



cando

# CONNECT

JULY/AUGUST 2018 | Vol. 5 No. 2

magazine

Moving Indigenous Economies Forward

**First Cando  
Economic  
Development  
Youth Summit**

**CEDI: A Story of  
First Nation-Municipal  
Partnership from Quebec**

# We're here for the dreamers, doers, and believers.

Your business is as unique as the entrepreneur in front of it and the story behind it. That's why we come to the table as partners (not bankers) to listen, and connect you with the expertise, support and mentorship you need to bring your dream to life.

[atb.com/amplifybusiness](http://atb.com/amplifybusiness)



Progressive  
Aboriginal  
RELATIONS **COMMITTED**

Canadian Council for  
Aboriginal Business 





Cover image: Moccasins for babies and toddlers were on display by several artisans at the Economic Development Youth Summit. More event coverage and photos can be found starting on page 8 and continues through page 27. Photo: Paul Macedo

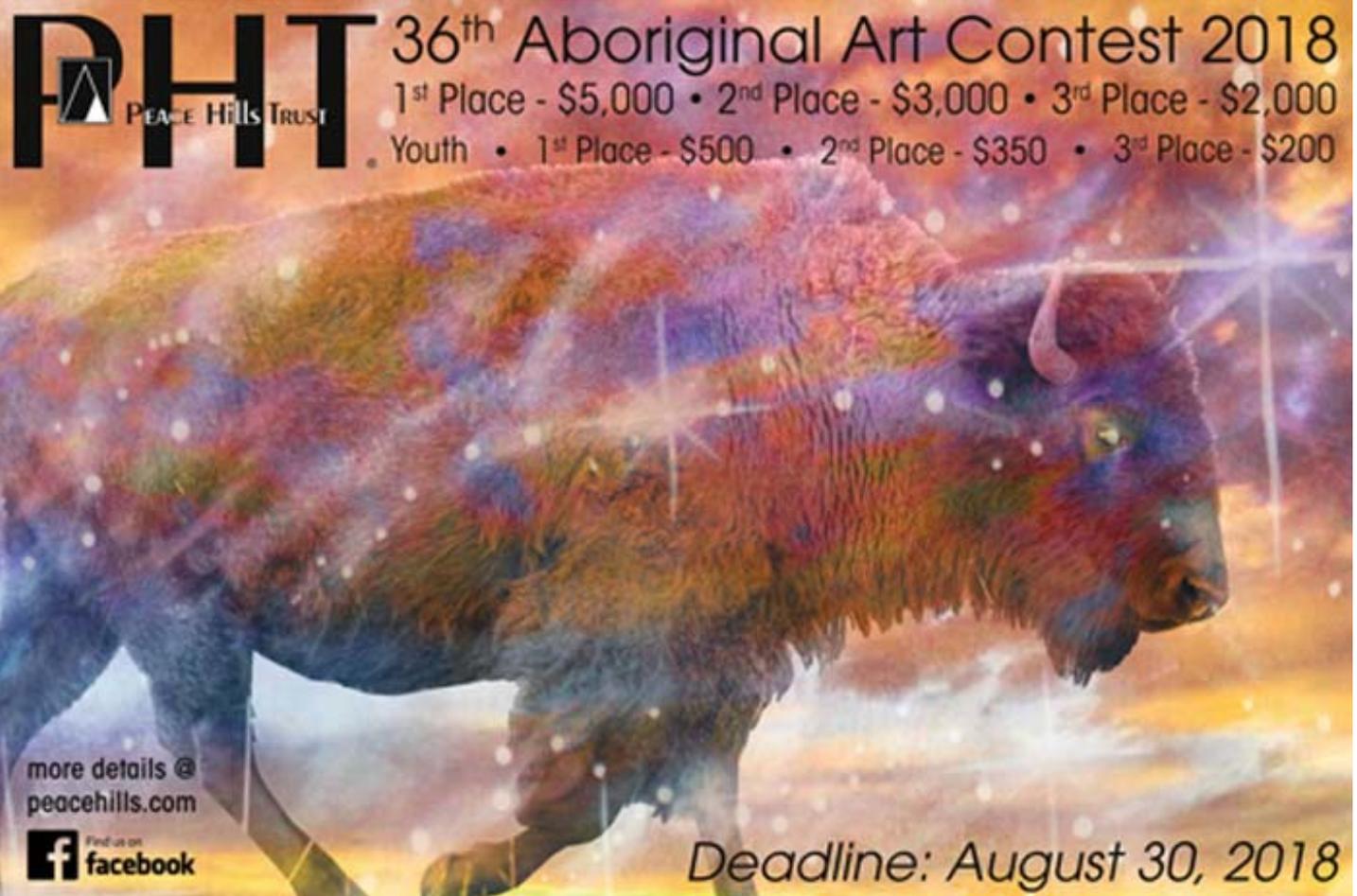
*Cando Connect Magazine* is produced by Cando under the direction of Paul Macedo, Communications Officer. If you have any story ideas and/or suggestions for improving *Cando Connect* please contact Paul directly at:  
e: paul.macedo@edo.ca  
t: 1-800-463-9300 ext 236  
p: 780-990-0303 ext 236  
f: 780-429-7487

## Inside Connect:

- Cando Economic Development Youth Summit: .....** pages 08 - 27
  - Youth feel heard, energized at first-ever summit .....** pages 08 - 09
  - Thank You Sponsors!.....** pages 10 - 11
  - Blanket Exercise photos .....** pages 12 - 13
  - Photo Galleries .....** pages 14 - 23
  - Case Study Competition .....** pages 24 - 25
  - Successful inaugural youth summit could lead to annual event .....** pages 26 - 27
- Co-operatives First offers workshops on co-operatives .....** pages 28 - 30
- Case Study – Stronger Together: .....** pages 33 - 37
  - A Story of First Nation-Municipal Partnership from Quebec**

# Peace Hills Trust

36th Annual Aboriginal Art Show  
in conjunction with the  
25th Annual Cando Conference Icebreaker  
Edmonton Marriott at River Cree Resort  
October 23, 2018!



**PHT** PEACE HILLS TRUST

## 36<sup>th</sup> Aboriginal Art Contest 2018

1<sup>st</sup> Place - \$5,000 • 2<sup>nd</sup> Place - \$3,000 • 3<sup>rd</sup> Place - \$2,000  
Youth • 1<sup>st</sup> Place - \$500 • 2<sup>nd</sup> Place - \$350 • 3<sup>rd</sup> Place - \$200

more details @  
[peacehills.com](http://peacehills.com)

 Find us on  
**facebook**

*Deadline: August 30, 2018*

# NO SUMMER BREAK

Cando will be working throughout the summer to build capacity and forging relations in our communities. Cando has worked hard to launch its inaugural Economic Development Youth Summit that was held July 22-26, 2018 at the River Cree Resort at Enoch, Alberta. This amazing event brought more than 52 youth (18-30 years) together from communities across Canada. The group was comprised of Indigenous (First Nation, Métis, Inuit) and non-Indigenous youth. Those who participated worked together in teams to explore Indigenous economic development issues, propose solutions, have fun and establish friendships. Please see the stories and photos on pages 8 – 27.

Some more exciting news on our other events coming this fall. Cando has added three more Links to Learning events to our schedule for 2018!

