC will never have a chance at self-sufficiency.

ISSUE #3: Difficulty Sustaining Jobs/Education for Youth

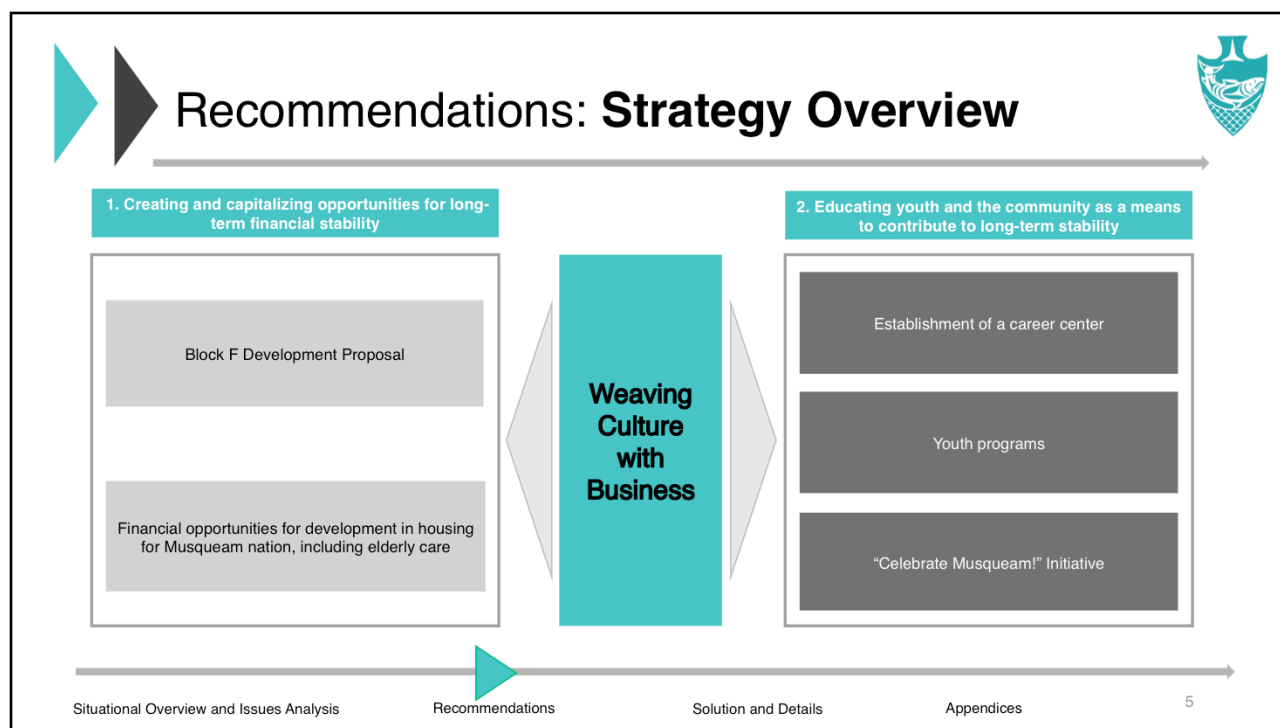
Elders are a barrier for moving education forward since they continue to reflect on their experiences in residential school. The youth are finding it increasingly difficult to find jobs once they are out of high school. Many of them do not continue with post-secondary education and this negatively impacts their job prospects as well. Since the elders provide dark reflections on their educational experiences, the youth are less motivated to stay in school and prioritize education.

This difficulty in sustaining education and job prospects is detrimental for the MCC. If the youth are not motivated to stay in school, there will be a higher number of dropouts as well as lower high school performance (low grades). This will negatively impact the youth's ability to get into their desired post-secondary institutions, hurting their job prospects as well. People with no jobs can lead to higher chances of crime and poverty in the community, which is extremely detrimental to self-sufficiency.

ISSUE #4: Health Problems Among Youth

There are numerous social issues associated with the alcohol and substance abuse reports at the MCC and this is especially prevalent with the youth. The youth are not educated about issues related to health problems and their lack of motivation for continuing their education propels this issue.

If not resolved, health problems will lead to higher numbers of health violations and crime within the community. The MCC will have a less engaged youth population and won't be as effective (in the eyes of the youth) in communicating and understanding them. This leads to higher crime and more high school dropouts. Health issues could ultimately destroy future generations of Musqueam youth.



Strategy: To weave the future of the Musqueam community by engaging the youth in education and heritage activities through the support of financial projects

Our approach is two-pronged, but they are not mutually exclusive: the first action would be to establish methods of future long-term financial stability. To achieve this, the Musqueam Nation must pour resources into developing lands that will generate income and provide a financial foundation upon which to build their community. We have identified several potential development sites and have determined Block F as the most attractive and feasible area to develop for two reasons:

1. Proximity to university
2. Nearby community

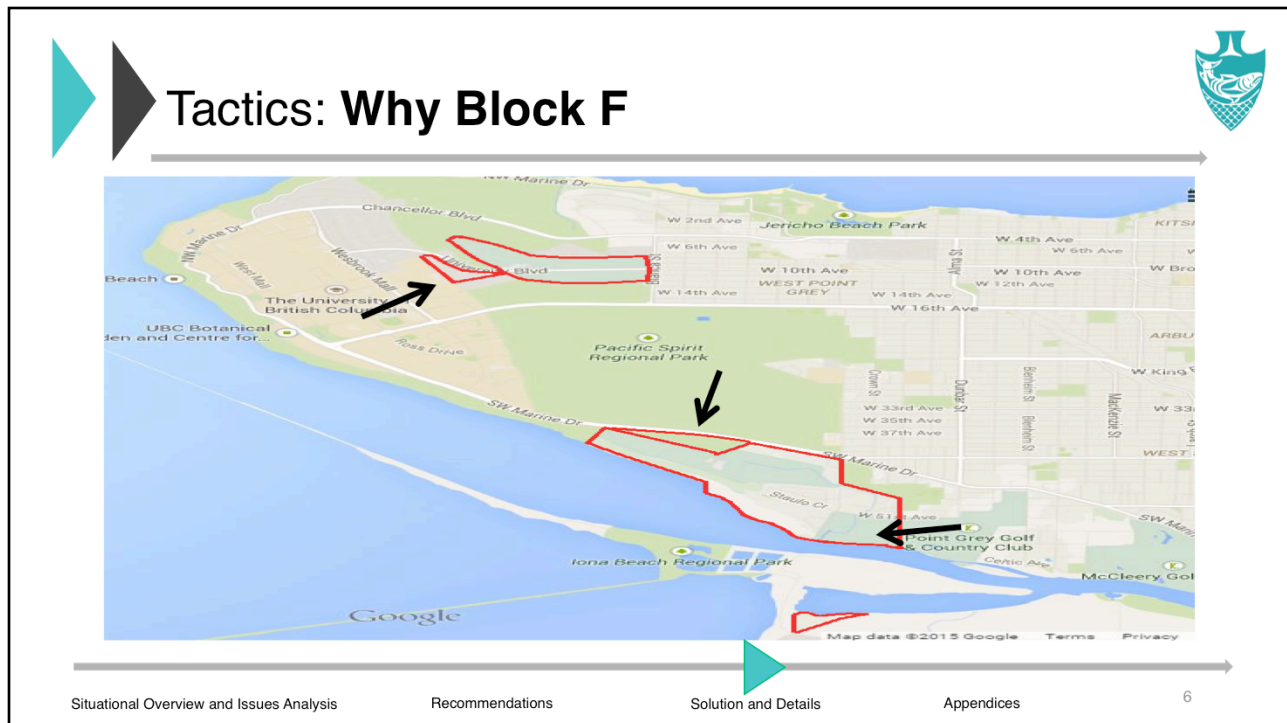
As real estate development eventually leads to financial stability, the continued success of these business ventures depends upon current Musqueam youth to continue the legacy of what the Nation is doing today. It would be a moot point to develop land to generate revenue if there were no leaders tomorrow to continue the growth and development of these projects.

The second arm of our strategy is to engage the Musqueam youth through education, primarily in addressing three areas of interest:

1. Establishing a Career Center: this is mostly for hard skills training and for helping Musqueam adolescents with obtaining the necessary skills and then pairing them with successful jobs. As they work and gain experience, they are in turn able to contribute to both the development projects of our financial stability proposals while also being groomed for future leadership positions within the band.

2. Youth programs: aimed at a much younger demographic, primarily in elementary school, youth programs are designed to foster a healthy generation of future adults by engaging them early on in their childhood. By fostering a sense of community and educating them in a productive capacity, we are also encouraging greater economic achievement and well-being for these children in the future. Such measures start small, but are necessitated by frequency: the more highly frequent youth are exposed to these programs from a younger age, the more likely they are to gain the skills, energy, and desire to make choices that will lead to healthy career and future prospects.

