



SUPPORTING INDIGENOUS LEADERSHIP AND ENTERPRISE

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University of Regina

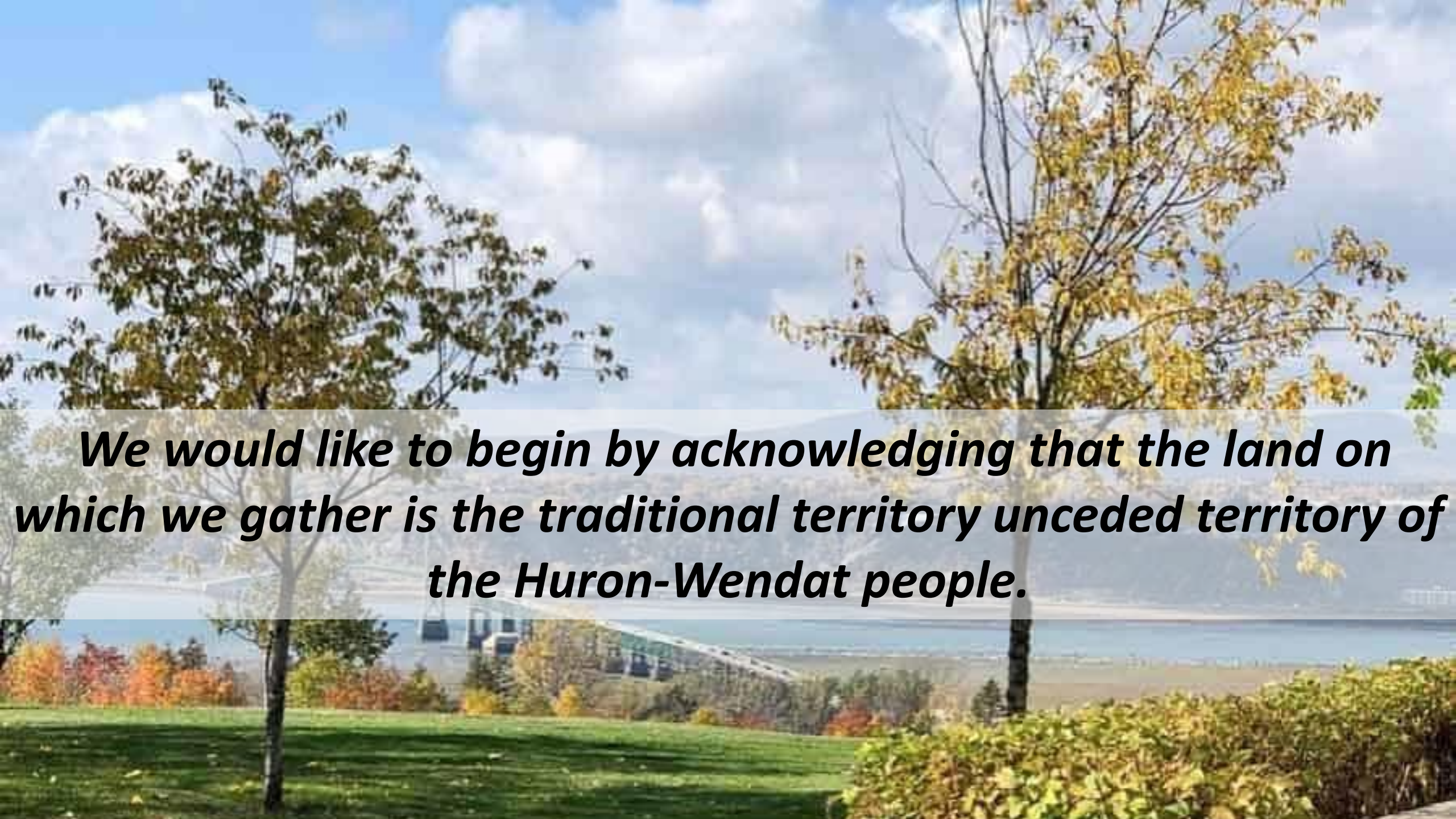
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University of Regina

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A scenic view of a golf course with trees in autumn colors and a large building in the background under a cloudy sky. The text is overlaid on a semi-transparent white banner.

We would like to begin by acknowledging that the land on which we gather is the traditional territory unceded territory of the Huron-Wendat people.

Today's Journey

To share **three interconnected stories of research projects** involving First Nations and Indigenous research partnerships.

- What have we done? What have we learned?
- What does this mean for a) relationality, b) capacity building, d) methodologies and e) impact?



Partager **trois histoires interconnectées de projets de recherche** impliquant des partenariats de recherche avec les Premières Nations et les Autochtones.

- Qu'avons-nous fait? Qu'avons-nous appris ?
- Qu'est-ce que cela signifie pour a) la relationnalité, b) le renforcement des capacités, d) les méthodologies et e) l'impact ?

SETTING THE CONTEXT

GRAND CHALLENGES AND WICKED PROBLEMS

We cannot reverse hundreds of years of unequal relationships overnight. A history of broken treaties, territorial dispossession, reserves and residential schools will take time to overcome. This sad legacy is reflected in contemporary Indigenous culture, education, health and wellness – and in the economic marginalization of First Nations, Inuit and Métis peoples in Canada.... **Without economic reconciliation, our unequal trade relationship will continue.** We face a unique opportunity to remake the once-vibrant relationship between aboriginal peoples and businesses in the rest of Canada.

