



**NORTHERN**  
POLICY INSTITUTE

INSTITUT DES POLITIQUES  
**DU NORD**

Commentary No. 30 | March 2019

## **Strategic Plan for an Economic Development Officer Network North**

A resource for the future of economic  
development in Northern Ontario

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# Contents

4	Executive Summary
5	Strategic Plan Objective
6	Plan Process
7	Work Plan
8	Situational Analysis
8	Introduction
8	Community Need
8	Economic Development Officers and/or Committee
8	First Nations, Métis, and Inuit Economic Development Officers
9	Economic Development Providers
10	Policy Advocates
12	Education Standards
14	Local Economic Development Officer Input
14	Introduction
14	Survey with Municipalities
15	Survey Results
16	Focus Group
19	Conclusion
20	Building an Economic Development Officer Network North Strategic Framework
20	Introduction
20	Priorities
20	Recommendations
21	Conclusion
23	Appendix
49	References

# Executive Summary

Over the course of 2015 and 2016, Northern Policy Institute conducted 98 interviews with Northern Ontario Economic Development Officers (EDOs), First Nations, Métis, and Inuit communities, and with Executive Directors of Community Futures Development Corporations with the goal of identifying gaps in partnership opportunities between Indigenous and non-Indigenous EDOs. After extensive interviews, focus groups and surveys, the results demonstrated that EDOs in Northern Ontario faced three reoccurring challenges and priorities: information sharing, capacity building, and networking.

The paper identified several gaps related to the capacity of education accreditations for EDOs in Northern Ontario namely that there are no opportunities for continual professional development for EDOs in Northern Ontario and there is no Northern chapter of the Economic Developers Council of Ontario (EDCO) supporting the specific needs of the North or rural communities.

Through anonymous online surveys and focus groups, the report highlights that EDOs face specific challenges in areas of training opportunities, capacity deficits and supports for EDOs. Building off these identified areas, NPI developed a strategic plan to empower EDOs to increase information sharing, capacity building, and networking in their respective communities.

The paper recommends that:

## ***First Nations, Métis, and Inuit Economic Development Officers***

- It is recommended that the Ontario First Nations Economic Developers Association (OFNEDA) seek a formalized partnership with Ontario Aboriginal Lands Association (OALA).
- It is recommended OFNEDA increase their networking capacity internally for the benefit of First Nations, Métis, and Inuit EDOs.

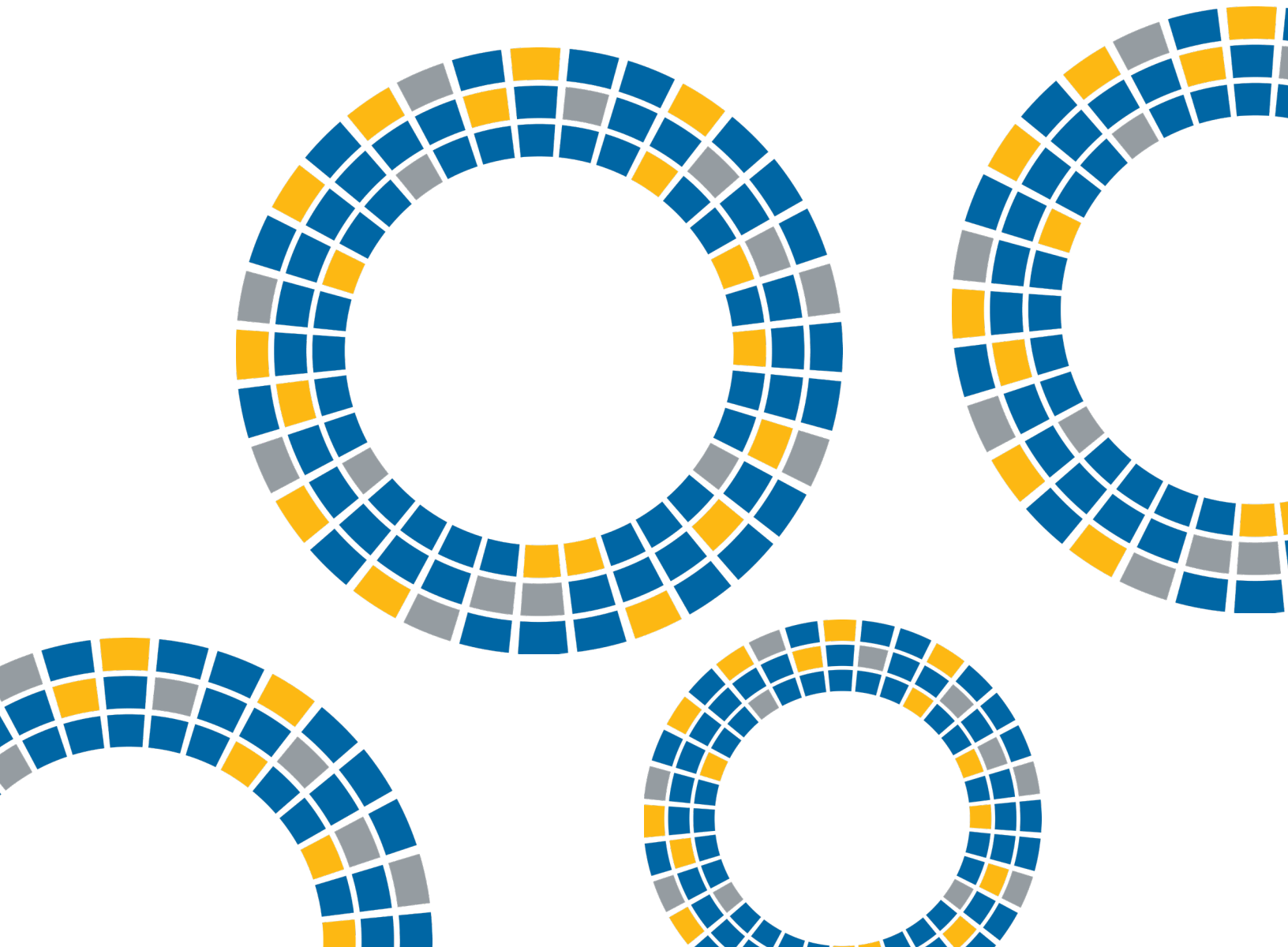
## ***Municipal Economic Development Officers***

- It is recommended that NORDIK Institute be the lead in the development of an overarching EDO Network North in Northern Ontario and seek EDCO chapter recognition.
- Once the overarching EDO Network North is established, it is recommended that NORDIK Institute bridge its connection to the Community Economic & Social Development Program at Algoma University to make expedited training (in the form of Ec.D. Certification) more readily available to EDOs in the North.

## II. Strategic Plan Objective

This plan is the continuation of a body of research, compiled year over year, involving interviews conducted by Northern Policy Institute (NPI) with Economic Development Officers (EDOs) in Northern Ontario municipalities and First Nations, Métis, and Inuit communities, and with Executive Directors of Community Futures Development Corporations (CFDCs). In total, 98 interviews were completed between summer 2015 and spring 2016. The three most recurrent priorities highlighted by EDOs were **information sharing**, **capacity building**, and **networking**.

Based on these priorities, NPI began development of a strategic plan to increase networking capacities among First Nations, Métis, and Inuit EDOs and non-First Nations, Métis, and Inuit EDOs in Northern Ontario. The objective of this plan is to empower EDOs to increase information sharing, capacity building, and networking in their respective communities.

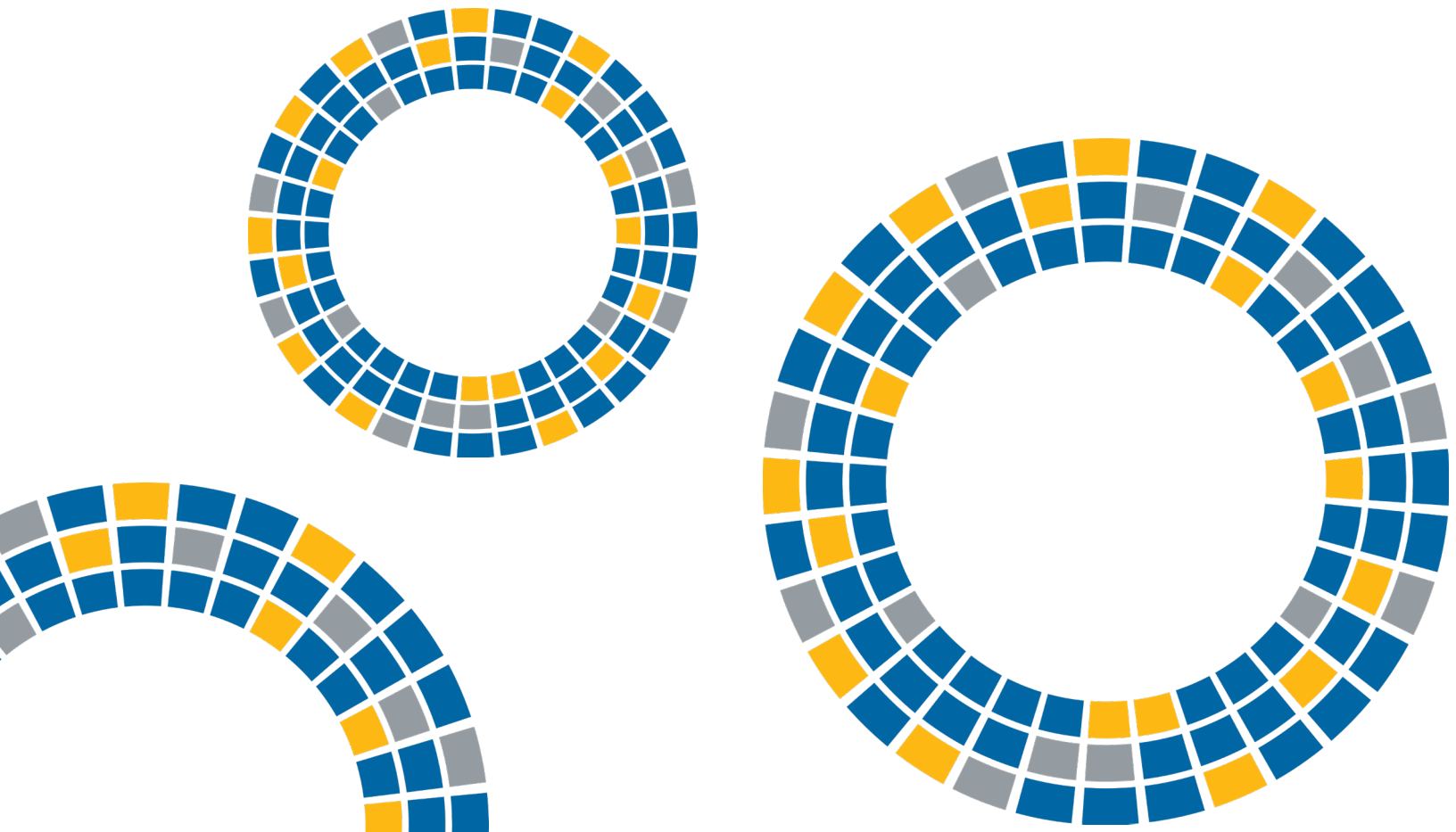


## III. Plan Process

The creation of the EDO Network North Strategic Plan was an iterative process that included collection of feedback from NPI's research team, NPI Advisory Council members, and Executive Directors of CFDCs and EDOs across the region.

In order to complete the project, NPI undertook the following three-phase study process:

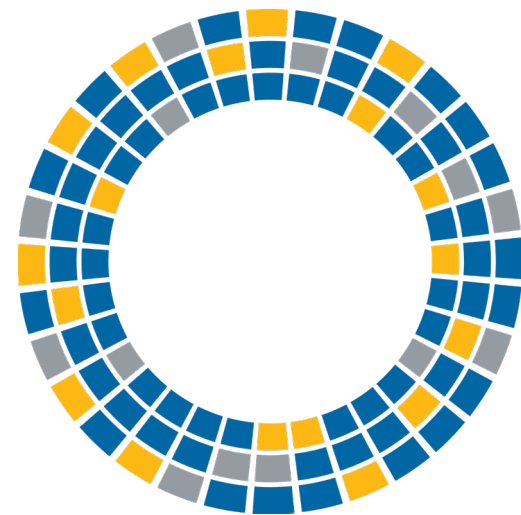
- Phase one: Situational analysis and discussions with the research team and select industry professionals;
- Phase two: First-hand qualitative and quantitative research conducted with First Nations, Métis, and Inuit and non-First Nations, Métis, and Inuit EDOs;
- Phase three: Development of the EDO Network North Strategic Plan and reporting;



## IV. Work Plan

The NPI research team undertook the following steps to guide the development of the EDO Network North Strategic Plan:

1. Icebreaker meeting with the team members to discuss the assignment and confirm the work plan;
2. Discussions with representatives from relevant organizations, including, but not limited to: Federation of Northern Ontario Municipalities (FONOM), Northwestern Ontario Municipal Association (NOMA), Northwestern Ontario Development Network (NODN), Ontario First Nations Economic Developers Association (OFNEDA), and Council for Advancement of Native Development Officers (CANDO);
3. Best practice analysis of EDO network strategies in other jurisdictions;
4. Development of an asset inventory for EDO networks in Northern Ontario and for the province;
5. Distribution of a survey to municipal EDOs to determine the current status and perceptions of available training, networking, and partnership opportunities in Northern Ontario;
6. Facilitation of a focus group with First Nations, Métis, and Inuit EDOs to determine the current status and perception of available training, networking, and partnership opportunities in Northern Ontario;
7. Dissemination of research and presentation of a summary of findings to the Northwestern Ontario Municipal Association Conference and AGM on April 27, 2017;
8. Development of the final EDO Network North Strategic Plan;



## V. Situational Analysis

### Introduction

The following section provides an overview of the networking capacities of Northern Ontario First Nations, Métis, and Inuit and non-First Nations, Métis, and Inuit EDOs over the last 5 years. Specifically, it addresses community need, the responsibilities of First Nations, Métis, and Inuit and non-First Nations, Métis, and Inuit EDOs, economic development providers, policy advocates, sub regional networks, education standards for EDOs, and finally an asset inventory for EDO networks in Ontario.

### Community Need

There are 118 First Nations, Métis, and Inuit reserves and 144 municipalities in Northern Ontario, according to Statistics Canada. The region is also home to 16 unorganized townships (Cuddy, 2016).

Northern Ontario is a unique business environment. Approximately 800,000 square kilometres in size, it represents nearly 90 per cent of Ontario's land mass. Yet, its population is only 780,140 – the same population as that of the City of Mississauga, which has a radius of only 292 square kilometres (McIntyre, 2018). Given the region's large size and small population, it is clear that Northern Ontario has physical space for growth.

Communities in Northern Ontario need capacity development opportunities, especially to pursue economic growth. This is one reason why building partnerships and networking capacities among communities is vital to the region's economic and social well-being. The importance of strategic partnerships in Northern Ontario has led NPI to contribute research to advance networking in the North and strategies to help support it.