3. "Celebrate Musqueam!": this initiative is to bring both the elderly and the young together in a joint celebration of Musqueam culture. The reason why this is important is because of what we have just described: in light of our strategy to boost economic development through Block F, and in educating Musqueam youth through both the career center (skills training) and youth programs (development and growth), it's possible to lose their sense of identity or their cultural heritage. As much as we emphasize the benefits of financial stability and youth education, at the heart of all of this is the understanding that the Musqueam people's unique cultural heritage should never be sacrificed for economic gain. We would also argue that they are one and the same, and that you cannot have one without the other. As a result, "Celebrate Musqueam!" is our proposal to bring Musqueam elders (those who have had a long history of Musqueam culture entrenched in their way of life) with Musqueam youth (those who are just beginning to enter into adolescence). This initiative will provide perspective and a strong emotional foundation upon which the Musqueam youth and the future leaders of the Nation will be able to continue its goal of long-term stability, both financially and culturally.



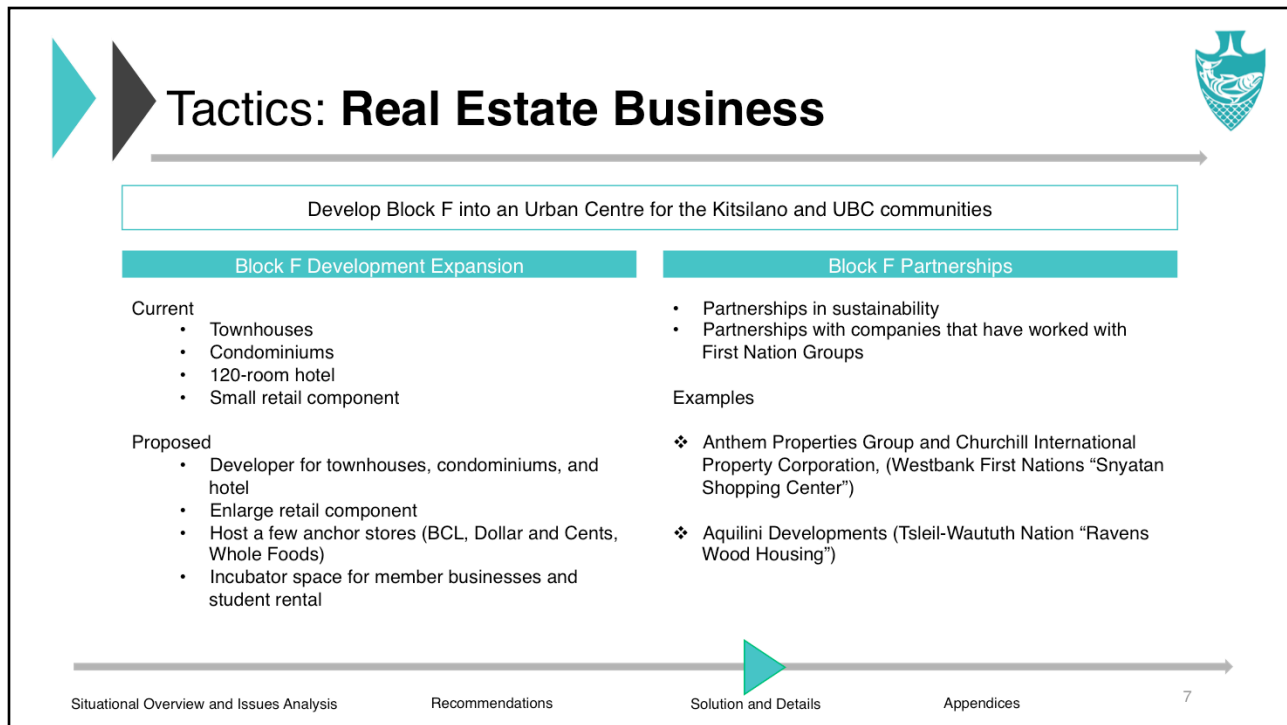
In line with our initiative to further enhance financial stability for the Musqueam Nation, part of our financial plan includes the development of land, the Musqueam's most valuable resource. In order to proceed forward with plans for development, we first identified which land the Musqueam have available. The map above identifies the areas within Vancouver that belong to the Musqueam. Within each of the parcels of land, we assessed their viability for development and came to some conclusions:

1. University Golf Course has a lease that expires by 2083, meaning that development of this land is not feasible at this point
2. Block F belongs to the Musqueam and can be developed as of today; this is a prime location for development, as it is close to the university and within a smaller community of townhomes, condominiums, and apartments in the neighborhood
3. Reservation No. 2 is comprised of three separate pieces of land: Eaglecrest Golf Course, residential homes, and Shaughnessy Golf Club. Eaglecrest Golf Course's lease was bought out by the Musqueam and is able to be developed; the residential neighborhood will be difficult to develop due to the fact that there are homes already well established in the area; and the Shaughnessy Golf Club's lease does not expire until 2033. Musqueam of course can buy out the lease on the Golf Course, but this is not encouraged, as it is expensive to do so
4. The last parcel of land is the Pacific Spirit National Park, south of Southwest Marine Drive and neighboring Shaughnessy Golf Club to the north. This last parcel of land belongs to the Musqueam and is able to be developed

Of the land we have identified, the most promising development opportunity is Block F, for the following reasons:

- Although the Eaglecrest Golf Course is able to be developed, it will be more costly to do so as the golf course must first be razed and then new development planted in its place
- Pacific Spirit National Park presents a bit of a challenge due to its status as part of a regional park that has remained undeveloped; however, it also presents an opportunity due to its proximity to the Musqueam's main reservation
- Block F is desirable due to its proximity to the University of British Columbia.

There is ample opportunity for cultural exchange between both the Musqueam people and the university. A Musqueam presence so near on campus can also spur greater visibility for the Nation and promote greater awareness among university students of the historical and cultural significance of the Native peoples to Vancouver. Additionally, the neighborhood's location is ideal for serving the local university population through numerous residential or commercial projects. Townhomes, apartments or condominiums provide both living space for Musqueam people and the opportunity to rent out rooms for student housing. Additionally, commercial projects such as retail stores catering to the local population can be a big boom for the local UBC economy; with a lack of retail options for both food and other everyday necessities on campus, Block F provides a unique opportunity to fill this need.



Musqueam’s greatest asset is land. It is important to utilize this land to earn the greatest economic returns while also keeping in mind the community and heritage that Musqueam wishes to preserve.

Therefore, in addition to MCC’s current plans for Block F, we propose the following

- An enlarged retail space that will boost lease revenues with some anchor stores to bring traffic to the area
- Incubator space for rent for members and students – investing in the community

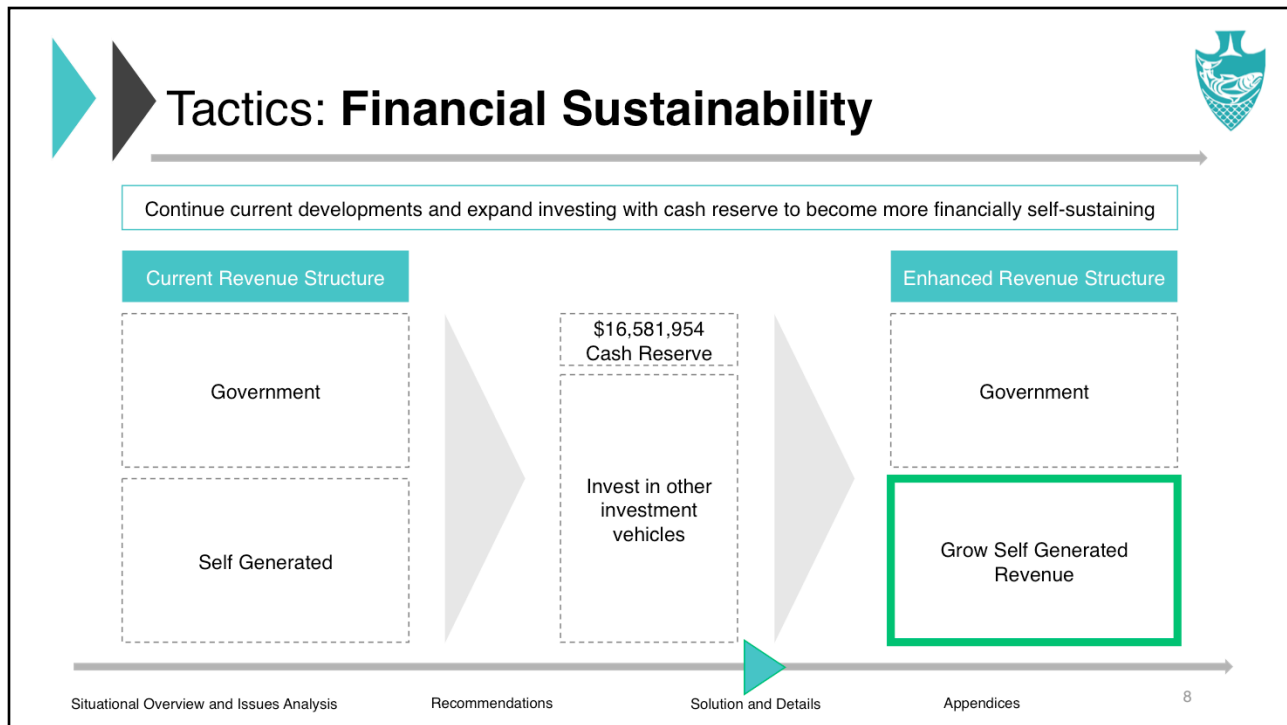
Throughout this process, we want to engage other businesses through partnerships that will bring in key aspects of the development that will help Musqueam reach their joint goals.

