



Kewadin Ahnung

NORTH STAR

What's Inside?

What's New at NADF?page 2

The NADF Radio Showpage 2

Shooniah Article - Accounting Professionalspage 2

Turning Your Dream Business into Realitypage 3

Event Recap: 21st Business Awards page 4-5

What is a 'Sale-leaseback'?page 6

The Smart Way to Set Pricespage 6

Break Up to Make Up?page 7

Free Business Workshop Schedule page 7

Upcoming Events and NADF Staff page 8



Colleen Martin
General Manager

MESSAGE FROM THE GENERAL MANAGER

Hello everyone and welcome to the winter issue of "Kewadin Ahnung". There have been a few changes since our last issue. As many of you are aware, Harvey Yesno, President and CEO of Nishnawbe Aski Development Fund, is currently on a one-year leave of absence from the organization. In the interim, the NADF Board of Directors has honored me with a one-year appointment to General Manager. Since taking on this new role, I find that time is passing much too quickly, and I find it even harder to believe that a new year is just around the corner!

Over the past few months NADF has hosted a number of events and their successes are directly attributed to the hard work of our staff and the ongoing commitment of our partners. In particular, the week of October 24th will stay in the minds of our staff for some time. On October 25th and 26th we hosted the first of what we hope to be one of many mining symposiums; we met with our Board of Directors on October 25th; we celebrated the successes of northern Ontario's Aboriginal business community on the evening of October 26th at our 21st Annual NADF Business Awards; and we shared the success of NADF's fiscal year ended March 31, 2011 at our annual general meeting on October 27th. An extraordinarily hectic week indeed but well worth the efforts put forth by our staff.

I would also like to take this time to congratulate Kim Bird, Senior Development Officer, for successfully completing the Certified Management Accounting program. With her newly acquired skills and knowledge,

Kim has volunteered to lead the process for a new organizational strategy utilizing a balanced scorecard approach to planning. As part of this process a client survey was created to gather input from our clients and partners. We invite you to complete the survey which is available on our website (www.nadf.org) or you may obtain a copy by calling our head office at **1-800-465-6821**. We look forward to receiving your comments. They will assist us in formulating the overall objectives for the organization.

With our increased loan maximums, new programs anticipated in the coming months, and the energy of our Board and staff, NADF is poised to provide enhanced financial and business support services in 2012.

Do you have the entrepreneurial spirit, business ideas, and the passion? We welcome your inquiries and look forward to working with you to create a vibrant Aboriginal economy in northern Ontario, one where First Nations and all Aboriginal people are self-reliant.

Thank you,

Colleen Martin
General Manager

ADVERTISE YOUR BUSINESS IN OUR FREE ABORIGINAL BUSINESS DIRECTORY



Get access to more customers and suppliers by listing your business in our free online directory.

It's quick and easy!
Get started TODAY at:
www.nadf.org/directory



Community Futures Development Corporation

Supporting the Success of
Aboriginal Business

WHAT'S NEW AT NADF?

Marlon Gasparotto of Michipicoten First Nation, our former Business Support Officer is now our new Independent Power Authorities (IPA) Project Manager. Give him a call anytime at our Thunder Bay at **1-800-465-6821** to find out how he can assist with power generation projects in your community.

Tell us what you think of our services by filling out our free survey. You could win a return trip (via Wasaya Airways or Air Creebec), or one of eight iPod shuffles. Visit www.nadf.org before January 31st to get started.

Our Free Workshops are resuming in full force in mid January. Join us via video-conference or web stream every Wednesday afternoons from 2:30-4pm ET as we tackle popular business topics like 'How to Write a Business Plan', 'Book Keeping 101' and 'How to Use Microsoft Excel', etc. check out our upcoming schedule on Page 7.

Have you subscribed to our monthly e-newsletter? You should. It's one of the best ways to stay current on what's going on at NADF. Visit www.nadf.org to subscribe.

Our free 'Shooniah & U' workshops are coming to a community near you in February 2012. If you would like us to visit your community to deliver this workshop and promote our services, please contact us at **1-800-465-6821** immediately.

Don't forget to follow us on Twitter and Facebook for daily news and updates.



