



20 Year Assessment

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Executive Summary

The Alberta Youth Entrepreneurship Camp (AYEC) is a week-long leadership and entrepreneurship camp for approximately 70 youth ages 12-18 (60 Campers, 10 Youth Leaders) that is held at Eagles Nest Ranch in Cypress Hills. AYEC is celebrating its 20th anniversary in 2016.

Community Futures Entre-Corp believes it is time to take stock of whether the camp continues to meet its goals of driving rural economic growth through youth entrepreneurship and leadership. The project seeks to measure the economic impact that the camp is having on AYEC campers and communities over the medium to longer-terms. The assessment will focus on camper impact, rural community sustainability and economic impact. One hundred former campers from 1997 to 2011 were surveyed to gain information about changes in their lives since attending AYEC.

Seventy-five percent of campers went on to post-secondary education. Just over a third of those campers will be graduating in the next four years, either with their first certificate/degree or their graduate degree. If all the campers who are currently enrolled in post-secondary studies finish their education, it will nearly double the average completion rate as compared to their communities (42% general community, 75% campers).

When campers were asked if AYEC had a significant and positive impact on their education/career, 94% of campers said yes. Leadership skills and exposure to business as a career were also key takeaways from their experience at AYEC. Thirty percent of campers have started a business or have been involved in a start-up. Sixty-two percent of the campers that started a business run their business in rural Alberta.

Leadership is also emphasized at AYEC with the youth leader program and also within each business team. Since attending camp, 91% of campers reported that they have taken on leadership positions in other areas of their lives.

The total economic impact for AYEC per year is \$228,448.58 with 14 jobs. The total economic impact for AYEC over 20 years is \$4,568,971.59 and 286 jobs.

Intangible impacts are much harder to measure and quantify the effect on the economy. The top two intangible impacts that may be attributed to AYEC are increased educational attainment (75% of campers went on to post-secondary) and exposure to business as a career (30% of campers have started a business).

Most campers were very specific about naming skills they learned at AYEC and still use today. The top 5 skills are the ability to work with others, leadership – methods and styles, self-confidence, working with money – budgets, financing and communication.

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Alberta Youth Entrepreneurship Camp Overview

The Alberta Youth Entrepreneurship Camp (AYEC) is a week-long leadership and entrepreneurship camp for approximately 70 youth ages 12-18 (60 Campers, 10 Youth Leaders) that is held at Eagles Nest Ranch in Cypress Hills. During their time at camp the youth engage in teamwork and collaboration to create an idea for a business and then go on to learn how to make that idea into a tangible product that they then sell on the last day of camp.

During the week of camp, the campers are taught about the many aspects that go into running a successful business. This includes doing cash flows, marketing plans, a break-even analysis and much more.

The primary activity during camp is teaching campers how to create a business. They do this with the help of their Team Leader, Youth Leader and also from modules that are delivered via group instruction (these are taught by Volunteers filling the Instructor positions.) They are each provided with a comprehensive and in-depth workbook that covers common business terms, ideas and practices. In addition to the educational focus of the camp, the youth are provided with a schedule of fun activities and events that will help them create memories and friendships that will last a lifetime. Some of these events include wall-climbing, swimming, paintball, Zipline, movie night, talent show, and campfire/sing-along.

Throughout the week campers are instructed by experienced industry professionals on all the key aspects of running a business. This includes creating a business name, cash-flow, market analysis and customer service. They are guided along the way with engaging activities like "The Lemonade Game". For each team, in order to create their business products, they require supplies. They purchase these supplies on a trip into Medicine Hat where they are able to spend the loan-money that they applied for from real-life bankers on the Wednesday of camp (Banker's Day).

On the final day of camp (Business Day), the youth are set up in a tradeshow-style fashion to sell their products to their friends and family that have shown up to encourage and support their camper.