- **Alberta Links to Learning: will now be incorporated as part of the 25th Annual Cando Conference to be held from October 22-25.**

- **Ontario First Nations Economic Advancement Conference (FNEAC) will be held from September 17-20 at the Marriott Downtown Eaton Centre in Toronto. This is a new event for 2018.**

- **25th Annual Cando Conference and AGM to be held from October 22-25, 2018 at River Cree Resort in Enoch, Alberta (just west of Edmonton) on Treaty 6 Territory.**

- **Atlantic Links to Learning will be held from November 13-15 in Moncton. This is also a new event for 2018.**

- **BC Links to Learning will be held from November 19-21 at the Westin Bayshore in Vancouver.**

All of these additional learning/training opportunities and initiatives are designed to meet the growing needs of Cando members in the thirteen regions we serve.

Speaking of membership... have you renewed your Cando membership yet? We wish you would. Your membership enables Cando to provide needed information, training, workshops, certification and support to assist EDOs in their careers and in their communities.

We hope to see you all at the 25th national conference and/or one of the many regional events we have planned for 2018! See you soon!

## Cando Board of Directors

**Keith Matthew**  
President  
Director -  
Southern British Columbia

**Edmond Collins**  
Vice President  
Director - Ontario

**Elaine Chambers**  
Secretary Treasurer  
Director - Yukon

**Trevor C. Acoose**  
Director - Saskatchewan

**Stanley Barnaby**  
Director - New Brunswick & P.E.I.

**Tasha Brooks**  
Student Director

**Bob Cheetham**  
Director - Nunavut

**Tim Daniels**  
Director - Manitoba

**Amy Lizotte**  
Director - Northwest Territories

**Tracy Menge**  
Director - Nova Scotia,  
Newfoundland & Labrador

**Bertram Mercer**  
Director - Northern BC

**Shawna Morning Bull**  
Director - Alberta

**Angel Ward**  
Director - Quebec

More board information:  
[www.edo.ca/about-cando/board](http://www.edo.ca/about-cando/board)

## CANDO 25<sup>TH</sup> ANNUAL NATIONAL CONFERENCE & AGM

*A National Platform Exclusively Focused on Excellence in Indigenous Economic Development*

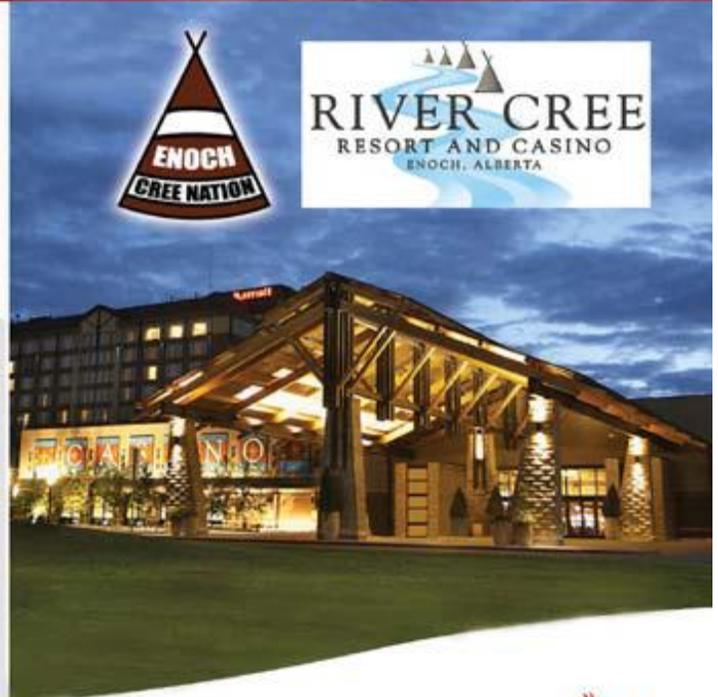
### Save the Date!

**October 22 – 25, 2018**

Edmonton Marriott at River Cree Resort  
Enoch, Alberta  
Treaty 6 Territory

- Professional Development Workshops
- Economic Developer of the Year Awards
- Trade Show & Artisan Show & Sale
- Annual National Youth Panel
- Women in Business Panel
- Community Cultural Tours
- Keynote Presentations
- President's Reception, Dinner & Dance

*Please visit the Cando website to register and for more information*



# SASKATCHEWAN LINKS TO LEARNING



## SASKATCHEWAN LINKS TO LEARNING

The 2018 Saskatchewan Links to Learning event is confirmed and will take place from September 25-27, 2018 at the Saskatoon Inn and Conference Centre in Saskatoon.

This is the third year for the Saskatchewan Links to Learning Symposium! The goal of the Saskatchewan Links to Learning event is to deliver a dynamic technical training forum for First Nation Economic Development Officers and Land Managers to enhance their ability to undertake successful lands and economic development ventures.

The event focuses on knowledge sharing and skills enhancement among practitioners at the community level. This forum delivers a series of workshops, led by experts in a range of economic and land development related disciplines, and offer opportunities for dialogue and networking.

To register please contact:

Danielle Stanley, Special Projects Coordinator, Cando  
780-990-0303 ext. 229 or [Danielle.Stanley@edo.ca](mailto:Danielle.Stanley@edo.ca)

[sasklinkstolearning.com](http://sasklinkstolearning.com)



### Who is invited to Saskatchewan Links To Learning?

**One Land Manager and one Economic Development Officer  
from each Saskatchewan First Nation.**

**Priority registration is for pre-approved community  
delegates.**

**If you have any questions, please contact:  
Danielle Stanley at [Danielle.Stanley@edo.ca](mailto:Danielle.Stanley@edo.ca)  
Website link: <http://sasklinkstolearning.com/>**



# Youth feel heard, energized at first-ever summit

By Shari Narine  
Cando Contributor



Photo: Paul Macedo

Cheyenne McGinnis (right), participates with her group at the Economic Development Youth Summit. Cheyenne is a member of Saddle Lake Cree Nation and works for BMO in Nanaimo, BC.

Delegates left Cando's first Economic Development Youth Summit knowing something very important: they were heard.

"I believe the youth in here, and many others across the country, are getting their education and getting that experience in business and economic development where they can have those voices at the decision-making

tables," said Jonathan Nolan, 27, from the Mississauga First Nation.

"Their voices matter there and they matter here," he said. Nolan understands the importance of being heard, especially as he sits as the youngest member on the board of governors for Sault College, in Sault Ste. Marie, where he graduated from the Social Work program in April 2018.

**I would really like to see communities prosper and see the excitement of getting projects off the ground that are really relatable to the communities.**

Now, he's wanting to return to school and earn his Bachelor in Business.

Cheyenne McGinnis, 25, says her job in commercial banking and relationship manager with BMO in Nanaimo, BC, has shown her the importance of listening to what people have to say. And here, she felt listened to.

"This has given me a chance to have a voice," said McGinnis, who is a member of the Saddle Lake Cree Nation, but grew up on the Blood Reserve.

"I think it's really inspiring to see our next generation are pushing those boundaries and really taking risks and coming out of their shells here as Indigenous youth because they are beautiful and they are smart and their voices are important in this country," she said.

Nolan and McGinnis were two of 59 delegates, ranging in age from 18-30 years, from across the country, both Indigenous – First Nations, Inuit and Métis – and non-Indigenous, brought together at the River Cree Resort on the Enoch Cree Nation west of Edmonton from July 22-26.

Delegates got the opportunity to listen to panels presenting on economic development, entrepreneurship and land-use; and to listen and learn from each other and senior Cando officials.

Clare Huffman, 26, a non-Indigenous participant, grew up in southern Ontario and knew little about the hardships faced by Indigenous peoples. So after earning her degree at McMaster University, she took a position as land use planner in Dawson City, Yukon. She's been working there for a year and felt the summit was a chance for her to get a deeper understanding of life from the perspective of Indigenous youth.



