

**FIRST NATIONS TECHNOLOGY COUNCIL THREE YEAR SOCIAL
ENTERPRISE BUSINESS PLAN**

by

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Abstract

The First Nations Technology Council began strategic repositioning as a social enterprise in 2014. This Three-Year Social Enterprise Business Plan aligns the organization's vision and social mission with the activities, operations and accountability frameworks that are required to function as a business from 2015 to 2018.

The mandate of the First Nations Technology Council is to serve all 203 First Nations communities in British Columbia in obtaining access to connected digital technologies and realizing benefit from their use. This business plan puts in place firm direction for how to achieve the mandate in a social enterprise context and gives context to the power and opportunity of digital technologies in First Nations communities.

Keywords: First Nations; Technology; Social Enterprise; British Columbia

Dedication

This paper is in acknowledgement of all those that came before me, making it possible to be an Aboriginal woman in business and technology, and to all future generations that will lead innovations that we cannot imagine today.

Most importantly this work is dedicated to First Nations people as the first innovators and designers of technology on these territories.

Acknowledgements

A sincere thank you to everyone who has supported me in my journey and who have been there every day to share kind words and encouragement, reminding me of where I come from and how fortunate I am to call you a friend.

A special thank you to the First Nations leaders from communities, organizations and businesses that have spent the time to connect and share with me, it has been a privilege to listen to you and have your words and wisdom resonate here in this paper and in my everyday work. I am honoured to walk with you.

I owe tremendous gratitude to all of my mentors who have spent a lot of time talking with me about my ideas and pointing me in the right direction. To Phillip Djwa and Peter Parrish, thank you for helping me pull ideas down from the cloud and pushing me to materialize them. To Tyrone McNeil, the Technology Council Board of Directors, Norm Leech and Sue Hanley, thank you for brining me into the Technology Council and allowing me to share in the vision. To the MBA cohort, it was amazing to share the experience with each of you. I hold close the friendships we made and times we shared.

To the Technology Council team, there was no way I could have done this without your constant support. I feel very fortunate to have a team that works so diligently and believes so strongly in taking care of one another. The countless things you did to support the development of this business plan, and me personally, are deeply appreciated. I can't wait to implement the vision together with you.

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1: The First Nations Technology Council

It is easier to predict the technology than the application of the technology; and it is easier to predict the application than its social impact. To attempt to foretell the meaning of all this in terms of human values is hardest of all.

(Rothmann & Mosmann, 1976, p. 406).

In 2002 the First Nations Summit, the Assembly of First Nations and the Union of BC Indian Chiefs passed a resolution¹ to create the First Nations Technology Council. The vision for the Technology Council continues to be to understand and predict the digital technologies available to First Nations communities, understand and support the application of those technologies and work with each First Nations community in utilizing digital technologies to advance the vision of each nation.

First Nation Summit Resolution #0602.12 Establishment of a First Nations Technology Council - The First Nations Technology Council's mandate is to develop a First Nations Technology plan for First Nations in British Columbia which will address technology issues, including: high speed internet connection; technology skills development; development of technical support. The FNTC will seek support from the federal and provincial governments to develop the First Nations Technology Plan.

As stated so timelessly and eloquently by Rothmann & Mosmann, it is not the deployment of technology that will prove a challenge for First Nations communities, it will be the application of these digital technologies in moving forward Indigenous sovereignty that will be the most challenging to predict and plan for. It was the foresight of BC's First Nations communities and leaders to see the wave of digital technologies coming to shore, and to create a Technology

¹ The First Nations Summit, Assembly of First Nations and the Union of BC Indian Chiefs passed a series of resolutions from 2002 to 2007 informing the direction of the Technology Council following the original resolution. Appendix A.

Council that has the ability to work with each community in mobilizing a provincial strategy that will ensure access to digital technologies and utilization of those technologies through key partnerships with government, industry, academic institutions and within the non-profit and social innovation communities.

The Technology Council has a dual mission that reflects an everlasting commitment to serving First Nations communities under the primary mandate. The service mission is supported by the enterprise mission, which creates a sustainable social enterprise business model. The social enterprise business model allows for the Technology Council to meet social and cultural outcomes while pursuing diversified revenue streams and program models.

First is the service mission. The Technology Council will act as a central convener between First Nations communities, First Nations organizations, government, industry, academic institutions and the social innovation community to ensure comprehensive, sustainable and appropriate technology based programs and services are developed and funded.

Second is the enterprise mission. The Technology Council will provide direct technology related services through fee for service and earned income programing that will alleviate reliance on government funded programs and grants, while continuing to advance the use of digital technologies in First Nations communities.

Today, the Technology Council is an enterprising non-profit with a track record of success in improving access to digital technologies, application of digital technologies and a network comprehensive enough to sustain future of innovation in First Nations communities. Since 2010 the Technology Council has provided industry-certified technology-based training to over 3000 First Nations individuals and provided services to over 150 of BC's First Nations communities. Building upon this success is a large multi-sector network that allows the Technology Council to advance digital technologies across communities and applications in a responsible, respectful, innovative and community-centred way. These are the four core values that have driven the Technology Council's successes to date, maximized the value brought to communities and differentiated the council's work from that of other organizations.

A responsible approach to advancing digital technologies in First Nations communities requires planning for alignment and control of technologies within communities. The Technology Council has executed years of due diligence in meeting with communities, analysing data and iterating solutions that will provide any community with scalable and sustainable solutions. It is important to give thought to how access to digital technologies and use of digital technologies

will range dramatically in parallel with the size, geographic location and accessibility of each unique community. This dramatic range of diversity means that there will not be a single solution for all communities. That is precisely why the Technology Council is working to lead the Community Technology Planning Process as a provincial initiative that will support each unique community with any range of activities including using connected technologies in the advancement of language, culture, education, health care, land and marine stewardship, legal matters and economic development.

The Technology Council respects that First Nations people have used technology since time immemorial and are the original innovators on these territories. That means that the Technology Council's role is to support communities as these innovations and technologies become increasingly more digital, connected and powerful. Of critical importance is First Nations determination of how digital technologies will be chosen and implemented. Effective use of technology has many positive tangible and intangible outputs, and the Technology Council is positioned to facilitate the development of digital ecosystems that are balanced in approach, harmonious with First Nations values and goals and sustainable in operational and growth strategy.

Innovative and community-centred design is at the heart of the Technology Council's strategy and approach. There are two ways of looking at the meaning of innovation and community-centred design in this context. These two focus areas are not separate. The purpose of thinking of them in isolation is because the outputs are working toward two different goals. One is to examine the ways in which digital technologies transform the community internally and the other is to consider the external impact and the potential social change that broader society will be shaped by, through authentic representation of Indigenous people in an online environment,

Internal to the community, tangible outcomes in utilizing technologies are evident in conducting community business. Leadership, operational and administrative groups experience a strengthening in capacity and ability. The Technology Council conducts comprehensive network and digital skills assessments through the Community Technology Planning process and works with each community to align current capacity with the vision. In every instance, the outcome of incorporating the right technologies and building the right capacities, results in improved effectiveness, efficiency and more sustainable business practices, across departments, programs and interest groups.

External to the community is the broad impact connected technologies are having on First Nations ability to facilitate a transfer of power from the state to the community. Particularly in the

examples of control over information and media, instances of technological platforms supporting First Nations positions, movements and direct calls to action, are now pervasive. Globally, connected technologies have played a central role in drawing the public's attention to matters of social justice and have allowed for significant strides in building awareness of international issues and in gaining support. These trends are showing that the fulcrum of any social justice movement this complex in a highly connected world is the strategic utilization of digital technologies. A local and contemporary example is the mobilization of thousands of individuals during Idle No More. The movement built significant momentum through the strategic use of social media networks, which allowed a small group of women to rally thousands of people across the country to stand together for indigenous sovereignty and indigenous rights. Because of technology, individuals and grassroots movements have an increasing level of power and influence, especially in the media. As a result an increased number of Canadian and global citizens are now aware of the position of Canada's Indigenous people and have gained a greater understanding of contemporary issues rooted in a long history of colonization and oppression.

The Technology Council has built a specific stream of programming to support First Nations people in strengthening the skills necessary to have a strong online presence and voice. The Technology Council's approach ensures the right technologies are in the hands of people ready to add their voice to the national narrative, as it is critical that digital technologies be advanced to ensure continued sharing of raw, unedited, uncensored opinions and positions.

The well-articulated vision, mission and guiding principles provide both a north star for the organization and a clear set of values that inform daily operations and the way in which it is expected that the organization engages and performs. Every two years the Technology Council Board of Directors and executive staff review the strategic plan and go through the process of determining if these foundational statements continue to be in line with what communities are communicating. Between 2002 and 2015 there has been exponential change in digital technologies and the way in which the world interacts and relies on digital technologies. The First Technology Council has stayed true to the intent of the original mandates and as stated above, has put significant effort into strategic renewal exercises that keep the programs, services and overall approach current, relevant and of maximum value to First Nations communities.

The original mandates from 2002 are operationalized as the four pillars of the organization. The Technology Council aligns all programs and services to achieve the original intent of the organization, while taking into account current technologies and opportunities.