@HeyNADF



Nishnawbe.Aski.Development.Fund

NEW TIME

THE NADF RADIO SHOW

Starting on **January 9, 2012**, our bi-weekly radio show will air every other Monday at a new time slot of **2pm ET (1pm CT)** on the Wawatay Radio Network and on Channel 962 for Bell Express Vu subscribers across the north.

You can listen to interviews with guest speakers involved in Aboriginal business and economic development, join in discussions on various topics, and get details on upcoming events in addition to the usual dose of information on our products and services.

Send us feedback on our show and your name will be entered into a draw to win prizes. Contact us at **1-800-465-6821** or email radio@nadf.org with your suggestions for future show topics and guests. Please join us. Meegwetch!



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Dollars & Sense - The Bookkeeping Corner

ACCOUNTING PROFESSIONALS



Mari Bishop, CA
Finance Manager

Accounting:

- ✓ Interesting ✓ Challenging ✓ Well Paid
- ✓ Demanding ✓ Creative ✓ Helpful
- ✓ Flexible work hours

There are three professional accounting designations in Canada: Chartered Accountant, Certified Management Accountant, and Certified General Accountant. Professional accountants work in all fields of

business and finance; for public accounting firms, for not-for-profits, for government, and in industry. Accountants bring their technical strengths and creative energies to provide management and strategic direction through a wide variety of services.

These services include business planning and financial projections, business start up counseling, developing financing strategies, preparation and analysis of financial information, developing management controls, management consulting, audits and reviews, corporate and personal income tax planning, information technology needs analysis,¹ and strategic planning. Accounting expertise combines with management skills to provide leadership and innovation, positioning organizations for strength, leading growth, and tracking progress.²

Accountants add value. Whether talking about the traditional bottom line, measured in dollars, or the 'triple bottom line' – profit, people, and planet – the unique skill set of professional accountants will provide organizational direction. Sustainability is the thread running through and integrating the three pillars of the triple bottom line. Focus on profit: maximize revenues, contain costs. Focus on people: develop mutually beneficial client relationships, bring out the best in employees. Focus on planet: ensure a tomorrow.

Whatever your business and wherever in the business cycle, accessing the skills and strengths of an accounting professional may be just what you need to focus in on triple bottom line success.

Editor's note: *NADF employs two accounting professionals among its Management staff. Mari Bishop, CA, our Finance Manager, received her Chartered Accountant's designation in 1996; Kim Bird, CMA, our Senior Business Development Officer, qualified as a Certified Management Accountant this year. Many of our summer students and placement students are also considering careers in accounting and related fields.*

1 <http://www.cica.ca/about-the-profession/what-do-cas-do/index.aspx>
2 http://www.cma-ontario.org/index.cfm?ci_id=7167&la_id=1

TURNING YOUR DREAM BUSINESS INTO REALITY



Anna Deminski
Business Development
Officer

Are you thinking about starting a business, but don't know where to begin? Here are some tips to help you to get started.

Get clear on what you want to accomplish

Most small businesses start with the owner's hobbies or employment experiences and develop from there. It is generally a good idea to start a business based on what you know, what interests you, and what you are passionate about. Technically, you need to become an expert – if you are not already – on your products and services, the industry you will

operate in, and the factors your company's competitiveness will depend upon. Get specific about your plans and about the "who", "what", "why", "where", and "when" of your business. What would make it different from the competition? Why would your customers buy from you? Research your idea(s) to test your assumptions.

Research your concept

The purpose of your research is to get a feel for the cost, timing, process, and business outcome, and to help you decide whether to go ahead with your business idea, to modify it, or to move to a different idea altogether. To start your research, develop a list of questions you want to get answered, such as who your potential customers are, how strong the competition is, how much it costs to enter the market, and what return you can expect. Depending on the type of business you wish to start, you may also need to check applicable laws and regulatory requirements, environmental standards, industry-related safety requirements, permits, licenses, and business insurance options. Those are all important factors that could affect your business idea's profit potential.

As new information becomes available during your research, more often than not, you may have to modify your original idea or to find more effective ways for implementation. By considering different start-up scenarios you will avoid sinking your time and money into the concepts that may not work.

Develop a business plan

Once you have tested and optimized your business idea, your next step is to develop a business plan for your new venture. This document will outline your vision and detail your company's management and operational aspects, its legal structure, promotional strategy, sales forecasts, and capital requirements. You will then set specific performance targets, such as the number of clients you plan to serve each month and what it would cost you, your revenue numbers, and overhead expenses, etc. For the prospective lenders, investors, and business partners, your business plan should spell out how you are going to turn your idea into steady streams of cash flow, and it will show the amount of required start-up capital and the expected return on investment.