Photo: Paul Macedo

Ray Wanuch (left) presents Justen Peters with the 'Mover and Shaker Award' at the Youth Summit. Justen is 23 and a member of the Okanagan Indian Band.

"To have the opportunity to collaborate with Indigenous and non-Indigenous youth that have the same passions that I do and have the opportunity to really engage with those people and make connections that's what I wanted to do," she said.

"There's a lot of passion in this room. I think economic development in Canada is in good hands if this is the group of people that is going to be the future leaders of that field," she added.

"Passion" is also the word used by Justen Peters, 23, member of the Okanagan Indian Band. This is his fifth economic development conference and he says this youth summit was by far the best.

"The participants are passionate," he said. Peters is working in Vernon as a research assistant with an economic development corporation founded by the OKIB. He has plans to study business administration at the Okanagan College although he has already completed two years in the arts track. "The participants have drive and

they want to be involved with economic development."

Not only have the delegates come away re-energized, but they have also come away with faith in Cando.

Pursuing positions as certified Cando Economic Development Officers have become career goals for Huffman, McGinnis, and Peters, while Nolan wants to ensure that First Nations have a say in businesses that start up in their communities.

"I would really like to see communities prosper and see the excitement of getting projects off the ground that are really relatable to the communities," said McGinnis, who is confident serving as an EDO will allow her to do that. "It's just about giving people a chance to have a voice."

Delegates are hopeful that they weren't the only ones to leave the summit empowered.

"I hope Cando sees that passion and they see that drive and they see us as worthy of investing in," said Huffman.



Youth delegates join together for a group photo to record their participation in the Youth Summit. Below they celebrate with their host and MC Stan Wesley and acknowledge the generosity of their sponsors including RBC, AECOM, Keyera and NRCan.



Platinum Sponsor



[www.rbc.com/community-sustainability](http://www.rbc.com/community-sustainability)

Partnership



[www.macewan.ca/kihewwaciston](http://www.macewan.ca/kihewwaciston)



Gold



[www.aecom.com](http://www.aecom.com)



[www.edpmorthamerica.com](http://www.edpmorthamerica.com)



[www.keyera.com](http://www.keyera.com)



Edmonton community board

Silver



[www.interpipeline.com](http://www.interpipeline.com)



[www.nvit.ca](http://www.nvit.ca)



[www.thewoodinggroup.com](http://www.thewoodinggroup.com)



[www.vancity.com](http://www.vancity.com)



[www.nutrien.com](http://www.nutrien.com)



[www.ulnooweg.ca](http://www.ulnooweg.ca)



[www.norquest.ca](http://www.norquest.ca)



[www.cooperativesfirst.com](http://www.cooperativesfirst.com)

Bronze



[www.repsol.com](http://www.repsol.com)



[www.immedc.com](http://www.immedc.com)

Friend



[www.antigonishcounty.ns.ca](http://www.antigonishcounty.ns.ca)

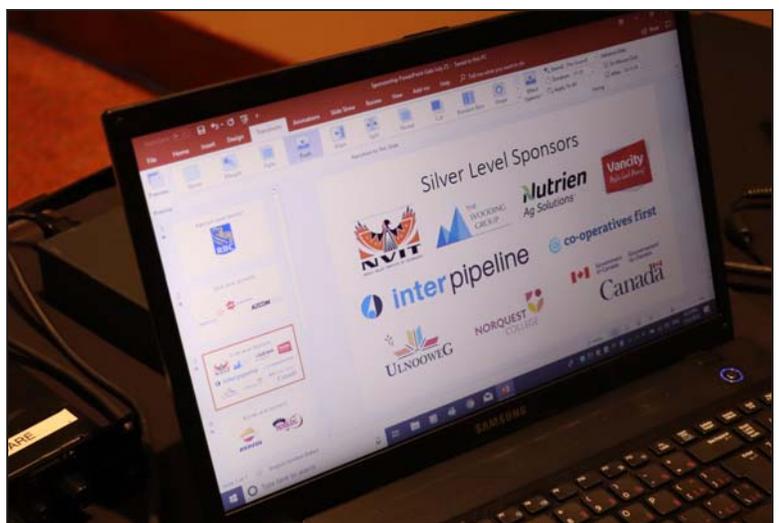
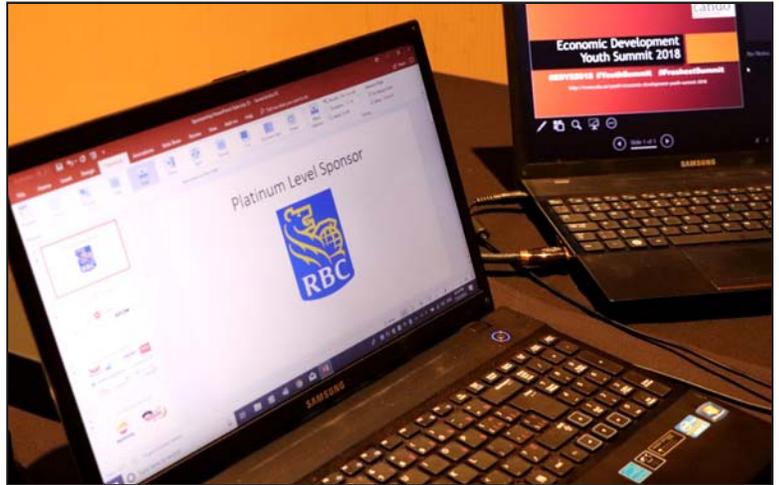


[www.anguswatt.com](http://www.anguswatt.com)



[www.jedinb.ca](http://www.jedinb.ca)

# Thank you to our sponsors and stakeholders!



# Blanket Exercise



**The Blanket Exercise was held Monday morning and was facilitated by Krista Hanscomb, Community Engagement Coordinator and Student Advisor with Kehiw Waciston, McEwan University. Elder Beatrice Morin of Enoch Cree Nation was on hand to provide emotional support for the participants.**