### Economic Development Officers and/or Committee

Very often, communities will have a defined job position or municipal committee that focuses on the development

of private and public enterprises. EDOs typically take on this role. They focus on fostering development within a community and creating an environment for partnerships in both public and private sectors. An EDO typically acts as the point of contact for the business community and is tasked with the attraction of outside investment. These investments are important to the growth and sustainability of any community's future.

Being the first point of contact in the development of relationships is an important responsibility, and this is one of the reasons why NPI is looking at how best to support EDOs.

### First Nations, Métis, and Inuit Economic Development Officers

EDO positions exist in both municipalities and First Nations, Métis, and Inuit communities, but their responsibilities in these settings may be different. For example, First Nations, Métis, and Inuit EDOs must contend with an added layer of policy, the Indian Act, which is a statute overseeing the status, government, finances, and reserve lands of First Nations, Métis, and Inuit people and communities. In terms of land management, it establishes that legal title to reserve lands is held by the Crown (Government of Canada, 1985). Therefore, First Nations, Métis, and Inuit communities hold multilateral agreements with the Crown to manage their land and to maintain their relationship with the Crown. First Nations, Métis, and Inuit EDOs must navigate legislation that restricts the communities' land base and access to capital (McIntyre, 2018a).

First Nations, Métis, and Inuit EDOs are also required to be knowledgeable on matters pertaining to land claims, land management, federal and provincial relations, and the restrictions of business investment on and off-reserve. (NALMA, 2019). Indeed, it goes without saying that their skill set is different than that of non-First Nations, Métis, and Inuit EDOs. These different skills, along with the regulatory environment governing First Nations, Métis, and Inuit EDOs, are even more noteworthy considering the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), which states in Article 20 that:

Indigenous peoples have the right to maintain and develop their political, economic and social systems or institutions, to be secure in the enjoyment of their own means of subsistence and



development, and to engage freely in all their traditional and other economic activities (United Nations, 2008).

The Government of Canada has adopted UNDRIP (Fontaine, 2016).

Despite the differences among First Nations, Métis, and Inuit EDOs and non-First Nations, Métis, and Inuit EDOs in Northern Ontario, both groups share one particular hindrance: their distance from government offices, which can be more than 300 kilometers away. Furthermore, many rural and remote communities in Northern Ontario lack access to the internet, or they experience inconsistent and unreliable service (Masse, 2016). This is a huge barrier for the development of local and regional economies. Improved internet access would significantly increase the capacity of Northern Ontario economic development officers to do their work.

## Economic Development Providers

Prior to any discussion of an EDO Network North Strategic Plan, it is important to detail the existing policy space and the umbrella organizations, networks, policy advocates, and sub regional organizations that support EDOs in their positions.

### Economic Developers Association of Canada (EDAC)

EDAC is Canada's national organization of economic developers. The association offers members access to a range of resources and services, including the following professional development and networking opportunities:

- National Economic Development Network events such as forums, annual conferences, and networking opportunities;
- Publications, reports, and performance measurement in economic development tools;
- Scholarship program for Ec.D. Certification; (EDAC, 2019).

### Economic Development Council of Ontario (EDCO)

EDCO provides leadership to enhance the professional development of its members, advances economic development as a profession, and supports municipalities in fostering economic prosperity in Ontario. Members have access to the following resources and benefits:

- Young Professionals Network (YPN) and EDCO YPN Mentorship Program;

- Economic Development Library;
- Tools such as the EDCO Investors' Guide;
- Training at reduced rates – events listed through Conference Board of Canada, Economic Developers Association of Canada, and International Economic Development Council (IEDC);
- Memorandum of Understanding between EDCO and the International Economic Development Council to provide training at reduced rates;
- Discounts on travel – Via Rail and possibly Porter in the future; (EDCO, n.d.)

### Northern Ontario Research, Development, Ideas and Knowledge (NORDIK) Institute

NORDIK Institute is a research institute closely associated with the Community Economic & Social Development (CESD) degree program at Algoma University. It has a mandate to serve Northern Ontario. Services offered to EDOs and Business Development Officers (BDOs) in Northern Ontario include:

- Resources and training on social enterprise development;
- Project-based community development partnerships;
- Resources associated with CESD and economic development in Northern Ontario; (NORDIK, 2011)

### Ontario First Nations Economic Development Association (OFNEDA)

OFNEDA was created in 2008 to help stimulate economic growth for Ontario's First Nations, Métis, and Inuit. Its members represent professionals with a common goal of fostering economic development in First Nations, Métis, and Inuit communities. It also supports policy development initiatives that tackle the economic challenges facing these communities. Membership includes:

- Annual Economic Development Conference – free transportation and attendance;
- Training, education and resources toolkit;
- Send-outs to First Nations, Métis, and Inuit EDOs;
- Future forum for partners;
- \$1,000 annual membership fee; (OFNEDA, 2017)

### Ontario Aboriginal Lands Association (OALA)

OALA provides networking, peer support, and training opportunities for First Nations, Métis, and Inuit land managers in Ontario.

- Goals and objectives of OALA include networking and professional development;
- Membership fee is \$150 per year;
- Training provided at every biannual meeting;
- Currently reviewing governance plan and bylaws to sign up more land managers in the North; (OALA, 2019)

#### **Council for the Advancement of Native Development Officers (CANDO)**

CANDO is a national Indigenous organization involved in community economic development. The organization strengthens Indigenous economies by offering programs and services that build capacity among Economic Development Officers. Benefits include:

- Discount registration at CANDO Annual National Conference & AGM;
- Subscription to CANDO news;
- Access to Certified Aboriginal Economic Developer Process;
- Journal of Aboriginal Economic Development;
- Advertisement of events on a nationwide network; (CANDO, 2019)

#### **Ontario's North Economic Development Corporation (ONEDC)**

ONEDC represents the cities of Thunder Bay, Sault Ste. Marie, Sudbury, Timmins, and North Bay with the collective goal of advancing pan-Northern economic growth.

FedNor and Northern Ontario Heritage Fund Corporation (NOHFC) support a website for business referrals to these cities;

ONEDC offers statistics and sector profiles on advanced manufacturing, information communications technology, aerospace and aviation, alternative energy and environmental technologies, and health sciences; (Invest Northern Ontario, 2019)

## **Policy Advocates**

#### **Northwestern Ontario Municipal Association (NOMA)**

The objectives of NOMA are to consider matters of general interest to member municipalities, to take united action on these matters, and to pursue enactment of legislation that may benefit members.

- Comprised of district 'municipal leagues': Thunder Bay, Rainy River, and Kenora, as well as councilors from each smaller community in those leagues;
- The Association considers matters of general interest to the municipalities, takes united action on matters where the rights of the municipalities may be affected and advances education and discussion.
- Appoints three positions to the 'Northern Caucus' for the Association of Municipalities in Ontario; (NOMA, 2019).

#### **The Federation of Northern Ontario Municipalities (FONOM)**

FONOM is a membership-based association, which acts as the united voice of Northeastern Ontario, representing and advocating on behalf of 110 cities, towns, and municipalities (FONOM, 2013).

- Similar to NOMA, but located in Northeastern Ontario, representing districts in the Northeast;
- Board comprised of councilors from various communities in Northeastern Ontario;
- Functions primarily to share notes and advance processes in Northeastern Ontario communities;
- Appoints three positions to the Northern Caucus of the Association of Municipalities of Ontario;

#### **Under the FONOM Umbrella**

- Algoma District Municipal Association (ADMA)
- District of Parry Sound Municipal Association (DPSMA)
- Manitoulin Municipal Association (MMA)
- Northeastern Ontario Municipal Association (NEOMA)
- Sudbury East Municipal Association (SEMA)
- Temiskaming Municipal Association (TMA)

#### **National Indigenous Economic Development Board (NIEDB)**

NIEDB provides analysis and guidance to the federal government on issues related to Indigenous economic opportunities that enable the Indigenous peoples of Canada to have a voice in government policy. It:

- Addresses barriers to economic development for Indigenous businesses;
- Provides recommendations on increasing Indigenous participation in resource projects;

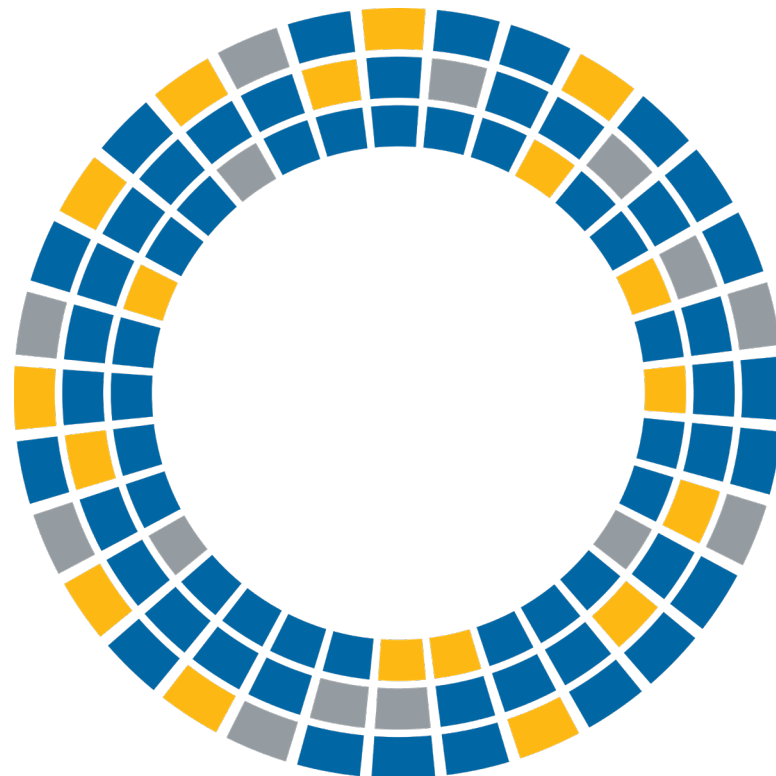
- Assesses the state of the Indigenous economy in Canada by tracking progress across several key indicators;
- Submits pre-budget commentaries to Senate and House of Commons committees; (NIEDB, 2017)

Economic Development organization;

- Manitoulin Island and Espanola Economic Development Network (informal);
- LaCloche Manitoulin Business Assistance Corporation (LAMBAC) - organizes informal meetings between municipal EDOs on Manitoulin;
- West Parry Sound Community Investment Initiative in Northern Ontario (CiINO);
- Manitoulin Island EDO Network (very informal);
- Heart of the Continent Partnership;
- Lake Superior National Marine Conservation Area, Northern Ontario Marina;
- Marketing Association, Superior Country Travel Association, Superior North Community Development Corporation EDOs;

## Sub regional

- There are several smaller sub regional working groups meeting across Northern Ontario, often without an official name. The following groups were compiled using information gathered through surveys conducted by NPI, which can be found in Appendix B:
- An economic development initiative involving municipalities and First Nations, Métis, and Inuit communities is being considered for the North Channel of Lake Huron;
- EDOs in the First Nations, Métis, and Inuit communities of Sagamok, Mississauga, and Serpent River have met to discuss becoming a united front for businesses who are interested in investing in their regions. Business interests are asked to funnel through the group first;
- EDOs representing rural communities in a wide area (Parry Sound to Mattawa to West Nipissing) have begun meeting on a quarterly basis to share information and best practices;
- Regional Economic Development Group;
- Superior East Regional EDO Forum;
- Algoma Starter Company;
- Regional aspects and other Thunder Bay service providers;
- Perry, Magnetawan, McMurrich/Monteith (PMM) Economic Development Committee;
- Almaguin Highlands Chamber of Commerce (AHCC);
- Northeast Community Network - this is the name given to the 16 CFDCs located in Northeastern Ontario;
- SNCFD North Shore Network - The Network is an organization that was created by Superior North CFDC in 2009 following a meeting of economic development practitioners from the Superior North region;
- Sault-Sudbury area;
- Sioux Lookout First Nations - Municipal Community

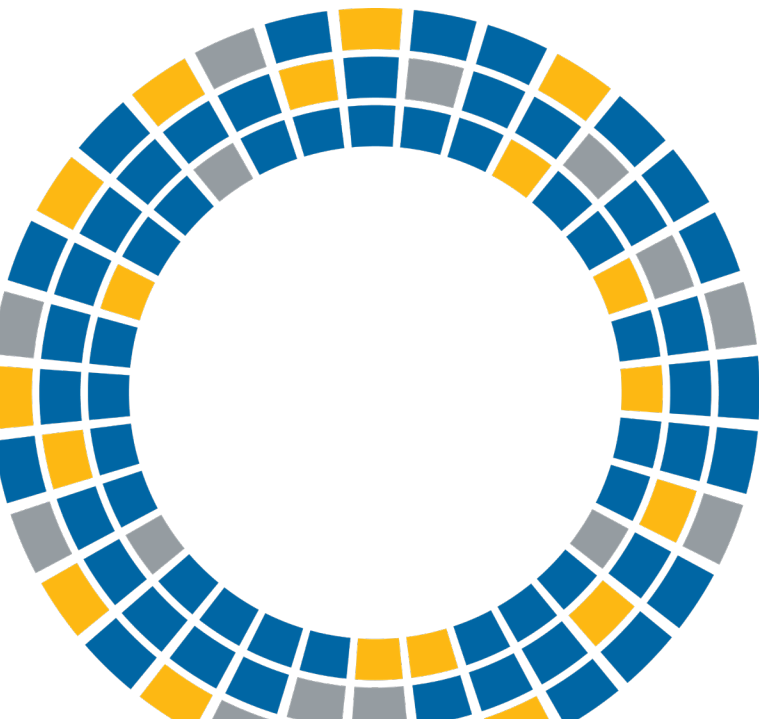


## Education Standards

There are established education standards for EDOs in both First Nations, Métis, and Inuit and non-First Nations, Métis, and Inuit communities. They are regulated by national organizations, namely the Council for Advancement of Native Development Officers (CANDO) and the Economic Developers Association of Canada (EDAC).