Youth Leader Training Program

Youth Leaders are individuals that have been Campers at the AYEC for at least one year and are now 16-18 years old. The 3-day training period that is given to the Youth Leaders prior to camp consists of improving upon many different aspects of leadership. This includes instruction on:

- 1-on-1 coaching
- Mentoring
- Conflict resolution
- Team building
- Group dynamics
- Personal discovery

The Youth Leaders are integral to ensuring the smooth operation and execution of all camp activities. From the moment the Campers step off the bus the Youth Leaders are organizing, instructing and helping them get settled and comfortable for the coming week. Throughout the week the Youth Leaders assist everyone in their Business Team by providing coaching, encouraging the development of the business idea and keeping everyone on task. In addition to these responsibilities, every year the entire

Youth Leader team creates a presentation for the campers that outlines the importance of staying in school and continuing on to post-secondary education (either in College, University or the trades.)¹

Project Background

The Camp has been highly successful; however, each year presents new challenges in terms of organization and funding. With the 20th iteration of the camp scheduled for August 2016, Community Futures Entre-Corp believes it is time to take stock of whether the camp continues to meet its goals of driving rural economic growth through youth entrepreneurship and leadership. A Request for Proposal was issued and on March 22 MeadowCreek Consulting (Jodie Eckert) was contracted along with Chris Deering to conduct the assessment and create a video.

Project Objectives

The project seeks to measure the economic impact that the camp is having on AYEC campers and communities over the medium to longer-terms. The assessment will focus on camper impact, rural community sustainability and economic impact.

Scope and Methodology

The focus of the assessment was on campers that were at least 5 years older than when they attended camp. Medium term was defined as participants from the years 2004-2011 (71%) and long term was defined as participants from 1997-2003 (29%). Although these campers may be more difficult to find, their responses will most likely best demonstrate the longer-term impact that AYEC had on their lives including educational and career decision. Table 1 shows the camper year response distribution.

Table 1. Camper Year Response Distribution²

Year	Responses	Year	Responses
1997	1	2005	8
1998	5	2006	9
1999	1	2007	6
2000	6	2008	12
2001	6	2009	9
2002	1	2010	13
2003	9	2011	5
2004	9	Total	100

Camper data from 1998, 2000-2006, 2008-2011 was used to locate campers (data from 1997 and 2007 was unable to be provided). Data from the years 1998 and 2000-2006 typically contained parent's address, school attended and phone number. Data from 2008-2011 had the same information with the

¹ Excerpt from original project request for proposal document

² Campers were asked to identify what year(s) they attended. An 'other' option was given to put in comments or indicate that they did not remember. Any campers who did not remember were verified using the camp participation lists.

addition of some emails, with emails being more prevalent in 2010 and 2011. The majority of emails did belong to campers which was problematic in the fact that many had been abandoned. Camper contact data was much less complete for camps that took place 10 or more years ago.

Contacting campers was done primarily with Messenger (via Facebook) and email. Contact via mail was not done due to the high possibility that the camper and/or family had moved. As well, the survey was administered electronically so the ease of clicking on a survey from a messenger or email link was also considered. Camper names were entered in the Facebook search function and narrowed down for fit based on their age, hometown, school attended and affiliations (as there are many people with the same names). If the camper could not be reasonably tied to AVEC, they were not messaged.

After it was determined the connection was reasonable, the camper was sent a message identifying the messenger (Jodie Eckert), the purpose of contact and a link to the survey. Each message was personalized with the camper first name and the campers were asked to pass on the link if they were still in contact with other campers from AVEC. Past adult volunteers with AVEC camper contacts on Facebook were also asked to message the AVEC campers with the link to the survey.

It has been found that sending 2-3 reminders for a survey that is open for a period of approximately 4-6 weeks is optimal for achieving a higher response rate, but not irritating your recipients with too many rounds of communication.³

Each camper was sent two additional reminders if they had not responded to the survey. A primary drawback of this method is that Facebook treats these messages as ‘requests’ and many people reported not initially seeing the ‘request’. The message was filtered to a secondary folder or put under ‘possible spam’. Many respondents did not notice the request until after the second message. It can be hypothesized that non respondents:

1. Did not see the message
2. Forgot to take the survey, even with reminders
3. Were not interested in the survey

The secondary method of contacting campers was done through email. Numerous emails belonged to campers and were returned as invalid. A summary of contact methods can be found in Table 2. Data was collected from May 25 to August 7, 2016.

