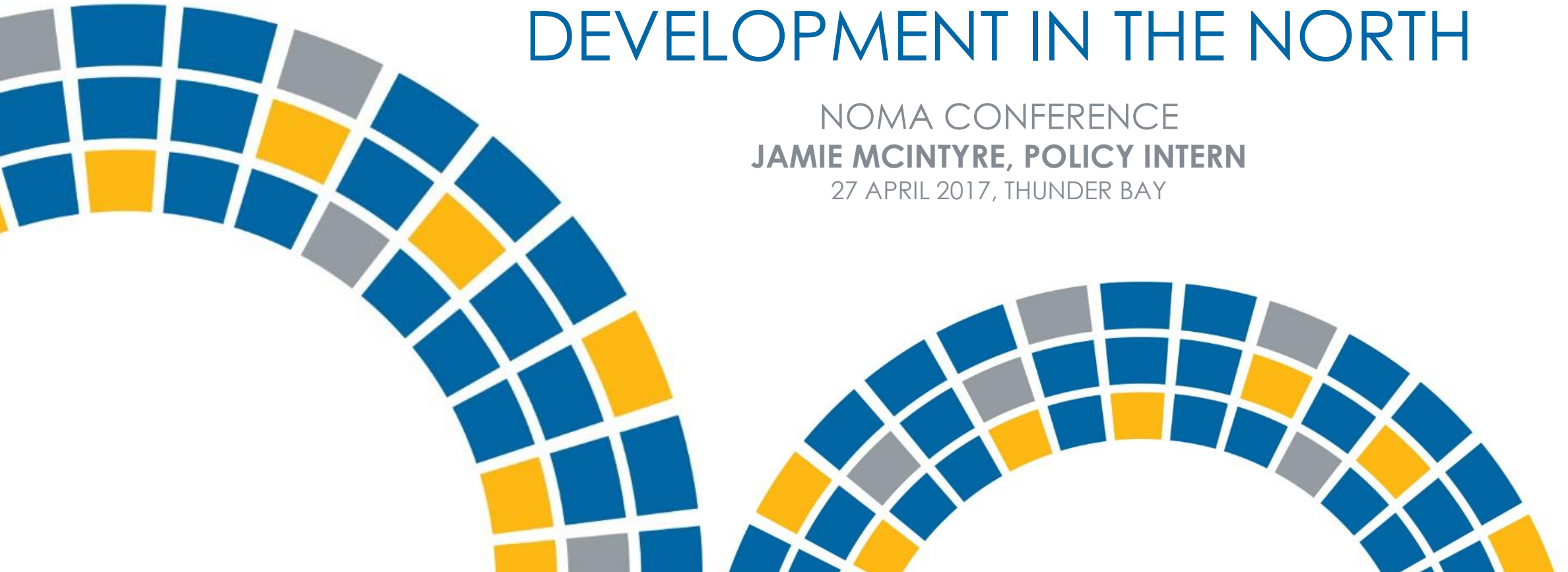


# HOW CROSS-CULTURAL RELATIONSHIP BUILDING EMPOWERS ECONOMIC DEVELOPMENT IN THE NORTH

NOMA CONFERENCE  
**JAMIE MCINTYRE, POLICY INTERN**  
27 APRIL 2017, THUNDER BAY



“I think we need to open up and have some deep conversations without measuring everything we say”

- Anishinaabe EDO, First Nation in Northeastern Ontario  
Retrieved from focus group hosted by Northern Policy Institute,  
April 5, 2017 at Algoma University, Sault Ste. Marie, Ontario.

