

## What is the BDT?

The Business Development Team (BDT) supports PICFI Commercial Fishing Enterprises (CFEs) in the following three areas:

1. **Core Support Activities:** Support CFE participation in the PICFI program by assisting with the preparation of business plans, and supporting the development of applications and (business cases) for business development source (BDS) funding and operational support funding.
2. **Organizational Support:** Provide organizational development support services. This includes a range of activities that support the development of sustainable fishing businesses and the creation of employment and training opportunities for community members and Indigenous people.
3. **Training and Capacity Development Support:** Provide training and capacity development support to help CFEs build a skilled and suitable CFE management and fishing workforce both within the CFE and within the CFEs' member community(ies).

## BDT Services

The BDT provides a core suite of services, a summary of which is provided here. However, as CFEs grow and change, the BDT's services will also grow and change, and this list will be updated accordingly. If you are interested in accessing any of these services, please be in touch! We can work with you to develop a plan that is based on your needs and aligns with BDT resourcing/availability.

### 1. CORE SUPPORT ACTIVITIES

- Business Planning and Business Case Development
  - Facilitate strategy sessions with management/boards of directors to help determine business priorities and formulate action plans.
  - Discuss potential business ideas and strategies and provide insights/recommendations.
  - Provide tools and templates to help with the business planning process, including templates for business plans/business cases, and tools for financial projections/project assessment (e.g. forecasting profit & loss pro formas).
  - Review business plans and provide comments and suggestions.
  - Support financial modeling and financial analysis for proposed projects.
  - Provide targeted research and support to help evaluate potential opportunities, including supporting the due diligence and investment evaluation process where appropriate.

- Project Implementation
  - Help formulate workplans and monitor progress.
  - Review project conditions and support CFEs in meeting those conditions where possible.
  - Support the 'deal' process, including providing guidance for the development of formative documents such as terms sheets and partnership agreements.
  - Support the process of acquiring fishing access, vessels, and other capital assets as pertains to Business Development Source funding.

## 2. ORGANIZATIONAL DEVELOPMENT

- Funding:
  - Identify outside funding sources and support CFEs in the application process where appropriate.
  - Assist CFEs to access third party capital for operations and business opportunities (including banks, credit unions, First Nations capital corps, and other funding agencies).
- Financial Analysis
  - Support financial analysis/modeling for decision-making/enterprise intelligence
  - Provide tools and templates to support financial data-gathering and reporting.
- Management, Governance, and Strategy
  - Facilitate meetings and planning sessions.
  - Support governance and management function by helping CFEs engage effectively with their boards and by providing information about effective board practices, roles/responsibilities, and potential risks.
  - Support the development of formative business documents such as Terms of Reference and business policies.
- Industry and CFE Collaboration
  - Liaise with industry and facilitate linkages and partnerships between CFEs and industry.
  - Liaise with technical arms of provincial/federal/regional governments to keep apprised of funding opportunities that are applicable to CFEs.
  - Liaise with technical arms of provincial/federal/regional governments to keep informed of regulatory issues and processes that impact CFEs.
- Operations
  - Conduct specialized technical research (case dependent).
  - Provide templates/tools to help with operational functions. E.g. leasing policy, expression of interest/request for proposals documents.
  - Help develop communications plans and strategies to communicate effectively with community shareholders.

- Sales and Marketing
  - Strategic market planning
  - Media strategy
  - Product development
  - Content Marketing strategy

### **3. TRAINING AND CAPACITY DEVELOPMENT SUPPORT**

- Human Resources/Capacity problem-solving.
- Support the development of training plans.
- Plan and implement new capacity-development initiatives.
- Support CFEs to identify and apply for outside funding for training and capacity development, including the Canada-BC Jobs Grant.
- Conduct a skills inventory (or HR Audit) to help CFEs understand the fit between the CFEs goals/objectives and its current human resources, and develop strategies to fill those gaps.
- Research and/or connect CFEs to funding opportunities for new roles, co-op positions, etc.
- Support CFEs with any training/HR conditions of their BDS Contribution Agreements
- Develop templates, such as for job descriptions, job postings, performance reviews, training/onboarding manuals.