

# PICFI

## Commercial Fishing Enterprise (CFE)

Business & Training Planning  
Fall/Winter 2015/2016

# AGENDA

- Introductions & Objectives
- BDS & SPI Update & Implementation
- Why is a Business Plan Relevant?
- Overview of Process / Timelines
- Business Planning Process
- Education & Training Plan
- Next Steps

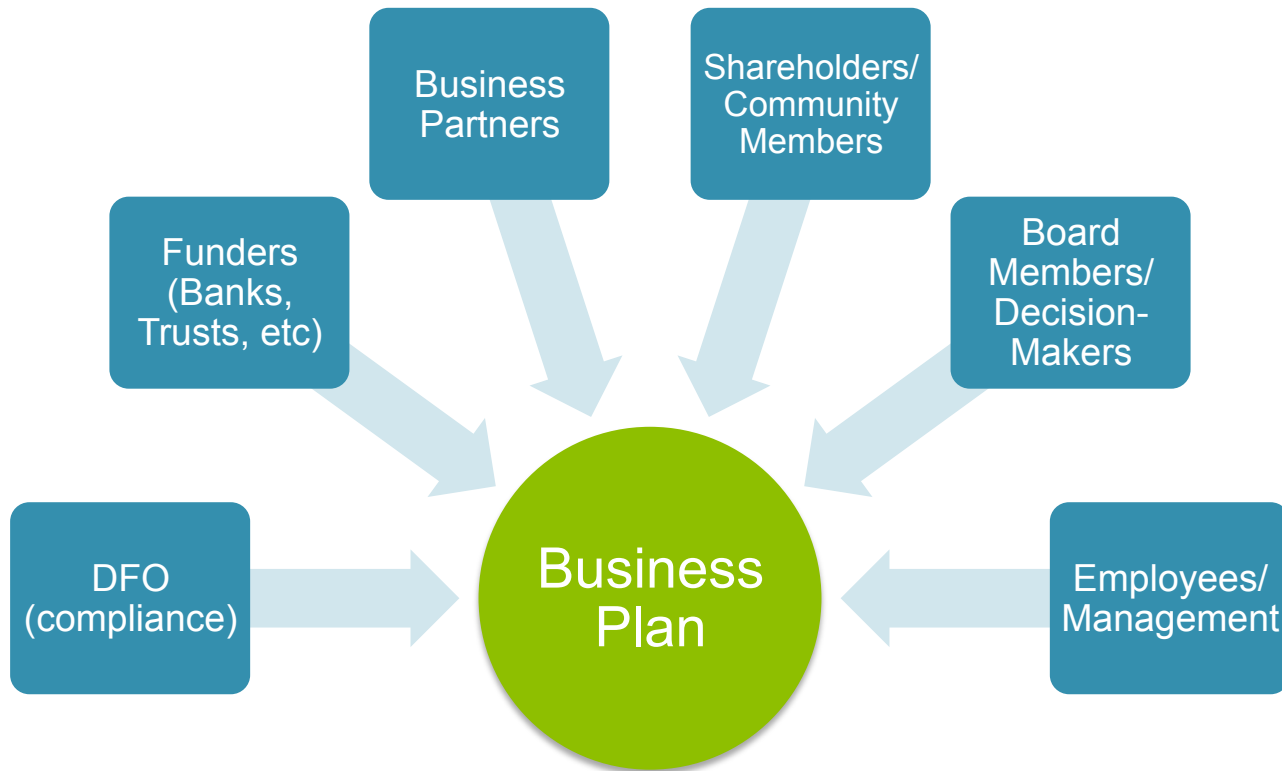
# BDS and SPI Update

- 25 BDS applications & 5 SPI applications submitted – fully subscribed
- ITPE process underway – majority referred back to DFO
- Letter of Offer issued by DFO
- Contributions agreements in process
- \$\$\$ available Q4/2015, Q1/2016
- Implementation key before March 31, 2016

# Why is a Business Plan Relevant?

- Internal
  - Set/revise goals/objectives, strategies & performance targets for CFE
  - Identify opportunities, mitigate risks & allocate resources
  - Get shareholders & board to make decisions & commit resources
  - Communicate with employees & community members
- External
  - Secure resources (financing, etc.)
  - Pursue partnerships
  - Compliance (e.g. DFO reporting)