# Landuse Planning Day 1

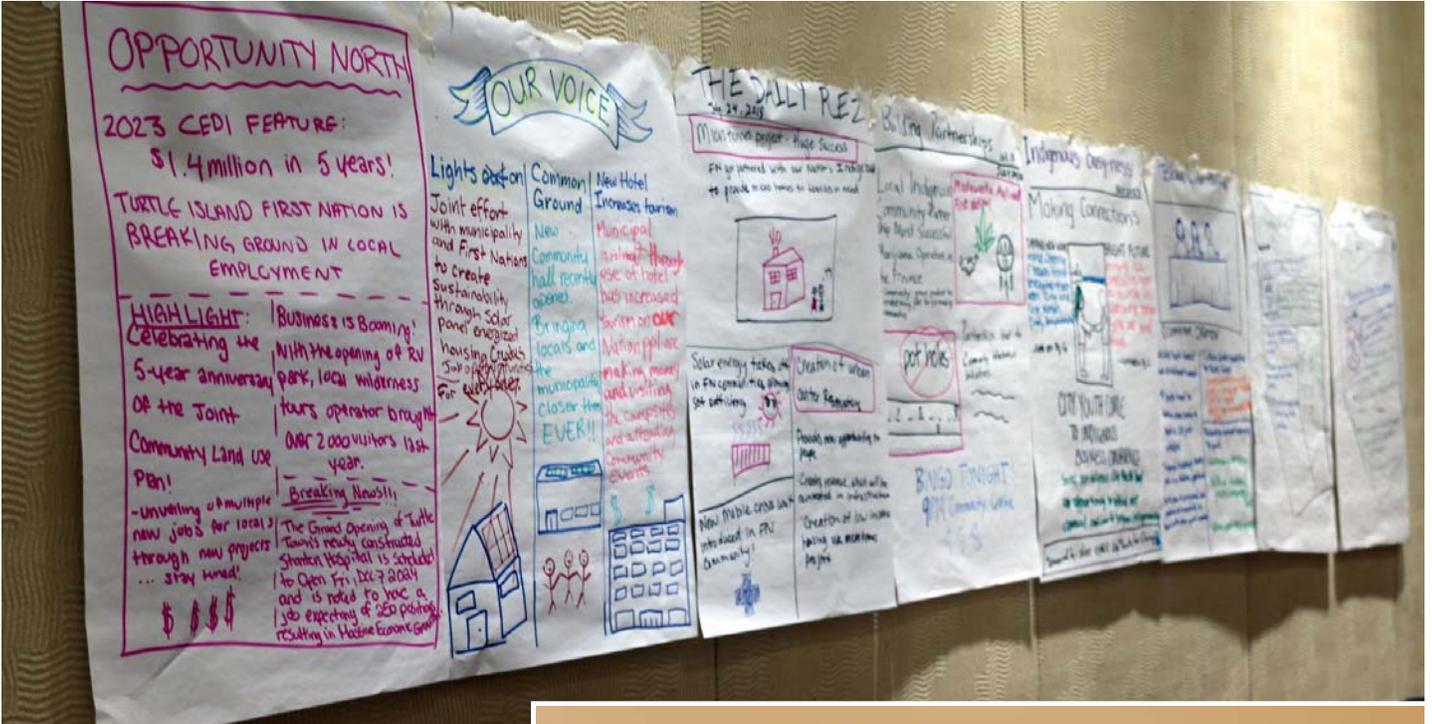


[www.edo.ca/cedi/](http://www.edo.ca/cedi/)

July/August 2018

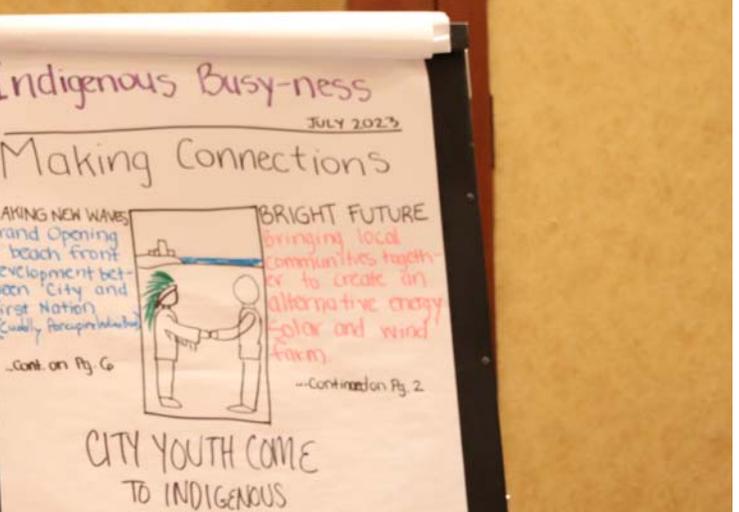
15

edo.ca





# CEDI Headline Day 2



[www.edo.ca/cedi/](http://www.edo.ca/cedi/)



**Top:** Registration is all ready as Stan Wesley makes his entrance!

**Middle Left:** Conference organizers Danielle Stanley (left) and Carmelle Nepoose (middle) are thanked by Cando President Keith Matthew.

**Above:** Tenille Campbell breaks the ice with readings from her book 'Indian Love Poems'. Several delegates joined in with some readings.

**Far Left:** Alita Murowchuk, Indigenous Community Engagement Advisor, AECOM, greets the delegates with words of encouragement.



**Top:** Entrepreneurship Panel with Heather Abbey, Indig Inc. (left), Jenn Harper, Cheekbone Beauty (middle); and Eugene Whiskeyjack, WJ Consulting Inc.

**Middle Left:** Tim Daniels, Cando Director for Manitoba, speaks on Landuse issues.

**Middle Right:** Lands Panel with Tim Daniels, Long Plain First Nation, MB (left); Jordan Peterson, Gwich'in Tribal Council, NT (middle); Elvis Thomas, Woodland Cree First Nation, AB.

**Right:** EDO Panel with Jordan Peterson, Gwich'in Tribal Council, NT (Left); Dustin Fiddler, Waterhen Lake First Nation, SK (middle); Keshia Moffat, Eeel River Bar First Nation, NB.

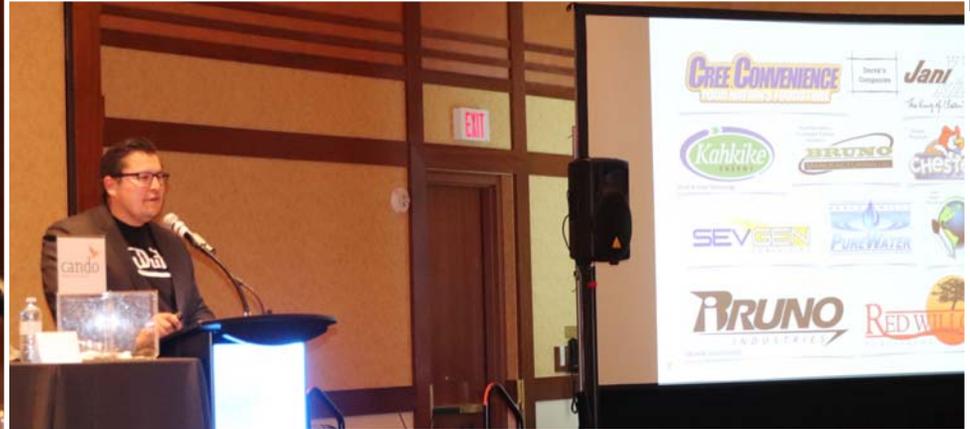


**Top:** Here come the judges! Left to right: Bradley Kirchmayer, Alita Murwochuk, Jasmine Recollet, Adrienne Larocque, Stanley Barnaby, Suzanne Life.

**Middle Left:** Catherine Peltier-Mavin, NRCan with Shawna Morning Bull, Cando Director for Alberta.

**Middle Above:** (Left to right) Ray Wanuch, Cando Executive Director, presents gifts to the Youth Summit Organizing Committee: Adrienne Larocque, Jasmine Recollet, and Stanley Barnaby, Cando Director for New Brunswick and PEI.

**Left:** AECOM representatives: Manoj Mistry, Marcel Peltier and Alita Murochowuk are thanked during the gala dinner.



**Top:** Drezus is in da house! Drezus kicked off the entertainment with his high-powered anthem for Idle No More and He even brought along his MTV video award for everyone to hold and admire!

**Middle:** Keynote Speaker Derek Bruno talked about his failures and his successes and that success always follows failure. He told delegates to not be afraid of failure as its a great teacher and motivator.

**Right:** Grant Galpin with Keyera congratulates the delegates for their hard work and accomplishment during the Youth Summit.



**Elder Bearnice Morin, from Enoch Cree Nation, was present during the Youth Summit to provide daily blessings and reflection and to provide emotional support. All in attendance were honoured by her presence. Thank you!**



# Thank you!

To all the delegates, speakers, panelists, facilitators, dancers, performers, artisans, board and staff for all your energy and contribution to make the 2018 Youth Summit such a tremendous success.