Table 2. Response Rate

Method	Provided Data	Contacted	Response	No Response	Invalid Email	Response Rate
Facebook Messenger		216	73*	142	n/a	34%
Email		55**	27***	26	53	49%
Total	668	271	100	170		42%

*5 responses were discarded as they did not fit camper year criteria

**108 emails were originally sent, invalid emails were removed (108-53=55)

***one email response was discarded – not a camper

³ <http://www.sr.ithaka.org/blog/survey-administration-best-practices-sending-invitation/>

Although there is divided opinion on what a good response rate is, according to Fluid Surveys, the average response rate for email surveys is 24.8%⁴. However, when your audience is known (as in this case) the response should be higher, about 50%. Response rate is also usually higher with respondents with a vested interest in the survey's success.

Youth leaders (campers that were involved in the camp for at least two years) were initially targeted due to their involvement with camp and the assumption that they might be more willing to respond to an AVEC survey (vested interest). Table 3 shows the youth leaders response rate. Please note that there is no separation of youth leaders and campers in Table 2. Each youth leader was initially a camper.

Table 3. Youth Leader Response Rate

Information for Youth Leaders	Contacted (messenger and email)	Response	No Response	Response Rate
61	36	27	9	75%

It is also acknowledged that campers who were satisfied with the camp were more likely to answer the survey. However, campers were advised that all data would be aggregated and questions were phrased to allow for negative values and if necessary a 'not applicable' option was provided as well. The project response required rate was a minimum of 100 and this was completed. While a higher response number is desirable, the data analysis shows that an increased number of responses may not have greatly affected the end results.

Twenty Years of Youth Entrepreneurship Education

Over the last 20 years AVEC has taught entrepreneurship in a fun, hands on summer camp setting. Van der Kuip & Verhuel (2003) show that there seems to be consensus regarding this method of teaching entrepreneurship. Often entrepreneurship is associated with qualities such as initiative, creativity and autonomy and several scholars argue that entrepreneurship should be taught in an active and experiential way, stimulating young people to systematically think and act entrepreneurial.

Obschonka, et al (2010) indicates that early education (adolescence) may contribute to subsequent adult work success in the field of nascent entrepreneurship. There is growing evidence now that, in a world of work that increasingly requires entrepreneurial thinking and acting such adolescent competencies may be considered as a crucial feature in society's human capital stock.

Impact on Campers

There is a lot of research that shows employment rate and wages are influenced by education. According to the December 2013 Government of Alberta Employment and Wages for Alberta Workers with a Post-Secondary Education report, post-secondary graduates experienced higher employment rates than high school graduates. The employment rate for those with a post-secondary certificate or diploma was 76.8%, 5.1 percentage points higher than for high school graduates (71.7%). Albertans with

⁴ <http://fluidsurveys.com/university/response-rate-statistics-online-surveys-aiming/>

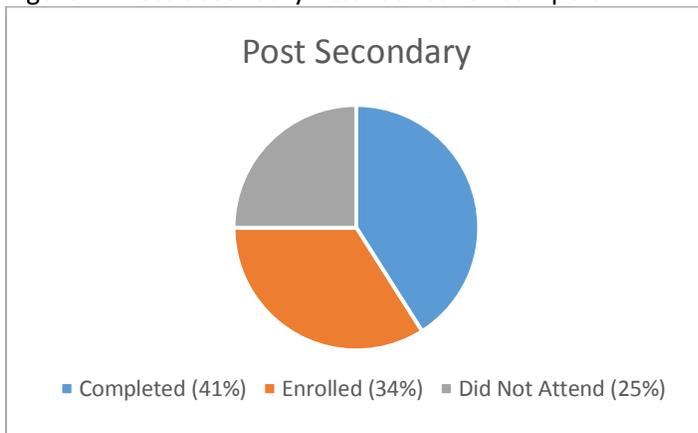
a university graduate bachelor's degree experienced the highest employment rate of 80.7% followed by those with a bachelor's degree at 79.7%.⁵

In the same report, using data from 2012, a post-secondary certificate or diploma graduate could expect to earn 16% more than a high school graduate. A university bachelor's degree graduate could anticipate earning 28% more than a post-secondary certificate or diploma graduate, and those with a graduate degree could forecast earning 7% more than a university bachelor's degree graduate. This is consistent with other findings that as one's credentials increase, income also increases⁶

Although AYEC is a fun summer camp, the primary focus is learning about business and applying the knowledge learned in a real world type situation. AYEC also teaches about career options and the importance of training that might be needed for various career choices.