Nous ne pouvons pas inverser du jour au lendemain des centaines d'années de relations inégales. Une histoire de traités brisés, de dépossession territoriale, de réserves et de pensionnats autochtones prendra du temps à surmonter. Ce triste héritage se reflète dans la culture, l'éducation, la santé et le bien-être autochtones contemporains – et dans la marginalisation économique des Premières Nations, des Inuits et des Métis au Canada... **Sans réconciliation économique, nos relations commerciales inégales se poursuivront.** Nous sommes confrontés à une occasion unique de refaire la relation autrefois dynamique entre les peuples autochtones et les entreprises dans le reste du Canada.

**JP Gladu, Former CEO Canadian Council for Aboriginal Business,
Globe and Mail, August 1, 2016**



SETTING THE CONTEXT

GRAND CHALLENGES AND WICKED PROBLEMS

- Western management scholars are enthralled with the concept of **grand challenges and wicked problems**
 - in Canada, one of the **most daunting grand challenges is reconciliation**
 - non-Indigenous scholars are challenged by the need to explore how they engage with Indigenous perspectives, values, worldviews and spirituality
 - Indigenous scholars must be **empowered and rewarded for co-creating and leading research** that is relevant to their communities
- les chercheurs occidentaux sont fascinés par le concept de **grands défis et de problèmes faiblement structurés**
 - au Canada, l'un des **grands défis les plus redoutables est la réconciliation**
 - les chercheurs non-autochtones sont mis au défi de comprendre comment s'engager avec les perspectives, les valeurs, les visions du monde et la spiritualité autochtones
 - les chercheurs autochtones doivent **être responsabilisés et récompensés pour avoir co-créé et dirigé des recherches pertinentes** pour leurs communautés



SETTING THE CONTEXT

GRAND CHALLENGES AND WICKED PROBLEMS

How can research **support Indigenous peoples in transforming their economies on their own terms** through knowledge co-creation opportunities that facilitate sovereignty, self-governance, self-determination and community socioeconomic health and well-being?

Comment la recherche peut-elle **aider les peuples autochtones à transformer leur économie selon leurs propres conditions** grâce à des activités de co-crédation de connaissances et d'innovation qui facilitent la souveraineté, l'autonomie gouvernementale, l'autodétermination et la santé et le bien-être socioéconomiques communautaires?



RESEARCH PROJECTS

- 1. Building Inclusive Innovation Systems:** Mapping higher education institution engagement against the experiences of Indigenous students
- 2. Indigenous Social Entrepreneurship:** A Co-Generated Approach
- 3. Two-Eyed Seeing, Grand Challenges and Wicked Problems:** Indigenous-led Responses to the Neoliberal Restructuring of Cities and Urban Centres

Research Project 1

Building Inclusive Innovation Systems: Mapping higher education institution engagement against the experiences of Indigenous students

INDIGENOUS WRITES A GUIDE TO...

MANUEL & POSLUNS

THE FOURTH WORK

Kennedy, Harrington, Verbos,
Stewart, Gladstone, and Clarkson

AMERICAN INDIAN BUSI...

ALFRED

PEACE, POWER, RIGHTEOUSNESS

INDIGENOUS RESEARCH

McGregor Restoule Johnston



Indigenous Organization Studies
Upon Kakeiwa'we

SETTLER IDENTITY AND COLONIALISM IN 21ST CENTURY CANADA

Emma Bartlett Lovelace, with Adam J. Garrow

ANISHINAABE WAYS OF KNOWING AND BEING

Lawrence W. Gross

DECOLONIZING EDUCATION

MARIE BATTISTE

KELM AND SMITH

TALKING BACK TO THE INDIAN AC...

COLLEHARD

RED SKIN, WHITE MASKS

REJECTING THE COLONIAL POLITICS OF RECOGNITION

BUILDING INCLUSIVE INNOVATION SYSTEMS: MAPPING HIGHER EDUCATION INSTITUTION ENGAGEMENT AGAINST THE EXPERIENCES OF INDIGENOUS STUDENTS

MUDDLING THROUGH IT: DESIGNING INDIGENOUS-LED RESEARCH PROJECTS

Research Description

This project focused on conducting research with Indigenous graduate students to better understand their motivations to pursue research as a career path. We also wanted to learn more about their current levels of engagement in education programs and what supports them in being successful.

Research Partners

- Peter Moroz
- Indigenous Works
- Rick Colbourne
- Robert Anderson

Description de la Recherche

Ce projet visait à mener des recherches auprès d'étudiants autochtones en études supérieures afin de mieux comprendre leurs motivations à poursuivre la recherche comme cheminement de carrière. Nous voulions également en savoir plus sur leurs niveaux actuels d'engagement dans les programmes d'éducation et sur ce qui les aide à réussir.

Partenaires de Recherche

- Peter Moroz
- Indigenous Works
- Rick Colbourne
- Robert Anderson

BUILDING INCLUSIVE INNOVATION SYSTEMS: MAPPING HIGHER EDUCATION INSTITUTION ENGAGEMENT AGAINST THE EXPERIENCES OF INDIGENOUS STUDENTS

MUDDLING THROUGH IT: DESIGNING INDIGENOUS-LED RESEARCH PROJECTS

Research Objectives

An important goal over time will be to close the engagement gap which has existed between Indigenous communities/ business organizations and post-secondary research institutions.