# Project Objective

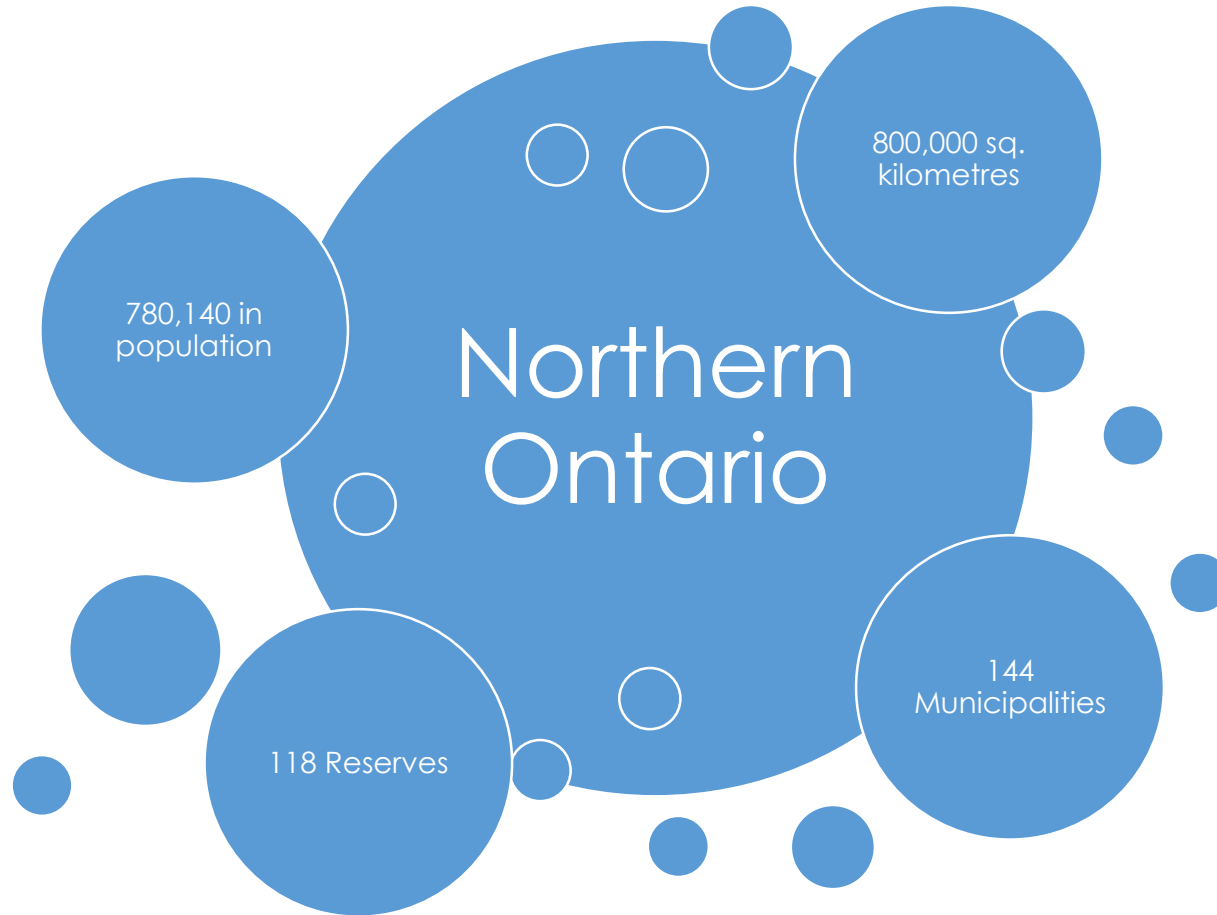
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How can we, in Northern Ontario, increase networking capacities among First Nations/ Non-First Nations Economic Development Officers?



# Current Landscape

## Community Make-up



In Addition,

- Eleven Census Districts
- Nine Treaty Areas



# Current Landscape

## Why Focus on Economic Development Officers (EDO's)?

- Economic Development Officers are often first point of contact in the development of partnerships with outside businesses and/or communities
- EDO's are in constant contact with the business community, and are aware of the economic and social well-being of their community
- EDO's are positioned to make connections between public and private sectors, through networking efforts
- If EDO's are empowered in their work, they are poised to create capacity building partnerships for their community
- Partnerships between communities offer “opportunities to identify and address issues faced by one and/or both communities; relationship building; co-funding opportunities” (Municipal Survey, March, 2017)
- Partnerships are being formalized in Northern Ontario: Sioux Lookout Friendship Accord, and more recent Thunder Bay/ Fort William First Nation venture as examples