We also propose that the MCC find reliable and valuable partners to develop their Block F real estate land. We know that a developer with the right experience is valuable and important in making a large real estate development. We suggest for MCC to look into developing partnerships with large contractors who have had successful joint venture partnerships with other bands such as Anthem Properties Group or Churchill International Corporation, both of whom were imperative in developing a shopping center called “Snyatan” for the Westbank First Nations Group. MCC could also partner with Aquilini Developments a huge real estate developer with vast experiences in joint ventures with first nation groups. In the past, Aquilini Developments created a joint venture with another nation called Tsleil-Waututh Nation in developing more than 2000 homes in a project called “Ravens Wood Housing.” In this case, the nation provided the land while Aquilini Developments developed it, becoming a successful 1.8 billion dollar project.

We hope that any partnership will be a true joint venture. In Mike Lewis and William Hatton’s book “Aboriginal Joint Ventures: Negotiating Successful Partnerships,” Sauder Professor Amie Wolf has created 9 components that define a “true” joint venture, consisting of the following:

1. Puts community interest at the center
2. Builds an economic base for self-reliance
3. Takes into account the realities of a distressed community
4. Local productivity to supply local needs
5. Give First Nations the opportunity for creative engagement
6. Protects First Nations values
7. Moves people from unhappy resignation to vigorous active participation in their community
8. Enables people to mobilize their resources
9. Involves ownership by Aboriginals

Therefore, we hope that any company that decides to partner with the Musqueam Band adheres to the guidelines presented above.



Current Revenue Structure

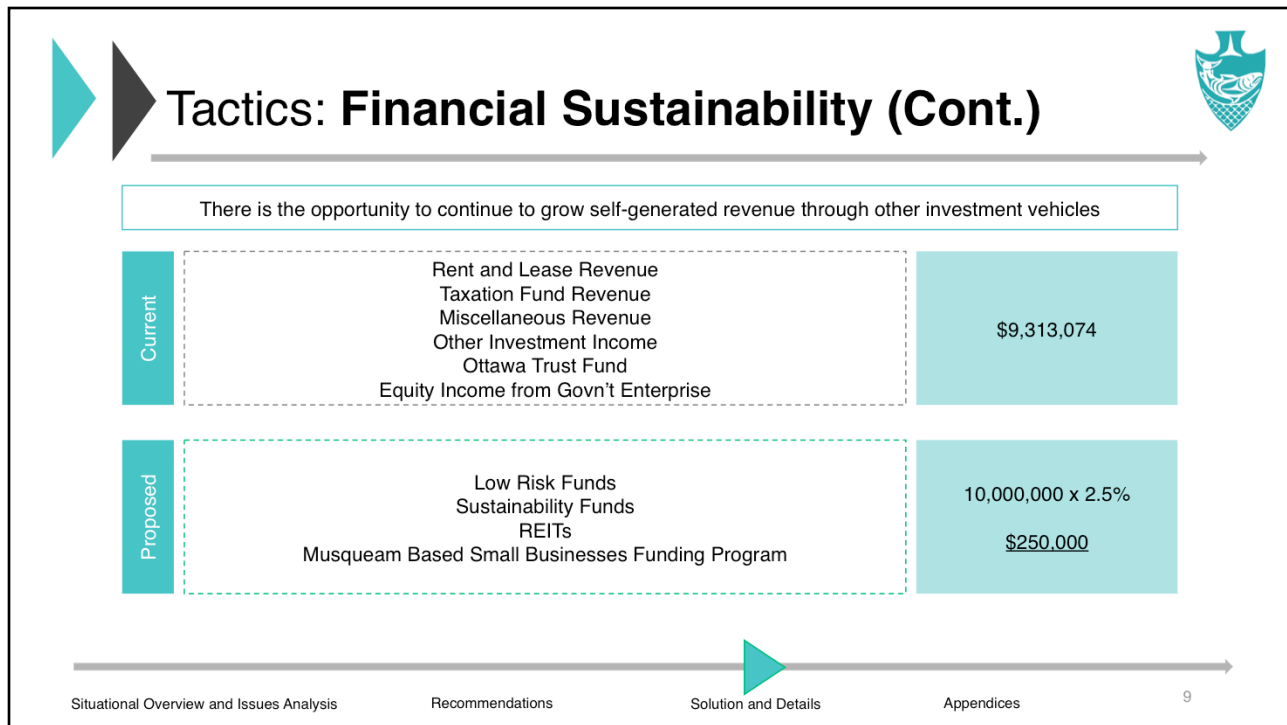
Musqueam currently has two main groups of revenue: government and self-generated:

- The government returned over \$16 million in 2014 through various government grants and programs. MCC should continue to solicit financial support from the government as it is currently a majority of their revenues.
- Self-generated revenues returned over \$9 million in 2014. These revenues mainly consist of rent and lease revenues, taxation revenue, and other.

Enhanced Revenue Structure

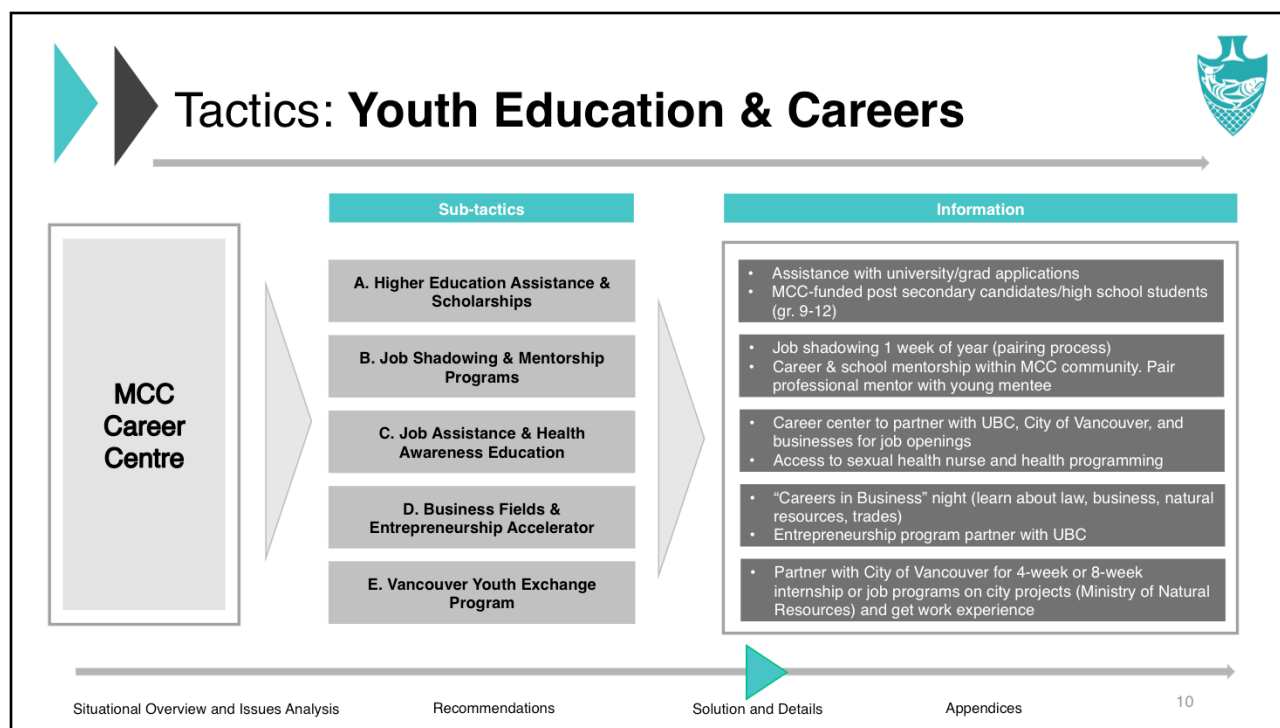
- Based on the significant level of the growing cash reserve, we propose that the MCC use a portion of this cash reserve to invest in other vehicles.
- Musqueam should continue to invest in their other self-generated revenue sources but should also look into other sources.

This approach will allow Musqueam to grow their financial sustainability to continue to invest back into the community (other value-added programming).