Research Considerations

- use of **Indigenous methodologies and methods**
- **recruiting Indigenous graduate students** to participate in the research
- **facilitating online Sharing Circles** to bring together Indigenous graduate students with Elders for facilitated conversation to hear about their lived experiences

Objectifs de recherche

Un objectif important sera de combler l'écart d'engagement qui existe entre les communautés/entreprises autochtones et les établissements de recherche postsecondaires.

Considérations de recherche

- utilisation de **méthodologies et de méthodes autochtones**
- **recruter des étudiants autochtones en études supérieures** pour participer à la recherche
- **faciliter des cercles de partage en ligne** pour réunir des étudiants diplômés autochtones avec des aînés afin d'entendre parler de leurs expériences vécues

BUILDING INCLUSIVE INNOVATION SYSTEMS: MAPPING HIGHER EDUCATION INSTITUTION ENGAGEMENT AGAINST THE EXPERIENCES OF INDIGENOUS STUDENTS

MUDDLING THROUGH IT: DESIGNING INDIGENOUS-LED RESEARCH PROJECTS

Key Takeaways

Indigenous organizations are fast becoming the tip of the spear for societal and economic transformation through advocacy, partnership building and innovation

RESEARCH PLANNING - There are not enough Indigenous organizations, they are often punching above their weight, understaffed, underfunded. This is **PROBLEMATIC** for **engaging** with institutional research structures that require a huge investment in time to learn. This limits their access/impact.

RESEARCH IMPLEMENTATION - Indigenous led research is not just about doing the *right* research “*with and not for*” Indigenous peoples, it is about building the necessary relations, **capacity building** and **funding/advancing** their own projects – researchers are working for them and they must be inclusive of the research being done! They must be **empowered** along with communities!

Points Clés à Retenir

Les organisations autochtones deviennent rapidement le fer de lance de la transformation sociétale et économique grâce à leur plaidoyer, de leur partenariat et de leur innovation

PLANIFICATION DE LA RECHERCHE - Il n'y a pas assez d'organisations autochtones, ils dépassent souvent les attentes, en sous-effectif, sous-financés, tout en s'engageant avec des structures de recherche institutionnelles qui nécessitent un énorme investissement en temps pour apprendre, limitant leur accès/impact.

MISE EN ŒUVRE DE LA RECHERCHE - La recherche dirigée par des Autochtones ne consiste pas seulement à faire la recherche "avec et non pour" les peuples autochtones, il s'agit d'établir les relations nécessaires, de fournir des capacités et des compétences, **de renforcer les capacités** et de **financer/faire** avancer leurs propres projets - les chercheurs travaillent pour eux et ils doivent inclure la recherche en cours! Ils doivent être responsabilisés avec les communautés!

BUILDING INCLUSIVE INNOVATION SYSTEMS: MAPPING HIGHER EDUCATION INSTITUTION ENGAGEMENT AGAINST THE EXPERIENCES OF INDIGENOUS STUDENTS

MUDDLING THROUGH IT: DESIGNING INDIGENOUS-LED RESEARCH PROJECTS

Key Takeaways

PRODUCTION OF KNOWLEDGE – Indigenous organizations are on the ground, have networks, build bridges, have legitimacy and understand the **challenges** (research problems) we are looking for! Tensions between publishing and impact are lowered when they see the value of both through the development of research credentials and publications as **self determinative** stepping stones.

ACTION – Indigenous organizations are developing their own methodologies and navigating their own **ethical spaces** that may be aided by co generational approaches to scholarly advances in Indigenous ways of knowing – two eyed seeing, online sharing circles, expanding our narrow categorizations of “who are researchers”, etc.

Points Clés à Retenir

PRODUCTION DE CONNAISSANCES - Les organisations autochtones sont sur le terrain, ont des réseaux, construisent des ponts, ont une légitimité et comprennent les **enjeux** (problèmes de recherche) que nous recherchons! Les tensions entre la publication et l'impact sont réduites lorsqu'ils voient la valeur des deux à travers le développement des références de recherche et des publications comme des tremplins **autodéterminants**.

ACTION - organisations autochtones développent ses propres méthodologies et naviguent dans ses propres **espaces éthiques** qui peuvent être aidés par des approches cogénérationnelles des avancées savantes dans les modes de connaissance autochtones - vision à deux yeux, cercles de partage en ligne, élargissant nos catégorisations étroites de "qui sont des chercheurs", etc.

As the story goes...

FACILITATING INDIGENOUS-LED RESEARCH

- Longitudinal study of two First Nations 60% equity purchase of large fabricator in Saskatchewan (forthcoming).
- Indigenous Works! Corporate Engagement and Certification.
- Kelly Lendsay and Robert Anderson – How can we work together?
- Co generative approach – learning from each other & developing trust (scholars and practitioners are not that far apart, strengths differ)
- Responding to SSHRC incentives: supporting, capacity building and taking the lead: 2018. SSHRC Indigenous Connections Grant (\$50,000). Co-PI “Research Strategies for Corporate/Indigenous Engagement.” IW as applicant.
- Identifying constraints and flying to close to the sun (stable funding, capacity, methodologies and support): 5 year Partnership Grant application FAILURE!
- Engage Grants – small bites: contributing directly to Indigenous organizational strategies and capacity (human and financial) while providing legitimacy, access to data and advancing methodological development: LUMINARY.