## First Nations

- Council for Advancement of Native Development Officers (CANDO) offers accreditation for First Nations EDO's - perceived as a standard (Focus Group, April, 2017)
- 0 out of 6 focus group participants, First Nations EDO's, received CANDO certification (Focus Group, April, 2017)
- In Ontario, CANDO accreditation is currently only offered at Algoma University in the form of a 3 - 4 year degree program

## Municipal

- Economic Developers Association of Canada (EDAC) offers accreditation for EDO's – Ec.D. certification
- 50.9% of EDO's surveyed received some form of training in economic development
- 30.9% of those who received training, were Ec.D. certified
- Ec.D. certification is offered through Algoma University in the form of a 3-4 year degree program, and through U of Waterloo in a two year fast-track program



# Current Landscape

Existing organizations who support EDO's

## Bucket one: General

- Economic Developers Association of Canada – Certification Body
- Economic Developers Ontario Council

## Bucket two: First Nations

- Council for Advancement of Native Development Officers – Certification Body
- National Aboriginal Economic Development Board
- Ontario First Nations Economic Developers Association

## Bucket three: Regional

- Northwestern Ontario Development Network
- Regional Economic Development (REDAC) Group
- Tourism Northern Ontario, and RTO 13 A, B and C
- SNCFDC North Shore Network
- Northeast Community Network
- Community Futures Development Groups

### Background Research

- Best Practices
- Asset Mapping
- Gap Analysis
- Interviews with 7 Key People in Economic Development

### Survey to Municipal EDO's

- Survey hosted on [northernpolicy.ca](http://northernpolicy.ca)
- Email to 140 Municipalities
- Live from March 1<sup>st</sup> to March 23<sup>rd</sup>, 2017
- Total of 55 surveys completed

### Focus Group with First Nations EDO's

- Partnership with Ontario First Nations Economic Developers Association
- Call-out to 114 First Nations
- Total of 6 Participants
- April 5, 2017
- Mixed participation, with some in-person and over the phone at Algoma University



# Research Findings

## Focus Group - First Nations Economic Development Officers

### Generosity:

**Opportunity** "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."

**Barrier** 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.

### 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."

### Identity and Belonging:

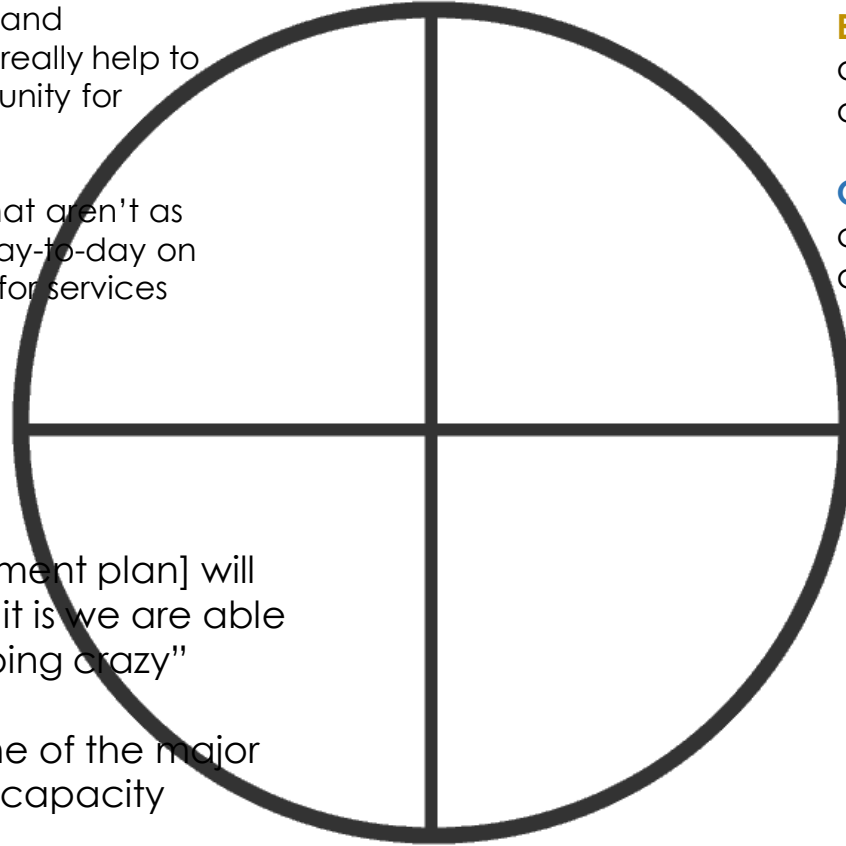
**Barrier** "I think it's still there, this animosity going around in First Nations community about trust, and lack of trust. Being fearful of being burnt"