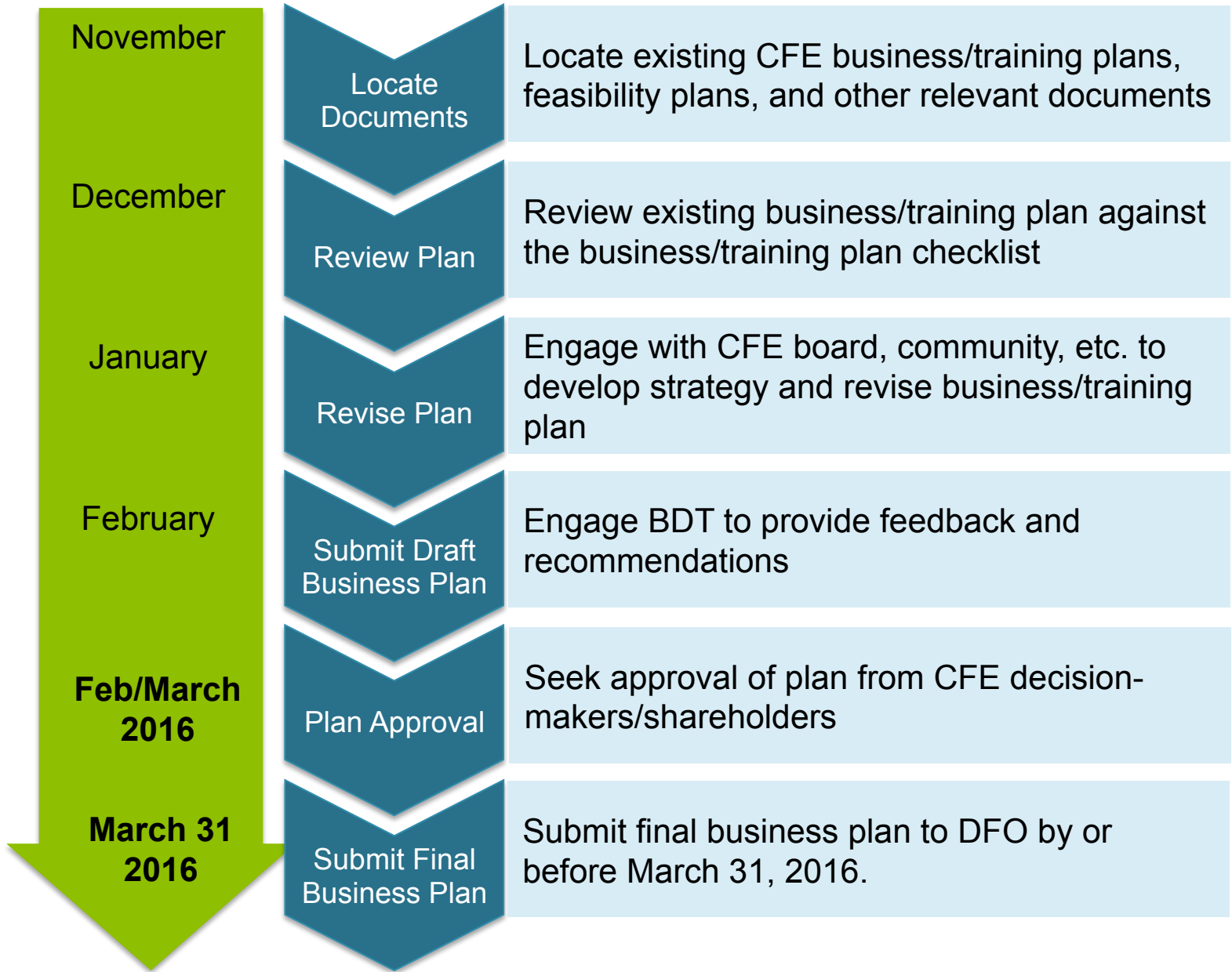
# Who is This Plan For?



# Business Plan – What Plan?

- Initial CFE Business & Training Plans prepared around 2011.
  - Based on early PICFI requests/CFE goals
  - Training focused on fishing/community-level
- Refreshed plans due by March 31, 2016
  - 10% holdback on operational agreements
  - PICFI program requirement

# Timelines



# Business Planning Process

## Step 1: Determine your Strategy

*Where do you want to go?*

### **GATHER INFORMATION**

- Assess existing BP
- Consult with shareholders
- Analyze the business environment (opportunities and threats)
- Analyze your internal environment (strengths and weaknesses)
- Analyze policy/political environment

### **DECIDE ON STRATEGY**

- Where do you want your CFE to be in 5 years?
- Acquire more access, increase retained earnings
- Invest/pursue growth
- Diversify/vertical integration
- Promote community participation, HR development
- Focus on other values (cultural, conservation, social, etc.)



# Business Planning Process

## Step 2: Prepare your Business & Training Plan

*How are you going to get where you want to go?*



## Step 3: Implement your Business & Training Plan

*Carry out your plan and start tracking your progress*



## Step 4: Monitor, Evaluate, and Revise

*Is your plan working? If not, why? What should you do differently?*

# HUMAN RESOURCES, EDUCATION & TRAINING

# Who Needs Education & Training?

CFE Employees  
and Decision-  
Makers

Community  
Members

# What Education?

# What Training?

- **Board Members/Decision-Makers**
  - Setting the strategic direction of the CFE
  - Making investment decisions
  - Making hiring decisions
  - Upholding their responsibility to the CFE's shareholders
- **Management Training**
  - Managing day-to-day operations (technical knowledge of fisheries)
  - Making hiring decisions
  - Managing finances and record-keeping
  - Managing health and safety/risk management
- **Operational Training**
  - Operating safely and in keeping with regulatory requirements
  - Performing basic maintenance and repairs
  - Performing basic record-keeping and reporting
- **Recruitment, Retention & Succession**

# Training Needs Identification

Identify CFE's goals and objectives



What knowledge, skills, and abilities will your CFE need to achieve those goals and objectives?



What are your CFE's gaps? And how can you fill them?



Training and Education



Targeted Recruiting



Temporary Consultants/  
Specialists

# Training Execution

- On-the-job
  - Mentoring
  - Job shadowing
  - Apprenticeships
- Formal Training
  - Industry certifications
  - Job shadowing
  - Apprenticeships

# Role of the BDT

- Work with CFE to determine what areas of the business plan will need updating
- Review business plan and provide feedback
- Review HR/training component and provide feedback

# Role of the CFE

- Work with shareholders/decision-makers to determine/confirm strategy (1 – 5 years)
- Complete internal review of existing business & training plan
- Prepare business & training plan update, including financial projections