As the story goes...

FACILITATING INDIGENOUS-LED RESEARCH

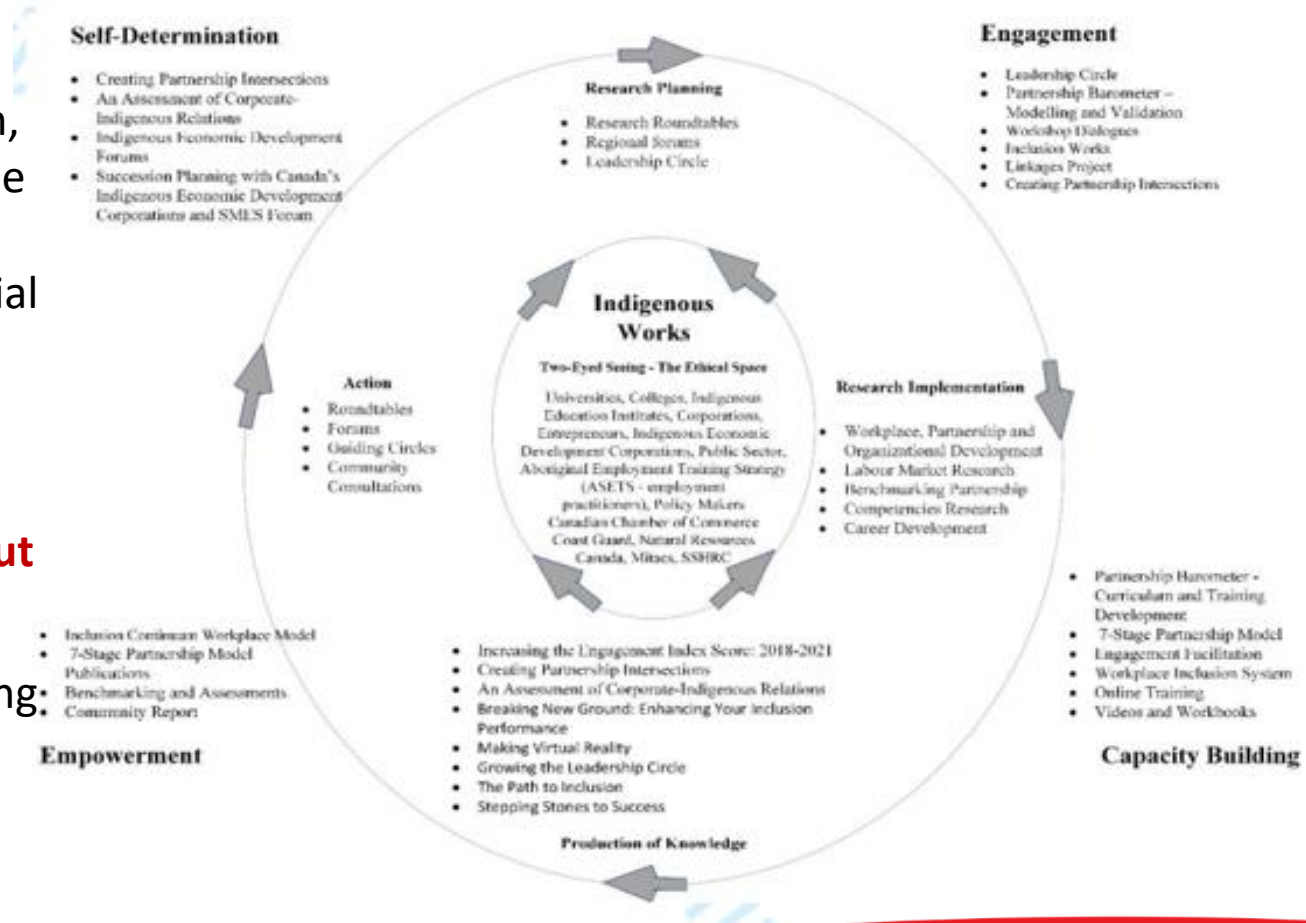
We still have a long way to go: Indigenous led research...

Colbourne, R., Moroz, P.W., Hall, C., Lendsay, K., and Anderson, R. (2020) Indigenous Works and two-eyed seeing: mapping the case for Indigenous-led research. *Qualitative Research in Organizations & Management: An International Journal*. Special Issue: Indigenous knowledge, priorities, and processes in qualitative research. Vol. 15, No. 1, pp. 68-86

SLOWLY but SURELY beginning to tackle Grand Challenges, but in small ways...

2021. NFRF Grant (\$250,000). Co-PI. Two-Eyed Seeing: Applying Indigenous Knowledge Systems to Solving the World's Wicked Problems. New Frontiers in Research Fund – Transformation 2021.

And the story continues...



Research Project 2
Indigenous Social
Entrepreneurship:
A Co-Generated Approach

INDIGENOUS WRITES A GUIDE TO...