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

### Skills and Mastery:

**Opportunity** "We become expert proposal writers"

**Opportunity** "it would be nice if at some of these conferences we go to, that there be accredited training available."



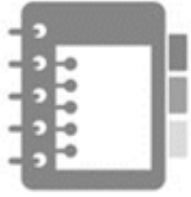


# Research Findings

## Focus Group

“ Just build[ing] 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”..

- Anishinaabe EDO, First Nation in Northeastern Ontario  
Retrieved from focus group hosted by Northern Policy Institute,  
April 5, 2017 at Algoma University, Sault Ste. Marie, Ontario.



### Priority 1: Education

- Make CANDO certification process more accessible to First Nations EDO's on the job in the north
- Possible partnership between OFNEDA, Ontario Aboriginal Lands Association and Algoma University to make this happen. Alberta, CAN as a best practice.



### Priority 2: Networking

- Regional meetings: “ in OFNEDA we have the chapters. I wonder if there could be chapter meetings done more frequently than once a year” – Anishinaabe EDO (Focus Group, 2017)
- Building Trust: “Trust and commitment are the two most important things, when building a relationship between communities. It's important to establish before any deals are made” – Staff, CANDO (Personal Comm., 2017)

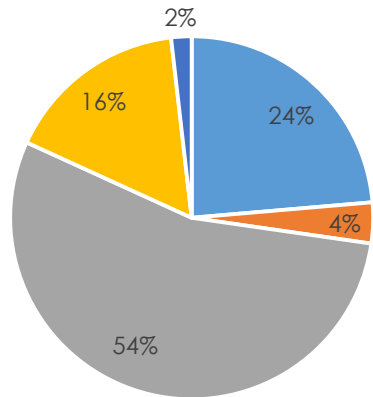


# Research Findings

## Survey - Municipal Economic Development Officers

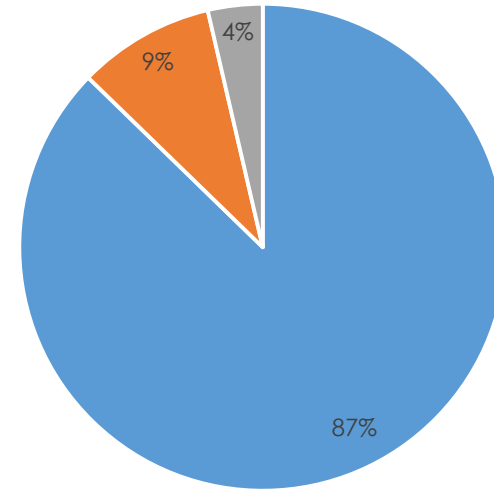
Population Group	Total	Required total (25%)	MAR 6	MAR 13	MAR 20	MAR 27
(a) 500 or smaller	37	9.25	0	4	5	6
(b) 501 to 1000	41	10.25	0	15	15	15
(c) 1001 to 1500	25	6.25	0	5	6	7
(d) 1501 to 2000	10	2.5	0	2	2	5
(e) 2001 to 2500	5	1.25	0	2	2	3
(f) 2501 to 5000	21	5.25	0	9	11	11
(g) 5001 to 7500	8	2	0	1	1	3
(h) 7501 to 15000	7	1.75	0	2	2	2
(i) Over 15001	6	1.5	0	0	3	3
	160	40	0	40	47	55

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



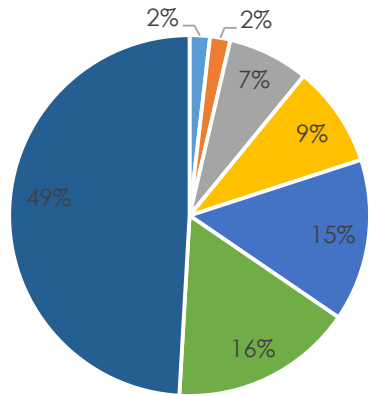
■ Less than 1 hour drive ■ No answer provided ■ 1-3 hour drive  
 ■ 3-5 hour drive ■ 5 hour drive or longer

Question 5: Is there a First Nation located nearby?