For financial sustainability, we propose that MCC also invest in one or a number of low risk funds, sustainability funds, real estate investment trusts, and/or Musqueam based small businesses:

- Low risk funds, sustainability funds, and real estate investment funds are solely for the purposes of gaining a return on the cash that Musqueam has.
- Investing in small Musqueam businesses is a tactic to align investment activities with some of the objectives of Musqueam. In this case, it is investing into its community members. By investing in the businesses of Musqueam, MCC will be giving the opportunity to people to build a business. This will not only allow people this opportunity, but it will also be an opportunity to invest in businesses that preserve the heritage of Musqueam. There are also various economic benefits that can emerge from an initiative like this for the Musqueam community.



The MCC Career Centre is the perfect opportunity for the MCC to bridge gaps between education, health awareness, and job support. This center will employ 1 individual at the start of this initiative to manage its programs and opportunities. This individual should have experience in career counseling and may have worked with young students before (past high school counseling experience). Some of the programs offered at the MCC Career Centre will include the following:

A. Higher education assistance & scholarships

The MCC Career Centre Manager will provide higher education assistance to prospective college and university students. This involves providing application support for graduate applications and support for currently struggling students. MCC-funded scholarships will also be offered for students hoping to go to university or another program of their choice.

B. Job shadowing & Mentorship Programs

Current Musqueam professionals can sign up to become mentors for the youth. If enough members are signed up, the youth can also sign up and will be randomly assigned to a mentor. This program will last 1-2 years per rotation and the mentor will provide the opportunity for that individual to job-shadow them for 1 week and will also provide them with regular coaching. As the program develops, the career center can venture into the Vancouver business community and ask professionals to assist with their mentorship efforts. Musqueam youth will have the opportunity to see careers being performed in real-life at a young age. As mentees graduate from this program, they can sign up to become mentors in the future.

C. Health Awareness Education

The career center will enable access to a sexual health nurse, present young people with accurate and appropriate information regarding healthy sexuality, and deliver numerous discussions on alcohol and drug consequences.

D. Business Fields & Entrepreneurship Accelerator

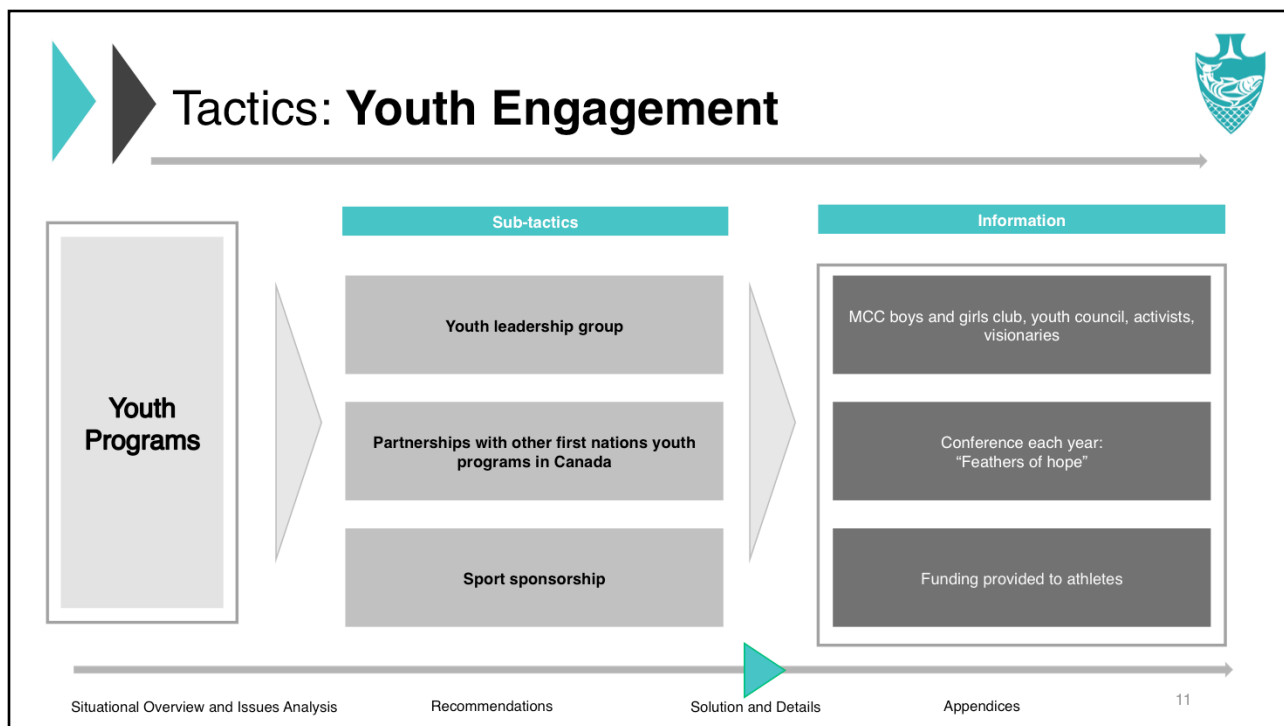
The Business Fields accelerator is the opportunity for the youth to learn about the different options available to them in the business community (finance, accounting, HR). The Career Center can ask professionals from the Vancouver business community to speak at different events hosted by the Career Centre (for example, "Careers in Law" night). This will provide networking opportunities as well as insights into what career options are available so that the youth can prepare for their future career paths at a young age.

The Entrepreneurship Accelerator program will be a combined partnership program offering with UBC or another not-for-profit entrepreneurial society (ex. Forum for Women Entrepreneurs or Vancouver Entrepreneurs), which will be an accelerated educational program for youth hoping to go into entrepreneurship. It will offer a series of workshops and courses designed to accelerate learning about businesses (how to create a business plan, marketing strategies, HR strategies, etc...). For example, the Coast Capital Savings Innovation Hub is always looking for partnership and collaboration opportunities, which could be great for the MCC. Many successful ventures come from this hub and the hub is encouraged to hire people that aren't as experienced, which is a creating shared value opportunity for the MCC.

E. Vancouver Youth Exchange Program

This sub-tactic involves the MCC pairing up with the City of Vancouver or the Ministry of Natural Resources and Forestry and providing 8-week summer internships for students. Students will receive minimum wage, get training coaching and education in for natural resources conservation, and develop personal and professional skills. This summer work program offers students with the chance to do hands-on work in natural resource management, also enabling them to understand the importance of environmental protection. They will receive work experience to apply for future jobs, keep busy so that they are not involved with drugs/alcohol and make money at the same time. This is a program that is currently heavily implemented with Ontario and Aboriginal Youth Programs.

As the MCC Career Center program grows larger, more individuals will need to be employed here to support the individuals coming through. If youth members aren't receptive, cash incentives or other prizes can be awarded for participants to attend, incentivizing more youth to come.



Musqueam has one of the fastest growing populations. This is a challenge but an opportunity as well. By building strong engagement of the youth, the community can build a strong foundation for the future of its community.

Youth Programs

A. Youth Leadership Group

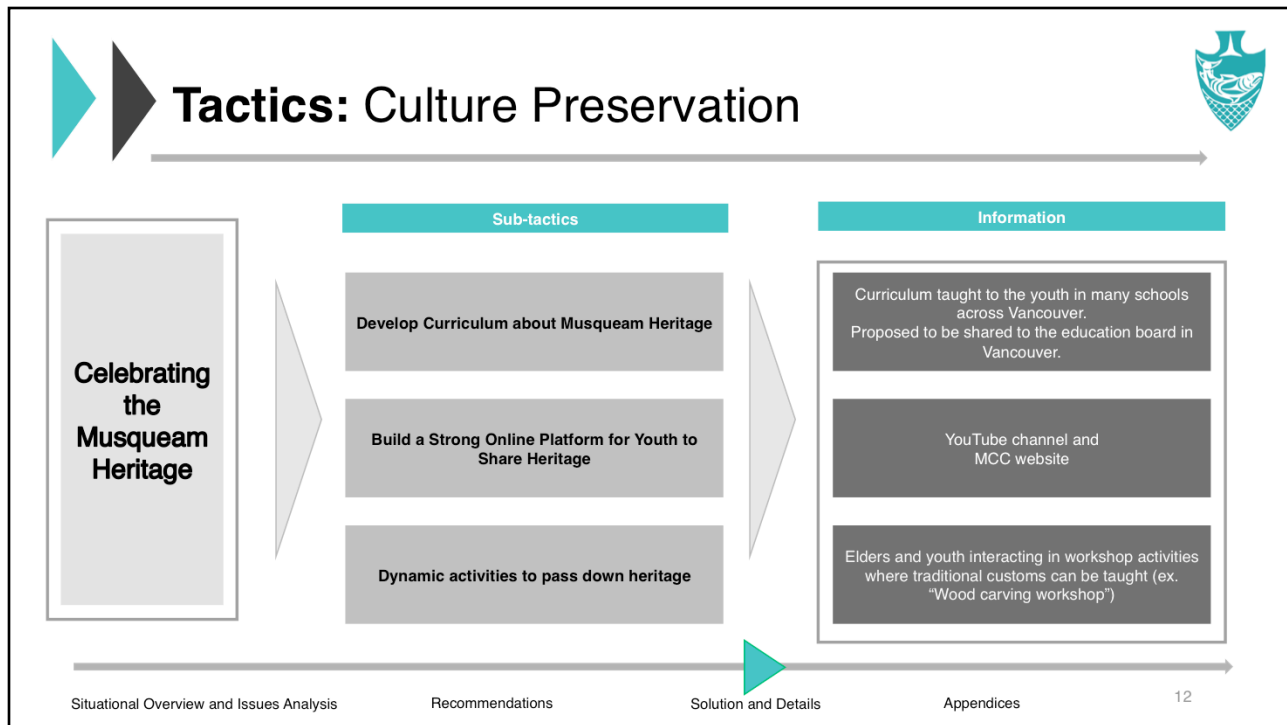
This sub-tactic involves an MCC Boys and Girls Club (5-18 years old), which will host weekly activities such as reading, playing outside, learning new skills, and surfing the web. A youth council (16 to 23 year olds) will be appointed and will meet weekly to plan activities that could improve their community. This group has the opportunity to sit on the MCC board occasionally and advise the MCC about their current projects and initiatives with the youth.