MANUEL & POSLUNS THE FOURTH WORKING

Kennedy, Harrington, Verbos,
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COLLEHARD RED SKIN, WHITE MASKS REJECTING THE COLONIAL POLITICS OF RECOGNITION

INDIGENOUS SOCIAL ENTREPRENEURSHIP: A CO-GENERATED APPROACH

CO-CREATION AND CO-GENERATION OF KNOWLEDGE

Research Description

Our objective is to engage Indigenous social entrepreneurs and the broader Indigenous entrepreneurship ecosystem to **creatively destruct** and **co-generate/co-create**, both theoretically and empirically, a more resilient framework of Indigenous social entrepreneurship by examining the theoretical underpinnings of Indigenous social entrepreneurship

Research Partners

- Irene Henriques
- Ana Maria Peredo
- Rick Colbourne
- Robert Anderson

Description de la Recherche

Notre objectif est d'engager les entrepreneurs sociaux autochtones et l'ensemble de l'écosystème de l'entrepreneuriat autochtone **à détruire de manière créative** et à **co-générer/co-crée**r, à la fois théoriquement et empiriquement, un cadre plus résilient de l'entrepreneuriat social autochtone en examinant les fondements théoriques de l'entrepreneuriat social autochtone.

Partenaires de Recherche

- Irene Henriques
- Ana Maria Peredo
- Rick Colbourne
- Robert Anderson

INDIGENOUS SOCIAL ENTREPRENEURSHIP: A CO-GENERATED APPROACH

CO-CREATION AND CO-GENERATION OF KNOWLEDGE

Research Objectives

- co-develop an **Indigenous-centric framework of social entrepreneurship** informed by Indigenous social, cultural, economic and ecological values
- **developing insights and understandings** into (i) the tension between private and collective property rights; (ii) the tension between the needs of the individual and those of the community; and, (iii) the tension between economic valuation and Indigenous valuation.

Research Considerations

- **recognize and be responsive to the diversity of Indigenous peoples** – culture, values, worldviews, geographic location, etc.
- **promote and develop Indigenous-centric, inclusive methodologies**
- **acknowledge that entrepreneurial ecosystems vary and are unique due to the complex interaction** of an Indigenous community's history, socioeconomic needs, values, beliefs, cultures and connection to traditional territories

Objectifs de la Recherche

- élaborer conjointement un cadre **d'entrepreneuriat social centré sur les Autochtones** fondé sur les valeurs sociales, culturelles, économiques et environnementales autochtones
- **développer des idées et des compréhensions** sur (i) la tension entre les droits de propriété privée et collective; (ii) la tension entre les besoins de l'individu et ceux de la communauté; et (iii) la tension entre l'évaluation économique et l'évaluation autochtone

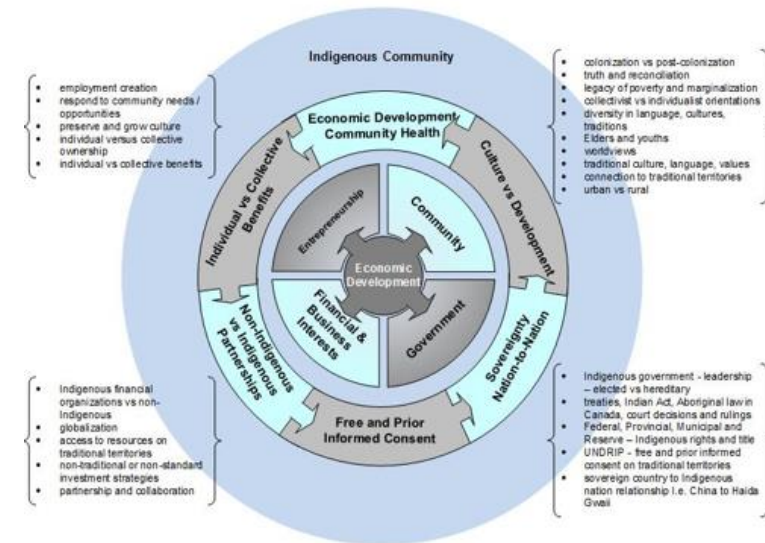
Considérations relatives à la Recherche

- **reconnaître la diversité des peuples autochtones** – culture, valeurs, visions du monde, emplacement géographique, etc.
- **promouvoir et développer des méthodologies inclusives centrées sur les Autochtones**
- **reconnaître que les écosystèmes entrepreneuriaux varient et sont uniques en raison de l'interaction complexe** de l'histoire, des besoins socioéconomiques, des valeurs, des croyances, des cultures et des liens d'une communauté autochtone avec les territoires traditionnels

INDIGENOUS SOCIAL ENTREPRENEURSHIP: A CO-GENERATED APPROACH

CO-CREATION AND CO-GENERATION OF KNOWLEDGE

Indigeneity		Indigenous rights	
<ul style="list-style-type: none"> Worldviews Identity, culture, values and traditions Traditional territory 		<ul style="list-style-type: none"> Sovereignty and inherent rights Self-governance Self-determination 	
Indigenous community orientations			
Community development		Socioeconomic objectives	Economic participation
<ul style="list-style-type: none"> Standard Nation-building 		<ul style="list-style-type: none"> Social, cultural, environmental and economic 	<ul style="list-style-type: none"> Opting in Opting out
Indigenous Hybrid Venture Creation Considerations			
Community embeddedness	Value creation strategies	Value creation frameworks	Hybrid venture structure
<ul style="list-style-type: none"> High Medium Low 	<ul style="list-style-type: none"> Individual experience, ambitions and value creation orientation Community socioeconomic needs and objectives 	<ul style="list-style-type: none"> Quadruple Bottom Line Mauri Model Decision-Making Framework 	<ul style="list-style-type: none"> Integrated Differentiated