**Table 1: Education Standards for First Nations, Métis, and Inuit and non-First Nations, Métis, and Inuit EDOs**

	First Nations, Métis, and Inuit	Municipal
Accreditation Body	Council for Advancement of Native Development Officers (CANDO)	Economic Developers Association of Canada (EDAC)
Accreditation	TAED	Ec.D.
Program Offering in Northern Ontario	<ul style="list-style-type: none"> <li>3-to-4-year degree at Algoma University, Community Economic &amp; Social Development</li> </ul>	<ul style="list-style-type: none"> <li>3-to-4-year degree at Algoma University, Community Economic &amp; Social Development</li> <li>Course delivery available annually in Thunder Bay</li> </ul>
Program offering in Ontario		2-year expedited accreditation, through University of Waterloo
Participation	0 out of 6 focus group participants (First Nations, Métis, and Inuit EDOs) received CANDO certification (Focus Group, April 2017)	30.9% of municipal EDOs in Northern Ontario who received training were Ec.D. certified (Survey, March 2017)



## Comparison of Education Accreditations

### Ec.D. Certification

- Certification available through EDAC;
- Minimum 3 years' experience in the field;
- Complete exam with 75 per cent or higher;
- 45 points required to write the exam, but there are many ways to earn them:
  - Year 1 and Year 2 = 10 points each (upon completion of papers);
  - EDAC Conference = three points;
  - Provincial / Territorial Association Conferences = two points;
  - Relevant Degree (Undergrad) = 10 points;
  - Relevant Graduate Degree = five points;
  - 45 points granted to graduates of Community Economic & Social Development Bachelor of Arts Honours Degree at Algoma University in Sault Ste. Marie; (EDAC, 2019a)

### Technician Aboriginal Economic Developer (TAED) Certification

- Certification available through CANDO;
- Curriculum developed to meet 11 core competencies of Indigenous economic developers;
- There are eight accredited institutions in Canada (one is in Ontario);
- Algoma University Community Economic & Social Development 3 or 4-year degree programs are accredited; (CANDO, 2019a)

As a result of this research, several gaps were identified in economic development-related accreditations available in Northern Ontario:

- The Economic Development Association of Canada (EDAC) and CANDO certifications are training standards in the economic development profession. Currently, EDAC does not include content specifically relevant to Northern Ontario or rural communities;
- Ec.D. and CANDO Certification are available in Northern Ontario exclusively at Algoma University with the completion of a Bachelor of Arts Honours in Community Economic & Social Development. Unfortunately, it is common that EDO positions are filled by new staff who seek out certification after the fact. This makes the 3-year degree option unattainable for individuals who are seeking training in their field while also working full time;

- Although NPI provides access to an abundance of papers on the Northern Ontario economy, there is no one library of papers related to approaches on economic development practices in Northern Ontario;
- Regular meetings are not taking place between First Nations, Métis, and Inuit communities and municipalities, unless on a reactionary basis when an Impact Benefit Agreement or a business partnership is being proposed;

Based on the network offerings in Northern Ontario, several gaps emerged, highlighting a deficit in support for First Nations, Métis, and Inuit EDOs and / non-First Nations, Métis, and Inuit EDOs in Northern Ontario. They are included below:

- There is no mainstay Ec.D. Certification in Northern Ontario and/or continual professional development for EDOs. However, the University of Waterloo does offer courses once a year in Thunder Bay;
- There is no 'Northern Chapter' in EDCO supporting the specific needs of EDOs in the North;
- The cost of travel is high for conferences located in the south and there is minimal opportunity for in-conference certification;
- There is a lack of regular meetings between economic development organizations in First Nations, Métis, and Inuit communities and in municipalities (networking);
- The organization of networking is currently based on smaller regions, with little-to-no overarching or need-based networking;
- There is no dedicated library of papers (policy analysis) in Northern Ontario on economic development – for case studies and learning outcomes moving forward;
- There is a lack of formal education on treaties and historical context of First Nations, Métis, and Inuit;

# VI. Local Economic Development Officer Input

## Introduction

The following section focuses specifically on what is happening from an EDO standpoint at the local level in Northern Ontario and their visions for potential organizational support.

Adopting a community-based participatory research approach, NPI developed an anonymous online survey for distribution to EDOs and economic development committees in municipalities. NPI also conducted a focus group with First Nations, Métis, and Inuit EDOs with the support of the Ontario First Nations Economic Developers Association (OFNEDA).

The information obtained through these discussions has been used, together with other research, to develop the overall suite of actions, and recommended goals and objectives, in respect to the development of an EDO Network North Strategic Plan. The results from the survey process and focus group are provided in the following section. Furthermore, it should be noted that the views expressed in this section of the report do not reflect the views and opinions of NPI. The intent of this section is to present a summary of the views expressed through the online survey and focus group.

## Survey with Municipalities

The survey was made available via [northernpolicy.ca](http://northernpolicy.ca) from March 1 to 23, 2017. With a target response rate of 25 per cent, 110 individuals were contacted and 63 surveys were completed. After identifying duplicates and non-responses, there were 55 surveys available for use in this study.

In order to be representative of Northern Ontario, findings were broken down into groups based on municipal population sizes (a through i). In the North there is a definite number of municipalities in these distinct groups. For example, there are 37 municipalities in Northern Ontario that have a population of 500 or smaller. The following table shows the total number of municipalities in each population range group, the ideal number of responses to meet the 25 per cent target response rate, and the actual number of responses received.

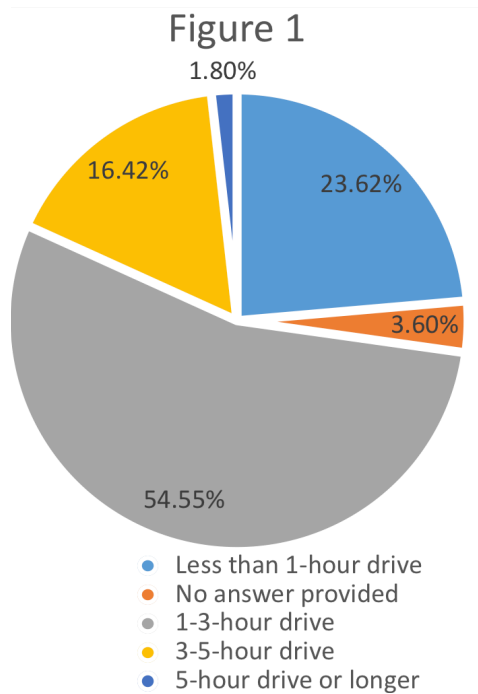
**Table 2: Survey Response Rate by Municipality Size**

Size of municipal population	Total municipalities in this group	Number of responses needed to meet goal of 25%	Total actual responses
(a) 500 or smaller	37	9.25	6
(b) 501 to 1,000	41	10.25	15
(c) 1,001 to 1,500	25	6.25	7
(d) 1,501 to 2,000	10	2.5	5
(e) 2,001 to 2,500	5	1.25	3
(f) 2,501 to 5,000	21	5.25	11
(g) 5,001 to 7,500	8	2	3
(h) 7,501 to 15,000	7	1.75	2
(i) Over 15,001	6	1.5	3
Total	160	40	55

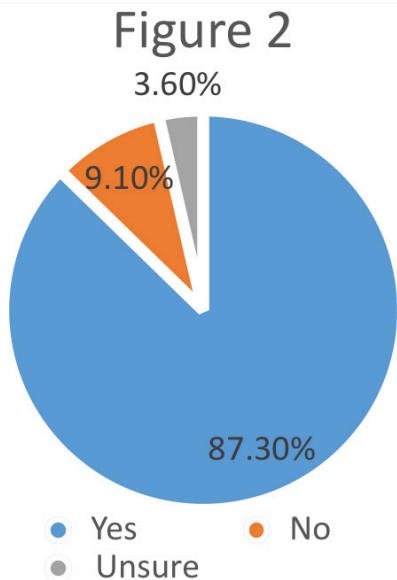
## Survey Results

As mentioned, survey results consisted of EDO respondents from non-First Nations, Métis, and Inuit communities. Of those surveyed, 87 per cent are located within a one-hour drive from a First Nations, Métis, and Inuit community, and 53 per cent are located one-to-three hours from a larger community such as Kenora, Timmins, North Bay, Sault Ste. Marie, Thunder Bay, or Sudbury.

**Figure 1: Distance from Kenora, Timmins, North Bay, Sault Ste. Marie, or Sudbury**

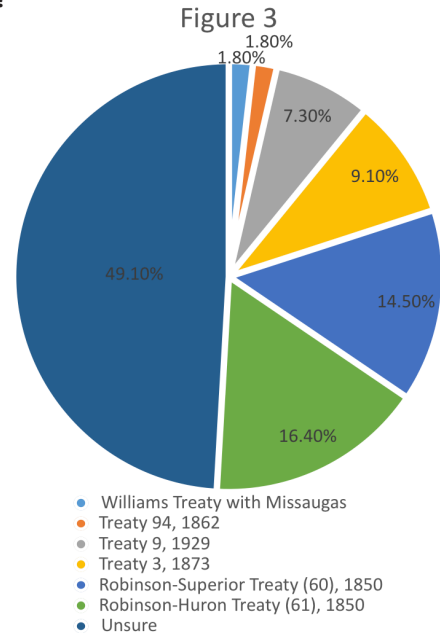


**Figure 2: Is there a First Nations, Métis, and Inuit community located nearby? (Within a one-hour drive)**



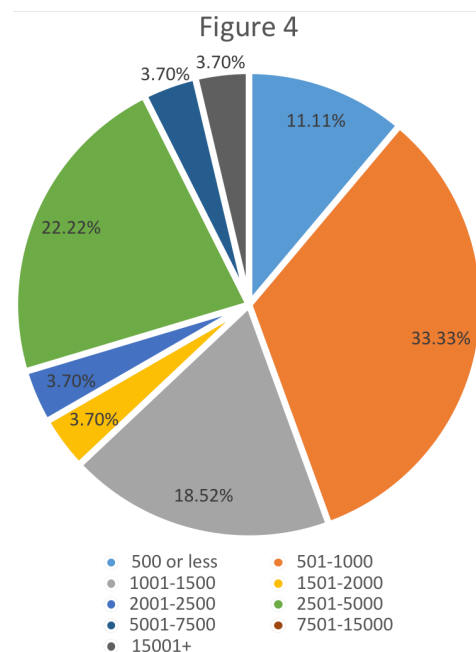
In the same vein of geography, the question “On which treaty area does your community reside?” was asked. A near majority (49 per cent) of respondents were unaware as to which treaty area they are located in.

**Figure 3: On which treaty area does your community reside?**



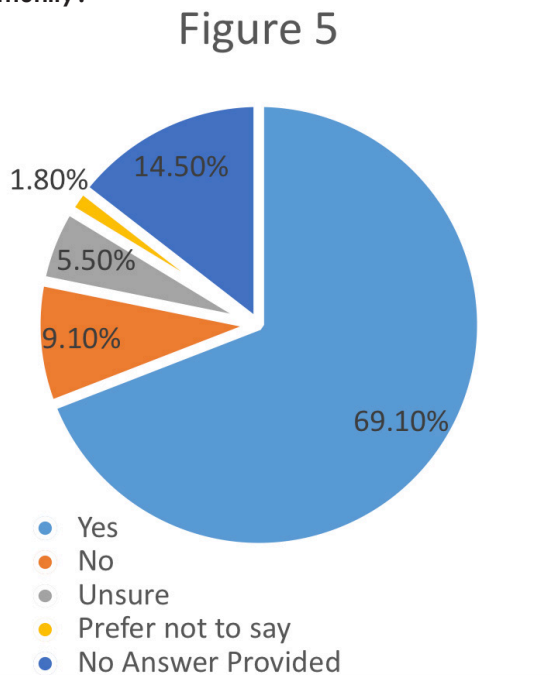
In taking a closer look at these responses, cross-tabulation revealed that a large proportion of those responding ‘unsure’ were from smaller communities in the 501 to 1,000 (33 per cent), 2,501 to 5,000 (22 per cent), and 1,001 to 1,500 (18 per cent) population ranges.

**Figure 4: Total population range of those who answered “unsure” to question 2**

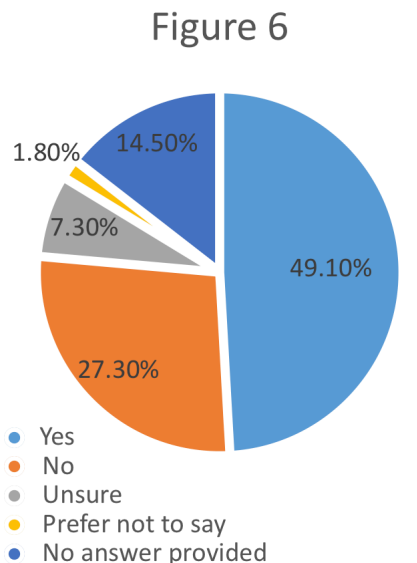


Questions for the participant's centered on motivations for partnership in order to gauge current interest levels and capabilities. For example, they were asked whether their community had partnered with outside First Nations, Métis, and Inuit communities and non-First Nations, Métis, and Inuit communities. Most communities have made partnerships a priority, with 69 per cent answering yes for partnerships with non-First Nations, Métis, and Inuit communities, and 49 per cent answering yes for partnerships with First Nations, Métis, and Inuit communities.

**Figure 5: Has your community partnered with an outside and/or neighbouring non-First Nations, Métis, and Inuit community?**



**Figure 6: Has your community partnered with an outside and/or neighbouring First Nations, Métis, and Inuit community?**



Participants were asked follow-up questions regarding the perceived benefits of partnerships. Answers were themed and tabulated. The greatest perceived benefit to partner with non-First Nations, Métis, and Inuit communities was the ability to share ideas and costs for innovative solutions. When asked what the perceived benefit was to partner with First Nations, Métis, and Inuit communities, many respondents stated it enabled both parties to access new funding sources. Those surveyed were also asked whether they were familiar with and/or read the 94 calls to action published by the Truth and Reconciliation Commission of Canada (TRC). Only 29 per cent answered yes.

Education levels of EDOs were also examined in the research to identify an opportunity that emerged – supporting increased access to education opportunities. A total of 48.8 per cent of respondents had received no prior training in economic development practice. Of those who did receive training, 30.9 per cent were Ec.D. certified through EDAC. There is an opportunity for EDOs in the North to have greater access to Ec.D. Certification.

Detailed survey results can be found in Appendix C of this report.

## Focus Group

NPI conducted a focus group in partnership with OFNEDA on April 5, 2017 with the goal of gauging the perceptions and views of First Nations, Métis, and Inuit EDOs. An invitation was sent to members in chapter's 1, 2, and 3 (Northern Ontario). Of those invited, six attended the focus group.

A terms of reference process was facilitated by NPI, and it was agreed upon to record the focus group and transcribe the conversation with no identifiers. Finally, taking a critical approach to research dissemination, quotes from the focus group have been categorized into themes based on Dr. Martin Brokenleg's Circle of Courage concept. This concept theorizes the necessary steps to increase capacity within one's self and in the community. The steps are:

1. The spirit of belonging – it is important to feel included and accepted in any group setting or all other steps become difficult;
2. The spirit of mastery – once individuals feel they belong to a group or organization, they are more comfortable with developing their skills;
3. The spirit of independence – through the mastery of one's skills and talents, individuals gain the independence to self-start;



4. The spirit of generosity – once independence is obtained, and individuals feel confident in their abilities to conduct themselves, this creates an overabundance of ability, and often generosity in these individuals to share their abilities with others. This then becomes a continuous cycle; (Brokeleg, 2016)

### Focus Group Responses from First Nations, Métis, and Inuit EDOs

#### Capacity Opportunities

- "...our strategic plan as well. With that, we'll be able to identify what our priorities are for economic development. That will help in regards to prioritizing what it is we are able to accomplish without the EDO going crazy."
- "Right now, we are doing some governance training for our council."
- "We become expert proposal writers. I don't know how many proposals I've written trying to get funding into the community to develop our resources."
- "Definitely we need to have a strong link between our leadership and knowing what their plans are for their term of office so we can see what they have or would like to see for the community."
- "I think it's the partnerships and collaborations, and a lot of the projects really help to fill the void of capacity, and the opportunity for reaching other funding sources."