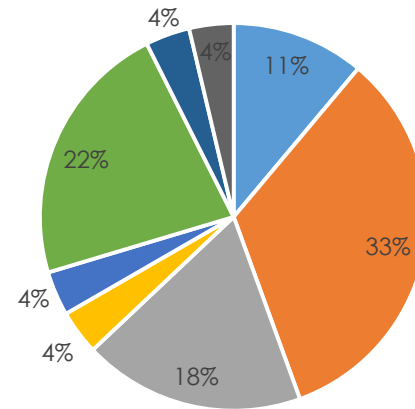
■ Yes ■ No ■ Unsure

Question 2: On which treaty area does your community reside?



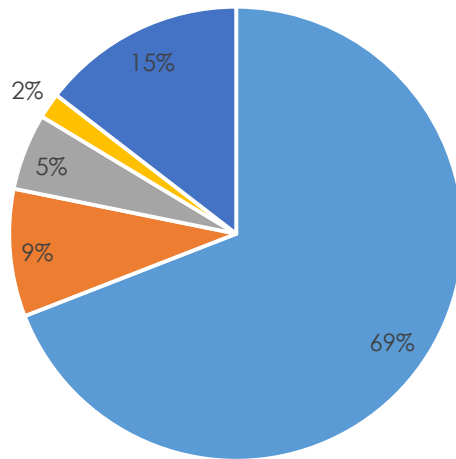
- Williams Treaty with Missaugas
- Treaty 94, 1862
- Treaty 9, 1929
- Treaty 3, 1873
- Robinson-Superior Treaty (60), 1850
- Robinson-Huron Treaty (61), 1850
- Unsure

Population range of those who answered "unsure" to question 2



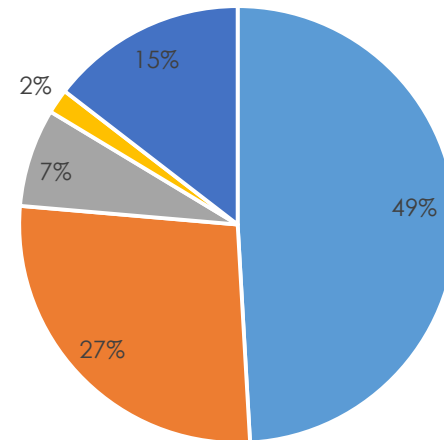
- 500 or less
- 501-1000
- 1001-1500
- 1501-2000
- 2001-2500
- 2501-5000
- 5001-7500
- 7501-15000
- 15001+

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



■ Yes ■ No ■ Unsure ■ Prefer not to say ■ No Answer Provided

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



■ Yes ■ No ■ Unsure ■ Prefer not to say ■ No answer provided



# Research Findings

## Survey – Additional Findings



**Opportunity:** 49% of respondents belong to an informal economic development organization

**Barrier:** Only 27.3% of EDO's were familiar with any of the 94 calls to action

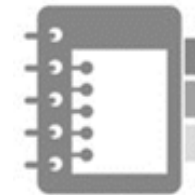


**Opportunity:** 52.7% of EDO's track and catalogue investment related projects



**Greatest perceived benefit to partner with non-First Nations:** sharing of ideas and costs

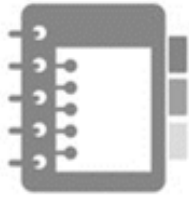
**Greatest perceived benefit to partner with First Nations:** Access to new funding sources