- **holistic** – considers the context within which entrepreneurship takes place
- **diverse** – recognizes and responds to the diversity of Indigenous peoples and their worldviews, values, the particular balance of collectivist versus individualist orientations, etc.
- **values-centric** – informed by the values of the community
- **Calls to Action** - addresses calls for education and for business

holistique - considère le contexte dans lequel l'entrepreneuriat se déroule

diversité – reconnaît et répond à la diversité des peuples autochtones et à leurs visions du monde, leurs valeurs, l'équilibre particulier entre les orientations collectivistes et individualistes, etc.

centré sur les valeurs – éclairé par les valeurs de la communauté

Appels à l'action - répond aux appels à l'éducation et aux entreprises

INDIGENOUS SOCIAL ENTREPRENEURSHIP: A CO-GENERATED APPROACH

CO-CREATION AND CO-GENERATION OF KNOWLEDGE

Key Takeaways

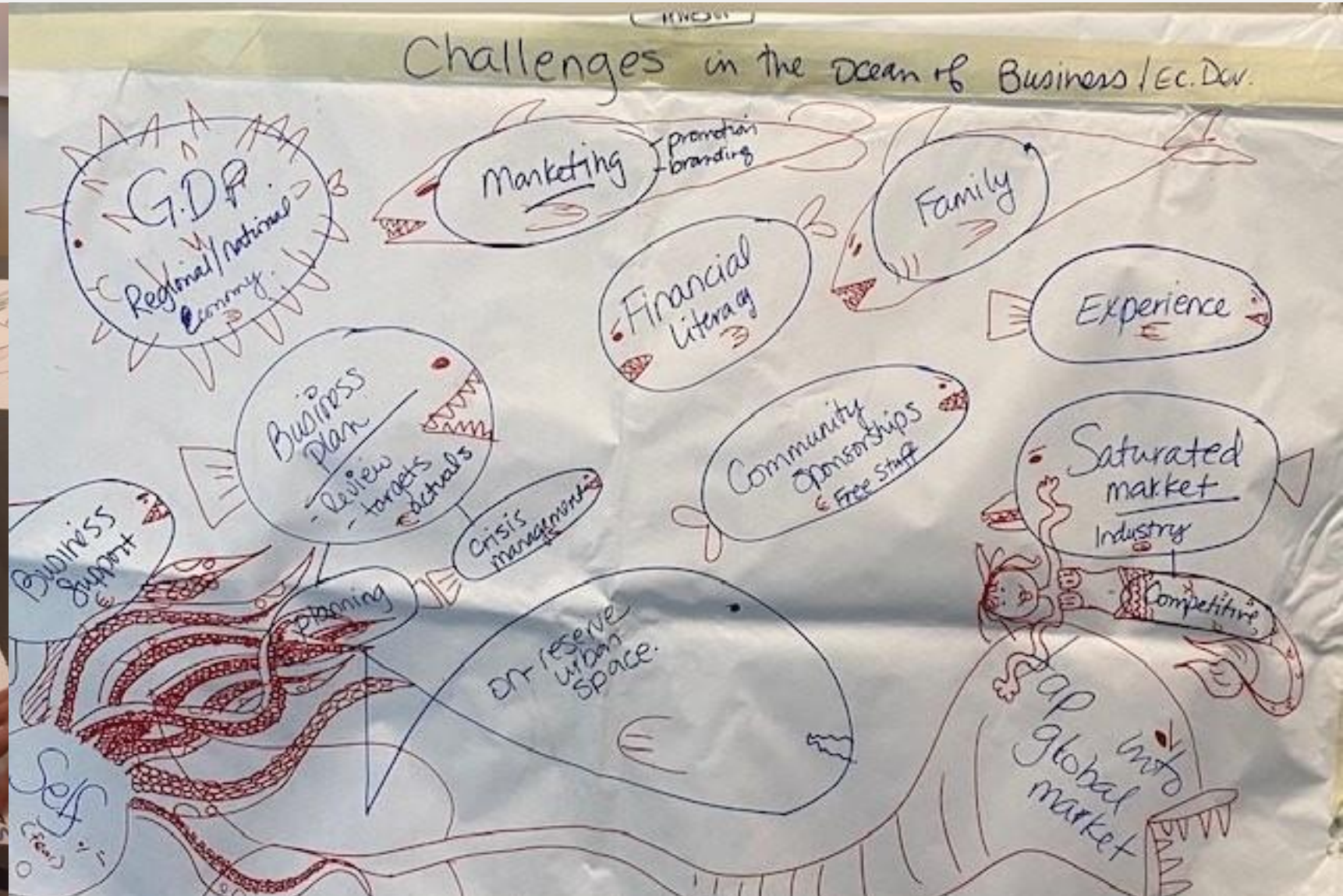
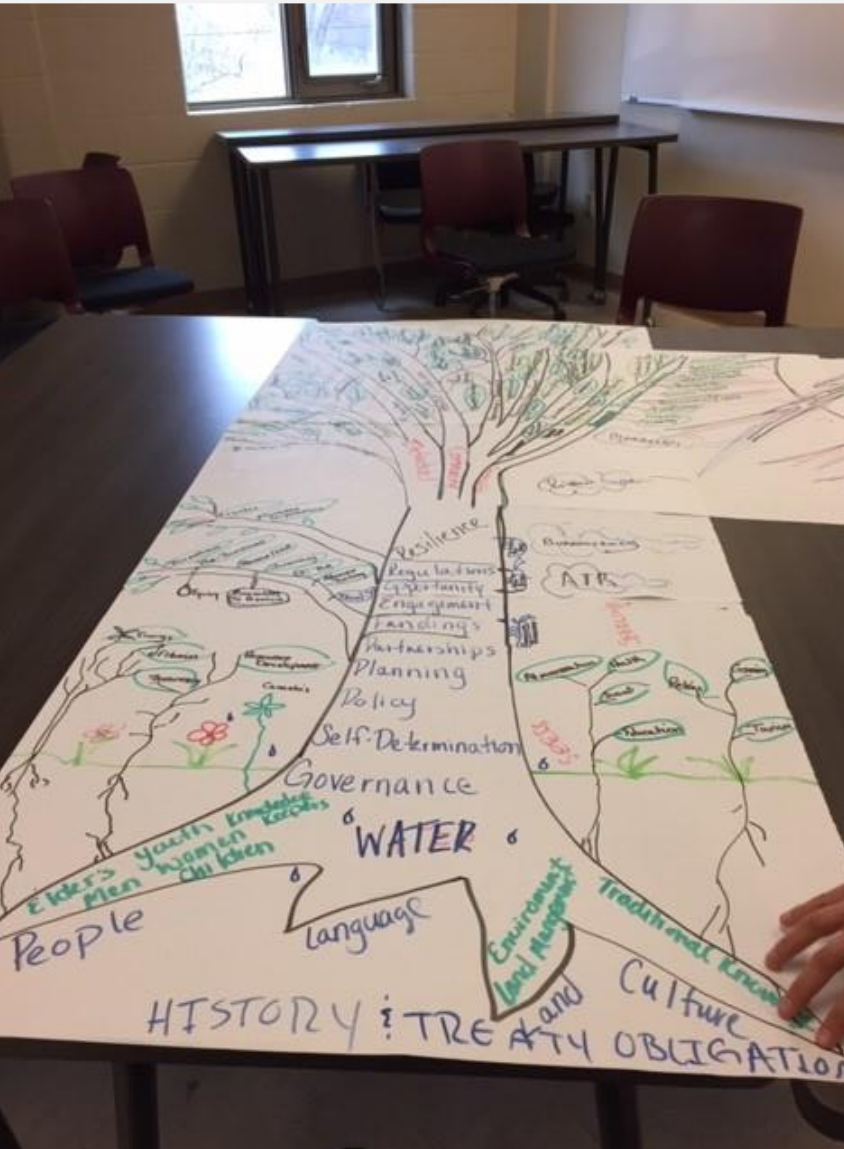
- we have brought **Indigenous entrepreneurs together to share their experiences and ideas**: Saskatchewan at First Nations University and Nova Scotia at Mount Allison University
- British Columbia and Yukon workshops were cancelled due to the **COVID-19 pandemic**
- we needed to pivot and are **now working alongside CANDO (Council for the Advancement of Native Development Officers)** to undertake a Community Partnerships and Procurement survey and analysis and create follow-up cases of CANDO's First Nations Municipal Community Development Initiative