Table 1 - First Nations Technology Council Four Pillars

Connectivity	Support the acquisition, improvement and sustainability of high-speed internet connectivity.
Digital Skills Development	Create opportunities for comprehensive digital skills development that support First Nations individuals and communities in benefitting fully from the use of digital technologies
Technical Services and Support	Increase access to technical services and supports that are sustainable and reliable
Integrated Information Management	Improve access to, and development of, integrated information management systems that meet a unique set of First Nations requirements

This three-year business plan provides a detailed look at how the Technology Council plans to provide leadership, support and resources to BC’s First Nations communities as the advancement of digital technologies becomes more rapid and more critical. As stated at the outset, the vision for the Technology Council is to understand and predict the digital technologies available to First Nations communities, understand and support the application of those technologies and work with each First Nations community in utilizing digital technologies to advance the vision of each nation, and as Rothmann and Mosman (1972) articulate, to attempt to understand the intersection of digital technologies and First Nations values.

The business plan does this by introducing the reader to the data available on First Nations people and communities in BC to give context to the scale and scope of the vision. From there, a theory of change methodology is applied to draw direct lines between the vision of the Technology Council and the activities that are necessary to achieve the vision. The activities are then articulated within the Technology Council’s business model, which is followed by a high-level operational and financial plan that explains the Technology Council’s unique position to execute a well-informed, comprehensive and viable provincial plan for leading the advancement of digital technologies in First Nations communities.

2: Opportunity Scale and Scope for Creating Shared Value

Thinking of First Nations Communities as a “market” is not in line with the Technology Council’s values nor does it fit into the relationship development model discussed in Section 6.7. For those primary reasons, when examining the available data regarding First Nations people in British Columbia, the plan does not describe a market. It describes First Nations communities and individuals as owners of an organization that creates social impact. This means that all value derived from any work led by the Technology Council is for the direct benefit of First Nations people and communities. In this way, any partner from any sector is thought of as a social impact buyer, as opposed to a funder. As stated by Michael Porter in the Harvard Business Review article about shared value from 2011², shared value is a powerful way to create economic value, the right way. Following a shared value strategy means that the Technology Council considers the ways in which the business can create value for First Nations communities through its business activities. The Technology Council also provides value by convening social impact buyers with social impact consumers. This changes the way of thinking from focussing on obtaining and controlling resources, common to typical business models, to expanding resources and creating more opportunity for the 203 First Nations in communities.

To get started, Table 2 - Canadian 2006 Census Aboriginal Identity Demographics, shows the most current available data regarding the Aboriginal population of Canada. These figures are meant to give broad context regarding the Aboriginal population, as data from 2006 is somewhat dated in 2015. Also as a caveat, there are numerous issues with the way in which data regarding Aboriginal people is both collected and represented in the census process. However, it is of importance to work with the available data to at least identify trends in where Aboriginal people are residing, working, going to school, and to determine if any of this may be related to access to connected technologies and the ability to utilize digital technologies in personal, professional and academic pursuits. These trends have significant bearing on the achievement of the Technology Council vision. These trends also give weight to the necessity for the Technology Council to lead key research initiatives to begin gathering and benchmarking data that will

² Michael Porter and Mark Kranmer discuss “Creating Shared Value” in an interview with Harvard Business Review. 2011.

support communities and government in future planning and investment for the development of information communication technologies.

Table 2 - Canadian 2006 Census Aboriginal Identity Demographics

Table: Aboriginal identity population by age groups, median age and sex, 2006 counts for both sexes, for Canada, provinces and territories - 20% sample data						
Geographic name	Total population	Aboriginal identity population¹	North American Indian	Métis	Inuit	Non-aboriginal identity population
Canada	31,241,030	1,172,785	698,025	389,780	50,480	30,068,240
Newfoundland and Labrador	500,610	23,455	7,765	6,470	4,715	477,160
Prince Edward Island	134,205	1,730	1,225	385	30	132,475
Nova Scotia	903,090	24,175	15,240	7,680	325	878,920
New Brunswick	719,650	17,650	12,385	4,270	185	701,995
Quebec	7,435,905	108,425	65,085	27,980	10,950	7,327,475
Ontario	12,028,895	242,495	158,395	73,605	2,035	11,786,405
Manitoba	1,133,515	175,395	100,640	71,805	565	958,115
Saskatchewan	953,850	141,890	91,400	48,120	215	811,960
Alberta	3,256,355	188,365	97,275	85,495	1,610	3,067,990
British Columbia	4,074,385	196,075	129,580	59,445	795	3,878,310
Yukon Territory	30,190	7,580	6,280	800	255	22,615
Northwest Territories	41,060	20,635	12,640	3,580	4,160	20,420
Nunavut	29,325	24,915	100	130	24,635	4,405

A total of 1,172,785 people identified themselves as an Aboriginal person, that is, North American Indian (referred to as First Nations in this document), Métis or Inuit in the 2006 Census of Population. 196,075 of which reside in British Columbia.

In examining the make up of British Columbia's residence in terms of age, the 2006 census reveals that British Columbia has the oldest population in Canada with 14.6% of its population 65 years or older. People under the age of 15 made up only 16.5% of the population, speaking to trends in lower birth rates for the population at large.

Contrast this with the First Nations population, which is vastly younger than the non-Aboriginal population. With a median age of 25 as opposed to 40 for the non-Aboriginal population, and with most residing in Canada's western provinces, it can be concluded that the

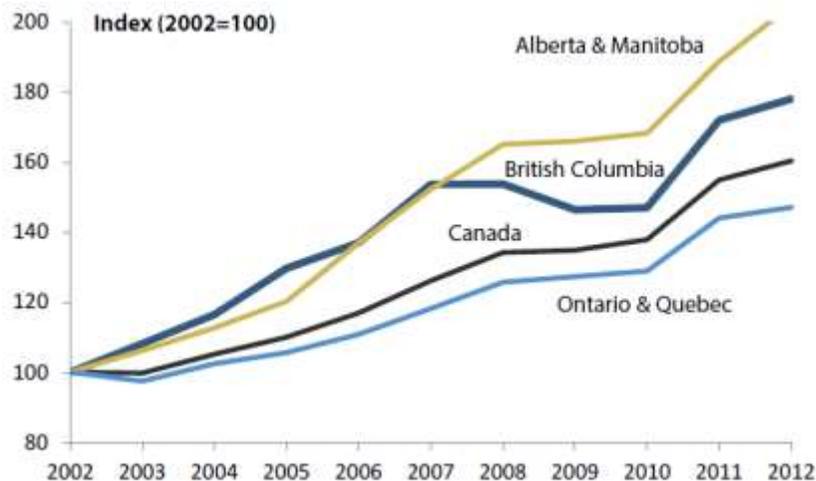
Aboriginal population is much different from the non-Aboriginal in that it is young and quickly growing. That means that there is significant opportunity for British Columbia's young Aboriginal people to replace an aging work force that is affected by accelerated retirements and new opportunities that require digital literacy.

Along those same lines, a considerable percentage of the young and growing population are living in their communities. The national census data showed about one-third (34%) of people living in their community were aged 14 and under. This is particularly interesting when considering the advancement of digital technologies in First Nations communities and who will need to build digital skills to ensure communities realize the economic, education, health and cultural related benefits that digital technologies can provide.

There are an increasing number of Aboriginal people also living in urban centres. In 2006, 54% of Aboriginal people lived in an urban centre. In British Columbia this equated to 40,310 Aboriginal people living in Vancouver, of which 50% were First Nations. In total a 4% increase since 1996. In British Columbia many of the 203 First Nations communities are located in remote and isolated locations far from a city or metropolis. Although there is no official study that speaks directly to this, the challenge of obtaining an education to gain meaningful and well-compensated employment is often spoken about as a primary reason young First Nations talent is drawn out of the community. Of significance is how digital technologies will reshape the community and opportunities within as the potential for staying in the community and achieving personal and community ambitions are becoming more tangible. Examples can be seen in organizations like the First Nations Education Steering Committee leading initiatives like Connected Classrooms, the First Nations Health Authority bringing e-health solutions and strategies into communities and the opportunity a high-speed connection to the internet can bring in terms of e-commerce and new business potential that is now coming available.

One example is the British Columbia's technology sector, which climbed to 3.4% of British Columbia's gross domestic product (GDP) in 2012, marking the third consecutive year of growth as reported in the *Profile of the British Columbia High Technology Sector: 14th Edition*. The technology sector in British Columbia is growing and the province is home to high technology clusters in digital media and biotechnology that are among the best in the world. Since 2002, high technology revenues have significantly outpaced overall Canadian technology revenue growth. British Columbia has been among the top provincial performers in terms of growth in high technology revenues over the last decade (See figure 1).

Figure 1- Canada's Provincial Performance in Technology Revenues - Profile of the British Columbia High Technology Sector: 2013 Edition



It is common in 2015 to think primarily of jobs available to First Nations through the growing resource development sector. However, as stated from the beginning, the Technology Council plays a significant and mandated role in thinking ahead to possibilities for First Nations people in new job markets based on digital technologies. The technology sector is a key example as it offers more highly paid and skilled careers and employs more people than mining, oil and gas, and forestry sectors combined³. A primary focus of the Technology Council's Aboriginal Leaders of Tomorrow initiative is to ladder people into these new job markets and help prepare youth to participate in a knowledge-based economy with the option to do business from their home community.