#### Capacity Deficit

- "See that's where I think one of the major struggles is: there is never enough capacity between employees."
- "Sometimes it can be a struggle because there isn't always money available to do and pursue projects you want to pursue for your First Nation."
- "There's nothing set aside for these community members that are interested in starting businesses."
- "We only have one person who deals with numerous tasks dealing with economic development."
- "Even to have adequate travel budget, to get out in the business community, to see what's going on or talk to different people... we're limited with that aspect of our budget."

#### Training Opportunity

- "Where I've taken training has been attending conferences."

- "Applied to the CESD program here. She encourages me to attend any training. I know there's EcDev training through the University of Waterloo, so she's just really helping me... seek out certifications I do need."
- "...for training. If there are other organizations, such as CANDO who have some type [of] training... I would be interested to find out how much money they get from the Federal government to do that type of training."
- "[Finding out] whether or not the government is willing to provide support of EDOs going to get the training or certification for the positions we hold."
- "OR we could be looking at succession planning in our communities so we can say to the community that we need to train people to take hold of those positions if we retire or move on, so we have people with skills in economic development or whatever the case may be."
- "It would be nice if, at some of these conferences we go to, there be accredited training available."
- "Wasn't NORDIK looking at doing CANDO training? Like certification in Economic Development Officers through CANDO."

#### Training Deficit

- "I have no economic development training whatsoever."
- "I don't have any prior economic development training."
- "I've been here since 2014. I haven't received any type of economic development training."
- "I've got no formal training in economic development."
- "I think there's a lack of training for already hired full-time EDOs."

#### Support for Economic Development Officers

- "What support I find is necessary, as an EDO, is the organization such as OFNEDA that is there to guide First Nations with information, networking, and do such a thing as the yearly conference so all First Nations get together, share information, and let each other know what's going on in our communities"
- "In OFNEDA we have the chapters. I wonder if there could be chapter meetings done more frequently than once a year."

## Partnerships

- “Other discussions with neighbouring municipalities to find out what they’re doing and whether or not we can collaborate on various things.”
- “Something as simple as the North Shore used to have. They used to host EDO meetings quarterly along the North Shore. I do recall that.”
- “It becomes very exhausting, and it feels like you’re always busy. But if you make the effort to get out there, to talk with people who you don’t think could possibly have relevance to economic development.”

## Partner-anchors

- “Like, oh you’re <Name> from <First Nation>. What projects have you been involved in? I find those events very easy, because your partnership is welcome.”
- “I put myself out there. It’s a lot of work to always be out there trying to communicate with people, constantly calling them, but in the end, it opens up a lot of opportunities.”
- “We as EDOs don’t have to do this all by ourselves. And to be successful, it really works when you have a bunch of people sit down and make it possible, again with that capacity.”

## Funding Opportunity

- “See <First Nation> just had 2-year funding through the Independent Electricity System Operator as well to develop an energy plan.”
- “Right now (April 2017) there’s a big push for community enrichment plans, and that’s what we’re doing right now is a community enrichment plan.”
- “There is quite a bit of funding available through INAC right now, and they want you to build your capacity, but once you do... It’s ‘see ya later,’ probably.”
- “[In order] to share with the different funders out there [what we are doing], there [are] the comprehensive community plans (CCP) that we’ve developed. I think that should help in terms of knowing what the communities are planning, so it helps with decision-making and looking back at what was said by the CCP.”

## Perception of Funding

- “I know it’s difficult because funding changes from year to year. At least when you have a draft plan, you can look at it and say, ok, this year we are going to tackle community energy plans, and we are doing it in 3 years from now.”
- “Because the other thing you can do is plan for if you ever didn’t have funding.”
- “So, if anything from this conversation is going to be fed into INAC or whoever, [it should be] to look at whether or not they’re going to be increasing the funding goals for economic development, or where else we can find funding sources to feed into our ability to build capacity in our communities.”
- “I find that working and doing a lot of research on funding opportunities, I find it’s driven by trend and not so much on what is needed in First Nations communities or other Aboriginal communities.”

As noted earlier, key conversations and direct quotes from the focus group related to the themes involved in Dr. Brokenleg’s Circle of Courage concept are included below. This dissemination was key in the organization of barriers and opportunities for EDOs in Northern Ontario.

## Generosity

**Opportunity:** “It’s the partnerships and collaborations [...] really help to fill the void of capacity, and the opportunity for reaching other funding sources.”

**Barrier:** “A lot of the communities [...] are literally trying to work day-to-day on survival and there isn’t enough money for services for the community to function socially.”  
Independence

**Opportunity:** “(economic development plan) will help in regards to prioritizing what it is we are able to accomplish without the EDO going crazy.”  
**Barrier:** “See, that’s where I think one of the major struggles is, there is never enough capacity between employees.”

## Skills and Mastery

**Opportunity:** “We will become expert proposal writers.”

**Barrier:** “It would be nice if, at some of these conferences we go to, that there be accredited training available.”  
Identity and Belonging

**Opportunity:** “All it could be is having coffee and chatting on how we could build a relationship. I do that a lot now.”

**Barrier:** “I think it’s still there, this animosity going around in First Nations communities about trust and lack of trust. Being fearful of being burnt.”

## Conclusion

It is clear that First Nations, Métis, and Inuit and non-First Nations, Métis, and Inuit EDOs are cognizant of the same areas of focus within their positions. Partnerships are important to EDOs and the communities they represent. As well, partnerships denote greater opportunities for innovation, cost sharing, and cohesion. However, the barriers that also exist for these positions, such as the lack of access to training and their perceptions of others, can hinder the advancement of economic development in Northern Ontario.



# VII. Building an Economic Development Officers Network North Strategic Plan

## Introduction

As identified in Section VI, the research revealed several threats to and opportunities for the positions of EDOs in Northern Ontario communities. These will be addressed in order to build upon strengths and address weaknesses.

## Priorities

Both First Nations, Métis, and Inuit and non-First Nations, Métis, and Inuit EDOs share many of the same capacity development priorities. Further recommendations will be structured using priorities established in the situational analysis and research. The priorities are included below:

1. Increase accessibility to professional development training in the form of CANDO and Ec.D. accreditations. Also necessary is experiential training on treaties and education on the historical context of First Nations, Métis, and Inuit communities in Northern Ontario;
2. Build off the success of existing regional subgroup meetings and increase the capacity of an overarching EDO network in Northern Ontario that supports these meetings with organizational structures;

## Recommendations

NPI recommends the following steps be taken by key organizations in Northern Ontario and elsewhere. Realizing that this is a complex ecosystem of organizational structures, and that several conversations would need to take place, these recommendations are structured based on priorities brought forth through the accumulated body of research.

### First Nations, Métis, and Inuit Economic Development Officers

***It is recommended that the Ontario First Nations Economic Developers Association (OFNEDA) seek a formalized partnership with Ontario Aboriginal Lands Association (OALA).***

OFNEDA should consider developing a formalized partnership with OALA. Both organizations seek to make training available for skilled positions in First Nations, Métis, and Inuit communities and their combined efforts can make CANDO-accredited training available at the FNEAC conference and events in the future.

This form of partnership is exemplified by best practices taking place in Alberta. The First Nations Economic Developers Association partnered with the Treaty & Aboriginal Land Stewards Association of Alberta (TALSAA) to make CANDO certification classes available at a yearly conference.

Also, OALA has earmarked the attraction of lands managers from Northern Ontario as a priority for their board and various committees. This partnership could potentially benefit OALA for that purpose, by working through OFNEDA's chapters 1, 2, and 3 to build connections to the North.

***It is recommended OFNEDA increase their networking capacity internally for the benefit of First Nations, Métis, and Inuit EDOs.***

Drawing from data compiled through the focus group with First Nations, Métis, and Inuit EDOs, it is recommended that OFNEDA host chapter meetings once a month with a concerted effort to increase information sharing, networking, and training opportunities. These meetings can be held via teleconference, with facilitated discussion. In-person chapter meetings are only feasible if travel expenses are paid.

The First Nations Economic Advancement Conference (FNEAC) offers the unique opportunity to jump-start this process of increased connectivity. It is recommended OFNEDA advertise their meeting schedule and/or plan the meeting schedule at FNEAC.

### Municipal Economic Development Officers

***It is recommended that NORDIK Institute be the lead in the development of an overarching EDO Network North in Northern Ontario and seek EDCO chapter recognition.***

NORDIK Institute is well positioned in the organizational ecosystem in Northern Ontario to incubate the development of an overarching EDO Network North. Its connections to the CESD degree program, to support organizations such as the PARO Centre for

Women's Enterprise and the Innovation Centres, and to funding organizations such as the Community Futures Development Corporations put NORDIK Institute in a great position to facilitate the necessary community discussions and planning process for this purpose.

A feasibility study building on this research and a business plan for the development of the EDO Network North will need to be advanced by NORDIK Institute. There are several organizations that would potentially support and participate in this process as their missions, visions, and values align.

Suggested partners include:

- NPI
- OFNEDA
- Community Futures Development Corporations – North
- Sault Ste. Marie Innovation Centre (SSMIC)
- Northwestern Ontario Innovation Centre (NOIC)
- Northern Ontario Heritage Fund Corporation (NOHFC)
- FedNor

Suggested funding sources include:

- Rural Economic Development program – Supporting Our Rural Communities
- Ontario Trillium Fund – Connected People Grant
- FedNor (Community Investment Initiative for Northern Ontario)
- NOHFC

**Once the overarching EDO Network North is established, it is recommended that NORDIK Institute bridge its connection to the Community Economic & Social Development Program at Algoma University to make expedited training (in the form of Ec.D. Certification) more readily available to EDOs in the North.**

Accessible, equitable economic development training is necessary for the advancement of communities in Northern Ontario. There are correlations between education attainment and partnership outcomes, and as such investing in training in the North is crucial.

Having a large enough membership base (EDO Network North) interested in training could make it more feasible for the Community Economic & Social Development program to offer Ec.D. accredited training in an expedited fashion. Essentially, it will be creating a larger market for the training to be offered in Northern Ontario while building capacity internally at Algoma University.

A key partner in this training will be Shingwauk Residential Schools Centre. The Centre offers experiential learning and course modules on the historical context of First Nations, Métis, and Inuit communities in the North, as well as the rest of Ontario. Having municipal EDOs on-site at a former residential school (Algoma University) is a unique opportunity to both fill the need identified in the aforementioned research and increase knowledge of treaty and First Nations, Métis, and Inuit historical context.

## Conclusion

It is essential that OFNEDA work with NORDIK Institute in the development of the organizational structure for the EDO Network North. The EDO Network North will meet an unmet need in Northern Ontario to increase information sharing, capacity building, and networking for EDOs in municipalities in a way that is informed by First Nations, Métis, and Inuit requirements. For the process to be informed by First Nations, Métis, and Inuit communities, it is possible to involve OFNEDA's members in the development of the EDO Network.

In order to retain existing organization infrastructure, and bridge both First Nations, Métis, and Inuit communities and non-First Nations, Métis, and Inuit communities, it is imperative that the EDO Network North work with OFNEDA on an ongoing basis. This partnership can be formalized as a memorandum of understanding. As both organizations build their capacity, it will have the same cyclical effect on their members, keeping the Circle of Courage strong.

# Alphabetized Glossary of Acronyms

## Alphabetized Glossary of Acronyms

Almaguin Highlands Chamber of Commerce (AHCC)  
Business Development Officers (BDOs)  
Community Economic and Social Development (CESD)  
Community Futures Development Corporations (CFDCs)  
Comprehensive Community Plans (CCP)  
Council for the Advancement of Native Development Officers (CANDO)  
Economic Development Association of Canada (EDAC)  
Economic Development Council of Ontario (EDCO)  
Economic Development Officers (EDOs)  
Federation of Northern Ontario Municipalities (FONOM)  
First Nations Economic Advancement Conference (FNEAC)  
International Economic Developers Council (IEDC)  
Independent Electricity System Operator (IESO)  
LaCloche Manitoulin Business Assistance Corporation (LAMBAC)  
National Indigenous Economic Development Board (NIEDB)  
Northern Policy Institute (NPI)  
Northern Ontario Heritage Fund Corporation (NOHFC)  
Northern Ontario Research, Development, Ideas and Knowledge (NORDIK Institute)  
Northwestern Ontario Development Network (NODN)  
Northwestern Ontario Innovation Centre (NOIC)  
Northwestern Ontario Municipal Association (NOMA)  
Ontario Aboriginal Lands Association (OALA)  
Ontario First Nation Economic Developers Association (OFNEDA)  
Ontario's North Economic Development Corporation (ONEDC)  
Perry, Magnetawan, McMurrich/Monteith Economic Development Committee (PMM)  
Sault Ste. Marie Innovation Centre (SSMIC)  
Superior North Community Futures Development Corporation (SNCFDC)  
Technical Aboriginal Economic Developer certification (TAED)  
Truth and Reconciliation Commission of Canada (TRC)  
United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)  
West Parry Sound Community Investment Initiative in Northern Ontario (CiINO)

## A) Appendix A – Focus Group

Facilitated Focus Group, held Wednesday, April 5th, 2017

Ontario First Nation Economic Developers Association members in attendance

Transcription

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Focus Group facilitated by J.M.  
Conducted on Wednesday, April 5th 2017 from 1 p.m. to 2:30 p.m. at Algoma University

\*Names are replaced with numerical participant codes.

\* Names are removed from spoken word

- Begin Recording -

P4: Sometimes it can be a struggle because there isn't always money available to do and pursue projects you want to pursue for your First Nation. Not even just our First Nation. There are a lot of band members that do want to receive funding from our economic development department, and chief and council but there's nothing set aside for these community members that are interested in starting businesses. So it's good consistent work but there are a lot of struggles that go along with it.

P3: This is <Name>. With us on <First Nation> we are in the draft of making an economic development strategy and strategic plan. With that, we'll be able to identify what our priorities are for economic development. That will help in regards to prioritizing what it is we are able to accomplish without the EDO going crazy. That way is more strategic in finding the funding. I know it's difficult because funding changes from year to year. At least when you have a draft plan, you can look at it and say, ok, this year we are going to tackle community energy plans, and we are doing it in three years from now. That way it gives us the sense of it's a general priority but also it's a funding priority. Right now there's a big push for community enrichment plans, and that's what we're doing right now, is a community enrichment plan. It's in draft right now. Then we're in the first draft of a community energy plan, because there's a huge dollar that's come through so were getting that out today by 4 p.m. (laughter).

P4: That's through the IESO (Independent Electricity System Operator) as well.

P3: That's through the energy capacity development, you can hire someone to help facilitate and implement the plan.

P4: See <First Nation> just had 2 year funding through the IESO as well to develop an energy plan.

P3: Right.

P4: I think what was developed wasn't really planned but we worked with a consultant who came in and reviewed all the energy being used. He looked at buildings and gave recommendations of what forms of energy could be developed, be it wind, solar, or...