Principaux Points à Retenir

- À ce jour, nous avons **réuni des entrepreneurs autochtones pour partager leurs expériences et leurs idées** : Saskatchewan à l'Université des Premières Nations et la Nouvelle-Écosse à l'Université Mount Allison
- malheureusement, nos ateliers en Colombie-Britannique et au Yukon ont été annulés en raison de **la pandémie de COVID-19**
- nous devons pivoter et **travaillons maintenant aux côtés de CANDO (Conseil pour l'avancement des agents de développement autochtones)** pour entreprendre une enquête et une analyse sur les partenariats communautaires et l'approvisionnement et créer des cas de suivi de l'Initiative de développement communautaire municipal des Premières Nations de CANDO

INDIGENOUS SOCIAL ENTREPRENEURSHIP: A CO-GENERATED APPROACH

CO-CREATION AND CO-GENERATION OF KNOWLEDGE



A stack of books is shown from the spine side. The books are: 'Indigenous Writes: A Guide to First Nations, Métis and Inuit Issues' by Chantelle Pratt; 'American Indian Business' by Kennedy, Harrington, Verbos, Stewart, Gladstone, and Clarkson; 'Peace, Power, Righteousness' by Alfred; 'Indigenous Research' by McGregor Restoule Johnston; 'Indigenous Organization Studies' by Setlér; 'Anishinaabe Ways of Knowing and Being' by Lawrence W. Gross; 'Decolonizing Education' by Marie Battiste; 'Talking Back to the Indian Act' by Kel M and Smith; and 'Red Skin, White Masks' by Cole Harris. A white and red graphic overlay is on the right side of the image.