B. Partnerships with other First Nation Youth Programs in Canada

Youth Council members have the opportunity to be spokespersons of their community. This initiative also involves partnerships with other First Nations youth programs in Canada to promote leadership and initiative amongst the youth. There will be a conference held every year, rotating in different reserves, where youth feel inspired to be an active force of change in their community (addressing issue of education, jobs, etc.)

C. Sport Sponsorship

This involves the promotion of sports within the community. MCC will financially support the youth with equipment, tournament fees, and sport sponsorships.



"Celebrate Musqueam!" is an initiative that will encourage the preservation of Musqueam culture. The ways in which this can be achieved include the following:

A. Developing Curriculum about Musqueam Culture

The MCC can design a curriculum with the help of the community that teaches others about the impact of residential schools on First Nations. This content should be put together so that the future generations can honor their past. This should also be proposed to the Education Board of Vancouver to make this a subject covered in elementary and secondary schools.

B. Build a Strong Online Platform for Youth to Share Heritage

"Idle no more" is an activist campaign already initiated by First Nations. It is proven that First Nation's youth are using social media outlets. The Musqueam community can use this platform so they can connect and share their culture (ex. Facebook, YouTube, Twitter, Instagram, etc...).

C. Dynamic Activities to Pass Down Culture

- Workshops about wood carving, natural resource preservation, and fishing taught can be taught by the elders on a regular basis with incentives for youth to attend such as cash, sponsorships, or prizes.



Implementation: **Financial Analysis**



Program	Cost
MCC Career Centre	\$114,000
Youth Program	\$41,300
Celebrate Musqueam	\$22,450
Investor Fees	\$100,000

Situational Overview and Issues Analysis

Recommendations

Solution and Details

Appendices

13

This analysis breaks down the costs of our proposal for the MCC. It is evident that the recommendations provided to the MCC are feasible, and can be funded through new ways of investing as proposed in our financial solutions.

Detailed financials are included in the appendix for further reference.



Implementation: Timeline



TACTIC	KEY ACTIVITIES	TIME FRAME					
		Year 1	Year 2	Year 3	Year 4	Year 5	> Year 5
Career Center	Hire qualified career center advisors						
	Identify industry partners						
	Partner with firms in various industries						
	Skills training and development classes – planning						
	Skills training and development classes – execution						
Youth Programs	Hire facilitators/instructors/youth leaders						
	Develop youth programs						
	Marketing initiatives to raise awareness						
	Execute youth programs						
Celebrate Musqueam	Marketing initiatives to raise awareness						
	Planning of activities and celebrations						
	Execution						
Financial Stability	Identify low risk investments according to financial strategy						
	Execute investments and begin monitoring						
	Identify development alternatives for Block F						
	Resolve potential stakeholder issues						
	Identify development partners (e.g. construction firms)						
	Establish key relationships with stakeholders/hire contractors & staff						
	Begin initial construction						

Situational Overview and Issues Analysis

Recommendations

Solution and Details

Appendices

14

From the proposed timeline above, the total program will take five years to complete. Many initiatives will be extremely time-effective in terms of starting up, but will take time in becoming established especially among the youth and elders.



Risks and Mitigation



Risk	Mitigation	Severity
Financial investments are hit by low returns or a downturn in the economy	<ul style="list-style-type: none">Invest in low risk investment products and hedge investments to lower overall risk	Low
Career Center fails to achieve goals	<ul style="list-style-type: none">Proper management and oversight of the career centerEstablish strict success metricsMonitor attendance and usage on a regular basis	Medium
Youth programs have low youth turnout	<ul style="list-style-type: none">Initiate programs at a young age for Musqueam youthSolicit parental support from an early agePlace emphasis on fun and learningEstablish clear targets and success metricsStart small and expand	High
"Celebrate Musqueam" initiative fails to attract support and gain traction	<ul style="list-style-type: none">Willingness by elders to contribute to Musqueam youth cultureLeverage youth programs to encourage greater youth involvement	High

Situational Overview and Issues Analysis

Recommendations

Solution and Details

Appendices

15

There are potential risks associated with our strategy, and we have already created action plans to mitigate those risks:

Risk #1: Financial investments are hit by low returns or a downturn in the economy

Mitigation: We have anticipated the possibility of this occurring by recommending investments in low risk investment products, such as government treasuries, and also in hedging investments to lower overall risk

Risk #2: Career Center fails to achieve goals

Mitigation: Proper management and oversight of the career center can reduce the likelihood of this occurring in addition to monitoring attendance and usage on a regular basis. Additionally, establishing strict metrics to oversee the implementation of the Career Center and make constant corrections on an ongoing basis will be crucial to its success.

Risk #3: Youth programs have low youth turnout

Mitigation: It is imperative to start the youth programs at a young age and gain traction by making these programs a 'way of life' for Musqueam youth. This can be achieved by soliciting parental support in encouraging youth to attend events and place emphasis on fun while developing activities that will contribute to learning and development. Additionally, establishing clear targets and success metrics will aid in determining youth program success overall; start small and expand (build upon initial success). Generate short-term wins and sustain them for long-term returns.

Risk #4: "Celebrate Musqueam" initiative fails to attract Musqueam support and gain traction

Mitigation: Musqueam heritage, culture, and values are ingrained in the elders, and we foresee great willingness on their part to share and impart their wisdom and knowledge to the Musqueam youth. It is important to leverage youth programs to encourage more youth involvement in these celebrations (possible integration of the "Celebrate Musqueam" initiative with various youth programs).

Risk #5: Block F development comes under legal or political restriction

Mitigation: Since the land belongs to the Musqueam, and since the Musqueam are not subject to property and development laws, the Nation does not require government approval for development of its lands.



Defining Success: Metrics



Measure	Provides Solutions to these Questions	Indicators
1. Youth Engagement	<ul style="list-style-type: none"> Is the youth receptive to our initiatives? Does the youth enjoy our programming? 	Attendance = # of students attending events Satisfaction = surveys distributed at events
2. Current Financial Health	<ul style="list-style-type: none"> Are we investing in the right assets? What is our financial growth? Can we cover our debt payments? 	Investment return = (Beginning value + net additions)/(ending value) Interest coverage = EBIT/Interest Expense Current ratio = Current Assets/Current Liabilities Revenue YOY % = (Revenue 2015/Revenue 2014) -1
3. Youth Job Acceptance & Health Awareness	<ul style="list-style-type: none"> Is youth still involved with alcohol/drug abuse? How many youth are applying for jobs? How many youth are applying to college? 	Application Tracking = # applications applied for Acceptance Ratio = # successful candidates/total applied Substance Abuse Record = # violations reported
4. Community Engagement	<ul style="list-style-type: none"> Is our community engaged with us? Do they like our initiatives? 	Community Attendance = # of members attending events Member Satisfaction = surveys distributed at events
5. Project/Investment Success Criteria	<ul style="list-style-type: none"> Should we undertake this project? Is this project in line with our values? What are the net benefits of this project? 	NPV = Present value of Cost of Project – Initial Investment Return on Investment (ROI) = (Gain – Cost)/(Investment Cost) Profitability index = Present Value of Future Cash Flows/Initial Investment

Situational Overview and Issues Analysis

Recommendations

Solution and Details

Appendices

16

Metrics are crucial for any strategy's success. For this, we have developed a comprehensive balanced scorecard that includes metrics for each facet of our strategy. This balanced scorecard can be referred to in our appendix. Some of the key metrics taken from the scorecard are included below.