P3: And that's what we have. Now we have the funds to hire somebody, to increase capacity knowing that the EDO doesn't have the capacity to handle another project to hire someone full time to assist with energy capacity. And were calling them a community energy liaison.

P4: That's where I think one of the major struggles is, there is never enough capacity between employees. You have three different titles. In my case, there's myself and my manager who oversees economic development. We also have a land-use plan. We published a 20 year community plan, and what came out of that was the Ojibwe Campground needs to be developed as a tourism destination. But also, I find the struggle is when you don't have the direction from chief and council and just say you're going ahead and doing what you think you should do kind of thing. Whereas the chief and councils

focus isn't always on economic development, they have other priorities. I don't know if that answers your question.

P1: Yes absolutely. The question was what it was like to be an EDO in a First Nation. A question, for everyone, do you on your First Nation operate an independent economic development corporation or is that an option being looked at?

P3: You guys had one didn't you?

P4: We did have one, the <First Nation> Economic Development Corporation but that was established before I came on. It hasn't been active. I don't believe there is a board of directors anymore. I'm not quite sure what's happening there.

P5: I think it depends on how much activity is happening outside of the band office. We have an Ecolodge, that's really the only asset so there isn't a need for a holding company. On the other hand, <First Nation> which is a much larger band has a corporation which is called The Group of Companies.

P3: I would disagree with the activities comment. Because where we are we have a lot of activity going on outside the First Nation. Right now we are doing some Governance training for our council. What's holding us back lately is that our chief passed away in January. We aren't doing any elections until this fall. However we have housing developments that were trying to draft policies around. We are getting pre-approved funding at this point to build a six apartment housing complex. If it's social housing, we need to react fast to create a housing policy. We have four units being built within the next three years. There's a huge interest among members to rent those units. How that's going to work is we need some professionals on a board to help us direct those types of agreements. Because like anything else, politics get involved (laughter), when your neighbor is involved and knocks at your door and asks, "hey can you give me a deal". Your board of directors create the arm's length to manage those facilities. Our biosphere is under a huge strategy direction right now, we may be a small community but there is a lot going on and we would like to be prepared to take over that type of professional infrastructure before we release any documentation. Big community, small community, you can still have a lot of activity going on.

P1: Absolutely. I'm interested in finding out more, about what you have done in respect to strategy to go from being reactive to proactive.

P3: We become expert proposal writers. I don't know how many proposals I've written trying to get funding into the community to develop our resources. I'm going to use Ojibwe Park as an example, there's the golf course, the bingo hall and the park. I don't think I'm missing anything when I say that those are the businesses on reserve in <First Nation>. I'm not as intimately involved with Silver Creek or the bingo hall. I focus solely on the campground, but I can't even explain how many proposals I've had to write. We just got approved for a feasibility study to do a business plan for the campground. Now using the business plan, we've applied to CORP, yeah CORP I think through INAC to complete the renovations which are needed.

P4: There is quite a bit of funding available through INAC right now, and they want you to build your capacity but once you do... It's see ya later probably.

P1: So <Name>, or <Name>

P7: Hello... it's <Name> from <First Nation>. I joined in late.

P1: That's ok.

P7: However I think when we're talking about strategies, and how do we increase economic development in our communities... definitely we need to have a strong link between our leadership and knowing what their plans are for their term of office, so we can see what they have or would like to see for the community. We also need to have discussions with neighboring municipalities, to find out what they're doing and whether or not we can collaborate on various things. Afterwards, how we can network along the north shore, what can do to promote economic development in our communities.

P1: Great, so <Name> just so you are aware, we are recording the conversation. Are you alright with that?

P7: Can you hear me?

P1: Yep! We can all hear you here.



P7: Ok so you have some people in person there.

P1: Yes, we have <Name> from <First Nation>, <Name> from <First Nation> and <Name> from <First Nation> here in person.

P7: Ok, I know <name> and I know <name> and I know <name>. So we have a small group then.

P1: We also have <name> from <First Nation> on the line, and <name> from <First Nation>.

P7: I am on board because we are very short on resources to do economic development activities in our communities.

P7: I just wanted to add to what <Name> was saying, in response to the last question. I find having worked not necessarily as a First Nation, but as an independent corporation working with a lot of communities. I think the partnerships, collaborations with not just municipalities, but also communities both aboriginal and non- aboriginal. Even though funding is very limited, for me a huge aspect is the collaboration. Not just with municipalities, and the provincial government. Just with other surrounding communities, both non-aboriginal and aboriginal. I think it's the partnerships and collaborations and a lot of the projects really help to fill the void of capacity, and the opportunity for reaching other funding sources.

P7: The other thing you can do, is plan for if you ever didn't have funding. I heard a little earlier about the limited staffing within the communities. We only have one person who deals with numerous tasks dealing with economic development. Even to have an adequate travel budget, to get out in the business community, to see what's going on or talk to different people... we're limited with that aspect of our budget.

If anything from this conversation is going to be fed into INAC or whoever, to look at whether or not they're going to be increasing the funding goals for economic development, or where else we can find funding sources to feed into our ability to build capacity in our communities.

P1: That leads into my next question. I'm interested to know what supports would be necessary for you as individuals to feel empowered in your positions as EDO's to have these conversations with outside communities. In an ideal world, what would that look like?

P6: It's <Name> here. I find that working and doing a lot of research on funding opportunities, I find it's driven by trend and not so much on what is needed in First Nations communities or other aboriginal communities. I wonder if they could, understand what the needs of the specific communities are to allow for more funding opportunities. Right now there are sources out there for energy, there's stuff out there for tourism, for climate change. But a lot of the communities, a lot that aren't as progressive, are literally trying to work day-to-day on survival, and there isn't enough money for services for the community to function socially.

P7: I think it's great when they do research. But again, I think <Name> you forwarded the document on funding sources.

P2: That was <name>, and actually <name> is the one on the phone.

P7: Oh, ok. So that was very helpful. Like, if we had enough time to really keep on task of what funding is out there. But another thing too, that, with along the North Shore to share with the different funders out there is the comprehensive community plans that we've developed. I think that should help in terms of knowing what the communities are planning, so it helps with decision making and looking back at what was said by the CCP. To me, that is a good document to use.

P3: I think that's a great document to start with, but I still think that there is a lot of departments are working in silos.

P7: Oh yes, for sure.

P3: It makes it difficult for departments to have one or two departments be proactive in development. When you have other laid back saying "well, I did the best I could do and this is it" so I make sure to collaborate together on funding. Say, with Ontario Trillium Fund and the huge dollars coming out of there... how we can collaborate to make it not just a community development project, through economic development, or housing, we should be talking to health, education and youth... for social change. To see all of the people at the table to make a more successful project which impacts more people. And then the success of your proposal has a greater chance. That also, is a factor, I find – the lack of collaboration.

P4: What support I find is necessary, as an EDO is the organization such as OFNEDA that is there to guide First Nations with

information, networking and do such a thing as the yearly conference so all First Nations get together, share information and let each other know what's going on in our communities. They have the website which shares information. That sort of thing, I think that's a huge support for First Nations. As well, economic development organizations.

P3: I just want to add one more thing, in OFNEDA we have the chapters. I wonder if there could be chapter meetings done more frequently than once a year.

P2: That is something that is in our mandate to do, but it comes down to dollars and resources to do it.

P3: I wasn't planning on you paying for it (laughter). I think we should all be taking turns hosting a meeting.

P4: Something as simple as the North Shore used to have. They used to host EDO meetings quarterly along the north shore. I do recall that.

P3: We don't have that any more.

P4: It would be nice to see that especially along the north shore, because so many First Nations are effected by similar projects. Whether it be exploration letters coming in from companies for consultation, or the highways. Highway developments.

Facilitator: Definitely stronger together.

P4: I was just speaking with <First Nation>, <Name> there and their economic development board. They're reaching out to First Nations along the north shore to do some kind of partnership to do various advertising and share our businesses pamphlets through a distribution chain on the north shore.

Facilitator: That's great.

P4: There are little things like that, that can create partnerships with our surrounding First Nations.

Facilitator: I want to go around the room and ask what forms of training you've received in economic development. Was it accessible to you? Did you have to pay for it out of pocket?

P3: I have no economic development training whatsoever. My training is primarily financial management, and operational management with a lot of First Nations in Toronto and non-profits. I've been working in the financial sector for almost 30 years. When I applied for the business development position on the First Nation, strangely enough they hired me. Unfortunately my predecessor passed away in 2013 and I was under her. They pretty much transferred me to take over for her. She had certainly trained me quite a bit in managing all these projects. Thankfully she was there to do that.

Facilitator: Sometimes there isn't...

P3: Sometimes there isn't that transition.

P4: In our boat, I don't have any prior economic development training. I graduated with a liberal arts diploma. Luckily, I was hired by my manager who is still my manager today. She brought me in, trained me, mentored me on a lot of different projects and now she is really pushing me. Not pushing, but advocating for me to go back to school. So I applied to the CESD program here. She encourages me to attend any training. I know there's Ecdev training through the University of Waterloo, she's just really helping me seek out certifications I do need.

Facilitator: <Name>?

P7: I've been here since 2014. I haven't received any type of economic development training. I do have post-secondary education, I have BA in Public Admin and Governance through Ryerson. But I think the other part of the question, for training. If there are other organizations, such as CANDO who have some type training I would be interested to find out how much money they get from the Federal government to do that type of training. Whether or not the government is willing to provide support to EDO's going to get the training or certification for the positions we hold. Or should we be looking at succession planning in our communities so we can say to the community that we need to train people to take hold of those positions if we retire, or move on so we have people with skills in economic development or whatever the case may be.

Facilitator: <Name>?

P5: I've got no formal training in economic development, but I've got a good background in accounting, finance and project development. Where I've taken training has been attending conferences. There's a very good one in Timmins on Biomass. It's best to go to a conference where you know nothing, because then you learn a lot ha ha ha.

P7: True, but it would be nice if at some of these conferences we go to, that there be accredited training available. I think it's something that OFNEDA attempted to do a couple of years ago. We had some training, and the intent was to have it accredited. I think it is good to be able to go to conferences, but only if you have a budget to do so.

Facilitator: I did have a conversation with Aaron Samuels at CANDO, and he gave me some ideas of partnerships which existed in Alberta to make accreditation available at conferences.

P7: Yeah.

Facilitator: And it was the EDO organization, as well as the land management organization that partnered to make the training available at a conference. That's an interesting partnership that could be recreated here.

P7: I think that should be looked at, definitely. I guess we can talk later, <Name>, about how we want to do more networking and following up on where this focus session will go.

P2: Yeah.

P7: I appreciate the opportunity to sit in on this session for the short time I could.

Facilitator: Thank you <Name> for joining us.

P7: My pleasure have a great day everyone, miigwetch.

- Out -

Facilitator: Ok, we have about 30 minutes left. I want to switch the conversation to partnerships. Not so much what specific partnerships your First Nation is engaged in, but more so what are your experiences working with non-First Nations communities. How are those conversations started?

P4: Some previous partnerships we've been involved in, I know we're attending some conferences and events like this. Whether it be the <organization>, or through the Development Corporation in <Municipality> where we've been invited to attend and just speak out. Like, you're <Name> from <First Nation> what projects have you been involved in? I find those events very easy, because your partnership is welcome.

Facilitator: Is it that they're creating space for the conversation?

P4: Yes, when they find out someone from <First Nation> is there. I'll give an example, when <Name> is there who is now the ED of the Development Corporation. Is that what it is?

Facilitator: The CFDC?

P4: Yeah, where he was one of my professors in CESD. When he realized I was there it was him reaching out and saying there are so many opportunities for us to work together. Meetings where we share information and direction. Just finding out that there's a <First Nation> or <First Nation> member and just reaching out.

Facilitator: <Name> or <Name>?

P5: I'm in a rather unique situation where we share a space with <First Nation>, and they're making every active effort to have us turfed from <organization> And to not exist. As much as we would like to work with them, it's not politically possible. We would like to work with the <Municipality> and we are. At least in tourism, with the <Municipality>.

Facilitator: <Name>, how have you been able to start relationships with communities being an overarching organization?

P6: We're affiliated with APANO, Aboriginal Peoples Alliance of Northern Ontario who does social programming. We're pretty much across Northern Ontario and for myself it's just getting out there and introducing myself and making myself available for different opportunities. Again, it goes into the financing aspect. We all have limitations in funding to be able to go to these places. To show up to forums, workshops, etcetera. But, I really just reach out and by creating those networks, I tell everyone about the projects I'm working on and haven't really met resistance. Maybe it's just my luck. They give me more contacts, and then I get into contact with more people that way. I put myself out there. It's a lot of work to always be out there trying to communicate with people, constantly calling them, but in the end it opens up a lot of opportunities. We as EDO's don't have to do this all by ourselves. To be successful, it really works when you have a bunch of people sit down and make it possible, again with that capacity. Other than that, I think it's just making yourself really available. I know with communities, and with us, there's always a variety of projects that we always have on the go – and I think it becomes very exhausting, and it feels like you're always busy. But if you make the effort to get out there, to talk with people who you don't think could possibly have relevance to economic development you never know what they know, who they know and where they'll direct you next. That's what I've learned from being in a completely new area and just making myself available to meetings with different people from all sectors and making myself available for different types of projects.

P2: For my position when it comes to working with native and non-native organizations, it pretty much plays up to the same fact, making myself available and taking calls. For example, <name> you approached me and you know I agreed to work with you to make this happen today. For example, I've been in brief contact with a gentleman who's from France. He's interested in working with First Nations to build business ties between First Nations and build more of a capacity among non-native people to build knowledge about First Nations because they are interested in learning about us. So he's been reaching out to us because he just wants to hold a separate conference where he can bring these people together. And I made myself available to him. Who knows what that might bring. To give you an example, this gentleman has reached out to a number of organizations similar to mine and their response wasn't as welcoming which kind of shocked me. I won't name any names, but considering the position they're in it basically came down to "well what are you looking for? Money? Do you have money? No? Then we're not interested" I know that's not the greatest approach to take when trying to build and bridge relationships. So I'm always open and willing to talk to, no matter where they're at. Especially those who are looking to create awareness, looking to create awareness among non-native people, amongst themselves and their colleagues or their business partners. I'll always listen to that, as opposed to someone who comes in and says I have a great business proposal for you.

Facilitator: You kind of touched on a barrier, sometimes conversations can break down to, "what can I get out of this?" kind of thing. How have you been able overcome those barriers working with other organizations? Or non-First Nations? That's a question to everyone.