All of this is made possible by high-speed connectivity. In terms of connectivity statistics, the Pathways to Technology project led by the All Nations Trust Company reported that in 2015, 95% of British Columbia's First Nations communities receive broadband Internet services (1500+ kbps) meaning that by that definition, 190 communities are connected to broadband with 13 communities remaining to be connected⁴. Once connectivity is achieved, many communities are challenged to put in place a sustainability plan for the network, obtain resources to build the subsequent hardware and software solutions out, connect individual homes and put the policies, procedures and vision together for the full utilization of the connection. This

³ As reported in the: *Profile of the British Columbia High Technology Sector: 2013 Edition*. Prepared for the Ministry of Technology, Innovation and Citizen's Services in June, 2015.

⁴ These statistics were shared at a 2015 Pathways to Technology Strategic Planning Session in a document called: *Pathways to Technology: First Nations Connectivity By The Numbers*.

is the key offering of the Community Technology Planning process offered by the Technology Council in partnership with the All Nations Trust Company, through the Pathways to Technology Steering Committee.

In conclusion, available data demonstrates that there is a significant opportunity for First Nations communities, individuals, industry and government in seeing through the connection of First Nations communities and adequate resourcing for digital skills capacity development that will ensure First Nations people are utilizing digital technologies for the advancement of personal, professional and academic progress. The population is young and growing, in a job workforce that is aging and in need of innovation and creativity. The plan that the Technology Council has put in place will create significant shared value. The socio-economic gap will be better addressed through a comprehensive and collaborative plan to build First Nations capacity to sustainably utilize digital technologies; while at the same time, the plan will support government and industry to exploit the opportunities and realize the benefits yet to be fully appreciated through a connected and digitally savvy First Nations population.

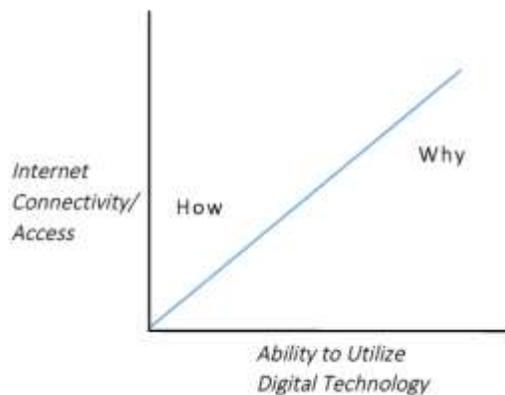
3: Theory of Change – Digital Technologies in Communities

The Technology Council is one of many important organizations that will play a role in achieving the goal of all First Nations communities benefitting from a high-speed connection that will advance the unique goals and interests of each nation. The unique position of the Technology Council is its role as a convener of the many parties that must be included to realise this vision and as a direct support to the communities in navigating the digital path.

As discussed in Opportunity Scale and Scope for Creating Shared Value, there is progress being made in the number of communities being connected. The Technology Council does not hold any funding for this activity but plays a central role in providing information that supports First Nations in understanding all the aspects of connectivity and in making informed decisions related to acquiring and maintaining connectivity. More to this point, the focus of the Technology Council is to operate beyond the question of *how* to connect all communities. The value the Technology Council provides is informing the question *why*.

To demonstrate this point, recognize in Figure 2 that there are two interconnected outcomes at play when considering the implementation of digital technologies in First Nations communities.

Figure 2- The How and Why of Digital Technologies



The business of connecting communities can be understood as the “How” axis. Once connectivity is achieved and a capacity for greater use of digital technologies is in place, the

ability to utilize those technologies to the fullest expands possibility, articulating the “why”. In this example, the more we know about “how”, the deeper we want to understand “why”. First Nations history on this territory, the impact of colonization and the mindful way we must approach the increasing number of intersections between First Nations communities and the digital world must remain broad considerations as the advancement and implementation of digital technologies move forward and become increasingly more prevalent. Thus it is crucial that First Nations communities in British Columbia drive the implementation of digital technologies to avoid allowing any other group or interest base to determine what is best or how these tools will be used.

There are a number of technologies, applications, programs and partnerships at play when thinking about *how*, *why* and toward what *impact*. As a central, convening organization the Technology Council has employed a theory of change methodology⁵ to articulate and map out the preconditions necessary to achieve the ultimate social change desired when the resolutions were passed to create the Technology Council. This methodology was chosen to provide clarity in organizing the complex number of partners, interests and resources at play when determining a collaborative and provincial approach to supporting First Nations communities in accessing and developing digital technology capacity.

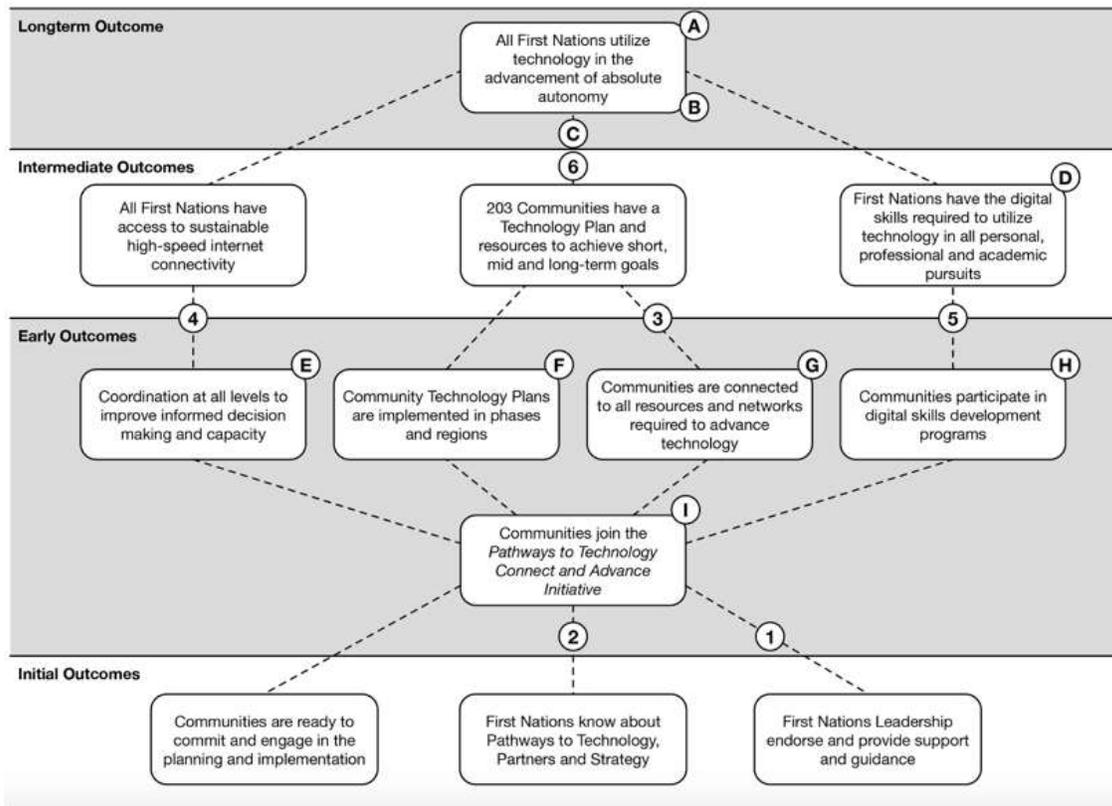
The theory of change starts from the ultimate goal of First Nations people and communities having access to digital technologies and the ability to fully utilize technology, toward the advancement of Aboriginal rights and title and ultimate autonomy. It then works backward to determine the preconditions necessary to achieve this outcome while carefully considering the assumptions necessary in predicting cause and effect.

The First Nations Technology Council recognizes that there are a number of partners required to address both the commercial and social impact needed to achieve each pre-condition. A list of these partners and the areas in which they intersect with the advancement of digital technologies in First Nations communities can be found later in the business model, section 6.6.

Of significant importance is the emphasis on the Pathways to Technology Program. This model places the well-established program at the centre of the theory of change as the lead, with the First Nations Technology Council as the lead delivery agency.

⁵ The Center for Theory of Change describes the methodology as one that “defines all building blocks required to bring about a given long-term goal. This set of connected building blocks-interchangeably referred to as outcomes, results, accomplishments, or preconditions is depicted on a map known as a pathway of change/change framework, which is a graphic representation of the change process.”

Figure 3 - Theory of Change Model, Digital Technologies and First Nations



The Theory of Change model includes assumptions about the first outcomes, early outcomes, intermediate outcomes and long term outcome. These are demonstrated to show clearly where the assumptions are, leaving room for further conversation and future adaptation as these assumptions are either proven or disproven.

Also included in the model are a number of “interventions” that the Technology Council has planned to complete, in-line with the activities of the organization and in partnership with the All Nations Trust Company’s Pathways to Technology Project as well as with other impact partners in various capacities.

Assumptions

- A. All 203 First Nations communities and individuals ultimately desire autonomy.