Seventy-five percent of campers went on to post-secondary education. Just over a third of those campers will be graduating in the next four years, either with their first certificate/degree or their graduate degree (see Figure 1).

Figure 1. Post-Secondary Attendance for Campers



The completion rate as compared to their own communities was almost the same. An average of 42% of people in the camper communities⁷ completed post-secondary education.

If all the campers who are currently enrolled in post-secondary studies finish their education in the next four years, it will nearly double the average completion rate as compared to their communities (75%).

Post-secondary attendees were further separated into those campers who were youth leaders. Over one third of the campers that completed or are enrolled in post-secondary were youth leaders (see Table 4).

⁵ <https://work.alberta.ca/documents/employment-and-wages-with-post-secondary.pdf> (page 4)

⁶ <https://work.alberta.ca/documents/employment-and-wages-with-post-secondary.pdf> (page 11)

⁷ 2011 National Household Survey. The percentage completed from each community was calculated and then averaged overall to reach 42%

Table 4. Youth Leaders that have Completed/Enrolled in Post-Secondary

Total Campers (completed/enrolled)	Completed (youth leader only)	Enrolled (youth leader only)
41	12	
33		13

Compared to the completion rate in their communities (43%), youth leaders topped it by 40% (83%).

When campers were asked if AYEC had a significant and positive impact on their education/career, 94% of campers said yes. Campers identified skills such as communication, motivation and team work. Leadership skills and exposure to business as a career were also key takeaways from their experience at AYEC (Table 5).

Table 5. Camper Open Response to the question:

“If AYEC had a significant and positive impact on your education/career, please explain”

Comment	Frequency
leadership	19
exposure to business as a career	17
confidence	14
group/team work	10
communication skills	6
business basics	4
new friends	3
motivation/involvement	3

The following are statements from respondents in regards to the impact AYEC had on their education/career:

“AYEC is one of the exact events/periods in my life that I can point to and say it taught me relatable and realistic skills in leadership, communication, team work, and camaraderie. It made me become more outgoing, more understanding, and more appreciative. All of this has helped me immensely in obtaining success in my current role” (2006 camper/youth leader)

“I feel I gained confidence in knowing about my families business. I will be taking over the family business in the next couple of years and I feel like the AYEC helped give me that boost of confidence I need” (1999 camper)

“Right now I am completing my PhD. in Chemistry. The job market is not the best for Chemists with a PhD., but I always have a backup plan of starting my own company. I feel my time at AYEC helped me develop the basics of being an entrepreneur. It also helped develop social, organizational, and communication skills” (2001 camper)

Entrepreneurship as a career is one of the key teachings at AYEC. According to the Global Entrepreneurship Monitor 2015/16 Global Report, 66% of adults see entrepreneurship as a good career choice, and more than half of the working-age population feel they have the ability to start a business.

Obschonka, et al (2010), says that early entrepreneurial capability in adolescence (indicated by recalled leadership roles as well as inventive and commercial activities) predicted both learning value in the business creation process (learning from mistakes) and continued successful venture creation over a longer period in the working life.

Exposure to business as a career was one of the top two takeaways from AVEC (Table 5). When asked if campers had started a business or been involved in a start-up, 30% said yes. Table 6 shows the variety of businesses undertaken by campers. One third of the campers involved in a business or start up were youth leaders.