P3: I don't know. We've partnered with NORDIK and RAIN, and with OMAFRA but not with <Name>. At the beginning it was very, very slow. I don't know... I think it's still there, this animosity going around in First Nations community about trust, and lack of trust. Being fearful of being burnt, where do we draw the line? Where do we not have that line? Why are we still this way? I know it's been this way for generations for good reasons. But I think we need to open up and have some deep conversations without measuring everything we say. Just building a trust relationship and not define it on paper, saying "ok this is what you can do for me" and "this is what you can do for me" because otherwise I'm not going to talk to you if you can't define it. That's a huge barrier, it still exists in communities, and it still exists with chief and council. It has now been five years in the works that we've had this relationship with the five components at the table and they're finally at the point where they don't mind sitting in a group. We've actually got this relationship that's been built for five years, even though it's not one hundred percent structured, they're finally comfortable enough to sit at the table without any inhibitions. It's going to take a long time, it's going to take a long time to build those relationships. If we continue to be persistent and consistent those barriers will slowly break away. It won't be one hundred percent broken away to an open relationship but if we can slowly get there that would be great. When I first started it was pretty quiet at my desk. But now that I'm getting to know what I'm doing (laughter) it's beginning to become too busy, I answer the phone all the time. I don't have a closed door. I know a lot of us do have closed doors, or should have closed doors because we're so busy, but I still answer the phone when someone calls me even if I don't know who it is. "Hi, yes, how are you?" and "sure call me back when I'm not so busy and don't have a deadline". It's keeping that open door syndrome, that "hey, I'd love to talk to you! What do you have for me" and it may not cost you anything. All it could be is having coffee and chatting on how we could build a relationship. I do that a lot now. Where we just go out for coffee, and I think that's great. I don't know if it's historically not dealt that way, but I come from a world where you just have a coffee and it doesn't mean anything. I think that slowly we're changing over time. There is always going to be that political will at council chambers too that's up to them. I'm still building the relationships I can, under the conditions we're working under. That's the best we can do. As long as you have those relationships nurtured, when everyone is ready to come to the table we can still have those relationships.

Facilitator: <Name> or <Name>?

P5: I don't really have anything to add.

P6: I'm good too.

Facilitator: Ok. Yes, those are some of the principles that we embrace with community engagement at Northern Policy Institute, having conversations without premise. Just bringing people to the table to start a relationship and I think that's why this focus group is really exciting because we're meeting and exchanging information and OFNEDA can hear, Northern Policy can hear. It's mutually beneficial.

This question is, what would you like to see at an organizational level to support these relationships being built? What kind of support could you use in terms of bridging a gap between communities? Some communities don't have an open door policy, because they're so bogged down with tasks. How can organizations link individuals? How is that best done?

P5: I'll throw out a pet-peeve. When you go to a conference, the day is usually quite busy with presentations. There may be some small group discussions, but they're focused on the particular topic. I don't think conferences generally provide the opportunity to talk to other people. The conference stops, and everyone disappears. They don't take advantage of the evening mixers, people getting together, that's when you learn about what the other person is doing.

P6: I agree with <Name>, a lot of the time when you go to conferences it's just business when you're attending during the day. When you go to the evening event, you get to connect with people at a different level, and that's where you're able to build trust. Just seeing how you can work with those individuals, and can see partnerships and opportunities from that.

- Silence -

P3: What do you mean at an organizational level?

Facilitator: OFNEDA is considered be an EDO organization.

P3: Do you mean at a provincial level?

Facilitator: Yes, provincial or regional. At what levels? That's a good question too, what levels are necessary to meet. I know for example the North Shore is a natural meeting place because we're along the corridor, but at what other levels is it necessary.

P3: Even with the North Shore, we have this unique geographic area where we could be partnering up to create tourism for instance going along the waterfront of Lake Huron. Having that North Shore network would be great, to work on tourism and say "how do we work together on this"? Those kinds of networks would be great, so these people can partner on potential projects.

P4: Even working with organizations such as the, what is it called, the North Shore Lake Huron Channel cycling, I'm sorry (laughter) those organizations are at the provincial level and are focused on specific offerings. Like the TransCanada trail for example, even working with those organizations to see how they can work with First Nations, to not just access funding but to see how they can get First Nations members out to use the trail and promote healthy lifestyles. There are so many organizations we could list, that help support the economic development on First Nations.

P4: And there is a new organization that's just been developed. It's called the economic development network that goes, I forget, that goes from <First Nation> I think and it's non-aboriginal as well.

P3: Oh wow.

P4: It goes as far as <First Nation>. I just came out of their meeting a few weeks ago. They're allowing for a collaboration along the North Shore.

P5: Did I hear about something along the North shore for natural gas, project.

P4: I've never heard of it. Sorry, what do you mean?

P5: There's a plan to look at liquefied natural gas. I don't know the extent. But I know it's in your area. It could be a viable option for communities who don't have access to it.

Facilitator: <Name>, I think the person leading that is Melanie Muncaster from NOHFC, is that? I think that's who it is.

P5: It's ok don't worry about it anymore.

Facilitator: For that, I'm talking about the EDO network along the north shore.

P3: Who was it you said?

Facilitator: Melanie Muncaster.

P3: Edith Orr, Suzanne Faubert, and there's another lady in there. I just got an email yesterday.

Facilitator: Ok thanks. A lot of times businesses will come to one First Nation, and they really need to consult all First Nations in the treaty area. I'm wondering what the natural way to meet is. Is it Treaty area? Is that happening? It happens I know in the Robinson-Huron treaty area but I'm not sure about others... is that effective? Because it's the chiefs meeting but are we exchanging information for economic development?

P4: I don't think so, for my day to day I don't believe that is. I know from Robinson Superior, the EDO's are involved with OFNEDA and that might be the point to which information is shared. But to be able to call <First Nation> and say, "hey, what are you doing on a project?" I don't think I've ever done that and I don't think my manager has ever done that. But do I think it's possible.

P4: It's definitely done.

P3: Yeah for sure. I know we've done it with Natural Resources, like with what they've been doing and versus what our lands have been doing. It's like "oh wow we're being consulted by the same business, we should get together" along this treaty area and, but there are better capacities as to how we are consulted as First Nations. But it could be done like you were saying with First Nations.

P4: We have just submitted our draft of an external consultation policy finalized and submitted through lands, so we have a better idea of procedure for accepting consultations. The other thing we're creating right now is if you wish to partner up with us on any type of development, we're creating a tool, and I know a lot of First Nations have done this already. We've created an assessment tool, so before I bring it to chief and council, I have to go through the assessment tool first, then bring it to the economic development committee who will then bring it to chief and council. I don't want to waste anyone's time. Do a two hour presentation from someone you've never heard of, and waste our time. So I will go through this process, bring it to the committee and go over my assessment and make sure it's accurate based on the information on hand. If there isn't enough information, then going back to the component and requesting it. Assess the risk. And chief and council, for example won't accept anything that is high risk. We have to go at least 75% low risk, or 25% medium risk, and then they will look at it. No guarantee they will engage in it, but before we even have a chance to review they have an idea.

Facilitator: That's great because it gives you the power, and you have an intake point and a process to build trust for chief and council. I've come across First Nations who are doing it differently, where it's the chief and council making decisions about businesses and consultations... so that's great.

Anything else to add from <name> or <name>?

P5: I feel strongly that if and when a First Nation gets to the point where an Economic Development Corporation is a requirement, that chief and council provide direction but the corporation acts independently. Pay people to do the job, and keep your hands off of it. I've seen too many places where the board of directors was not well chosen, and they couldn't provide direction. Having a strong board of directors is very important.

P6: I don't have anything to add.

Facilitator: Ok, that was my last question. But I wanted to open the floor up to any concluding thoughts that people had in terms of this research, keeping in mind what it's being used for. It's to increase networking capacities for First Nations and non-First Nations EDOs. Anything you wanted to add, this is your opportunity now. (PAUSE) Or if you wanted to say a few words about where do we go from here that would be good too.

P3: So once the draft is released, when will that be?

Facilitator: I will be submitting the draft of the report at the end of this month, so hopefully before the presentation. But it has to go through a review process internally before being released. So my grammar is good, and stuff like that.

P3: Then what happens next.

Facilitator: We present the research, OFNEDA will have access to the report and it will be First Nations and Non-First Nations EDO's opportunity to mobilize. We as Northern Policy Institute, we're not sure what our place is at this point but we'll release all of the information we gathered.

P3: So we will also have access to a copy of this document?

Facilitator: Yes absolutely, and in terms of this focus group...everything that is said here, I will be releasing a transcript for you to proof. I'll take out names before I send that out. But just so you have all of this information on paper too. Kind of like meeting minutes.

P3: I think it's important to have a network created at least in the north shore area, if not in the chapter area. The problem is that people are way too busy to attend the scheduled meetings, and it's awful because I show up and there are only two or three people there. And you make a point of going there. You make a point of being there to not miss anything. I hate missing something, because any new information is great. It's trying to gain confidence to get these people to the table, because it means so much. That's how it all falls apart, when people slowly stop coming. You are meeting less and less and then suddenly you're not meeting at all. Even if you share minutes as to what happened at the table.

Facilitator: Any ideas how we get people to the table?

P3: Food (laughter).

P5: I find it a lot easier to get to the table if someone is paying for my travel.

Facilitator: Yep, eliminate barriers.

P5: And in fact, I'm not going anywhere unless someone is paying for it.

Facilitator: Because it's just not in the budget, right.

P5: There is no budget.

Facilitator: How about phone calls, where you're just picking up the phone?

P3: Or Skype...

P5: I suppose I should quickly say there is an economic development group from the Mushkegowuk, and that has pretty regularly scheduled meetings.

Facilitator: OK, and what has been their success?

P5: They pay for the travel. Very simple.

Facilitator: Any other input, of where you recommend either OFNEDA or any other organizational structure taking this research? What would you like to see done for networking in northern Ontario for EDO's.

P3: I imagine you'll be sharing this with CANDO? They're a national representation.

Facilitator: We've had a conversation with CANDO, and I told Aaron I would follow up with him following the focus group. And he'll have access to it, definitely.

P3: I think there's a lack of training for already hired full-time EDOs. Working full-time, if we could come in to a place like here [Algoma University] or Sault College, once a month or every two weeks to work towards our certification with CANDO that would be great, I've been asking about that for a while. When Kevin Rose was working with CANDO.

P4: Wasn't NORDIK looking at doing CANDO training? Like certification in Economic Development officers through CANDO?

Facilitator: Yep absolutely.

P4: Is that something they're still looking at, sorry I know you're with Northern Policy Institute.

Facilitator: I had an interview with <Name> and <Name>. I'm in the CESD program. So at the end of CESD you're certified with CANDO. And within, well a few weeks, I'll be CANDO certified. But to make that accessible who are already working, it's a different thing and we'd have to look at scheduling. And NORDIK has looked at this before, having a one-week increment training.

P4: Similar to Waterloo right, cause with Waterloo it's done in three weeks. Well over three years but in week long increments. However it's condensed.

Something similar to the spring institute that's here [Algoma University].

Facilitator: That's something that would be of interest I'm sure. A lot of my friends who are in CESD have left their community, and aren't sure if they're going back. You lose skilled people from your community if they're gone for that long. I think training where you're at is important. Definitely we have conversations with NORDIK that will be included in the research as well.

P3: Yes, something about the Economic Development Association of Ontario doing the one month, one week training and then you're required to do homework as well.

P4: That's the university of, isn't that the University of Waterloo?

No?

P3: EDCO, they have what's called a course in Economic Development Financial Analysis. It helps you read financial statement from a proponent to assess the risk.

P4: Wow, I've never heard of that. I'll write this down.

P3: I'm going to ask INAC to fund it. Part of my funding request. Write your email, and I'll send it to you.

Facilitator: This is what it's all about. <Name> and <Name> did you have anything you want to add before we close the meeting? We're getting to about 2:30 here.

P5: Sounds good, I'm happy, thank you very much for allowing me to participate!

Facilitator: Thank you for coming <Name> and <Name>! I'll follow up with everyone with an email right after this to say thank you, but also to remind everyone of the process. I'll release the transcript and also let you know when we'll be presenting and publishing the strategic plan. Thank you for joining us. (round of thank you's) Take care.

- END RECORDING -



## B) Appendix B – Survey

*Municipal Survey, distributed by NPI March 1 – March 23, 2017. Hosted on northernpolicy.ca, and promoted through individual emails to Municipal EDOs.*

### **Increasing Economic Development Collaboration in the North**

Please complete the following brief survey on the topic of economic development and Municipal-First Nations relations in Northern Ontario. This survey, and additional research, is being conducted to identify strategies to help increase cooperative capacities in the North. Northern Policy Institute appreciates you taking the time to contribute to this work.

Individual responses to this survey will be kept confidential. The information will be stored on a password protected folder available only to researchers working on this project. Individual responses will be tabulated and only a cumulative summary will be included in the research findings that are made available to the public. All data will be held on NPI's secure server, for three years before being deleted.

The survey is best completed by the Economic Development Officer, or economic development committee lead in your community.

### **Which Census District does your community belong too?**

- Algoma District
- Cochrane District
- Kenora District
- Manitoulin District
- Nipissing District
- Rainy River District
- Sudbury District
- Thunder Bay District
- Timiskaming District
- Parry Sound District
- Greater Sudbury
- Unsure

### **On which Treaty Area does your community reside?**

- Treaty 5, 1875
- Treaty 3, 1873
- Robinson-Superior Treaty (60), 1850
- Treaty 9, 1905-1906
- Treaty 9, 1929
- Robinson-Huron Treaty (61), 1850
- Treaty 45, 1836
- Treaty 94, 1862
- Williams Treaty with the Mississauga, 1923
- Unsure

### **In terms of total population, what size is your community?**

- 500 or smaller
- 501 to 1000
- 1001 to 1500
- 1501 to 2000
- 2001 to 2500
- 2501 to 5000
- 5001 to 7500
- 7501 to 15000
- Over 15001

If you answered over 15,001 skip to question 5.