**Barrier:** 48.8% of respondents received no prior training in economic development practice

**Opportunity:** Of those who did receive training, 30.9% are Ec.D certified





## Priority 1: Education

- Increase avenues to certification in Ec.D., making it more accessible on the job in the north
- Involvement in programs which raise consciousness of treaty, and historical context of First Nations in Northern Ontario (Algoma University)
- Increase awareness of the Truth and Reconciliation's Commission 94 Calls to Action



## Priority 2: Networking

- Reorganize EDO networking structure in Northern Ontario, in a way which does not duplicate existing regional meetings
- Seek EDCO recognition, as a chapter for Northern Ontario



# A Way Forward

## Priorities

Research reveals First Nations and Non-First Nations EDO's share many of the same priorities

1. Increased accessibility to professional development training, in the form of CANDO and Ec.D. accreditations. Also necessary, experiential training on treaty, and historical context of First Nations in Northern Ontario.
2. Building off the success of existing regional sub-group meetings, increase capacity of an over-arching EDO network in Northern Ontario which supports these meetings with organizational structure.

## Generosity

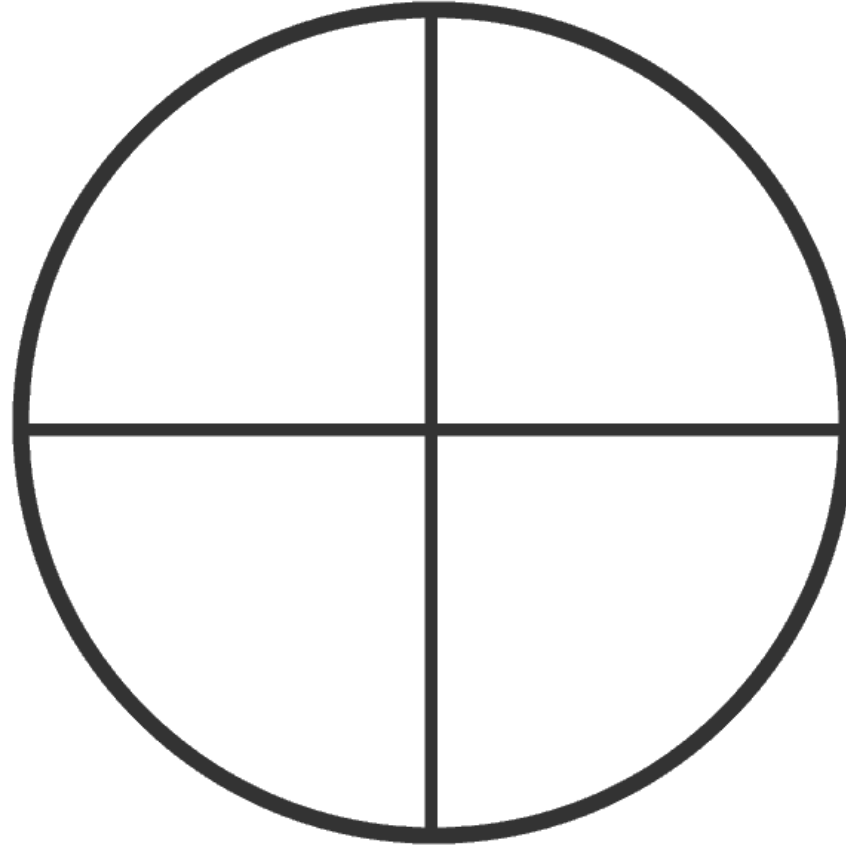
**Municipalities:** EDO's begin reaching out to outside communities to build trust-based relationships

**First Nations:** EDO's begin reaching out to outside communities to build trust-based relationships

## Independence

**Joint:** Both OFNEDA (Northern Ontario chapters) and over-arching EDO network in Northern Ontario are consulted by public sector on funding priorities, and policy decisions relating to ecdev

**Joint:** Training made more accessible for EDO's in the north



## Identity and Belonging

**Municipal:** Advance an over-arching EDO network for Northern Ontario, which supports existing regional sub-groups – EDCO Chapter