- B. All 203 First Nations communities wish to integrate digital technologies in the myriad of ways required to achieve equitable access and utilization of technology to the fullest potential.
- C. Community Technology Plans are resourced and have ongoing support well through the development and implementation stages.
- D. First Nations people will have personal access to reliable hardware and software that is connected to the web.
- E. All partners and funders are committed to the vision and play an active role in executing the vision
- F. Adequate resources are in place to roll out three phases of Community Technology Planning
- G. The right partners are officially partnered with the project and committed to being a meaningful part of the network.
- H. Individuals have the support and soft skills necessary gain full benefit from digital skills training
- I. Pathways to Technology Project and Steering Committee resolve to work together in the implementation of the plan and vision under the new initiative, *Pathways To Technology Connect and Advance*.

Interventions

1. The Technology Council, in partnership with the Pathways to Technology project, to develop a collaborative strategy for provincial roll out within a well-defined scope of roles and responsibilities and with all necessary partners.
2. A marketing plan is put together that informs all communities of the initiative, taking advantage of the Technology Council's large social media and online network.
3. Communities joining the initiative receive access to a comprehensive network of experts in connectivity, capacity building and service providers.
4. Partners and communities come together at regional technology think tanks to discuss the advancement of digital technologies and the needs of First Nations.
5. The Technology Council implements it's long-term capacity plan in partnership with Community Technology Planning.

6. The Technology takes a lead role in gathering data, analyzing outcomes, producing reports and supporting future development through the building of baseline and incremental change data.

4: First Nations Technology Council Business Model

The Technology Council business model demonstrates the organization's ability to take past experience, current data, innovative methodologies and a socially responsible business approach to achieve 203 connected communities, fully utilizing digital technologies.

The business model follows a simple layout that explains concisely the Technology Council's value and innovation strategy for realising value. It then details where the Technology Council provides direct programs and services, what those activities look like, and the resources and partners required to implement them fully. These activities are recognized as being in parallel with the other initiatives required, outside of the Technology Council's scope, as seen in the theory of change model. The business model concludes with a high-level explanation of the Technology Council's innovative communications strategy, highly scalable operational model and a financial plan that demonstrates sound planning, a commitment to a lean, socially responsible organization and an important shared value proposition for industry and government as social impact buyers.

4.1 Value Proposition

As an enterprising non-profit with a social licence to operate from all 203 First Nations communities in British Columbia, The Technology Council provides all communities and all partners with a central hub for learning about and advancing connected digital technologies. With a large network across sectors, the Technology Council is the only organization that is coordinating a provincial approach that ensures each community has a unique technology plan, access to important technology sector networks, economies of scale procurement, affordable technical support solutions, and access to digital skills development opportunities in line with each community's specific vision.

The Technology Council is an important resource to all First Nations communities. As a trusted source of unbiased information and support services, the Technology Council offers a broad range of expertise, opening the door to opportunities that support beyond the *how* of technology and into the *why*.

4.2 Innovation Strategy

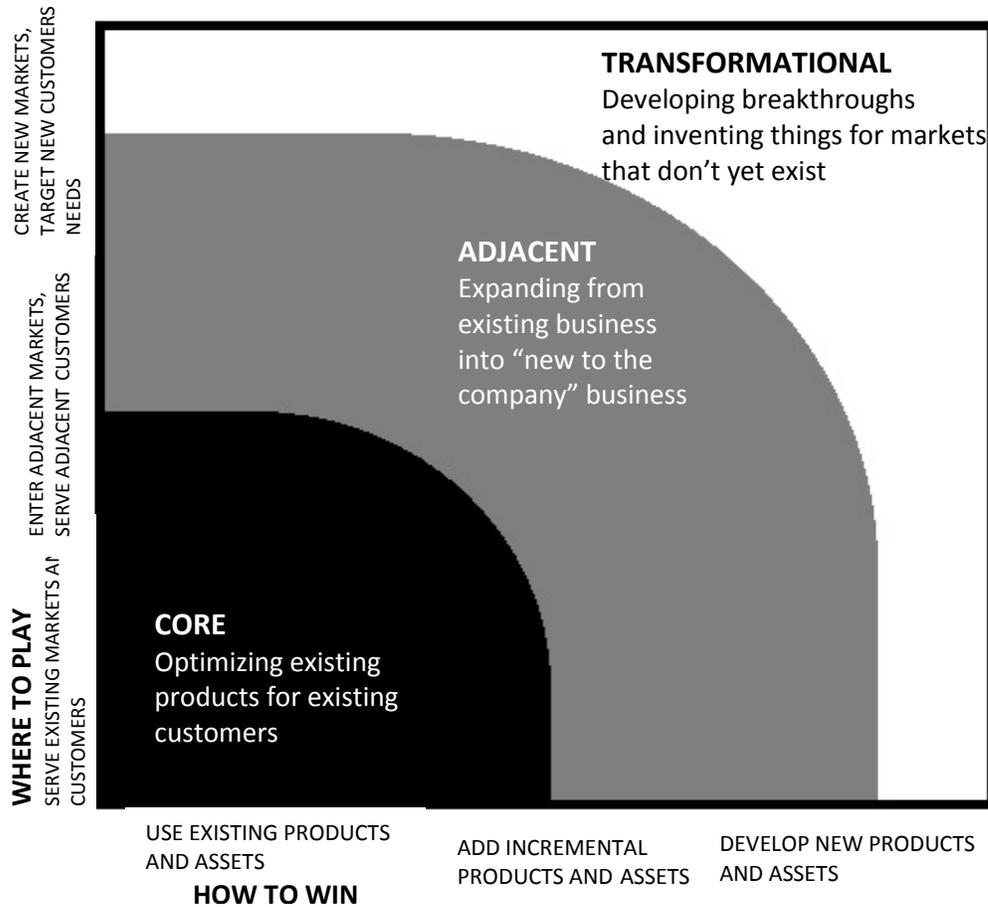
The Technology Council plays a central role in driving technology related innovation in First Nations communities. As such, a comprehensive innovation strategy is in place to ensure that adequate resources are directed to the core, adjacent and transformational projects that are in place and on the horizon.

In 2014 the Technology Council underwent a strategic renewal process and determined that a priority in coming years will be to diligently hone the innovation strategy and ensure a balance between delivering on core services and managing complex innovation. One key finding from the Harvard Business Review in an article called “Managing Your Innovation Portfolio”, revealed a complimentary framework and rationale for the way the innovation strategy is stated and implemented at the Technology Council.

The companies we’ve found to have the strongest innovation track records can articulate a clear innovation ambition; have struck the right balance of core, adjacent, and transformation initiatives across the enterprise; and have put in place the tools and capabilities to manage those various initiatives as parts of an integrated whole. Rather than hoping that their future will emerge from a collection of ad hoc, stand-alone efforts that compete with one another for time, money, attention, and prestige, they manage for total innovation (Nagji and Tuff, 2012).

To foster transformative innovation, the Technology Council’s activities are broken down further into core, adjacent and transformative activities, allowing for the strategic allocation of resources and a framework for decision-making and evaluation within programs. To keep innovation advancing, projects and initiatives that prove successful at the transformational realm are moved into the adjacent realm (Figure 4, below), solidifying new business lines to a core program. Success at this level results in pulling in further and becoming a core function of the business.

Figure 4 – Managing Your Innovation Portfolio – Harvard Business Review 2012 (Recreated)



4.3 Activities – Core, Adjacent and Transformational

As an enterprising non-profit in the technology sector, it is important to recognize that the Technology Council is allocating time, effort and resources to successfully implement the innovation strategy, articulated above. Companies in the technology sector spend an increased amount of energy thinking ahead to what is on the horizon to be potentially pulled into the core services and beyond to breakthrough concepts, as in comparison to activities that are already core or adjacent. Since 2012 the Technology Council has worked diligently to develop a suite of core services primarily in local technology training and certification services and also in the development of an online capacity development tool called the First Nations Knowledge

Network⁶. Moving forward, the Technology Council will dedicate more resources to transformative activities such as community technology planning, laddered digital skills development programs with academic and industry partners, and targeted research projects that provide new data on the impact of digital technologies in First Nations communities. These activities allow the Technology Council to get out front of new opportunities for First Nations in the technology sector and to fully implement the innovation strategy that will allow the Technology Council to “lead the advancement of digital technologies in First Nations communities” as the vision statement commits to.

In the same article titled “Managing Your Innovation Portfolio,” the author draws attention to the actual amount of effort that an innovative mid-stage technology firm would allocate to core, adjacent and transformational activities: 45% core, 40% adjacent and 15% transformational.

The activity table below shows how the Technology Council falls in line with this measure that fosters the most innovation through the right percentage of programming and subsequent resourcing. The Technology Council’s programs and resources are allocated at 40% core, 44% adjacent and 16% transformational. This measurement is of the number of programs in each area and the human and financial resources allocated.

⁶ The First Nations in British Columbia Knowledge Network is a collaborative online space built on a Drupal platform. It can be found at www.fnbc.info.