Organize your client list

Don't wait until you've officially started your business to set up a contact database for keeping

track of your customers, prospects, leads, industry contacts, potential business partners and referral sources. ***The client list is the most valuable piece of any business.*** It will help you to define your market, to create promotional strategies, and to accurately estimate your business' revenue potential. The wider your network is in your marketplace, the more business you can generate and the more competitive your company becomes.

Get professional advice

In addition to your client database, it would be helpful to develop one for professional advisers. You need to create a business support system and find professionals that specialize in your business sector who you can turn to for advice. Depending on your business needs, you may want to get a lawyer, an accountant, and an insurance provider, etc. on your side. In addition, it is always beneficial to have a mentor with an entrepreneurial background, skills and experience relevant to your particular business.

Move your action into a real life

By now, you should have a set of well-articulated measurable goals, a business plan ready to be presented to the investors, (and customers to serve –as you have been developing your client list as your business moved through its formative stages).

You have also identified the necessary resources to finance your start-up, and created a reliable business support system now. Now it's time to put your plan into action. As an entrepreneur, you should be prepared to deal with business variables outside of typical "business plan" situations, to change the course of action, if required, to adjust your plan, or to find another way of dealing with certain aspects of your business. That's normal – it's a "part of the package" of being your own boss. For this reason, you should remain flexible and open to change, and patience and perseverance will help you see it through.

Becoming a business owner can be a very exciting and rewarding experience in your life. The time to turn your dream business into a reality is ***NOW!***



EVENT RECAP: The 21st Annual Business Awards



On October 26, 2011, our Annual Business Awards returned to Timmins, ON for the first time in three years. The result was a packed house, with close to 350 guests showing up to support some of the brightest minds in Aboriginal business. Our Master of Ceremonies, Brent Edwards of Fort Albany First Nation kept the mood light and funny for everyone and even got some of our dignitaries to show off their best dancing moves! The real stars of the show however, were the eight award winners who were rewarded for their inspiration, hard work, and positive contributions to their communities. They are listed as follows:

AWARD	WINNER	Business/Organization
Youth Entrepreneur of the Year	Christine Neegan	Blue Feather Spirit Wear
Business Woman of the Year	Connie Boyd	The Silver Moccasin
Business Man of the Year	Pierre Pelletier	Four K's
Building Communities	Wabun Tribal Council	Wabun Tribal Council - <i>Accepted by Shawn Batise</i>
Corporation of the Year	Kimesskanemenow Corporation	Kimesskanemenow Corporation - <i>Accepted by Chief Theresa Spence (Attawapiskat First Nation)</i>
Executive of the Year	Veronica Nicholson	Timmins Native Friendship Centre
Partnership of the Year	Joe & Linda Fiddler	Sandy Lake Motel
New Business of the Year	Niska Law	Niska Law - <i>Accepted by Ramona Sutherland</i>

For more on the 21st Annual Business Awards, please visit www.nadf.org and check out our Facebook page at www.facebook.com/Nishnawbe.Aski.Development.Fund



1. Winners of the 2011 Business Awards (from l-r): Pierre Pelletier, Joe & Linda Fiddler, Connie Boyd, Hassie Lee Sutherland, Shawn Batise, Christine Neegan & Nancy Wood 2. NADF General Manager Colleen Martin 3. NAN Deputy Grand Chief Les Louttit 4. SNC Lavalin's Gord Borque with Pierre Pelletier 5. Joe & Linda Fiddler 6. Mattagami First Nation Chief Walter Naveau 7. Mushkegowuk Tribal Council Grand Chief Stan Louttit 8. Hassie Lee Sutherland accepting the 'New Business of the Year' award on behalf of Ramona Sutherland 9. Nancy Wood 10. NAN Grand Chief Stan Beardy with event MC Brent Edwards 11. Shawn Batise with Wasaya Airways LP CEO & President Tom Morris 12. Bearskin Airlines' Ron Hell with Heather Murray standing in for Veronica Nicholson 13. Timmins Mayor Tom Laughren addressing the audience

We are now accepting nominations in ALL categories for our 22nd Annual Business Awards which is scheduled for October 24, 2012 in Thunder Bay. To nominate someone (including yourself) please contact Dawn Willoughby at 1-800-465-6821 or dwilloughby@nadf.org.