**How far is your community from Kenora, Timmins, North Bay, Sault Ste. Marie, Thunder Bay or Sudbury?**

- Less than 1 hour drive
- 1-3 hour drive
- 3-5 hour drive
- 5 plus hour drive

**Is there a First Nation located near-by (Within a 1 hour drive)?**

- Yes
- No
- Unsure

**The following portion of the survey will require input from the Economic Development Officer and/or the economic development committee-lead in your community.**

**Do you track progress and/or catalogue investment related projects?**

- Yes
- No
- Unsure
- Prefer not to say

**Has your community partnered with an outside and/or neighbouring non-First Nations community?**

- Yes
- No
- Unsure
- Prefer not to say

**If yes, what was the purpose of partnering?**

- MOU or Friendship Agreement
- Joint planning for economic development
- Procurement of joint business venture
- Procurement of joint funding venture
- Other \_\_\_\_\_

**Has your community partnered with an outside and/or neighbouring First Nations community?**

- Yes
- No
- Unsure
- Prefer not to say

**If yes, what was the purpose of partnering?**

- MOU or Friendship Agreement
- Joint planning for economic development
- Procurement of joint business venture
- Procurement of joint funding venture
- Other \_\_\_\_\_

**What are your perceived benefits of partnering with non-First Nations communities?**

\_\_\_\_\_ x unlimited space

**What are your perceived barriers to partnering with non-First Nations communities?**

\_\_\_\_\_ x unlimited space

**What are your perceived benefits of partnering with First Nations communities?**

\_\_\_\_\_ x unlimited space

**What are your perceived barriers to partnering with First Nations communities?**

\_\_\_\_\_ x unlimited space

**Have you (Economic Development Officer and/or committee member) received any training on the topic of economic development practice?**

- Yes
- No
- Unsure
- Prefer not to say

**If yes, which of the following have you received? Please choose all that apply**

- Bachelor of Arts in related field (CESD, Economics, etc.)
- Diploma in related field (community development, etc)
- CANDO certification
- Ec.D Certification
- In-person training with an experienced EDO
- Other \_\_\_\_\_ x unlimited space

**Which of the following formal organizations do you and/or your community belong to, if any? Please check all that apply**

- EDAC – Economic Development Association of Canada
- EDCO – Economic Developers Council of Ontario
- NOMA – Northwestern Ontario Municipal Association
- FONOM – Federation of Northern Ontario Municipalities
- Other? \_\_\_\_\_ x unlimited space

**Do you and/or your community belong to any informal economic development organizations or networks?**

- Yes
- No
- Prefer not to say
- If yes, please identify which ones \_\_\_\_\_ x unlimited space

**Are you familiar with and/or have you read the 94 calls to action published by the Truth and Reconciliation Commission of Canada?**

- Yes
- No
- Unsure
- Prefer not to say

**Has your community identified any of the 94 calls to action as priorities for implementation?**

- Yes
- No
- Unsure
- Prefer not to say

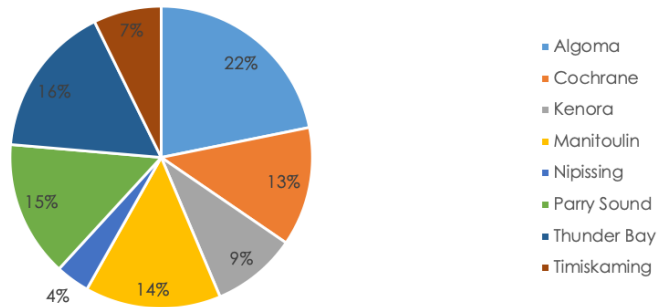
**If yes, which of the 94 calls to action? Please identify all action items that you are aware of \_\_\_\_\_ x unlimited space**

Thank you again for contributing to our understanding of cooperation and collaboration to support growth in Northern Ontario.

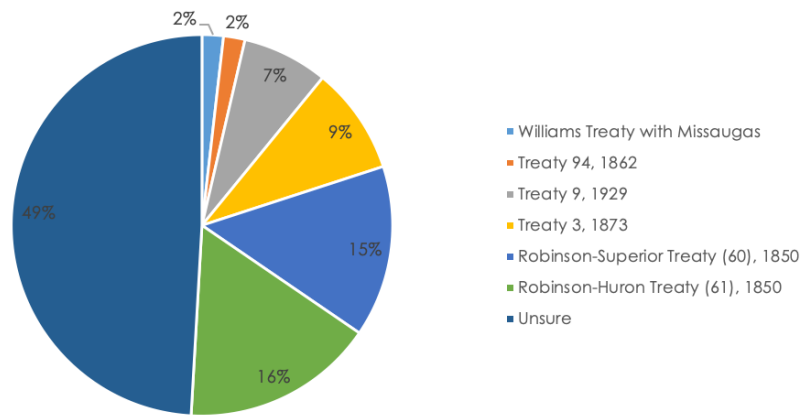
# C) Appendix C – Survey Results

Findings for survey in Appendix B, cross tabulated for use in this plan.

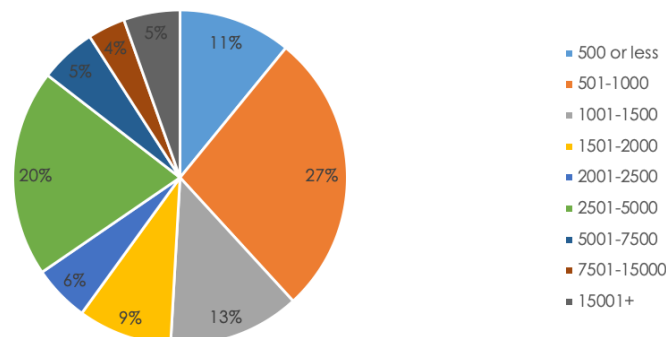
## Question 1: Which Census District does your community belong to?



## Question 2: On which Treaty Area does your community reside?

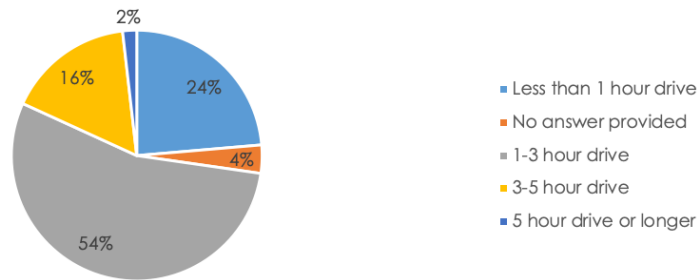


## Question 3: In terms of total population, what size is your community?

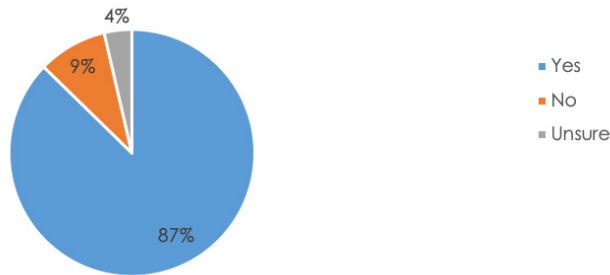


**Question 4: How far is your community from Kenora, Timmins, North Bay, Sault Ste. Marie, Thunder Bay or Sudbury?**

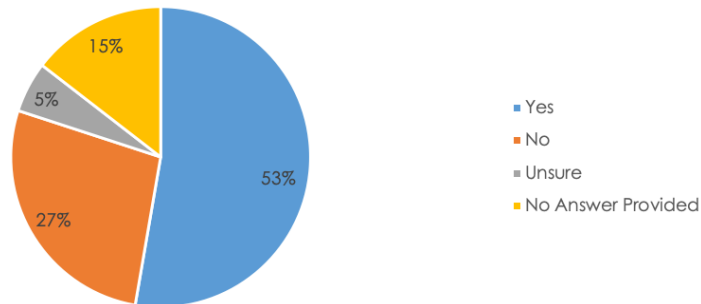
Overall: Distance from Kenora, Timmins, North Bay, Sault Ste. Marie or Sudbury



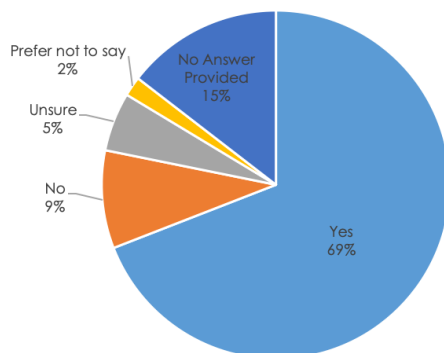
**Question 5: Is there a First Nation located nearby (Within a 1 hour drive)?**



**Question 6: Do you track progress and/or catalogue investment related projects?**



**Question 7: Has your community partnered with an outside and/or neighbouring non-First Nations community?**



**Question 9: What are your perceived benefits to partnering with non-First Nations communities?**

- Educating non-indigenous communities and persons as to the history and values of First Nations peoples.
- Three municipalities in our area share in a number of services including landfill, fire, library, arena and economic development. This allows us to provide the service at a more reasonable cost.
- Partnership with Terrace Bay has allowed Schreiber to benefit from Terrace Bay's continued job growth. In addition, Terrace Bay's expertise in community revitalization has allowed Schreiber to more easily navigate its own revitalization process. Conversely, Terrace Bay has been able to benefit from Schreiber's increased tourism and investment in economic development.
- Sharing of ideas and costs. Very difficult for small/rural municipalities to succeed in Economic Development without a regional approach. Synergy.
- Sharing of ideas and costs - synergy.
- Project scope could be regional. Strength in team work. Better chance of grant funding approval.
- Often rural communities share similar views and opinions and often will share resources, if asked.
- Access more funding to complete more projects.
- Many communities are experiencing the same challenges as our municipality. In partnering, we are able to discuss issues of mutual importance and work to identify regional solutions as well as present a united position and leverage resources.
- Common, collective voice for issues - market as a region - leverage funding opportunities; - common, collective voice for issues - market as a region - leverage funding opportunities.
- Involvement and economic expansion.
- Greater collaboration, cost savings, better access to equipment, labour and resources, greater access to volunteers.
- Similar goals and objectives concerning specific project.
- Increase in available resources....economies of scale.
- Economies of scale.
- Collaborate and seek alignment opportunities for mutual benefit. Sharing of resources to save on operating and/or capital costs.
- Relationship building/shared resources/regional marketing opportunities/stronger regional planning.
- Strength in numbers. Increased access to resources and knowledge.
- Collaborations between any groups may often have benefits as a larger voice is one more heard. Working together for a common goal often garners more attention from upper levels of Government; Collaborations between any groups may often have benefits as a larger voice is one more heard. Working together for a common goal often garners more attention from upper levels of Government.
- Regional benefits are attractive with neighbouring municipalities.
- Cost effective service delivery.
- The partnerships are based mainly on geography and mutual interest for efficiencies.

- A greater voice when speaking provincially.
- Information and cutting costs and a regional concept works.
- Working together is always better. It doesn't make sense for all our small Northern Communities to be doing the same things separately. Partnering to obtain more funding and benefits is key to success.
- It depends on what you consider a non-First Nations community.
- Regional Economic Benefits, increases the probability to attain funding.
- Relationship development/networking.
- Certainty.
- Economies of scale, lower/shared pricing/cost, partner is in a similar economic situation, partner has similar goals.
- Cost savings.
- Cost sharing, cross promotion of events, tourism promotion of the entire region, sharing best practices, continuing the flow of information (not having to re-invent the wheel, but instead learning from others successes and failures).
- Benefits are strengthening and building relationships.
- None at this point as it dealt with planning issue in First Nation that is outside our District but is close to the border. All attempts to date with other First Nations have been very difficult to get off the ground.

**Question 10: What are your perceived barriers to partnering with non-First Nations communities?**

- Lack of understanding of indigenous history and issues.
- There are no barriers at this time to partnership.
- Some communities still want it all for themselves and don't understand that a healthier region is also a benefit for the community.
- Buy-in that a regional approach benefits the small communities.
- Decision making can be a longer process for the partners.
- Many are as under-resourced as we are.
- Access more funding to complete more projects.
- Individual community priorities; - individual community priorities.
- Size of community.
- Reaching agreement, everyone is out for only what's in it for them rather than the greater good.
- Competition.
- Travel distance competing interests - e.g. different political goals and capacity unclear relationship rules - e.g. lack of MOU.
- Economies of scale.
- Willingness to share and work together. Many communities worry exclusively about their own back yard and fail to see

the benefits of collaborating and/or working together for a greater benefit of both communities/region. Lack a long term vision and strategy.

- Budget and personal resource limitations/territorial attitudes.
- Geography. Access to project dollars.
- Trust.
- Receiving payment.
- A potential barrier is the unfamiliarity of who to consult and which First Nations communities we would consult with within our area/treaty. The treaty map is good however we have a number of communities in the District (no reserves within our boundaries or directly neighbouring) but believe more education and information on first nation's history, consultation, key contacts, etc. is needed to engage in partnerships.
- Sometimes there is still a mentality "what is ours is ours and anything in the area should come to our Community only " but Most of the Elected People that are in The Thunder Bay District Municipal League know that the value of working together for a common goal is better than to be a standalone Municipality.
- We don't always have the same vision. It can become competitive.
- It depends on what you consider a non-First Nations community.
- With past experience, there's difficulty to reach-out to them.
- Limited resources/capacity distance between communities.
- Please see the other survey from this IP address.
- Municipal tribalism: municipalities on Manitoulin do not work together often because of a competitive/combatative history that seems to exist for no particular reason. As an outsider, Manitoulin is too small for municipalities to not work together, but I am in the minority with that opinion.
- Cost disbursement.
- In the past, each community existed in its own silo, and now it is not affordable or realistic to continue on that path. The greatest barrier are those with the pre-conceived notion that it is better to act on your own than in a group.
- Barriers can include resistance in working together due to lack of trust or knowledge.
- Their willingness to meet and talk as equals.

**Question 10: What are your perceived benefits of partnering with First Nations communities?**

- Improve prospects for all.
- We do not have a First Nations community in our area.
- Sharing of ideas - synergy. Better understanding and appreciation of each other's culture.
- Project scope could be regional. Strength in team work. Better chance of grant funding approval.
- Our neighbours are our neighbours and regardless of where we live, our aspirations are usually very similar.
- Involvement and Economic Benefit for all and ability to attract different businesses
- Greater environmental focus, they provide out of the box thinking, access to additional resources, equipment, funding.



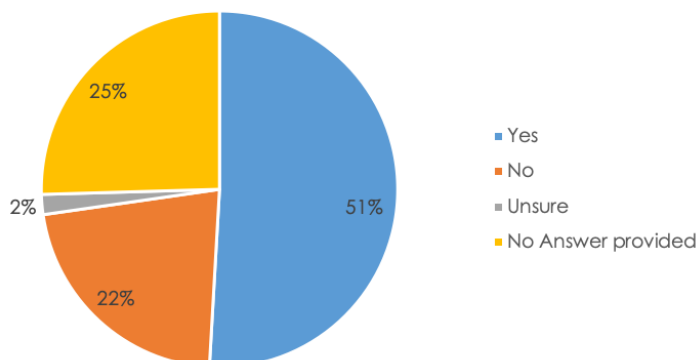
- An added perspective to the project.
- Economies of scale.
- Collaboration and partnerships that mutually benefit each community and the region. Creates an opportunity to access a wider range of funding. From our perspective, the sustainable future of our community is heavily reliant on the First Nation partnerships and alignment moving forward.
- Relationship building/resource sharing/expanded opportunities for regional marketing/enhanced cultural opportunities.
- Increased access to funding and resources.
- It spurs First Nation business growth within our community, builds unity, improves health and wellness, improves education, and promotes investment attraction.
- Land agreements, cutting red tape and information.
- Helping our community to open its eyes.
- Increase chances to attain grant funding, promotes diversity.
- Relationship development/networking.
- Increased opportunity for funding. Public-Private partnerships i.e. Wikwemikong Development Corporation which is a subsidiary of the First Nation. Secondary benefits for employment training and development opportunities.
- Greater awareness; joint ventures.
- We are hoping to partner with a First Nations Community in a project that involves shared water resources, as well as shared tourism benefits. By partnering with First Nations communities, we can gain valuable knowledge about the land and environmental stewardship, while also avoiding problems in the future by making sure everyone is on board with the project when it effects more than one group of people.
- Initiate discussions and working relationships.
- We are neighbours so it could only be a benefit to talk and deal with one another on a cordial basis.