Activity	Strategic Position
Capacity Development Initiatives	
Interest Based Learning	Core
Technician Training	Core
User Skills Development	Core
Digital Skills Toward Employment Programs	Core
Annual Technology Conference	Adjacent
Aboriginal Leaders of Tomorrow Initiative	Transformational
First Nations Knowledge Network	
Shared Tools, Resources and Networks	Core
Social Media Networking	Core
Job Posting	Core
Advertising	Core
Topic Spotlight Partnerships	Adjacent
Community Technology Planning	
Network and Capacity Assessment	Core
Tech Visioning Exercises	Adjacent
Community Engagement	Adjacent
Identifying Projects	Adjacent
Budgeting and Sustainability Strategy	Adjacent
Human and Financial Resource Development	Adjacent
Technology Implementation	Adjacent
Annual Assessment on Key Performance Indicators and the Impact of Technologies in the Community	Transformational
Research and Development	
Lead research and literature development on the use of digital technologies in First Nations Communities	Transformational
Lead research and literature development on the inclusion of Aboriginal people in BC's Technology Sector	Transformational

4.4 Key Activity Descriptions

4.4.1 Capacity Development Initiatives

All capacity development initiatives are available to all First Nations on and off reserve. Although some programs are designed to be delivered in community over several days, all programs are easily adapted to meet the needs of any group. Programs are unique not only in their delivery model, but also because of the way in which learning opportunities are presented. All examples and teaching methodologies are uniquely First Nations and pay attention to the needs of the participant. The Technology Council has delivered training to over 3000 First Nations individuals, in over 100 communities as of April, 2015.

Interest Based Learning Workshops are designed for everyone in the community to participate. These workshops take a special approach to digital skills development. They are fun, interactive and extremely practical. Workshops range in duration and cover topics such as Digital Scrap Booking, Working With iMovie and Social Media Basics to Advanced. These workshops often provide those with a fear or distrust in technology to see value in a personally interesting way.

Certified Technician Training Programs develop skills in a range of technician-focused areas, including resource technician, computer technician, and network technician streams. Training delivery models vary depending on community need and delivery partners. Most often they are delivered through a combination of in-community sessions, team-based online learning, and regional intensive courses. Throughout the programs there is special attention to job creation and First Nations mentorship.

Certified User Skills Development Programs develop skills in a range of user-focused areas and have the option for industry certification if participants wish to take the exams offered onsite. Participants typically start with the Introduction to Technology course and progress through Internet and Computing Core Certification (IC3) curriculum. This training touches on Computing Fundamentals, Key Applications, and Living Online. Participants can progress into Microsoft Office Specialist training in Word, Excel, Outlook, or PowerPoint.

Digital Skills Toward Employment Programs are designed in partnership with industry, post-secondary and often a skills development agency to support individuals in obtaining all the skills –including technical skills – that will ensure gainful employment. Programs are often developed with potential employer/s in place so each participant has employment opportunities right away.

The Annual Technology Conference STRONG is the First Nations Technology Council's Summit of Technology, Resources, Opportunities, Networks and Growth. Innovative and interactive, this conference will interest delegates at any level of technical experience and technology expertise. Cutting-edge presentations show how to efficiently utilize technology in everyday life and gain a competitive edge in a knowledge-based economy. STRONG offers an opportunity for networks to come together and engage on current topics related to First Nations communities and digital technologies.

Aboriginal Leaders of Tomorrow Initiative rethinks employment and possibility for Aboriginal people in the technology sector. The Initiative pulls together partners from government, private sector, technology sector, entrepreneurship and social change community groups to collaboratively move participants into the fastest growing most innovative sector in British Columbia. This initiative has a focus on off-reserve and on-reserve participants and ensures long-term opportunity for networking, on-going skills development and job support. This is a truly ground breaking initiative that is gaining significant momentum among potential partners and participants alike.

4.4.2 First Nations Knowledge Network

The First Nations Knowledge Network demonstrates the power of web-based technologies to connect people and ideas in a digital capacity building experience. The Internet is a powerful research and resource-gathering tool. The Knowledge Network gathers resources, tools and networks that can be trusted, while curating content for readers in the specially designed Topic Spotlights, that focus on a particular topic of discussion.

Shared Tools, Resources and Networks demonstrate the power of technology in information sharing between nations. The First Nations Knowledge Network gathers, organizes and posts content of high importance to communities reliably and strategically. The First Nations Knowledge Network takes both an active role in collecting resources and in providing a network for all of its members to share tools and resources with one another.

Powerful Social Media Networks establish strategic and active channels that enhance the growth and benefit of the Knowledge Network. Social media channels significantly build both the audience and user base of the Knowledge Network. Most importantly social media creates a dynamic environment that keeps information flowing, accessible, inclusive and dynamic.

Job Posting Board provides value to partners and First Nations as a low-cost and highly effective way to get opportunities seen. The Job Posting Board draws a significant amount of new traffic to the Knowledge Network and provides the kind of one-stop shop for information that members are looking for.

Advertising Opportunities provide organizations and businesses that want to create awareness within a large First Nations network a chance to do so affordably and effectively. Advertising revenues go directly toward the further development of the First Nations Knowledge Network and advertisers get special recognition as partners in all other events.

Topic spotlights present an opportunity for specific partnership opportunities with the Knowledge Network. The Knowledge Network team works with partners to establish resources, tools and information in a way that guides the viewer through important and current topics for First Nations people. Topic spotlights provide First Nations with a direct and credible source for exploring topics such as Connectivity in BC, Data Governance and Energy Projects, which have been the first sponsored topic spotlights on the Knowledge Network.

4.4.3 Community Technology Planning

As a key activity undertaken in the Pathways to Technology Connect and Advance Initiative (Figure 3 - Theory of Change Model, Digital Technologies and First Nations), Community Technology Planning plays a central role in the Technology Council's capacity development provincial plan. Community Technology Planning works with each community to get connected, build sustainable infrastructure and put long-term plans in place for capacity building and full utilization of connected technologies.

Phase One - Discovery

Network and Capacity Assessment is a critical first step in the Community Technology Planning Process. The assessment will evaluate the configuration and health of the current network, explore areas of concern and thoughtfully consider where improvements can be made. At the end of the Network and Capacity Assessment a detailed report will compile current network information and a list of recommendations to consider moving forward. All recommendations will be coupled with potential solutions and service providers.

Tech Visioning Exercises involve getting together the community working group and gathering community vision documents to brainstorm ideas for how to align high-level vision and goals with prospective technologies and concurrent provincial initiatives.

Community Engagement Support will take place throughout the Community Technology Planning process. Activities that the Technology Council can support include, but are not limited to, community forums and presentations, newsletters, website development and social media campaigns.

Phase Two - Design

Identifying Projects is done through an analysis of the network assessment, recommendations, community goals, outcomes of community engagement and existing capacity. Prioritized projects are matched to technical solutions that are appropriate, scalable and sustainable.

Budgeting and Sustainability Strategy supports the community to develop a sound technology budget and thorough examination of operational costs. This process involves an analysis of current investment in technology and results in a long-term budget forecast to meet the deliverables of the plan in place. The strategy will create Community Technology Plans that are sustainable and easily adjusted.

Human and Financial Resource Development focuses on identifying opportunities for funding, developing and submitting proposals, creating partnerships, and obtaining in-kind contributions that will create a strong network of implementation partners for each community.

Phase 3 – Implementation and Evaluation

Technology Implementation involves a full roll out of projects identified by the community for implementation and begins the capacity building training required to meet the targets. Key roles and responsibilities are clarified and processes for decision-making, monitoring, evaluation and reporting are finalized and put into motion.

Annual Review and Report on Technology Impact is a truly transformative activity. The gathering and analysis of technology related data in communities has been historically challenging because of capacity and resourcing challenges. This activity will put this information in the hands of decision makers allowing each community to see the value of the investment in technology, measure capacity results and gather key data points. This activity is also transformational for the Technology Council as it is a new activity that will increase the data available to the Technology Council to build a provincial case for improved resources and services. Community Technology Planning is a long- term project that is designed to be sustainable and responsive to changing needs. Reporting on the impact of implemented technology helps to inform leaders, administrators, and community members on the status of the

technology investment as well as to celebrate successes, identify future opportunities, and to inspire future investment in technology.

4.4.4 Research and Development

Research and development is a transformative part of the Technology Council as a new business line and to the organization's larger contribution of creating available data regarding the use of digital technologies in First Nations communities, which is sparse and challenging to locate.

Leading research and literature development on the use of digital technologies in First Nations Communities is a significant piece of the transformational work that The Technology Council wishes to engage in. This work will expand the body of knowledge on the use of digital technologies in First Nations communities and will support further investment in digital technologies, supporting communities and funders in making informed decisions.

Leading research and literature development on the inclusion of Aboriginal people in BC's Technology Sector is a significant aspect of transformational work that The Technology Council wishes to engage in. The Technology Council will improve awareness and linkages between Aboriginal people and the technology sector to improve participation and create partnerships based on innovation and mutual benefit.

4.5 Key Commercial and Social Impact Resources

The Technology Council has made a number of critical decisions to determine which resources are required to increase revenue generation while driving value to First Nations communities through social impact. As programs and services expand and multiply, key resources will continue to be evaluated to determine if they are required internally or whether suitable access to the resource can be found through a strategic partnership. Below are the Technology Council's current key resources and assets.