WHAT IS A ‘SALE-LEASEBACK’?



Charlton Thompson
Loans Recovery Officer

A sale-leaseback occurs when a business sells one of its own assets, and then leases that same asset over a long term. In so doing, the business no longer owns the asset but is able to continue to use it. It is generally done for fixed assets that can include real estate or equipment.

Selling the asset provides cash for the business which may then be used to obtain new equipment, upgrade existing ones, or pay off debts. Using the cash to increase

revenue and profits would ideally be the main benefit to the business. The benefit to the buyer would be legal ownership of the asset and a long term secured investment.

The value of the asset (selling price) would have to be determined before a sale takes place. One method could be by obtaining a certified appraisal. Once the value is determined and agreed upon by the buyer and seller, establishing the lease term and rate comes next. To do this, some buyers may look at the seller’s credit. Others may not, and instead, determine term and rate on the auction value of the asset.

In some cases, the business could have the opportunity to buy the asset back at the end of the lease period where a buyout amount would be determined at the beginning of the lease. Therefore, if your business needs cash and holds a large inventory of real estate and/or equipment, a sale-leaseback might be a viable option.

Note: Charlton Thompson provides appraisal services. Contact him at: cthompson@nadf.org or 1-800-465-6821



HOW TO SET PRICES WHEN YOU DON’T KNOW HOW MUCH TO CHARGE



Ade Sekudo
Marketing & Communications Officer

As a business owner, you are probably aware of the traditional marketing mix, otherwise known as the “four P’s”, namely; product, price, place (distribution) and promotion. It has been around for over a generation, and we as entrepreneurs continually find ways to measure how each of them tie into the success of a business.

Despite the importance of ‘Price’, the second ‘P’, many businesses still struggle to figure out exactly how much to charge customers for their goods and/or services, particularly small businesses. This could be for the following reasons:

Insufficient information: When starting up a business, sometimes you don’t have enough resources to accurately determine your competitors’ pricing, and to measure your customers’ perceptions on value for your commodities. This may eventually change with time but can cripple a business if it is not tackled early on in the business cycle.

The best way to avoid this is to conduct an extensive market study before you start your business. Use a survey to establish how much customers are willing to pay for your services in your area, and how much customers are paying in similar markets.

Lack of cost stability: In many cases, small business-owners are unable to secure bulk discounts from suppliers that are usually given to wholesale buyers. This problem can be solved by joining other small-business owners to form a buying group that may have a better chance of getting wholesale discounts.

Limited resources: Unlike large companies, small businesses have a hard time saying ‘no’ to certain customers because they do not have the vast amount of financial resources

like market share or profit that they can use as leverage when negotiating price with customers. This can be troublesome and lead to ‘desperation discounts’ where a business will sell commodities at prices that are lower than market value just to keep a customer. That’s a big ‘NO-NO’.

When setting your prices, think of these very important things:

Value to customer – This always provides the most opportunity for profit maximization for entrepreneurs. Small businesses tend to underestimate the value they provide to customers and as such, under-price themselves out of business accordingly.

To stay off this slippery slope, try to get a better understanding of how your customers position your products, e.g. is it a luxury or convenience item? Don’t be scared to ask your employees, past and present. If your customers value your products, it will be very lucrative for you to charge a high, competitive price and make a decent profit. If not, then you need to ensure you cover all your costs to at least break-even, and stay within your competitor’s price range.

Competitive pricing – No business operates in a vacuum, so it’s best to remain informed on how much your competitors are charging for their commodities. The more accurate your information, the better off you are. At the same time, if you find a way to cut your prices and still remain profitable (e.g. cheaper/more efficient equipment, cheaper supplier etc.), jump on it! Because it’s usually only a matter of time before your competitor does.

Production costs – This is usually the best and simplest metric to use when setting prices. Make sure you compile all your costs (production and marketing, etc.) when pricing your products. Many retailers charge a 100% markup on total cost, (e.g. if an item costs \$6 to produce, they sell it for \$12 for a markup of \$6). After all, you are in business to make money (profit).