**Second Place: Bear Necessities**



**Third Place: Chiefs of Industry**



**Honourable: Ininewak Innovations**



**Fourth Place: Hone World Collaborators**



**Honourable: Turtle Island Development Corporations**



**Honourable: Late Bloomers**

All Photos: Paul Macedo

# Youth Summit Case Study Competition



**First Place: War Ponies**



**Outstanding Male Delegate: Morgan Bellerose**



**Outstanding Female Delegate: Cheyenne McGinnis**

[www.edo.ca/cedi/](http://www.edo.ca/cedi/)

July/August 2018

25

edo.ca

# Successful inaugural youth summit could lead to annual event

By Shari Narine  
Cando Contributor



Ray Wanuch, Cando Executive Director, greets almost 60 youth delegates to the Youth Summit.



Photos: Paul Macedo

Shawna Morning Bull, Cando Director for Alberta, speaks to youth delegates.

Cando's first ever Economic Development Youth Summit was such a success organizers hope to make it an annual event.

"These are going to be the next economic development officers and leadership in their communities," said Cando Executive Director Ray Wanuch of the participants.

Almost 60 of the brightest young minds took part in the four-day event held at the River Cree Resort on the Enoch Cree Nation just west of Edmonton.

"These are our future generation leaders. As they get informed and empowered and educated then they can do some community and economic development work within their respective communities," said Cando Alberta Director Shawna Morning Bull

Wanuch was impressed with the delegates, although the goal of attracting First Nations, Métis, Inuit and non-Indigenous delegates aged 18-30 years from each of the 10 provinces and three territories did not happen. Delegates were selected through an application process, which included an essay on economic development and land management.

"The future is very bright. We all contribute to the gross domestic product in this country and we know there should be more Indigenous GDP. I think with the skills these youth now have, they're going to be able to be very productive when it comes to generate an economic base not only in their communities but in Canada," said Wanuch.

The event included three panels: lands planning, economic development



Photo: Paul Macedo

Event MC, Stan Wesley, welcomes almost 60 youth delegates to the Economic Development Youth Summit at the River Cree Resort.

and entrepreneurship. Delegates were given case studies and information and had to apply what they learned.

It's important that today's youth understand what it takes for their communities to be economically viable, Wanuch says.

"The economic horse leads the social cart," he said.

Governments rarely have enough money to address these social concerns, he points out, so indigenous communities need to be able to bankroll the solutions through strong economic development.

Wanuch is confident that participants came away with both knowledge and

energy. Feedback through a quick survey was positive.

"We're on the right track," he said, pointing out delegates rated the event as five stars out of five.

"I think the summit opened up a lot of eyes, maybe a career in economic development," said Morning Bull. "Economic development is where it's at to get your communities going."

She adds, though, that Cando officials also took something away from the event: renewed energy.

The summit was 20 years in the making, says event coordinator Carmelle Nepoose, noting that Cando had wanted

to focus on youth in some manner. The summit was put on at a price tag of \$160,000 as delegates had all their costs covered. At the last minute, RBC stepped up with \$85,000. That kind of support will be needed going forward, she says.

"We want to stay in contact with our delegates and see how productive they are. Once we get some of those indicators back we can share that with our sponsors and prove they are getting a huge return on their investments," said Wanuch.

Morning Bull says she would also like to see community sponsorship as a way for communities to invest in their youth.

# Co-operatives First Offers Free Workshops on Co-operatives



Photo: Supplied

Kyle White, the Education and Engagement Lead for Co-operatives First (center-back) participates in a co-operatives bylaw meeting earlier this year.

**By Sam Laskaris  
Cando Contributor**

Following a pair of test runs in 2017, Co-operatives First officials have expanded a free workshop that they offer.

The plan is to present *Creating Connections: A Workshop on Exploring Co-operatives* a total of eight times in 2018. Ideally the workshop would be held twice in each of the four western Canadian provinces this year.

The workshop was created so that economic development as well as community and business leaders can learn how the co-operative business model can enhance opportunities.

Co-operatives First is a Saskatoon-based organization whose mandate is to help Indigenous and rural communities prosper in western Canada. Officials from the organization teamed up with Cando, which promotes Indigenous economic development across the country, to debut the workshop a year ago.

For starters, the workshop was held in Saskatoon last September. The workshop was also offered at the Cando

Conference staged in October in Fredericton, N.B.

Positive feedback convinced Co-operatives First officials to offer the workshop with more frequency this year.

“At this stage we’re really raising awareness about these workshops,” said Kyle White, the education and engagement lead for Co-operatives First. “We’re open for partnerships with economic developers, universities, communities and all sorts of people that can benefit from these.”

The first workshop of 2018 was held at Calgary’s Ambrose University in February. Workshops were also staged that same month at a pair of British Columbia communities, Revelstoke and Grand Forks.

Next up was a mid-May workshop in Winnipeg.

Co-operatives First officials are looking to set up future dates.

“We’re open to working with partners that want to schedule this event,” White said.

**Continued on page 12.**

# GOOD GOVERNANCE

*MATTERS*

An online governance course for community leaders.

**LEARN**  
BEST PRACTICES FOR RUNNING AN ORGANIZATION

**CUSTOMIZE**  
YOUR OWN PATHWAY THROUGH THE COURSE

**REWARD**  
YOURSELF WITH A BADGE OR CERTIFICATE OF COMPLETION

**REGISTER NOW**

GAIN THE TOOLS YOU NEED TO MAKE AN IMPACT. LEARN MORE AT [CooperativesFirst.com/Governance](https://CooperativesFirst.com/Governance)

 **co-operatives first**

Continued from page 10.

Though the workshop was offered in Fredericton last fall that was because the Cando Conference was in the Maritimes. But don't expect the workshop to be offered in eastern Canada again in the foreseeable future.

"Our mandate right now is to help communities in western Canada," White said. "But someday it would be cool if we were nationwide."

White believes attending the workshop is even more appealing now since it has become an accredited seminar by the Economic Developers Association of Canada. Those economic development professionals who participate in the seminar are credited with two points towards their certification.

A total of 45 points are required to earn an Ec.D. certification.

White said Co-operatives First officials have been receiving some glowing reviews from workshops they have staged thus far.

"In all cases the feedback has been really great," he said.

The workshop allows participants to learn about how co-ops work effectively. This is achieved by looking at business models and working with real-life situations.

Organizers hope the workshop, which is intended to last between 3-4 hours, will leave participants with a better understanding of how they can incorporate co-ops in their own communities.

More information about the workshop is available on the Co-operatives First website at [www.coopertivesfirst.com](http://www.coopertivesfirst.com)

Kyle White can also be contacted via email at [kyle@cooperativesfirst.com](mailto:kyle@cooperativesfirst.com) or through his office phone number (306) 382-4410.

## ECONOMIC DEVELOPER OF THE YEAR AWARD



2017 Economic Developer of the Year Award recipients - Fredericton, NB



### Recognize! Celebrate! Honour!

Sharing our stories and celebrating our successes will ensure that economic development initiatives continue to grow. In 1995, the Cando Economic Developer of the Year was created to recognize and promote recent or long-standing Indigenous economic development initiatives throughout Canada.