Table 3 - Key Commercial and Social Impact Resources

Resource	Commercial	Social Impact
Physical	Office Space Training Facilities Commercial Storage Space Internal Hardware and Software	Travelling Laptop Labs Community Training Facilities Microsoft 365 Licenses for Communities Google Apps Licenses for Communities Laptops for Program Participants
Intellectual	First Nations Technology Council Brand First Nations Knowledge Network Brand Digital Skills Development Curriculum for First Nations Network for Deploying Community Based Training Comprehensive Client Management System	Mandates from Communities Continuous Support From Communities Network within First Nations Leadership First Nations Social Media Network
Human	People: Board of Directors Appointed by BC Leadership Young, Skilled and Adaptable Core Team Specialized Industry Trainers Skilled Professional Services Team Partners: Federal Government Provincial Government Municipal Government Industry Across Sectors Private Sector Foundations and Charities	People: First Nations Community Champions Chief and Council First Nations Leadership Council (Technology Leads) Partners: Provincial and National Working Groups First Nations Service Organizations First Nations Businesses and Entrepreneurs Vancouver Social Change and Innovation Community British Columbia Technology Sector
Financial	Own Source Revenue From Product and Service Delivery Impact Project Administration Fees Royal Bank Line of Credit	Funding for Impact Projects: Federal Government Provincial Government Municipal Government Industry Across Sectors Private Sector Foundations and Charities

4.6 Partners in Digital Technology Advancement

The Technology Council maintains an important network of First Nations technologists, industry trainers, industry partners, supporters, co-creators and champions that are all required to ensure the Technology Council can deliver on both the commercial and social impact objectives of the original mandates. The list of impact partners is comprised of the key provincial partners or potential partners the Technology Council will work with to implement a comprehensive and collaborative approach to building digital skills development in First Nations communities. Each Impact Partner has a short description listed below to demonstrate the primary intersection with the Technology Council mandate.

The All Nations Trust Company is the funder of the Pathways to Technology Program and was granted \$35.8M for connectivity and \$5M for Digital Skills Development in British Columbia's First Nations communities.

Aboriginal Affairs and Northern Development Canada has a fiduciary responsibility to the Aboriginal people of Canada. First Nations access to digital technologies is an essential service and a requirement for each community.

Employment and Social Development Canada is the department of the Government of Canada responsible for developing, managing and delivering social programs and services. Including Aboriginal Skills and Employment Training.

Ministry of Aboriginal Relations and Reconciliation is the BC Government's lead for pursuing reconciliation with the Aboriginal peoples of British Columbia.

Ministry of Technology, Innovation and Citizens' Services has a mandate to grow British Columbia's technology sector, champion innovation, and enable the delivery of cost-effective, accessible and responsive services.

Ministry of Advanced Education provides leadership and direction for postsecondary education and training systems in British Columbia. Includes: Aboriginal Post-Secondary Education and Training Policy Framework and Action Plan.

Ministry of Social Development and Social Innovation focuses on providing British Columbians in need with a system of supports to help them achieve social and economic

potential. This includes delivery of employment programs and services to unemployed or underemployed individuals.

Ministry of Jobs, Tourism and Skills Training manages key lines of government service including capitalizing on opportunities and responding to the challenges of a globalized economy in order to support the creation of new jobs and long-term growth. This includes Aboriginal Business and Investment Council's (ABIC) mandated to help improve Aboriginal participation in the economy and promote economic certainty in the province by encouraging economic growth in Aboriginal communities.

The Vancouver Economic Commission (VEC) works to position Vancouver as a globally recognized city for innovative, creative and sustainable business. By strengthening the Tech, Digital Entertainment and Green Economy sectors through strategic programs and initiatives that address each stage of the business growth continuum.

Paul Martin Foundation - Aboriginal Education Initiative (MAEI) seeks to improve elementary and secondary school education outcomes for Aboriginal Canadians through the implementation of specific programs and the application of appropriate research.

The Bill and Melinda Gates Foundation seeks to ensure that all people—especially those with the fewest resources—have access to the opportunities they need to succeed in school and life.

Pathways to Technology Steering Committee is comprised of several organizations representing business, non-profit and government, working together to address the digital technology needs of British Columbia's First Nations communities.

New Relationship Trust invests in First Nations communities to build capacity.

Aboriginal Skills and Employment Training Strategy delivers Aboriginal labour market programs through an extensive network of service points across Canada. Aboriginal agreement holders design and deliver employment programs and services best suited to the unique needs of their clients.

4.7 Communications Strategy

The Technology Council was created to serve each First Nations community in the advancement of local digital technologies and to ensure that a provincial plan is in place that guides a collaborative approach to innovation long into the future. To achieve this, the

communications strategy recognizes that reaching First Nations communities requires the employment of many kinds of communications tools. At the same time, gaining visibility in the eye of the general public and potential funding agencies requires a separate form of communications and marketing strategy that focuses primarily on digital and online methods. This communications strategy and model speak to the Technology Council’s approach and unique way of balancing effective communications work in reaching First Nations communities and a wider public audience. The Technology Council must lead the advancement of digital technologies by demonstrating what is possible and what the value can be.

As a First Nations enterprising non-profit, the Technology Council has created a new way of thinking about combining the values of the organization and the concept of marketing. To demonstrate this, three key activities in marketing have been broken down and given new language to better align with intended outcomes in First Nations communities, who are considered the primary target market for the products and services of the Technology Council. The first goal of the marketing strategy is customer acquisition. This includes all of the ways in which the Technology Council will connect First Nations communities with the organization. The second goal is customer retention. This speaks to the direct strategies used to ensure First Nations communities continue to work with the organization. The third goal is to increase interactions and the ways in which communities access services.

In thinking about how to achieve these three goals in a way that removes First Nations communities from the role of “customers” and are back in line with the role of owners of an organization that creates social change, discussed in Opportunity Scale and Scope for Creating Shared Value, the marketing strategy transforms language.

Table 4 - First Nations Technology Council Marketing Terms

Commonly Used Marketing Term	Technology Council Language
Customer acquisition	Inspiring participation
Customer retention	Retention through co-creation
Customer conversion	Earning business through mutual benefit

The Technology Council replaces customer acquisition, customer retention and customer conversion with inspiring participation, retention through co-creation and earning business through mutual benefit. The following sections describe how the Technology Council approaches building relationships with First Nations communities, as well as with key partners that have a role to play in the advancement of digital technologies.

4.7.1 Inspiring Participation

Also known as “customer acquisition”, the Technology Council takes the approach of inspiring participation. This involves demonstrating the value of technology in a truly First Nations context and keeping the relationship one of mutual benefit. As opposed to acquiring a customer to buy a product or service, inspiring participation means that the Technology Council invites First Nations to participate in the development and direction of the organization. Three primary activities are in place to achieve this goal; content marketing, search engine optimization and personalized service.

The Technology Council utilizes *content marketing* to build relationships with First Nations communities, partners, funders and interest groups. The First Nations Knowledge Network and digital skills development programs are both examples of relevant and valuable content marketing in the realm of digital technologies. The content marketing approach builds First Nations awareness, capacity and interest in digital technologies leading to increased demand for better access and opportunity. This allows the Technology Council to never “sell” services, but rather to focus on increasing the knowledge base of any community or partner working with the Technology Council. This approach creates a relationship built on realized value and subsequent loyalty. Content includes: First Nations or partner developed content, blogs, video, social media conversations, webcasts and digital publications.

Search engine optimization (SEO) is utilized to increase the Technology Council’s understanding of how First Nations and all First Nations Knowledge Network members are searching. SEO releases important data on how to optimize content and ensure that the Technology Council and First Nations Knowledge Network are receiving the highest possible visibility results. This ultimately builds familiarity with the brand and a high level of search function reliability.

Personalized service delivery is another key aspect of the relationship the Technology Council has with First Nations. With each First Nations community and individual being completely unique in access to technology and reason for engaging with technology, it is difficult to automate any process or service. The Technology Council allocates adequate resources to hiring the right individuals and putting in place the right mechanisms that ensure each interaction is responsive and empathetic.

To ensure continued alignment with community and individual needs, significant engagement and gathering opportunities are at the heart of the Technology Council's planning and evaluation strategies. These face-to-face interactions are key to the next marketing goal which is retention built on co-creation.

4.7.2 Retention Built on Co-Creation

Each activity of the First Nations Technology Council is focussed on co-creation. From community technology planning and digital skills development to digital sharing platform development and technology related research, the Technology Council is in place to co-create the future and provide expertise on the many digital technologies and opportunities available in fully utilizing them.

It is the goal of the Technology Council to achieve collaborative innovation with First Nations communities, commercial partners, social impact partners and the international community. The way in which the organization retains interest and interaction is directly related to the extent that each impact consumer and impact buyer can see their interests and organization reflected in the products and services offered by the Technology Council. This approach creates an increased number of interactions with the organization and provides value both ways, which is the third goal of the marketing strategy.

4.7.3 Increased Interactions and Value Both Ways

The Technology Council will build upon established relationships and create more value by increasing the opportunities and ways in which working with the Technology are possible. Through the channels listed in Figure 5 - First Nations Technology Council Marketing Channels, the organization demonstrates numerous ways to become engaged. Once a First Nations community or impact partner engages, they are entered into the Technology Council's client relationship management system that tracks all details related to the individual or company. All leads are promptly followed up on and as the Technology Council learns about the community or

impact partner, more products and services can be presented. Because of the comprehensive and collaborative nature of the organization, communities and impact partners will realize value in connecting with the Technology Council and staying up to date on important technology related matters that are centralized and trustworthy.