Table 6. Camper Businesses

An electrical contracting business
Financial consultant
Cleaning business
Student painting business
Floorcovering installation services
Farming
Excavating
Freelance marketing guru and photographical wiz
Gasoline retail current business owner
Consulting
Continuing family business
A lawn maintenance business
Wedding photography
I opened my own lounge under Earls restaurants

1) retail 2) distribution and brand development
Ladies Specialty Retail
Lawn car and landscaping company
Woodworking, Photography
Online store where I sell my knitting patterns
Cattle company
Restaurants
Nougat software - a independent game company
Trucking, decals, vehicle detailing, ceilings, etc
Worm farm, Freezie trike (like dickie Ds),
Jewellery store
Bookkeeping firm.
Summer Lawn Care/Painting/Odd Jobs
Consulting

Studies have struggled to measure the effect of youth entrepreneurial education on actually starting a business due to lack of longitudinal data. Fortunately, this project provided some of that information. Results from the survey indicates 87% of campers agreed or strongly agreed that they had more confidence about the possibility of becoming an entrepreneur, with 30% actually starting a business or being involved in a start-up.

At the end of each camp, attendees are asked to evaluate the camp. While the majority of the campers reported enjoying themselves, post learning has not been tracked until this assessment. Table 7 shows impact on skills as a result of attending AVEC.

Table 7. Impact on Camper Skills

As a result of attending AYEC:	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I had more confidence about the possibility of becoming an entrepreneur	1%	1%	11%	50%	37%
My leadership skills increased	1%	1%	14%	33%	51%
My self-confidence increased	1%	1%	13%	39%	47%
My planning skills improved	1%	1%	18%	44%	37%
My public speaking skills improved	2%	6%	30%	41%	22%
I had a better understanding of how to handle money	2%	2%	23%	36%	38%
My communication skills improved	1%	2%	17%	46%	35%

Leadership is also emphasized at AYEC with the youth leader program and also within each business team. Since attending camp, 91% of campers reported that they have taken on leadership positions (Table 8). Leadership is one of the qualities needed in the workforce today and in the future. In addition to a host of other qualities, according to author Pace (2012), self-motivation and discipline, effective communication, learning agility, self-awareness, and adaptability are the top five competencies that employers look for in youths entering the workforce today. In the future, adaptability, effective communication, learning agility, multicultural awareness, self-motivation and discipline, and collaboration will be in high demand.

Table 8. Camper Leadership Roles

	Response Ratio
student council	47.0%
community volunteer groups (sports organizations, etc)	78.4%
service clubs (Lions, Rotary, etc)	21.5%
team leader/supervisor in the workforce	60.7%
not applicable	8.8%
Other	24.5%
Total	100%

The following are some of the answers for leadership roles given in the category 'other':

- World Vision Youth Ambassador, Youth In Action Society Chair
- Group leader in a two year mission in El Salvador
- Agriculture Student Club Executive
- Executive position for University Model UN Team
- Residence Assistant
- Assistant director for Oliver and Bonacini Restaurants.

- Resident Assistant in University
- Volunteer with children in Peru, Leaders of Tomorrow nominee
- 4-H
- Business owner

Rural Community Sustainability

It is a commonly held belief that youth leave their rural roots, however most rural youth do end up living in rural areas (60% or more). The actual problem is attracting urban youth to move to a rural location.⁸ This is also true of AVEC campers as 65% of campers still live in rural Alberta or Saskatchewan⁹ Sixty-two percent of the campers that started a business run their business in rural Alberta.

Economic Impact

AYEC has impacted the local economy in a variety of ways. Economic impact is based on the theory that a dollar flowing into a local economy from outside of the local economy is a benefit to the region. In order to measure economic impact, the cause of the impact must first be identified. The most important underlying principle in evaluating economic impact is to measure new economic benefits that accrue to the region that would not have otherwise occurred.¹⁰

AYEC is the cause of spending in this assessment. With AVEC, wages are paid to two part time employees to organize the camp, funded for the most part with federal and provincial grants. Initial spending is generated via camper sponsorships, as well as before and after the camps by families at local hotels, restaurant, retail and other establishments. Spending is also generated by the operation of Eagles Nest Ranch, which contributes through its direct expenditures within the community as well as through the taxes paid to the local government.

Data is not complete for all the camp years, however direct and indirect impacts were estimated with the extrapolation of known data.