#### Each year, Cando awards three categories:

- Individual EDO
- Community
- Indigenous Private Sector Business

#### Nominations are now closed!

**All ED of the Year nominees will be featured in the September issue of Cando Connect!**

## Nominate your Role Model for the National Youth Panel!

Each year Cando selects six Indigenous youth participants to form the National Youth Panel, a signature event at the annual national conference that will be held this year in Enoch, Alberta from October 22–25, 2018. The selections for the National Youth Panel are based on their strengths, initiatives, accomplishments, entrepreneurial spirit, and participation within their communities. Do you know of a role model deserving of special recognition? Nominate them today!

### Award recipients will enjoy:

- Recognition for their achievements
- Networking with Indigenous leaders and peers
- Free trip to Edmonton, AB - plus complimentary conference registration and accommodations
- The opportunity to have one year of intensive mentorship by CESO's experienced and highly skilled Volunteer Advisors

### Eligibility:

- Must not have been part of the youth panel previously
- Must be between 18-30 years of age
- Must be of Indigenous descent (First Nation, Métis, Inuit)



**Nominations are now closed!**

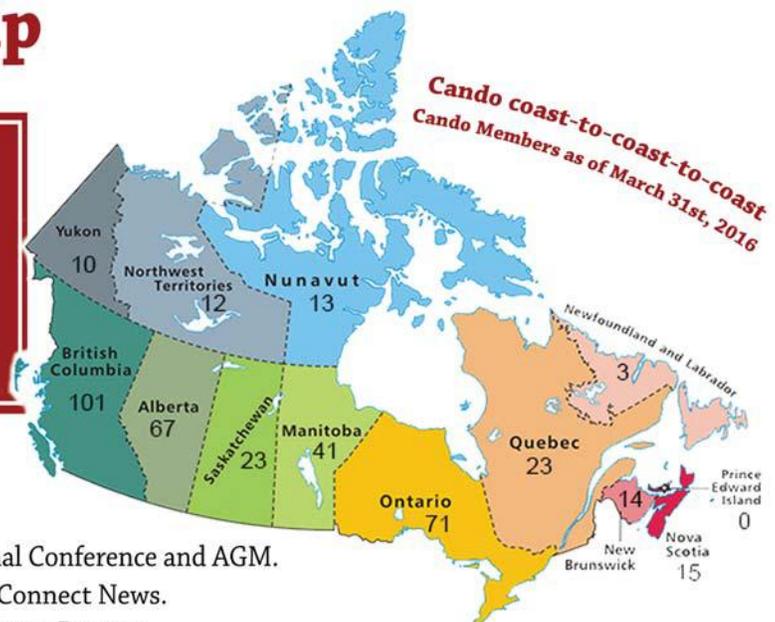
**All Youth Panel nominees will be featured in the September issue of Cando Connect!**

# Renew your Membership today!

Please renew your Cando membership so that you can continue to receive your membership benefits throughout 2018!

## Cando Membership

Full Individual Membership - \$105  
Associate Membership - \$89.25  
Student Membership - \$26.25  
Organization Membership - \$315

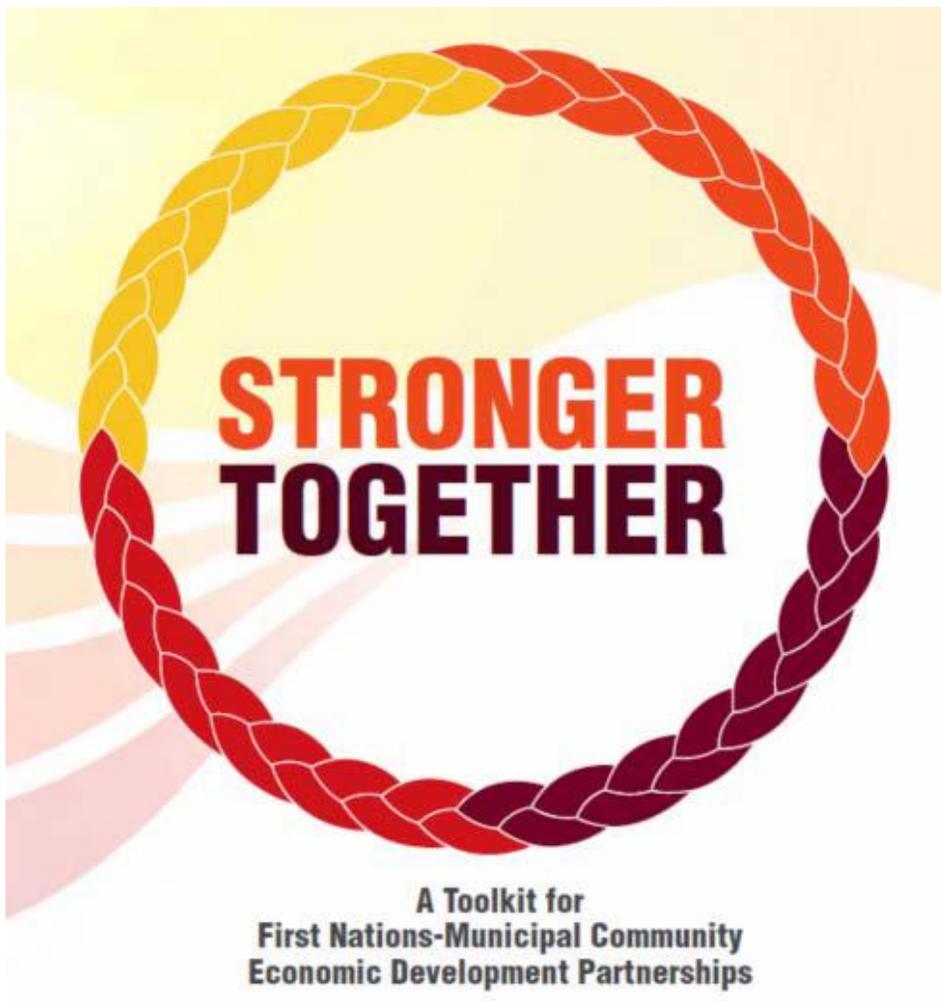


### Cando Membership Benefits:

- Discount registration at the Cando Annual National Conference and AGM.
- Subscription to Cando Connect Magazine and (e) Connect News.
- Access to the Certified Aboriginal Economic Developer Process.
- Discount subscription to Cando's Journal of Aboriginal Economic Development, the only journal of its kind in Canada.
- Opportunity to advertise events and services through Cando's nation-wide network.
- Voting privileges at Cando's national and regional meetings (Full Members only).
- Access to Cando's bookstore and resources.

To learn more about becoming a member OR to join visit:  
[www.edo.ca/about-cando/membership](http://www.edo.ca/about-cando/membership)

  
cando  
Inspiring Success



# Case Study – Stronger Together: A Story of First Nation-Municipal Partnership from Quebec

Case Study – Stronger Together:  
A Story of First Nation-  
Municipal Partnership from  
Quebec

As CEDI partnerships advance through the four-stage Stronger Together Approach, they embark on a journey that takes them: from co-existing to partnership; from competition to collaboration; from reactive

to proactive; and, from short term to long term focus.

Kebaowek First Nation and the municipalities of TÈmiscaming and Kipawa began their Stronger Together journey in 2013 when they became a formal CEDI partnership. Like many neighbouring First Nations and municipalities across Canada, they had differing views on issues such as, resource development. However, by using the Stronger Together Approach,

they were able to successfully collaborate on a joint tourism strategy. This strategy resulted in tourism branding based on a shared vision and strategic plan, hiring of a joint tourism development officer, and creation of a promotional website and video.

This CEDI partnership demonstrates how communities can come together and build a partnership that can lead to a successful community economic development initiative, benefiting the regional economy.