Figure 5 - First Nations Technology Council Marketing Channels



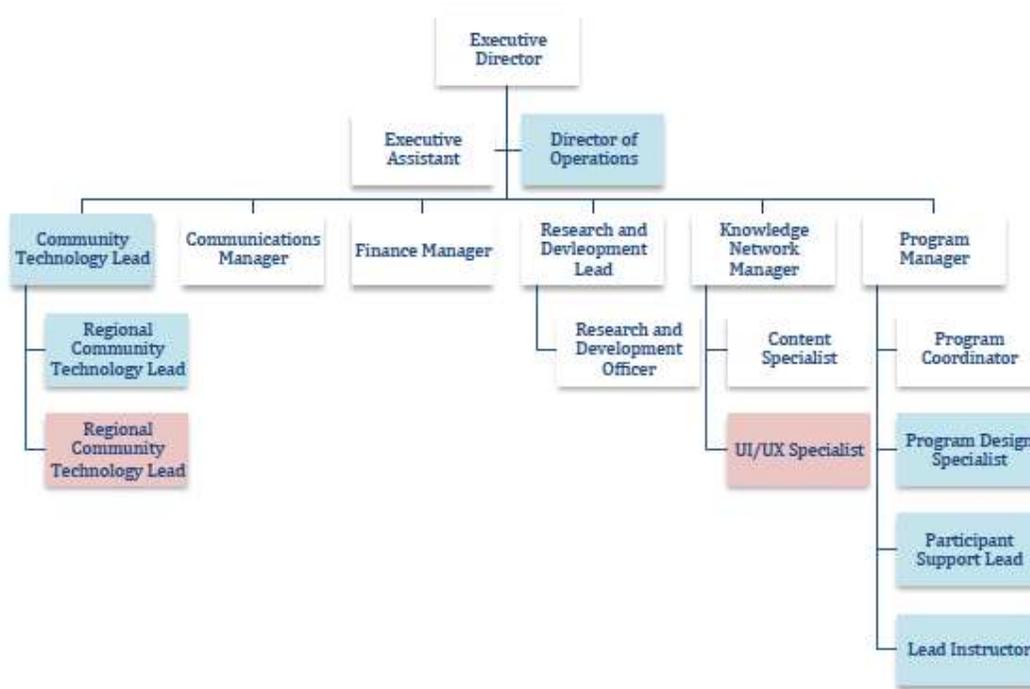
5: First Nations Technology Council Operational Model

The Technology Council Operational Model is focussed on providing First Nations communities and impact partners with maximum value by operating as lean as possible. By creating key partnership in service delivery and carefully determining what expertise is required internally and which services can be contracted out preferentially to First Nations professionals, the Technology Council maintains a responsive, adaptable and highly flexible approach to designing, implementing and measuring programs and services.

The key to the operational model is the ability to scale and adjust quickly while retaining core organizational resources and competencies. The core managerial team has grown the Technology Council social enterprise business model from the concept for the organization. This provides the top level of the organization with critical insight into how and why the Technology Council operates the way it does and can promptly develop teams that align with the mission, values and vision of the organization. The Technology Council attracts innovative and creative thinkers. The operational model and scaling strategy give special consideration to pulling in more of this talent for the upcoming positions. The current company culture is vibrant, team-oriented and built on a high level of creativity and individual expression. This has been a central theme as to why employees stay with the Technology Council and are motivated to perform at continuously extraordinary levels.

Each of the positions articulated in the Technology Council organizational chart are carefully crafted to ensure the organization has the internal expertise required to execute the activities planned, while not over-spending on expertise that is better left to specific contract opportunities such as website design and online strategy. In Figure 6 - First Nations Technology Council Organizational Chart the core team is articulated as well as the positions that will be required in the three year scaling strategy. Blue boxes are full time employees that will be required in 2016/17 year two of the business plan, and the red boxes are full time employees that will be required in 2017/18, the third year of the business plan.

Figure 6 - First Nations Technology Council Organizational Chart



5.1 Core Executive Group

Executive Director - The Technology Council Executive Director oversees all activities, and takes the lead role in senior level engagement with First Nations leadership, funding partners, and all levels of government. The Executive Director has primary oversight and responsibility for internal matters such as business development, financial management, operational management, human resource management, reporting and the initiation of all digital skills development programming and other core, adjacent and transformational programs. The Executive Director focuses on recruiting partners and building the Technology Council brand at all times. The Executive Director acts as the spokesperson for the Technology Council on all matters and advocates for the important role and contributions of technology in the social and economic well being of First Nations people, in particular.

The Executive Director works directly with all senior management on a daily basis to ensure continuous alignment with Technology Council values and mission. The Executive Director, when strategically important opportunities arise, represents Technology Council at First Nations and technology industry events and takes an active member, delegate, or volunteer role in

organizations and initiatives whose missions and agendas align with Technology Council's mandate and agenda. The Executive Director reports to and is fully accountable to the Technology Council Board of Directors.

Director of Operations – The Director of Operations reports directly to the Executive Director and is responsible for ensuring each department is meeting program deliverables, growth and financial targets on a daily basis. Quarterly reporting on the status of all activities and alignment with budget forecasts and actuals is presented to the Executive Director and the Board of Directors Finance Committee along with any other recommendations related to infrastructure, policy and procedure, First Nations and impact partner satisfaction, legal considerations and resourcing requirements.

Finance Manager – The Finance Manager reports directly to the Executive Director and is responsible for developing and maintaining timely and accurate financial statements. The Finance Manager executes a number of high-level and administrative functions that ensure the organization is in compliance with internal policies and procedures as well as provincial and federal standards. The Finance Manager is in regular contact with the Executive Director and Director of Operations to prepare for the monthly review of financial statements and is required to provide variance reporting as well as the preparation of all cash-flow forecasts in accordance with the Technology Council policy.

6: First Nations Technology Council Financial Plan

The First Nations Technology Council operates as an enterprising not-for-profit society. The move to social enterprise was a direct response to a desire for increased autonomy from a strictly government funded agency and to also ensure that every funding dollar creates maximum value in improving access to digital technologies and strengthening each community's ability to utilize digital technologies. The social enterprise model allows the Technology Council to deepen the pool of partners and investors interested in investing in the advancement of digital technologies in First Nations communities and shows the organizations ability to operate as an efficient and effective business partner.

6.1 Internal Controls and Accountability

The Technology Council takes a diligent approach to financial management, accountability and transparency. The core executive group works together to ensure that policy, procedure are aligning with programming and financial management that reduces risk and maximizes gains. The Technology Council takes a special interest in reporting qualitative and quantitative data regarding programs and services to communities and impact partners in a way that is innovative and compelling. The Technology Council's aim is achieve excellence in program execution and reporting across the board; this means a stringent approach to data collection, management and communication with impact consumers.

The Technology Council releases a detailed annual report every year that ensures accountability back to First Nations communities and social impact partners on all programs and services, while also weaving together the ways in which the Technology Council intersects with numerous partners and service providers to offer the comprehensive and reliable services it does in First Nations communities.

6.2 Funding Contributions and Own Source Revenue

The Technology Council business plan demonstrates a balance between grant and funding agreement contributions with own source revenue that is used to subsidize programs and achieve operational sustainability. As noted in the table below, Figure 7 - Projected Revenue

Fiscal Year 2016 to 2018, the Technology Council has in place, or in some cases is working to put in place, funding contribution agreements with twelve agencies and organizations. Each of these social impact buyers plays a critical role in getting the right programs and services related to digital technologies out to First Nations communities. Working together, this funding model shows that making reasonable investments in First Nations communities, through working with the Technology Council, builds our collective ability to connect communities, build digital skills capacity and increase the number of ways connected technologies are used across the community.

Own source revenue is an important component of the sustainability plan. Funds are raised through a fee-for-service model on all capacity building services requested outside of a funded program, and on all partnership and advertising opportunities on the First Nations Knowledge Network. These funds go directly back into the source program to subsidize the development of that program and/or the participation of un-funded program participants in the future. The Technology Council has in place a strategy for increasing own source revenue over the next three years. The strategy gives certainty to the scalability of the organization, ensuring that key resources are obtained that allow the Technology Council to offer comprehensive programs and services that are not constrained by the specific outcomes and target markets identified in government funding contribution agreements. Furthermore, the strategy allows for the Technology Council to consistently meet the requirements of government funding agencies, while not requiring significant funding for operations, administration or start up.