⁸ Dianne Looker, Professor Emerita (Acadia University) Rural Revitalization Public Dialogue Forum September 29th, 2014 (page 8)
https://crcresearch.org/sites/default/files/u443/rural_revitalization_part_6_of_the_solutions_agenda_sep_29_2014_0.pdf

⁹ Anywhere except Calgary, Edmonton, Regina, and Saskatoon

¹⁰ <http://www.nccamps.org/PDF/economic-impact-study-full.pdf> (page 13)

Direct and indirect impact for this assessment were defined as:

Direct Impact – represents dollars spent within the region related to the camp that otherwise would be spent outside the region

Indirect Impact – results from the re-spending of those “direct” dollars as they circulate through the local economy, commonly referred to as the “multiplier effect”¹¹

Total Economic Impact = Direct Impact + Indirect Impact

A study called “Small Business and the British Columbia Economy” (2013) found that for retailers, local businesses recirculate 45% of spending and chain stores recirculate 17% of spending¹². This is the multiplier used to calculate direct and indirect impact for AVEC spending. Table 9 shows the direct, indirect and total impact for AVEC for:

- Supply purchasing to make products during camp week
- Family spending on pick up day (food, gas, accommodation, etc.)
- Eagles Nest Ranch supply purchase
- AVEC supply, etc purchase

All calculations are shown in Appendix A.

Table 9. Direct, Indirect and Total Impact for Spending (no wages)

	Per year	20 years
Direct Impact	\$ 97,967.70	\$ 1,959,354.00
Indirect Impact	\$ 21,706.94	\$ 434,138.76
Total Impact	\$ 119,674.64	\$ 2,393,492.76

For calculating indirect wages and jobs, the Alberta Economic Multipliers (2011)¹³ were used. The indirect effects are shown in Table 10 with direct impacts also presented.

Table 10. Direct and Indirect Impact of Wages

	Per year	20 years
Direct Impact	\$45,645.80	\$912,916.00
Indirect Labour	\$63,128.14	\$1,262,562.83
Indirect Jobs	14	286
Total Impact	\$108,773.94	\$2,175,478.83

¹¹ The concept of multipliers is based on the theory that part of a dollar injected into a local economy will be re-spent locally, thereby affecting more than the original recipient of the dollar. Multipliers are derived by tracing the interrelationships of industries within a specified economy to understand the impact that a dollar spent in a given industry has on other industries in that economy. <http://www.nccamps.org/PDF/economic-impact-study-full.pdf> (page 65)

¹² Small Business and the British Columbia Economy, 2013
<http://nebula.wsimg.com/31f003d5633c543438ef0a5ca8e8289f?AccessKeyId=8E410A17553441C49302&disposition=0&alloworigin=1> (page 11)

¹³ <http://www.finance.alberta.ca/aboutalberta/economic-multipliers/2011/Alberta-Economic-Multipliers-2011.pdf> (page 21)

The total economic impact for AYEC per year is \$228,448.58 with 14 jobs. The total economic impact for AYEC over 20 years is \$4,568,971.59 and 286 jobs (Table 11).

Table 11. Total Economic Impact for AYEC

	Per year	20 years	Number of Jobs
Total Direct	\$ 143,613.50	\$ 2,872,270.00	12
Total Indirect	\$ 84,835.08	\$ 1,696,701.59	14
Total Impact	\$ 228,448.58	\$ 4,568,971.59	
Number of jobs			286

Intangible impacts are much harder to measure and quantify the effect on the economy. They are 'hidden' effects like goodwill and morale. The top two Intangible impacts that may be attributed to AYEC are increased educational attainment (75% of campers went on to post-secondary) and exposure to business as a career (30% of campers have started a business). These factors have an effect on the economy but would be difficult to measure.

The Final Word

Most campers were very specific about naming skills they learned at AYEC and still use today. Here are the top 5:

1. The ability to work with others
2. Leadership – methods and styles
3. Self confidence
4. Working with money – budgets, financing
5. Communication

The following are anecdotes from campers when told they could 'have the last word':

Don't stop a productive thing. I am a successful business owner today I can't deny the evidence that a business mindset at a young age was partly responsible for my success. Thank you for your time, money, and energy. (2003 camper)

Since AYEC I have had the privilege of leading/working on very cool projects in university, helping close friends with their own businesses, being promoted to a management role in a rapidly developing company, and coaching parkour. Many of these experiences involve skills that I learned/developed at AYEC and I highly recommend this camp! (2008 camper/youth leader)

I have grown significantly as a leader since 2011, due in part to the skills & confidence AYEC gave me. I may not be going into business, but I think AYEC helped me succeed in many areas of my life. Next year I begin my post-secondary career as University of Alberta's Schulich Leader in Science, planning to use those skills and continue to grow. (2011 camper)

Conclusion

AYEC campers will have impact on their local economies in two major ways – education and entrepreneurship.