**First Nations:** Increased frequency of OFNEDA EDO chapter meetings in Northern Ontario

**Joint:** Those org. levels develop an MOU

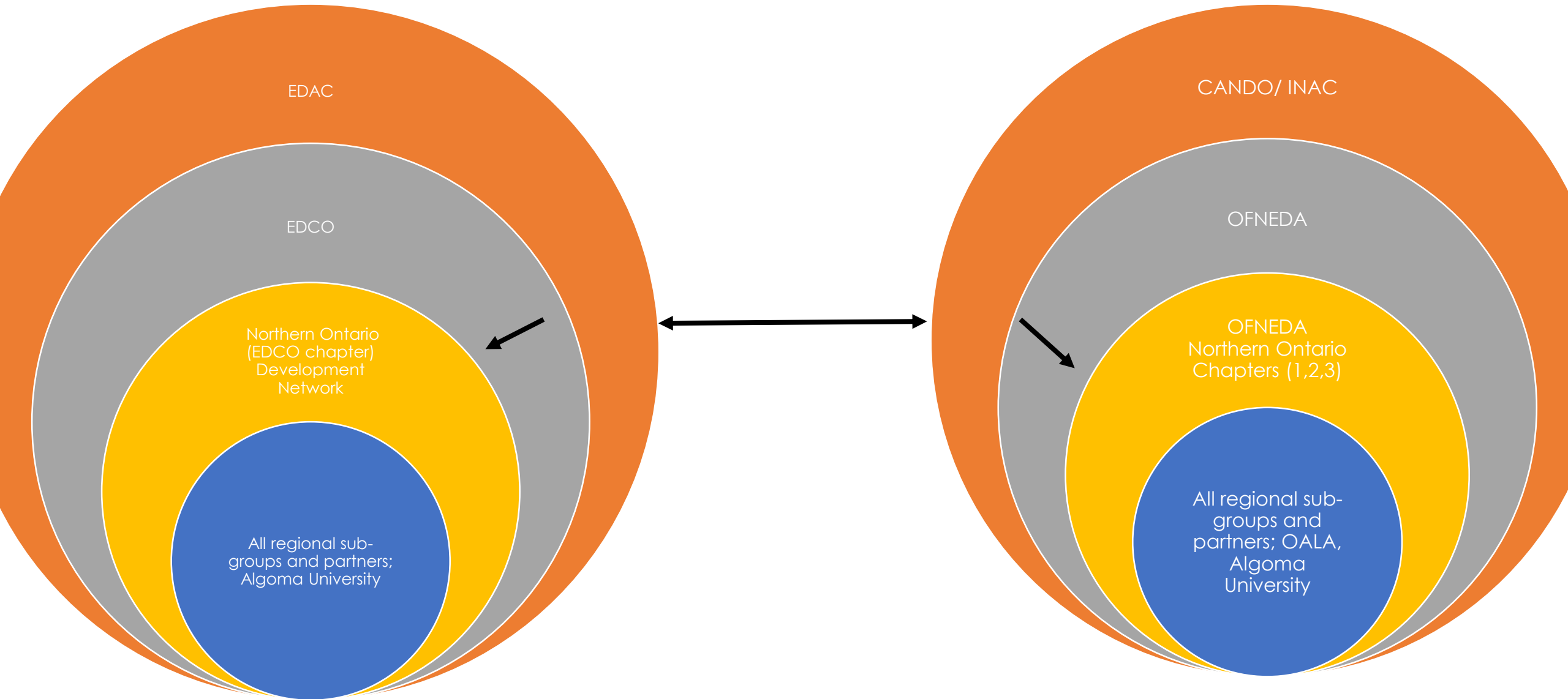
## Skills and Mastery

**Municipal:** Education of individual EDO's is a key component, through E.c.D. Cert., and experiential learning on treaty/ First Nations history

**First Nations:** Education is also key, to increase capacity internally, through CANDO accreditation



# A Way Forward Partnerships





# Research Findings

## Final Words

“It’s going to take a long time, it’s going to take a long time to build those relationships. But if we continue to be persistent and consistent those barriers will slowly break away”

- Anishinaabe EDO, First Nation in Northeastern Ontario  
Retrieved from focus group hosted by Northern Policy Institute,  
April 5, 2017 at Algoma University, Sault Ste. Marie, Ontario.

Merci. Thank you. Miigwetch.

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