Youth engagement measures the level at which youth are engaging with the MCC through various initiatives. This is important to monitor through regular programs and events to know what is adding value and what isn't. This should be measured by taking attendance at different events and surveying individuals at those events. Metrics are especially important for youth programming because the youth are much more difficult to retain in programs than the general population. If programs aren't adding value, the youth will not be receptive towards future programs, which is why it's important to measure their engagement from the beginning.

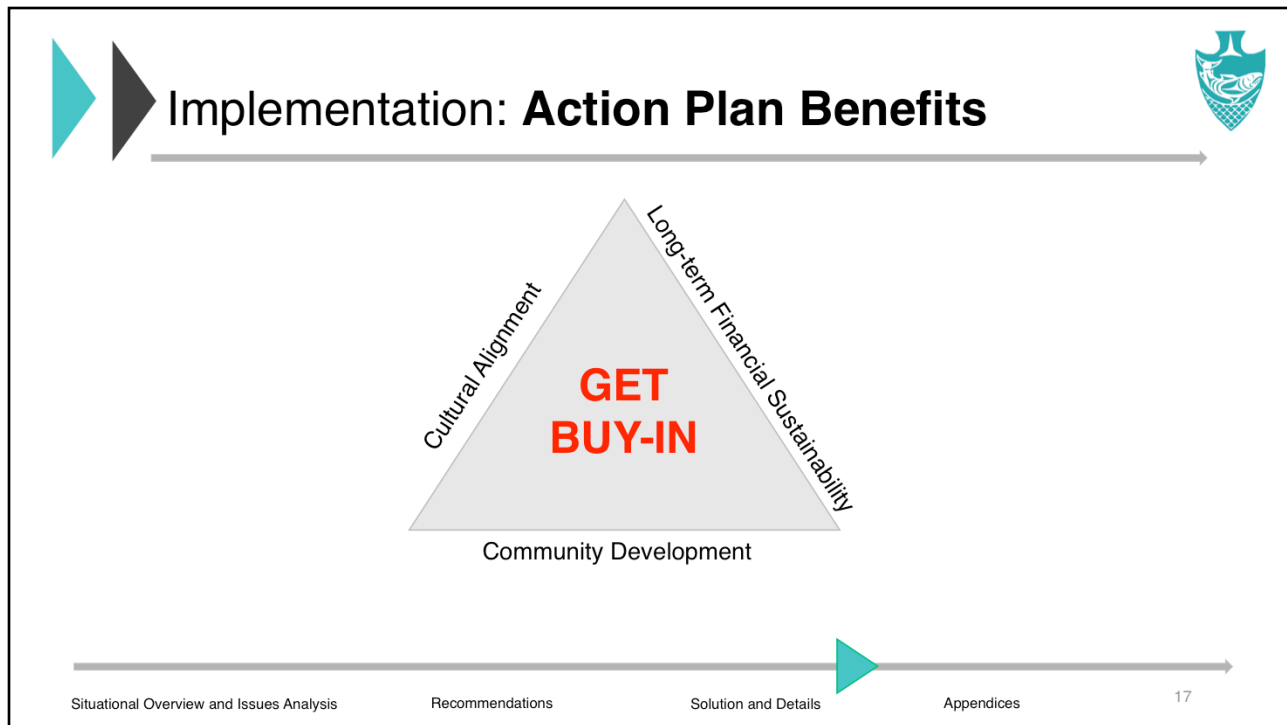
Financial ratios will measure the current financial health of the MCC by analyzing its ability to cover interest, revenue growth, working capital, liquidity, and leverage. This will enable the MCC finance team to assess how to invest in stocks/bonds and measure the performance on those strategies (through measurement of investment returns and risk).

Youth job acceptance and health awareness levels will measure the number of violations of alcohol/substance abuse reports and the number of individuals applying for jobs and being offered positions. Job success should be monitored on a regular basis and charted against high school performance and health violations to identify relationships between the different variables.

Community engagement is the level at which the general membership is engaging with the MCC through various initiatives and programs. This is important to monitor through regular programs and events to know what is adding value and what isn't. This should be measured by taking attendance at different events and surveying individuals at those events.

Project/investment success criteria will measure the success or failure rate of projects/investments, and will determine which types of projects should be taken on or avoided.

Additional metrics that could be used are further described in the appendix under "Balanced Scorecard Approach."



As we have stated, the MCC and its community as a whole are facing some threats towards financial and cultural independence through 4 main issues:

- Low community engagement & challenges in preserving culture
- No financial roadmap in terms of investments and housing
- Difficulties in providing jobs and education for youth
- Lack of community engagement and health awareness

However, with our two pronged approach of: creating financial stability for the MCC in order to sustain long-term growth and engaging and effectively communicating with the community while preserving MCC heritage, we believe that MIB will receive three MAIN benefits:

1. Cultural Alignment:

By engaging community members through the career center, youth programs, and allowing the young adults to be more involved in the community we hope that this will allow elders to teach values, morals, and Musqueam history to the youths about their culture.

2. Long-Term Financial Sustainability:

By properly developing Block F with proper housing and industrial leasing space the MIB have the potential of making a successful business venture. In addition, by investing their cash in alternative methods such as bonds, mutual funds, and stocks they can have a steady flow of cash for long-term uses in education, scholarships, and mentorship programs.

3. Community Development:

All in all, the most successful bands in Canada are ones that engage community members by allowing them to be involved and educated. We believe that by overcoming short hurdles such as education and financial self-reliance, the Musqueam Indian Band can make positive changes in the long-term, that will help not only themselves but their entire economy and brand image among others. Our hope is that they become the ideal image of a successful, integrated, and prosperous aboriginal band so that they may help other bands achieve similar success.

While we feel that our strategy is comprehensive and provides all the benefits outlined above, it is important for the rest of MCC's community to see these benefits and understand the importance of change. We feel that the following steps need to be taken by the MCC to ensure that it provides transparency to its members, creates an environment that's ready to accept change, and ensures member buy-in:

- Present the strategy to the community during a monthly dinner (last month, the dinner was held to update the community on MCC initiatives. This can be something similar)



Review/Conclusion: Overview



The Problem:

MCC is facing threats to sustaining its culture and businesses due to the following issues:

Underlying issues:

A. Low Community Engagement & Challenges in Preserving Culture

B. No financial roadmap in terms of investments & housing

C. Difficulties in providing jobs and education for youth

D. Lack of community engagement and health awareness

The Big Picture:

The proposed strategy: **"Weaving culture with business"** will enable MCC to be successful in prospering its business without trading off its culture with the assistance of these 2 tactics:

Strategies:

1. Create financial stability for the MCC in order to sustain long-term growth

2. Engage and effectively communicate with the community while preserving MCC heritage

Tactics:

1. Investment roadmap

2. Block F & Partnerships

3. MCC Career Center

4. "Celebrate Musqueam!"

5. MCC Youth Program

Situational Overview and Issues Analysis

Recommendations

Solution and Details

Appendices

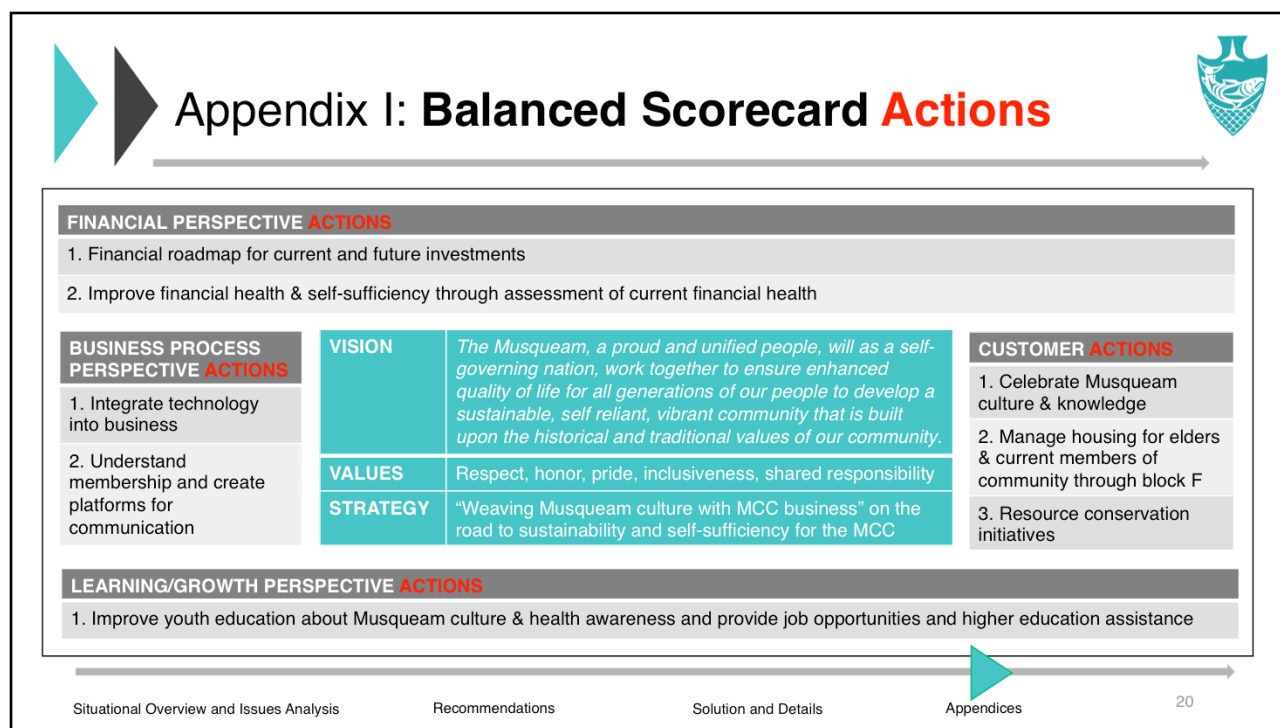
18



Conclusion



Any questions?