Campers are well educated (almost double of the general community) which leads to higher employment and higher wages. Sixty-five percent of campers choose to remain in rural Alberta, boosting the education capital of their communities.

Campers start local businesses. Eighty-seven percent of campers said they had more confidence about starting a business – exposure to a career in business was one of the top impacts on education and career. Sixty-two percent of campers who started businesses run their business in a rural area, adding to the sustainability of their communities.

AYEC as an entity also has impact. Fifty-nine percent more money per year is put into the local economy and 14 people have jobs because AYEC exists. Over a 20 year period AYEC has contributed just over \$4.5 million dollars and 286 jobs to the local economy.

Well done AYEC!

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Appendix A

Calculations

Data for all years was not complete. The average data from the years 2008-15 was used to calculate an extrapolation for the additional 12 years.

Business Day Spending

	chain	sm bus		
per year	90%	10%		20 years
direct	\$ 2,818.35	\$ 313.15	\$ 3,131.50	\$ 62,630.00
indirect	\$ 479.12	\$ 140.92	\$ 620.04	\$ 12,400.74

ENR Wages & Spending

ENR	Wages 30%	Other 70%	Total
	\$ 10,105.80	\$ 23,580.20	\$ 33,686.00

ENR spending

	80% chain	20% Sm business	per year	20 years
direct	\$ 18,864.16	\$ 4,716.04	\$ 23,580.20	\$ 471,604.00
indirect	\$ 3,206.91	\$ 2,122.22	\$ 5,329.13	\$ 106,582.50

AYEC Wages and Spending

AYEC	Wages 36%	Other 64%	Total
	\$ 35,540.00	\$ 65,076.00	\$ 100,616.00

AYEC spending

	80% chain	20% Sm business	per year	20 years
direct	\$ 52,060.80	\$ 13,015.20	\$ 65,076.00	\$ 1,301,520.00
indirect	\$ 8,850.34	\$ 5,856.84	\$ 14,707.18	\$ 294,143.52

Family Spending

	per year	20 years
direct	\$6,180.00	\$123,600.00
indirect	\$1,050.60	\$21,012.00

Total Spending

Spending	per year	20 years
Direct Impact	\$ 97,967.70	\$ 1,835,754.00
Indirect Impact	\$ 21,706.94	\$ 413,126.76
Total Impact	\$ 119,674.64	\$ 2,248,880.76

ENR & AVEC

Wages

wages	per year	20 years
Direct Impact	\$ 45,645.80	\$ 912,916.00

Total Impact

Wages

Wages	Per year	20 years
Direct Impact	\$45,645.80	\$912,916.00
Indirect Labour	\$63,128.14	\$1,262,562.83
Indirect Jobs	14	286
Total Impact	\$108,773.94	\$2,175,478.83

Total AVEC Economic Impact

	per year	20 years	Number of Jobs
Total Direct	\$ 143,613.50	\$ 2,872,270.00	12
Total Indirect	\$ 84,835.08	\$ 1,696,701.59	14
Total Impact	\$ 228,448.58	\$ 4,568,971.59	
Number of jobs		1	286

Limitations

MeadowCreek Consulting prepared the information, opinions, and recommendations in this report for Community Futures Entre Corp. MeadowCreek Consulting has taken all reasonable steps to ensure that the information contained herein is accurate. Although we guarantee the highest level of information and service, we do not warranty or guarantee any outcomes based on the information provided in this report. We have neither audited nor otherwise attempted to independently verify the information provided to us unless otherwise indicated.

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Should additional information be provided to MeadowCreek Consulting after the issuance of this report, we reserve the right (but are under no obligation) to review the information and adjust our comments accordingly.