BREAK UP TO MAKE UP? HOW TO SELL OFF YOUR BUSINESS *PIECE-BY-PIECE*



Ade Sekudo
Marketing &
Communications Officer

Sometimes you need to think twice before shutting down your unprofitable business because like selling a wrecked car for parts (pardon the crude analogy), there might be a market for parts of your business that can help you generate cash to pay off creditors or make shutting down less painful.

Web domain- If your business has a website with a catchy URL (e.g. *www.shockandroll.com* etc), chances are that someone else might be willing to pay a tidy sum for it. Go through a broker like *www.Misk.com* to sell your website

domain if you can. Don't worry if you don't know much about website hosting, there are brokers to take care of the technical (dirty) work so you don't have to, in exchange for a negotiated cut of the selling price.

A web domain is just one of many intellectual properties that may have considerable monetary value long after your business ceases to operate. Others may include copyrights, patents and trademarks etc. If you don't have these already in your current business, it might be a good idea to secure them when you are starting up your next business.

Unsolicited leads – You can also sell off your list of hard-earned leads (sometimes referred to as your customer database) for a flat fee to a competitor who –like any other business— is looking to attract more customers. Better yet, you can negotiate a referral/finder's fee (as a specified percentage) of the value of completed transactions with competitors you are introducing your old clients to. This strategy may pay off well enough to keep money coming in long after your business has closed its doors.

Assets – This is usually the most popular source of cold hard cash when closing down a business. It is very important to get your assets appraised by a professional to determine how much they are truly worth before selling them off. This may also be helpful to avoid underselling your equipment out of desperation.

Remember, NADF's in-house expert Charlton Thompson provides appraisal services for business assets. You can contact him at **1-800-465-6821** or cthompson@nadf.org.

FREE BUSINESS WORKSHOPS JANUARY-FEBRUARY 2012

SHARPEN YOUR BUSINESS SKILLS WITH OUR FREE WEEKLY BUSINESS WORKSHOPS.

DATE	TOPIC	DESCRIPTION
January 18, 2012	How to write a business plan pt. 1	Understand the basics of putting together a winning business plan that will help you get financing for your business projects.
January 25, 2012	How to write a business plan pt. 2	Say goodbye to the days of struggling with your business plan. This free workshop will teach the basics of putting together a winning business plan that will help you get financing for your project.
February 1, 2012	Getting funding for your small business	Learn about the types of financing you can get to turn your dream business into a reality. Emphasis will be placed on NADF's financing packages (commercial loans & grants, etc.)
February 8, 2012	Shooniah & U	Learn how to manage your money e.g. how to budget, needs vs. wants, understanding credit, etc.

All dates and topics are tentative and subject to change.

For more info on these workshops, or to request a specific topic (e.g. *How to Use Microsoft Excel, Book-keeping 101, Financial Management for Women etc.*), please contact **Lorraine Whitehead** at lwhitehead@nadf.org or **Wendy McKay** at wmckay@nadf.org OR **1-800-465-6821**.

Upcoming Events

NADF Holiday Office Closure

Our offices will be closed for the holiday season from December 22, 2011 – January 2, 2012.

We will re-open on January 3, 2012 at 9am ET. Please visit www.nadf.org for more info.

Trade, Investment & Strategic Planning Session

Northwestern Ontario Development Network

January 12, 2012

Holiday Inn Express, Dryden, ON

Contact Dan Brenzavich at

(807) 768-6728 OR

manager@nodn.com to register.

My Shooniah/Financial Literacy

Workshop January 18-19, 2012
Moosonee Native Friendship Centre,
Moosonee, ON

For more on this free workshop,
please contact Linda McGuire at

(807) 625-0328 OR

mentoring@paro.ca

NAN Chiefs Energy Conference

January 31 – February 2, 2012
Valhalla Inn, Thunder Bay, ON

Contact Yanyan Chen at

(807) 625-4904 OR

ychen@nan.on.ca for more details

Mission Statement

“Enhancing and supporting the success of Aboriginal business and economic development through a range of distinct services.”

Vision Statement

“To be a sustainable leading Aboriginal owned business and financial services organization”

Board of Directors

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Lillian Suganaqueb, Vice Chairperson Webequie First Nation
Arlene Meekis, Secretary/Treasurer Wawakapewin First Nation
Shawn Batise Matachewan First Nation
Gabriel Echum Ginoogaming First Nation
Frank MacDiarmid Thunder Bay, ON
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