**Question 11: What are your perceived barriers to partnering with First Nations communities?**

- Lack of mutual trust
- We do not have a First Nations community in our area.
- Ability to contribute financially. Accepting the regional concept.
- Decision making process can be longer process for the partners.
- Any difference of opinion may be relegated to you are different, we are not, maybe?
- Getting calls/emails returned can be an issue, as well as meeting attendance from our First Nation partners -sometimes the band will expect to have 100% control over a project even though it is supposed to be an equal partnership.
- Time
- They seem reluctant to participate, they are slow to respond, and they are difficult to reach and to get to attend planning meetings. We have tried, but had difficulty meeting timelines as they are never in a hurry to do anything but prefer to work on their own time schedule. That doesn't always work when you have funding deadlines, etc.

- Goals and objective may not align.
- Lack of education and training of non-First Nations on culture and inherent biases.
- Having consistent meaningful dialogue.
- Lack of financial and personal resources.
- Economies of scale.
- Sometimes communities are competitive with one another and fail to see mutually beneficial opportunities - varying priorities set-forth by municipal councils and first nations - change in first nation governance is frequent (every 2 years) and proves difficult.
- Different visions. Cultural differences. Different terms of Council length.
- Trust
- A long time to get something done
- Mostly communication: who to contact? Who is responsible? We tried to contact our neighbouring First Nation community several times, on several channels, official and non-official, but NEVER got a single answer. We don't even know if they COULD be interested.
- Communities' perception at times, Difficulty reaching out to them, we definitely want to work with them.
- Limited resources/capacity distance between communities.
- Lack of interest to work together, differing goals and objectives, strict guidelines of funding opportunities not conducive to municipal-first nation collaboration.
- Lack of response/interest on the part of the First Nations community.
- The only perceived barriers would be different values and perspectives on economic development, but can be easily overcome with proper communication.
- Barriers can include language or lack of awareness.
- They believe that we should pay for any of their needs.

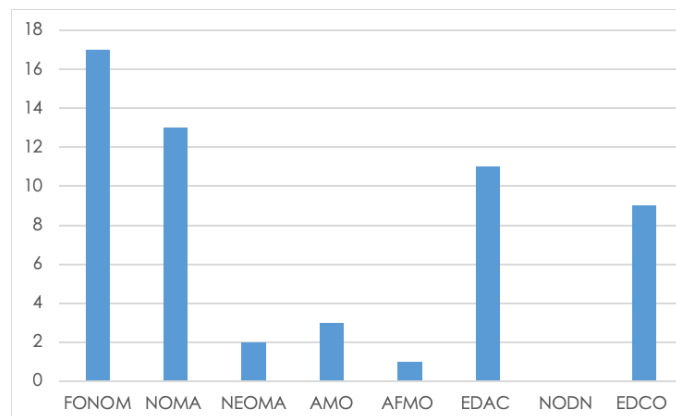
**Question 12: Have you (Economic Development Officer and/or committee member) received any training on the topic of economic development practice?**



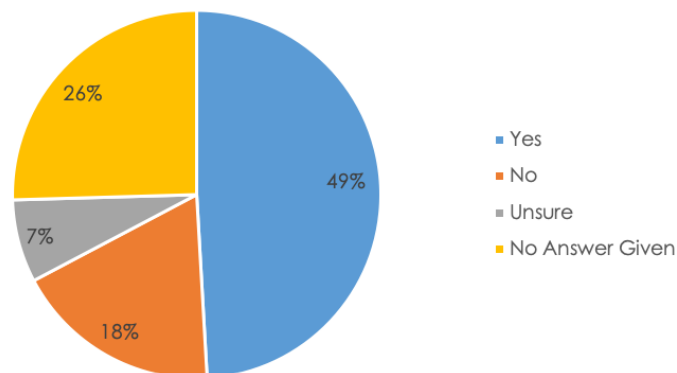
If yes, which of the following have you received? Please choose all that apply



Question 13: Which of the following formal organizations do you and/or your community belong to, if any? Please check all that apply



Question 14: Do you and/or your community belong to any informal economic development organizations or networks?

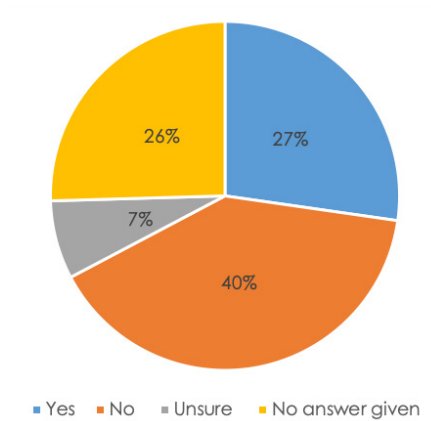


If so, which ones:

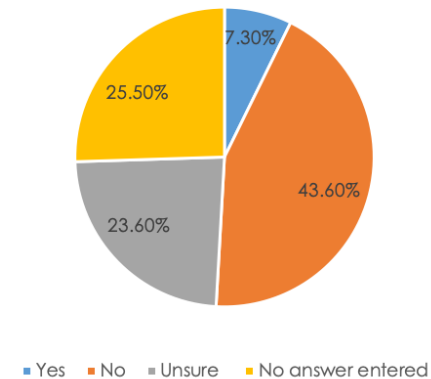
- We are attempting to build one along the North Shore of Central Algoma now.
- An economic development initiative, involving municipalities and first nations, is being considered across the North Channel of Lake Huron.

- EDO's representing rural communities in a wide area (Parry Sound to Mattawa to West Nipissing) have begun to meet on a quarterly basis to share information, best practices.
- Regional Economic Development Group.
- Superior East Regional EDO Forum, Algoma Starter Company.
- Regional aspects and other Thunder Bay service providers.
- PMM - Perry, Magnetawan, McMurrich/Monteith Economic Development Committee AHCC - Almaguin Highlands Chamber of Commerce.
- Northeast Community Network.
- SNCFDC North Shore Network.
- Almaguin Regional EcDev Committee.
- Sault-Sudbury area.
- Sioux Lookout First Nation - Municipal Community Economic Development organization.
- Community Futures and Development Corporation Northeastern Community Network.
- Consultant subscription ED online subscriptions.
- Manitoulin Island and Espanola Economic Development Network (informal).
- Regional EDO's.
- We have regular meeting with other EDO from other municipalities to exchange and share practices and even projects.
- Almaguin Highlands Economic Development Committee; Explorer's Edge; Almaguin Highlands Chamber of Commerce.
- LAMBAC organizes informal meetings between municipal EDO's on Manitoulin.
- Regional Economic Development (REDAC) Group.
- Manitoulin Island EDO Network (very informal).
- Nord Aski Regional Economic Development Corporation.
- Heart of the Continent Partnership.
- NW Regional EDO Network.
- Northeast Community Network (NeCN).
- NMCA Lake Superior National Marine Conservation Area, Northern Ontario Marina Marketing Association, Superior Country Travel Association, Superior North Community Development Corporation EDO's.
- Perry, Magnetawan, McMurrich/Monteith Economic Development Group.

**Question 15: Are you familiar with and/or have you read the 94 calls to action published by the Truth and Reconciliation Commission of Canada?**



**Question 16: Has your community identified any of the 94 calls to action as priorities for implementation?**



**If yes, which of the 94 calls to action? Please include all action items that you have identified.**

- #23 #43 #47 #57 #67 #77 #75
- Sioux Lookout has the first Truth and Reconciliation committee and the 94 calls to action have been divided in pillars i.e. education, business, health, etc.
- 66. community-based youth organizations (our activity program for youths is open to everyone and will include Community building activities).
- The municipality is currently involved in a comprehensive Canada 150 celebration with other community partners. A primary theme of this project involves Truth and Reconciliation, specifically Call to Action 79, which speaks of arts and artist - much of the project dealing with visual and performing arts.

## D) Appendix D – List of Funding Sources

Compiled for reference.

Access to Capital for Investment Attraction in Northern Ontario:

1. Community Investment Initiative (CIINO) through FedNor helping communities attract and retain investment - \$3 million. Eligible projects can receive up to 90 per cent at a max of \$100,000
2. Business Growth and Competitiveness Pillar through FedNor
3. Northern Communities Investment Readiness (NCIR) initiative through the Ministry of Northern Development and Mines (MNDM)
4. NOHFC – Business opportunity program, capacity building program, strategic economic infrastructure program, northern innovation program
5. Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA) RED program, supporting rural communities

TOOLS which do exist:

Papers in Canadian Economic Development: A [platform](#) for policy analysis papers written by economic development professionals at the University of Waterloo.

### **Program Development Opportunities Funding**

Rural Economic Development Program – Supporting Our Rural Communities

“Implementation of projects that contribute to economic competitiveness”

Funding to expand program offering at CESD Algoma for Ec.D certification of Northern Ontario EcDev officers

<http://www.omafra.gov.on.ca/english/rural/ruralfunding/index.html>

Ontario Trillium Fund – Connected People Grant

“People have a say in shaping the services and programs that matter to them”

Funding for the network's existence

<http://www.otf.ca/what-we-fund/action-areas/connected-people>

### Quasi-public or Private Foundations

- [Ontario Trillium Foundation](#)
- [Atkinson Foundation](#)
- [J.W. McConnell Foundation](#)
- [Laidlaw Foundation](#)
- [Fondation ECHO](#)
- [Gordon Foundation](#)
- [McLean Foundation](#)
- [Maytree](#)
- [Tides Foundation](#)
- [Catherine Donnelly Foundation](#)
- [Donner Canadian Foundation](#)
- [Joyce Foundation](#)
- [Metcalf Foundation](#)
- [Fondation Daniel Langlois](#)
- [Law Foundation of Ontario](#)
- Community Foundations (Multiple across Canada):
  - [Thunder Bay CF](#)
  - [Sudbury CF](#)
  - [Toronto CF](#)
  - Find others [here](#)

### Municipal Project Programs

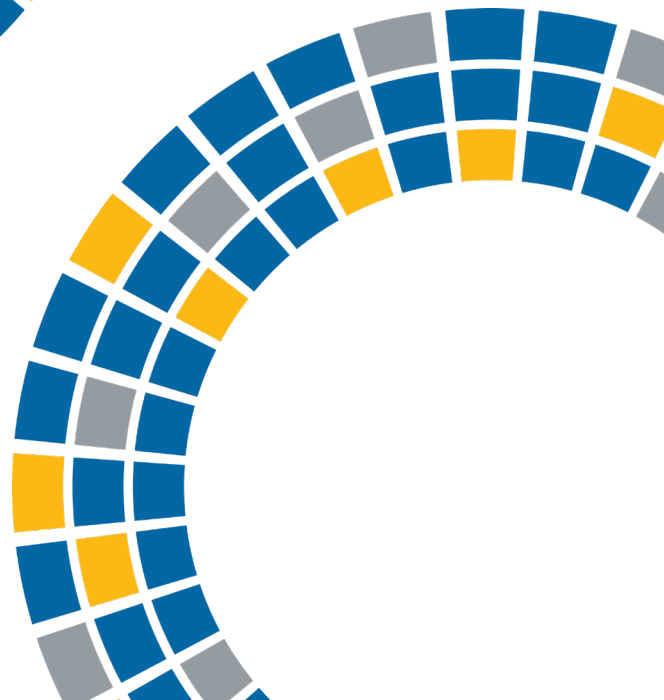
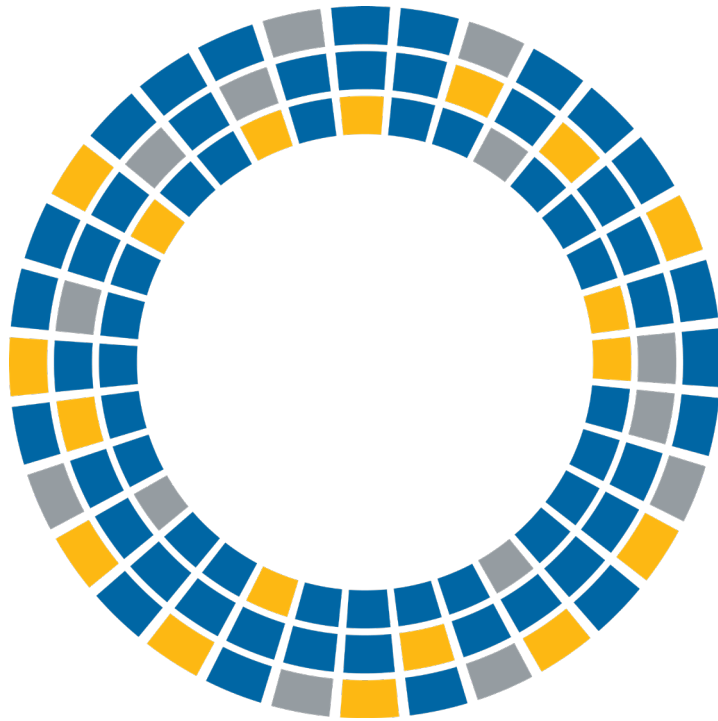
- [Cultural Financial Assistance \(Sault Ste. Marie\)](#)
- [Youth Fund \(Sault Ste. Marie\)](#)
- [Financial Assistance for Organizations \(Sault Ste. Marie\)](#)
- [Community Partnership and Investment Program Grants \(Toronto\)](#)
- [Green Municipal Fund](#) (Federation of Canadian Municipalities)

### Provincial Project Funding Programs

- [Northern Ontario Heritage Fund Corporation](#)
- [Ontario Arts Council](#) (Agency of Ontario Government)
- List of [grants by Ministry](#)

### Federal Project Funding Programs

- FedNor: [Community Investment Initiative for Northern Ontario](#);
- [Business Growth and Competitiveness](#);
- [Innovation](#);
- [Youth Internships](#);
- [Initiative de développement économique](#) (IDE) pour les projets qui favorisent la croissance économique au sein des collectivités francophones.
- [Canadian Council for the Arts](#);
- [Canadian Heritage](#) (over 30 distinct grant programs);
- [Programs & Services](#) of Agriculture and Agri-Food Canada;
- [Funding Programs for jobs, training, and social development projects](#), from Employment and Social Development Canada;
- [Funding programs](#) from Crown-Indigenous Relations Canada (CIRNAC) and Indigenous Services Canada (ISC).





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## About Northern Policy Institute

*Northern Policy Institute is Northern Ontario's independent think tank. We perform research, collect and disseminate evidence, and identify policy opportunities to support the growth of sustainable Northern Communities. Our operations are located in Thunder Bay, Sudbury, and Sault Ste. Marie. We seek to enhance Northern Ontario's capacity to take the lead position on socio-economic policy that impacts Northern Ontario, Ontario, and Canada as a whole.*

## Related Research

### **Economic Zones of Northern Ontario: City-Regions and Industrial Corridors**

Charles Conteh

### **The Importance of Interprofessional Collaboration in Health Care in Rural and Northern Settings**

Emily Donato

### **Recommendations: Health Care Priorities in Northern Ontario Aboriginal Communities**

Julie Duff Cloutier, Nichola Hoffman, Kristin Morin, and John Dabous

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