[www.edo.ca/cedi](http://www.edo.ca/cedi)

July/August 2018

33

edo.ca

# STRONGER TOGETHER: A STORY OF FIRST NATION-MUNICIPAL PARTNERSHIP



The First Nations-Municipal Community Economic Development Initiative (CEDI) is a joint project of the Federation of Canadian Municipalities (FCM) and Cando (the Council for the Advancement of Native Development Officers). From 2013 to 2016, the initiative worked with six community partnerships across Canada in urban, rural and remote settings. Hundreds of communities expressed interest in collaborating with this unique initiative and as a result, FCM and Cando are currently implementing a second phase of CEDI until 2021.

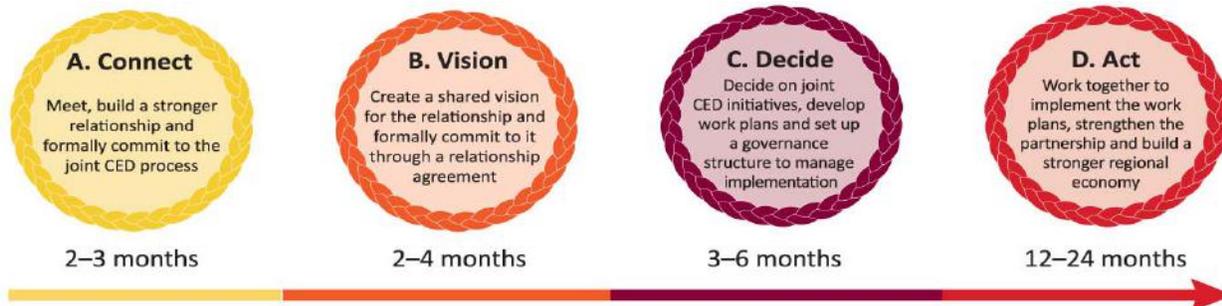
CEDI enables collaboration to pursue joint community economic development (CED) initiatives by fostering stronger relations and supporting mutually beneficial initiatives. Released in September 2015, CEDI's Stronger Together toolkit systematizes the knowledge and experience from the first phase ([https://fcm.ca/Documents/reports/CEDI/cedi\\_toolkit\\_EN.pdf](https://fcm.ca/Documents/reports/CEDI/cedi_toolkit_EN.pdf)). The First Nations-municipal CED methodology is articulated around four milestones, starting with building a relationship and mutual respect.



*Mayors, Chief and Economic Development Officers celebrate the launch of their joint tourism products.*

In 2017, CEDI staff visited one of the partnerships located in western Quebec. Through CEDI (Phase 1), Kebaowek First Nation (formerly Eagle Village First Nation), the Town of Témiscaming and the Municipality of Kipawa developed a tripartite friendship, agreed to pursue a shared tourism strategy and started to explore a coordinated approach to regional economic development (<http://bit.ly/2s6jZVh>). The CEDI toolkit includes a case study outlining the history and milestones of the partnership.

The last activity of the partnership under CEDI support took place in June 2015, but the tripartite collaboration continues to flourish and grow.



## First Nations–Municipal Collaboration is Groundwork for National Truth and Reconciliation

In 2013, the Town of Témiscaming (population 2,385) and Kebaowek First Nation (261 on-reserve and 568 off-reserve) described the state of their relationship: “We live next door to one another yet don’t necessarily know each other; we coexist.” In the wake of the national Truth and Reconciliation process, this situation remains all too common across the country.

Témiscaming and Kebaowek are located on the traditional territory of the Algonquin Nation, in a resource-rich region of Quebec, approximately 70 kilometres northeast of North Bay, Ontario. The two communities were concerned about their dependency on the forestry industry and saw the opening of a new provincial park, Opémican Park, as a way to support tourism growth. They decided that a regional approach would better attract tourists and asked the nearby Municipality of Kipawa (population 474) to join them. They developed a joint vision statement to guide their collaboration. “We want to create a memorable experience by welcoming visitors to share our natural beauty, cultural heritage and friendliness.”

While it seemed that conditions favoured a successful venture, the partnership had a difficult start because the three communities held opposing views over a proposed mine in the region. Over the course of several months, through openness and mutual commitment, community leaders managed to overcome this barrier. They “agreed to disagree” on the rare-earth mineral mine project. The CEDI Dialogue Principles were instrumental to that process. These communities came to better appreciate their respective histories

and issues, and the need to collaborate to build a better tomorrow.

Trust and respect were built over time. During a meeting, Chief Lance Haymond repeated these two words. He explained, “Understanding and educating is the biggest part of the Truth and Reconciliation. Fighting prejudice. Few people know the contribution that First Nations have had for the development of Canada.”

This sentiment resonates with his counterparts. Nicole Rochon, Mayor of Témiscaming, said, “Understanding the Indigenous culture has helped me realize some of the constraints and challenges that the Band Council has to deal with. This remains true today. They have to manage everything, including contracting and paying the nurses. We don’t have that responsibility as a municipality.”

By 2016, at the end of their formal involvement in CEDI, the partners had accomplished the four milestones. The foundations of friendship were in place. A tourism strategy had been adopted. And a series of key objectives were in sight:

- Develop a tourism marketing plan
- Create a name, logo and slogan to build the brand



- Hire a joint tourism development officer
- Create a website: <http://kipawa.ca/tourisme/?lng=en> and promotional material, including an excellent short video: <http://bit.ly/2n8DlNu>

The completion of the four stages of joint First Nation-Municipal CED is not the end of the process; rather it marks the start of a new way of thinking about, and working with, neighbouring communities. Long-term success depends on making joint CED the new normal in communities:

- Invest in building mutual trust and respect
- Develop a broad network of supporters and champions
- Make formal commitments and governance structures
- Address difficult issues as they arise
- Try new things; learn and improve

## More than Economic Development, CED is Vital to Social Inclusion and Wellbeing

Chief Haymond knows his community thoroughly. He speaks persuasively of the prejudices of social welfare and challenging circumstances. He points to the legacy of residential schools. He knows the responsibility and small window of opportunity for the five remaining elders in his community, aged between 60 and 86 years old, to pass on their language and culture: the traditions, the names of the lakes, the knowledge of the land. Community development is complex and there is much at risk.

Adding to the challenges are complicated jurisdictions, legal and fiscal arrangements, and accountability mechanisms that can make development processes cumbersome. As Chief Haymond explains, "In Canada, we have Indigenous communities that have a legal relationship with the federal government and municipalities that work under the jurisdiction of their provincial municipal acts." These dynamics create boundaries and silos, resulting in neighbouring communities that cannot easily collaborate. People circulate freely on the land and through the towns, but social issues create islands of solitude.

One case in point is the segregation of school systems. Throughout the history of the three communities, English and French school systems

were planned separately with children divided by language and culture. As a result, children living in the same neighbourhood did not play together. Racism and intolerance feed on ignorance.

While municipalities are not responsible for schools, Témiscaming, Kebaowek and Kipawa have started to advocate together for change with the school boards. These issues affect everyone, and the communities are finding strength and leverage with stakeholders through collaboration.

Chief Haymond acknowledges that the partnership has come a long way, and that it was not always easy. "Through dialogue and mutual respect, and cooperation, we are starting to see the benefits. The more we talk, the more we realize that we have things in common."

## From Coexisting to Long-term Collaboration

At the forefront of the collaboration with Témiscaming and Kipawa, Justin Roy, Director of Economic Development for Kebaowek First Nation, has seen the relationship develop from its early stages. "We haven't missed a single meeting of our committee since it started. There are a lot of moving parts to our collaboration. We don't want this to go off the road!"