The figure above is a balanced scorecard that lists each strategic tactic proposed by our consulting team with a few key metrics that will assist in measuring the success rate of that tactic. This scorecard is organized into 5 different categories that have 1-2 tactics with 4-5 key metrics for each in further detail below.

FINANCIAL PERSPECTIVE

Actions:

1. Create a financial roadmap for current investments and future prospects by creating criteria for pursuit of future investments, evaluate current investments and property development, and assess success/failure of past properties and analyze success factors
2. Improve financial health and self-sufficiency through funding solutions and examination of current financial health by examining current financial statements to evaluate asset/liability health, assessing debt structure and loans status/terms, and creating tactics for increased self-sufficiency through university funding, land funding, grants, potential donations, etc...

Measures:

1. ROI, net present value, internal rate of return, benefit-cost ratio, profitability index
2. Self-sufficiency ratio with post-secondary education (\$ non-funded/contributed/ total \$), and financial ratios (current ratio, leverage, gross margin, debt ratio, interest coverage, working capital)

BUSINESS PROCESS PERSPECTIVE

Actions:

1. Integrate technology in all facets of business (marketing, engagement, finances, etc.)
2. Understand member segment & create communication plans for interaction with youth, elderly, and general membership

Measures:

1. Technology usage ratio (# of users signed up, frequency of use), time savings (cost-benefit, efficiency gains)
2. Member engagement ratio (surveys), member satisfaction (surveys), attendance

MCC MISSION: The Musqueam Nation, through transparent and accountable leadership, will assert the right to govern ourselves, for the benefit of for all generations of our people, and exercise that right by building capable governing institutions and economies that matches our culture through strong leadership.

CUSTOMER PERSPECTIVE

Actions:

1. Celebrate "traditional" Musqueam knowledge & preserve culture
2. Housing plan for elders through block F
3. Manage housing for all current members and conserve natural resources

Measures:

1. Member satisfaction (surveys), Musqueam knowledge awareness (tests/surveys)
2. Affordable housing, elders acceptance ratio, housing ratio (# elders housed/total # elders)
3. Affordability index, # housed vs. not housed

LEARNING/GROWTH PERSPECTIVE

Actions:



Appendix I cont'd: **Balanced Scorecard Metrics**



FINANCIAL PERSPECTIVE METRICS

1. ROI, net present value, internal rate of return, ROA, current ratio, interest coverage ratio
2. Profitability index, benefit-cost ratio, investment risk/return ratio

BUSINESS PROCESS PERSPECTIVE METRICS

1. Technology usage ratio (# users signed up, frequency of use), time savings
2. Member engagement ratio, member attendance & satisfaction

MISSION STATEMENT

The Musqueam Nation, through transparent and accountable leadership, will assert the right to govern ourselves, for the benefit of for all generations of our people, and exercise that right by building capable governing institutions and economies that matches our culture through strong leadership.

STRATEGY

"Weaving Musqueam culture with MCC business" on the road to sustainability and self-sufficiency for the MCC

CUSTOMER PERSPECTIVE METRICS

1. Member satisfaction and knowledge awareness ratio
2. Affordability index of housing, housing ratio (# people housed/not housed)

LEARNING/GROWTH PERSPECTIVE METRICS

1. Youth attendance, high school dropout %, job acceptance %, #applications, program satisfaction rating, # health violations, school grades

Situational Overview and Issues Analysis

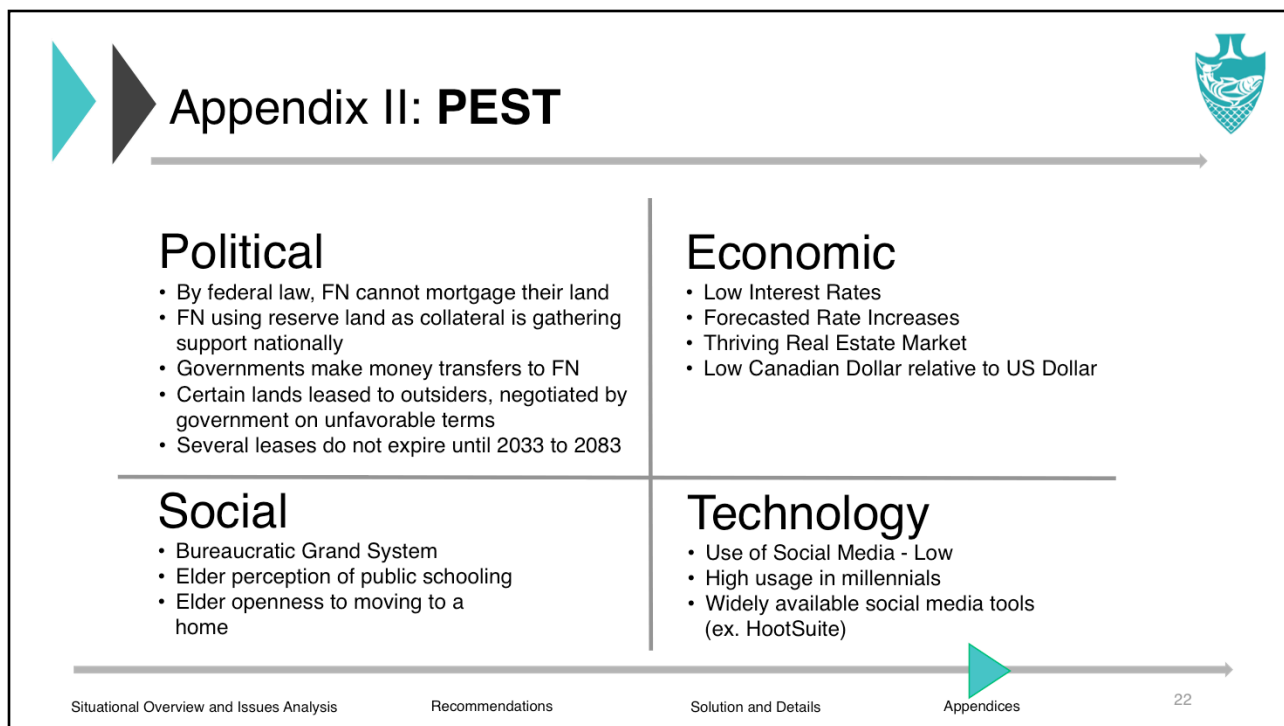
Recommendations

Solution and Details

Appendices

21

See notes from Slide 20



The figure above is a strategic “PEST” analysis which includes examination of four factors that are important to an organization’s external environment including political, economic, social, and technological factors. This is an important tool because it shows external factors that should be taken into consideration when forming a strategy or undertaking initiatives. Our consulting group analyzed the industry and current economic state of the nation to determine a well-rounded approach for the MCC. Each factor is explained in further detail below.

Political:

First Nations bands across Canada have been restricted from mortgaging their land. This represents a large barrier to development, as no collateral means no startup financing available from Canadian banks. This makes it difficult to obtain necessary funds for development and generating income from the lands that the First Nations own. However, the issue of using First Nations lands as collateral has been gaining momentum across Canada politically.

Additionally, federal and provincial governments make money transfers to First Nations bands, based on a variety of factors. These money transfers can be a valuable source of investment income for the First Nations.

Certain lands owned by the Musqueam were leased to outside stakeholders several decades ago, negotiated by the federal or provincial government and on unfavorable terms for the Musqueam Nation. A prime example of this is the Shaughnessy Golf Club, which was leased to the organization for an incremental fee, with only a 15% increase year on year. In addition, the lease was made without Musqueam support or input, thereby adding to the difficulty. The lease on the golf club does not expire until 2035, which means valuable land that can be developed out of reach of the Musqueam people.

Additional land given to the Musqueam have leases that do not expire for a long duration, such as University Golf Course, which does not expire until 2083, limiting Musqueam ability to use these lands as a means of development for financial income.