Figure 7 - Projected Revenue Fiscal Year 2016 to 2018

FUNDING CONTRIBUTIONS/REVENUE	2015/2016 TOTAL	2016/2017 TOTAL	2017/2018 TOTAL
Aboriginal Affairs and Northern Development (BCCI)	-	200,000	200,000
All Nations Trust Company - CTP Phase 1	562,417	795,000	970,000
All Nations Trust Company - CTP Phase 2	-	375,000	750,000
All Nations Trust Company - CTP Phase 3	-	-	200,000
Employment and Social Development Canada	-	-	-
Ministry of Aboriginal Relations and Reconciliation	75,000	75,000	75,000
Ministry of Advanced Education	-	-	-
Ministry of Jobs, Tourism, and Skills Training	515,350	816,300	678,400
Ministry of Technology, Innovation and Citizens Services	75,000	75,000	575,000
New Relationship Trust	200,000	100,000	100,000
Paul Martin Foundation	-	-	-
Vancouver Economic Commission	-	-	-
Western Economic Diversification	92,000	155,000	126,500
Own Source Revenue	164,685	141,140	552,583
TOTAL: FUNDING CONTRIBUTIONS	1,684,452	2,732,440	4,227,483

The projected revenue in Figure 7 - Projected Revenue Fiscal Year 2016 to 2018 shows the high-level breakdown of a very specific strategy to achieve improved access and use of digital technologies to the fullest extent possible and puts numbers to how the subsequent activities listed in Activities – Core, Adjacent and Transformational, will be resourced and completed. This gives clarity to the nature of contributions from social impact partners listed in Partners in Digital Technology Advancement.

The Technology Council recognizes Aboriginal Affairs and Northern Development Canada and the All Nations Trust Company as key partners in building digital skills and capacity in First Nations communities. Both organizations have contributed greatly in improving access to, and use of, technologies in First Nations communities. This plan sets out a mechanism for the continuation of these successes through specific investment in Community Technology Planning and in community technology based training and certification.

The Technology Council recognizes that new partners in digital skills development are vital to a comprehensive solution and look forward to reconnecting on a new strategy with Employment and Social Development Canada to build on the momentum after the delivery of the Technology Council's successful Project Raven, which was funded by ESDC for 3 years. The Technology Council is also looking forward to advancing conversations with new provincial partners including the Ministry of Aboriginal Relations and Reconciliation, Ministry of Advanced Education, Ministry of Jobs, Tourism and Skills Training and the Ministry of Technology, Innovation and Citizen's Services. Both provincial and federal government have a significant role to play in coming together to implement a comprehensive and collaborative approach to digital technologies that is designed and guided by First Nations.

There are significant opportunities to ensure that both on and off reserve First Nations people have access to digital skills training and mentorship into entrepreneurship and the BC technology sector. The Aboriginal Leaders of Tomorrow initiative has support from First Nations, organizations, business leaders, academic institutions and skills development partners to be implemented. The Technology Council is looking forward to further engagement with the Vancouver Economic Commission, the Paul Martin Foundation, the Ministry of Technology, Innovation and Citizen's Services, the Ministry of Jobs, Tourism and Skills Training and the Ministry of Aboriginal Relations and Reconciliation to put the final pieces in place that will see this initiative start changing the opportunities available to First Nations people in 2015/16.

As mentioned in Research and Development, the Technology Council is positioned to support First Nations individuals, businesses, organizations and government in understanding the

impacts of access to digital technologies in First Nations communities and the use of those technologies presently, and what this means for the future of education, health, economic development, language and culture preservation, land and marine stewardship and Aboriginal rights and title, to name a few specifically. The goal is to set the baseline data required to build the case for investment and to provide clarity in making informed decisions related to digital technologies. The Technology Council would like to begin discussion with the provincial government specifically to begin collaborating on gathering this information for the duration of this three-year plan. The Ministry of Technology, Innovation and Citizen's Services and the Ministry of Aboriginal Relations and Reconciliation have been identified as the lead ministries that would benefit potentially the most from this research and be key partners in completing it.

The First Nations Knowledge Network is an initiative that provides partners with real-time value through the showcasing of partner information to a large First Nations audience, as well as advertising and job posting opportunities that reach a significant online and social media network. The Technology Council has worked with the New Relationship Trust from the inception of the Knowledge Network and looks forward to future collaboration that will allow the continuation of the site, posting of all the work done by the New Relationship Trust and sustainability as the Knowledge Network gains self-sustainability. Western Economic Diversification is a great example of a new partner that has utilized the Knowledge Network's Topic Spotlight feature to improve information sharing regarding energy projects in British Columbia. The Technology Council hopes to develop more Topic Spotlights and will approach each projected partner listed to take advantage of this tool.

The Technology Council has a balanced budget and a rigorous approach to financial management that demonstrates efficiency, accountability and transparency. **Error! Reference source not found.** demonstrates the consolidated projected three-year expenditures for the full implementation of this plan in a responsible manner that maximizes each dollar through partnership development and low operating costs, meaning that funds are focussed on community programs. Of note are the administrative and operational costs that increase conservatively over the growth of the plan. Human resourcing of the plan is also modest in expenditure, speaking to the Technology Council's ability to hire, develop and retain key staff with the ability to be dynamic, bridging multiple areas of expertise and project management ability. All highly specialized activities or activities that are required during specific times of projects and not daily, or are related to professionals required for operations such as finance and legal support are rolled into the professional fees of the budget. All other expenditures are project specific and align

exactly with each business case for each activity: Community Technology Planning, Digital Skills Development, First Nations Knowledge Network and Research Projects. Each of these business cases speaks specifically to strategy, approach, deliverables, partners, resources and reporting for a particular activity. Impact partners can expect to see a business case presented regarding activities they are asked to partner on or partake in.

Figure 8 - Projected Expenditures Fiscal 2016 to 2018

EXPENSE	2015/2016 TOTAL	2016/2017 TOTAL	2017/2018 TOTAL
Administration and Operations	165,145	261,262	392,661
Wages	605,000	878,706	1,222,373
MERCS	199,644	245,375	362,572
Communications and Marketing	42,417	50,697	76,777
Professional Fees	323,000	508,000	833,000
IT Support	-	-	-
Hardware and Software	57,496	49,550	31,550
Amortization	-	-	-
Staff Travel	24,050	108,550	100,000
Engagement Sessions on Technology	144,000	144,000	144,000
Direct and Indirect Training Costs	123,700	256,300	579,800
Examinations or Certifications	53,496	80,000	291,500
Participant Support Costs	42,106	150,000	193,250
TOTAL: EXPENSE	1,684,452	2,732,440	4,227,483

Financial resourcing is a key aspect of this business plan and the Technology Council has undergone a tremendous amount of work to set these budgets up in a way that provides maximum value to communities and partners. With excellence in financial management, program delivery and reporting, the Technology Council looks forward to working with all the partners and contributors to achieve mutual benefit and success.

7: Conclusion

The Technology Council would like to thank BC's First Nations people and communities for continuing to support the important work outlined in this business plan. The Technology Council would also like to thank all previous, current and future partners for stepping forward and contributing to a provincial plan that ensures a collaborative effort toward better access to digital technologies and full use of digital technologies in the future of First Nations communities.

The vision for this business plan is to work in partnership across governments, across sectors, across service agencies and in direct support of the myriad of unique ways each of the 203 First Nations communities will utilize digital opportunities. Success requires meaningful dialogue and a commitment to working together in the same direction. The plan provides the framework for moving in that direction and identifies the key activities and partners required to get there. It is expected that some adaptation of this plan will be required as new opportunities and initiatives arise and that some adjustment will be required as new partners come in and specific program and contributions are agreed upon.

The Technology Council has the capacity, infrastructure, experience, network and mandate to execute this business plan and support First Nations communities in realizing full integration of digital technologies now and in the future. New leadership and branding of the Technology Council reflect a new social enterprising approach to achieving the goals and mandate given by First Nations communities. Sustainability, efficiency and effectiveness are at the heart of the Technology Council's operation and the focus on getting every dollar possible into communities is and will remain the first priority.

Appendix A – First Nations Technology Council Resolutions

<p>First Nation Summit Resolution #0602.12 Establishment of a First Nations Technology Council</p>	<p>The First Nations Technology Council’s mandate is to develop a First Nations Technology plan for First Nations in British Columbia which will address technology issues, including: high speed internet connection; technology skills development; development of technical support. The FNTC will seek support from the federal and provincial governments to develop the First Nations Technology Plan.</p>
<p>First Nations Summit Resolution #0604.26 Expansion of the mandate of the First Nations Technology Council</p>	<p>Resolved to expand the FNTC mandate to include the use of technology as a tool to support the revitalization of culture and language in all First Nations communities in BC.</p>
<p>First Nations Summit Resolution #0604.27 ICT as Basic Capital Infrastructure</p>	<p>In recognition of telecommunication and supporting technology as basic community capital infrastructure.</p>
<p>First Nations Summit Resolution #1104.12 Fully Integrated Technologies Proof of Concept</p>	<p>Resolved to endorse the criteria to select a community cluster for the Fully Integrated Technologies community (“FIT Community”) proof of concept project.</p>
<p>Union of British Columbia Indian Chiefs Resolution 2007-27</p>	<p>To support the development of a First Nations Common services organization.</p>

<p>Union of British Columbia Indian Chiefs Resolution 2007-07</p>	<p>In support of the development of an integrated information management system for First Nations.</p>
<p>British Columbia Assembly of First Nations Resolution 1/2007</p>	<p>To support the development of a First Nations common network services organization.</p>
<p>First Nations Summit Resolution #0906.03</p>	<p>To support the development of an Integrated Data/Information management system for First Nations.</p>

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