CEDI provided the technical support, the advice and the encouragement to break down barriers and create relationships. "With time, we build trust," said Roy. "Trust that gets bigger and better. That's the biggest thing we've got from the project."

Reflecting on the lessons learned from the CEDI project, Roy spoke of open communication and



*Round dance at Friendship Accord Signing in 2014.*

transparency as key to success. Trust and friendship were built by:

- Ensuring equal representation of partners in all discussions
- Taking time to get to know one another on topics such as governance, policy, culture, history
- Leaving politics out of the collaboration to focus on joint objectives for community wellbeing
- Creating open conversations
- Picking common goals

“Tourism is a nice, clean industry that we can all take part in,” said Amanda Nadon-Langlois, Tourism Development Officer at Kipawa Tourism, and it is also a strong ground for long-term collaboration.

## Leading Together

FCM and Cando were invited to an event to launch the logo of Kipawa Tourism in spring 2017. The logo features three proud loons, standing together heads high under a shared horizon: a beautiful and powerful representation of the relationship that is developing amongst the three partners.

“We are three cultures here: the Algonquins, the French descendants, and the English descendants. We work together. We play together. And we build our future together,” said Norman Young, Mayor of Kipawa. “You cannot work with someone if you don’t know them. The road that we have walked together over the years has built great friendship. We started



*New joint tourism logo.*

with the idea of tourism. But now, we’re starting to think about other things.”

An addition to the reserve, growing the snowmobile and bike trails, and developing commercial activities are on the radar, said Justin Roy. Through their collaboration, the communities have been able to attract three doctors. “We see new leaders emerging. We see new faces, younger people. We discuss new things that I don’t think we would have been able to discuss just a few years ago. This is making our communities better.”

At the Kipawa Tourism launch event, all partners acknowledged CEDI’s important contribution to enable and nurture their relationship.

Helen Patterson, CEDI Project Manager reminded guests and partners, “We asked you to show us the way for Canadian municipalities and First Nation collaboration. You have demonstrated rigour, commitment and dedication. Congratulations on your success! Thank you for being the example.”

The launch event culminated with a preview of the promotional video developed as part of the tourism strategy. With the fitting theme “At the heart of nature,” the three communities are poised to take flight into their future.

### CREDITS

Case Study Management: Pascal Lavoie and Mélanie Amyotte  
Review: Helen Patterson; Marissa Lawrence; Joshua Regnier;  
Tanya Tourangeau  
Editing: Trina Whitehurst  
Design: Phredd Grafix  
Date: February 2018  
Photos Credit: Keith Benard Photos

The CEDI program is the result of the effective partnership between FCM and Cando and the financial support of the Government of Canada provided through Indigenous and Northern Affairs Canada (INAC).

### FCM

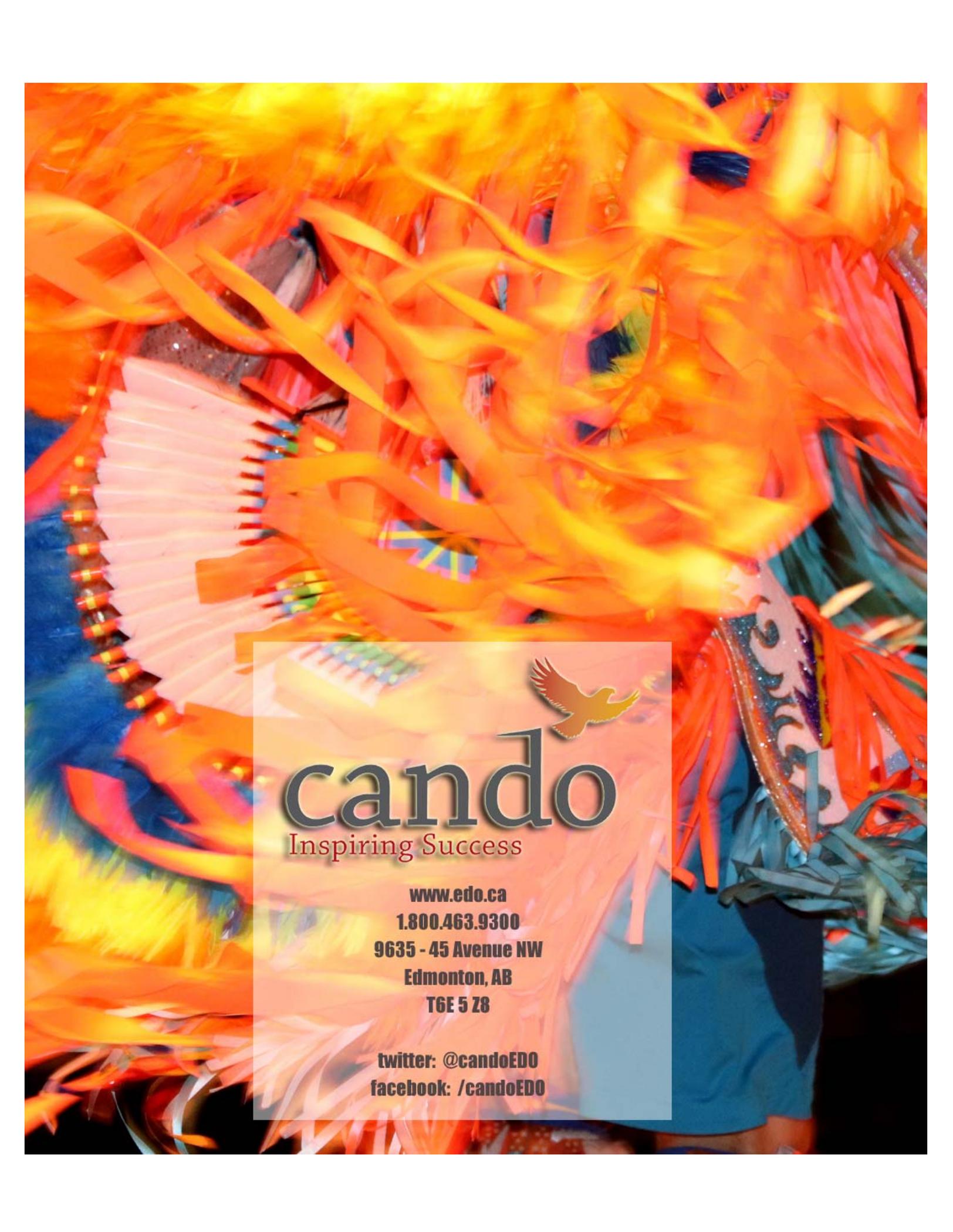
The Federation of Canadian Municipalities (FCM) is the national voice of municipal government with almost 2,000 members, representing 90 per cent of Canada’s population. FCM develops policies and delivers national and international programs that improve the environment as well as the social and economic sustainability of municipalities in Canada and abroad. [www.fcm.ca](http://www.fcm.ca)

### Cando

Cando is a national, membership-based, non-profit Aboriginal organization involved in community economic development with Aboriginal communities. Cando strengthens Aboriginal economies by providing training, certification and networking opportunities for economic development officers (EDOs) working in Aboriginal communities. [www.edo.ca](http://www.edo.ca)

### CEDI Webinar Recording

<http://www.edo.ca/cedi/cedi-webinar>



**cando**  
Inspiring Success

[www.edo.ca](http://www.edo.ca)

1.800.463.9300

9635 - 45 Avenue NW

Edmonton, AB

T6E 5 Z8

twitter: @candoEDO

facebook: /candoEDO