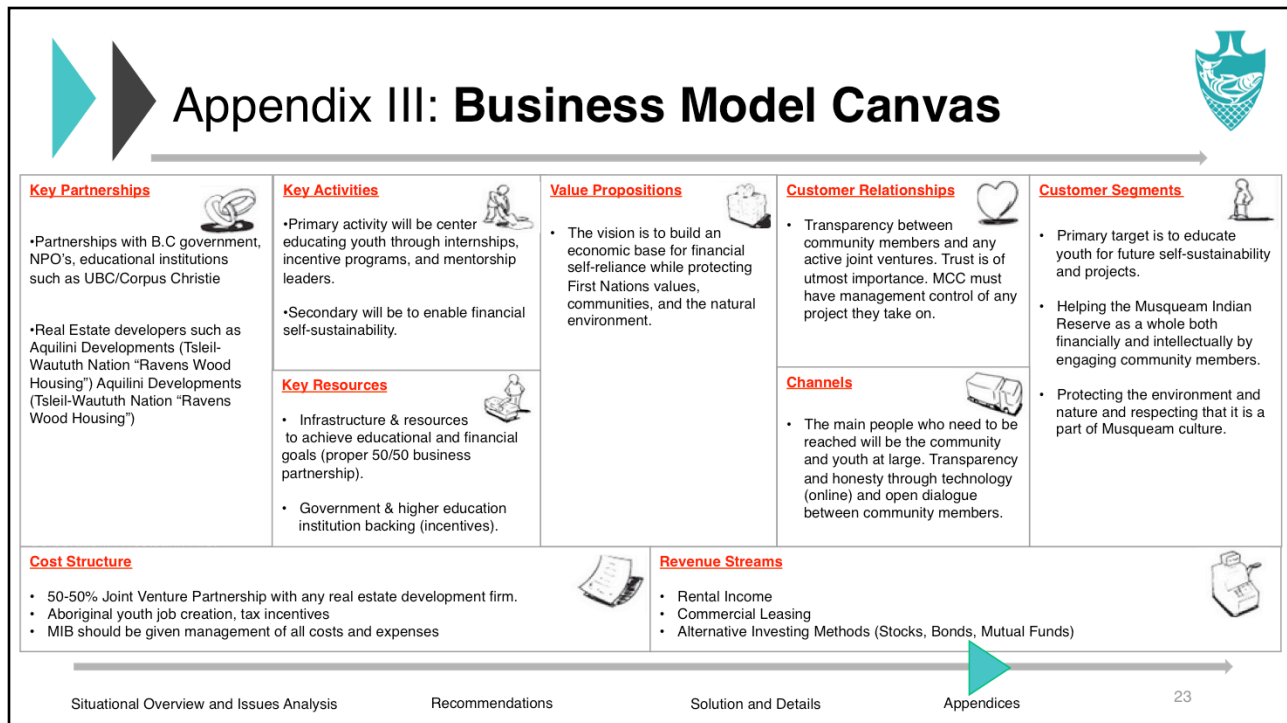
Economic

- Interest rates are currently very low which makes borrowing to start new projects very easy both from the perspective of an external party and internally
- Interest rates forecasted to increase but very uncertain future
- Real estate market will continue to thrive as foreign money continues to enter Vancouver
- Low Canadian dollar relative to US dollar

Social

- Government currently offers grants to First Nations but is a laborious bureaucratic system
- Elder perception of public schooling is negative thus teach children traditionally
- Elder openness to moving to another home (multi-unit housing) is low

Technological



The business model canvas is a strategic tool that is designed to view an organization from a holistic perspective. This tool examines an organization's revenue and cost structures, outlines its customer segments and relationships, and evaluates an organization's partners and key business activities. This tool aided the overall understanding of the MCC for our consulting group.



Appendix IV: SWOT Analysis



STRENGTHS	WEAKNESSES
1. One of the most organized bands	1. Drugs and alcohol addiction
2. Land ownership of highly coveted land	2. Residential school syndrome
3. Current developments can be very profitable	3. Resistant to change and youth feel lost
4. Talented MCC Board of Directors	4. Housing shortage
	5. Shortage of job opportunities
	6. Education is not a priority
OPPORTUNITIES	THREATS
1. Partnerships with not-for-profit organizations/educational institutions	1. Government regulations negatively impacting First Nation affairs
2. Profits to invest resources back to the community	2. Dependable community if not able to manage their resources efficiently
3. Sustainability mindset of city align with cultural values of MIB	3. "Undereducated" youth can hinder development and potential of community
	4. More vulnerable to diseases
	5. Losing Musqueam heritage and culture

Situational Overview and Issues Analysis

Recommendations

Solution and Details

Appendices

24

The SWOT is a great tool to analyze the current situation of the community. By clarifying the strengths and the weakness of the band (internal forces), our consulting team is better able to assess the best strategy to deal with opportunities and threats (external forces).



Appendix V: Detailed Costs Breakdown



Program/Initiative	Item	Cost	Comments
MCC Career Center	MCC Career Center Manager	69,000	Average market salary (60k) + 15% benefits
MCC Career Center	Program Materials	15,000	Admin supplies, handbooks, technology
MCC Career Center	Speaker Gifts	5,000	"Thank you" gifts for presenters
MCC Career Center	Facility Rentals	10,000	Room rentals for workshops and presentations
MCC Career Center	Partnerships and MCC Support	15,000	Partnership Fees with UBC & MCC employee support
MCC Career Center	Total	114,000	
Program/Initiative	Item	Cost	Comments
Youth Program	Sport Sponsorship	5,000	5 sponsorships at \$1000 each
Youth Program	Youth Council Materials	15,000	Admin supplies, handbooks, technology
Youth Program	"Feathers of Hope" Funding	15,000	Conference funding - 10 delegates at \$1500 each
Youth Program	MCC Program Facilitator Time	6,300	Cost rate (\$35) at 15 hours per month
Youth Program	Total	41,300	
Program/Initiative	Item	Cost	Comments
Celebrate Musqueam	Technology Platforms	10,000	Technology platforms, social media tools
Celebrate Musqueam	Workshops	10,000	Materials (food, facility rentals, supplies)
Celebrate Musqueam	Curriculum Design	2,450	Curriculum Designer Salary/Time (70 hours estimate)
Celebrate Musqueam	Total	22,450	
Program/Initiative	Item	Cost	Comments
Investing Activities	Fees	100,000	Brokerage Fees etc
Investing Activities	Total	100,000	
TOTAL		277,750	

Situational Overview and Issues Analysis

Recommendations

Solution and Details

Appendices

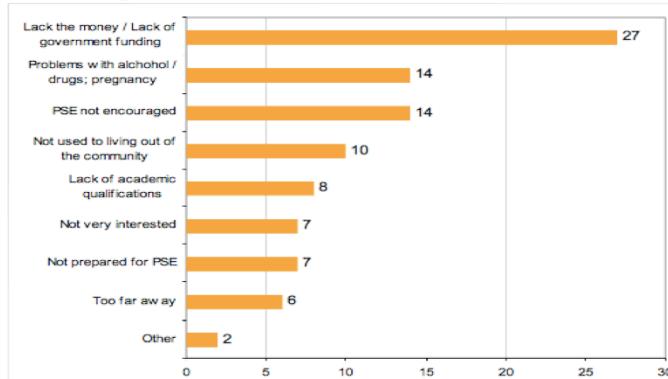
25



Appendix VI: Education Research/Stats



Figure 3: Barriers to post-secondary education as identified by First Nations living on-reserve, 2005



Source: EKOS Research Associates Inc., 2005-Wave 2

Situational Overview and Issues Analysis

Recommendations

Solution and Details

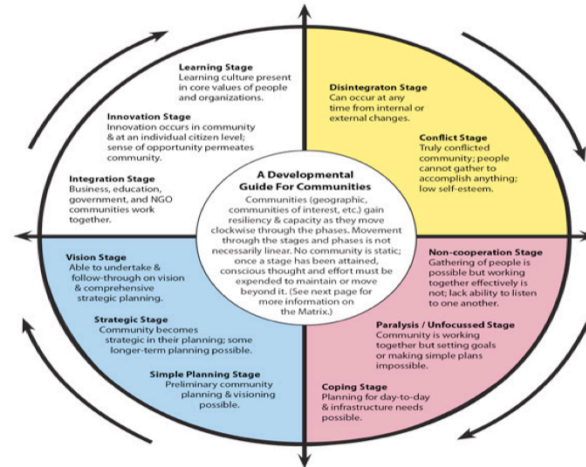
Appendices

26

Above are some statistics to help answer questions of motivation and how to address the barriers of education.



Appendix VII: Getting Member Buy-in



Situational Overview and Issues Analysis

Recommendations

Solution and Details

Appendices

27

Above is a procedure that can be adopted by the MCC to introduce our proposed change to the organization, which will ensure the highest rate of execution success.