Research Project 3

Two-Eyed Seeing, Grand Challenges and Wicked Problems: Indigenous-led Responses to the Neoliberal Restructuring of Cities and Urban Centres

TWO-EYED SEEING, GRAND CHALLENGES AND WICKED PROBLEMS: INDIGENOUS-LED RESPONSES TO THE NEOLIBERAL RESTRUCTURING OF CITIES AND URBAN CENTRES

SHARING WISDOM AND MOVING FORWARD TOGETHER

Research Description

Researchers will explore the ongoing consequences of neoliberal restructuring in cities and urban centres through targeting three grand challenges: (i) sustainability, (ii) inclusiveness, and (iii) resilience to facilitate responses by marginalized peoples in cities and urban centres characterized by diverse mechanisms that protect against social, economic and environmental shocks.

Research Partners

- Rick Colbourne
- Ana Maria Peredo
- Peter Moroz
- Robert Anderson
- Indigenous Works

Description de la Recherche

Les chercheurs exploreront les conséquences en cours de la restructuration néolibérale dans les villes et les centres urbains en ciblant trois grands défis : (i) la durabilité, (ii) l'inclusivité et (iii) la résilience pour faciliter les réponses des personnes marginalisées dans les villes et les centres urbains caractérisés par divers mécanismes. qui protègent contre les chocs sociaux, économiques et environnementaux.

Partenaires de Recherche

- Rick Colbourne
- Ana Maria Peredo
- Pierre Moroz
- Robert Anderson
- Indigenous Works

TWO-EYED SEEING, GRAND CHALLENGES AND WICKED PROBLEMS: INDIGENOUS-LED RESPONSES TO THE NEOLIBERAL RESTRUCTURING OF CITIES AND URBAN CENTRES

SHARING WISDOM AND MOVING FORWARD TOGETHER

Research Objectives

This research proposes to demonstrate how Indigenous knowledge systems, ways of knowing and being, can be used to challenge neoliberal forces, powers, processes and programs through informing and empowering marginalized Indigenous and non-Indigenous community responses to the grand challenges and wicked problems inherent in the places and spaces of their cities and urban centres.

Research Considerations

- how to work closely with and for marginalized Indigenous and non-Indigenous communities
- identifying and exploring localized power structures, marginalized voices and communities
- co-designing, co-generating and supporting ongoing interventions
- implementing effective mechanisms for action to respond to and act on localized grand challenges and wicked problems

Objectifs de Recherche

Cette recherche propose de démontrer comment les systèmes de connaissances autochtones, les façons de savoir et d'être, peuvent être utilisés pour défier les forces, les pouvoirs, les processus et les programmes néolibéraux en informant et en habilitant les réponses des communautés autochtones et non autochtones marginalisées aux grands défis et aux problèmes faiblement structurés inhérents dans les lieux et les espaces de leurs villes et centres urbains.

Considérations de Recherche

- comment travailler en étroite collaboration avec et pour les communautés autochtones et non autochtones marginalisées
- identifier et explorer les structures de pouvoir localisées, les voix et les communautés marginalisées
- co-concevoir et co-générer des interventions
- mettre en œuvre des mécanismes d'action efficaces pour répondre et agir sur les grands défis localisés et les problèmes faiblement structurés

TWO-EYED SEEING, GRAND CHALLENGES AND WICKED PROBLEMS: INDIGENOUS-LED RESPONSES TO THE NEOLIBERAL RESTRUCTURING OF CITIES AND URBAN CENTRES

SHARING WISDOM AND MOVING FORWARD TOGETHER

Key Takeaways

- *research is novel and promises high reward through co-creating interventions and co-generating actions* that trigger social and economic transformation, with and by, marginalized communities on their own terms
- research will *facilitate community-based learning and competency strengthening* that links research outcomes directly to local action focused on empowerment
- challenging powerful neoliberal forces and facilitating the resistance of marginalized communities *is inherently risky and can lead to tensions, conflicts and challenges* for the research team, communities and sociopolitical economies of Ottawa, Saskatoon, Victoria and Vancouver

Points clés à Retenir

- *la recherche est nouvelle et promet des récompenses élevées grâce à la co-crédation d'interventions et d'actions co-génératrices* qui déclenchent une transformation sociale et économique, avec et par les communautés marginalisées, selon leurs propres conditions
- la recherche *facilitera l'apprentissage communautaire et le renforcement des compétences* qui relie directement les résultats de la recherche à l'action locale axée sur l'autonomisation
- défier les puissantes forces néolibérales et faciliter la résistance des communautés marginalisées est *intrinsèquement risqué et peut entraîner des tensions*, des conflits et des défis pour l'équipe de recherche, les communautés et les économies sociopolitiques d'Ottawa, de Saskatoon et de Vancouver

GOOD FOR SOCIETY, GOOD FOR BUSINESS

CONTRIBUTING TO COMMUNITY RESILIENCY



GOOD FOR SOCIETY, GOOD FOR BUSINESS

CONTRIBUTING TO COMMUNITY RESILIENCY

Participatory Action Research with Indigenous Methodologies as

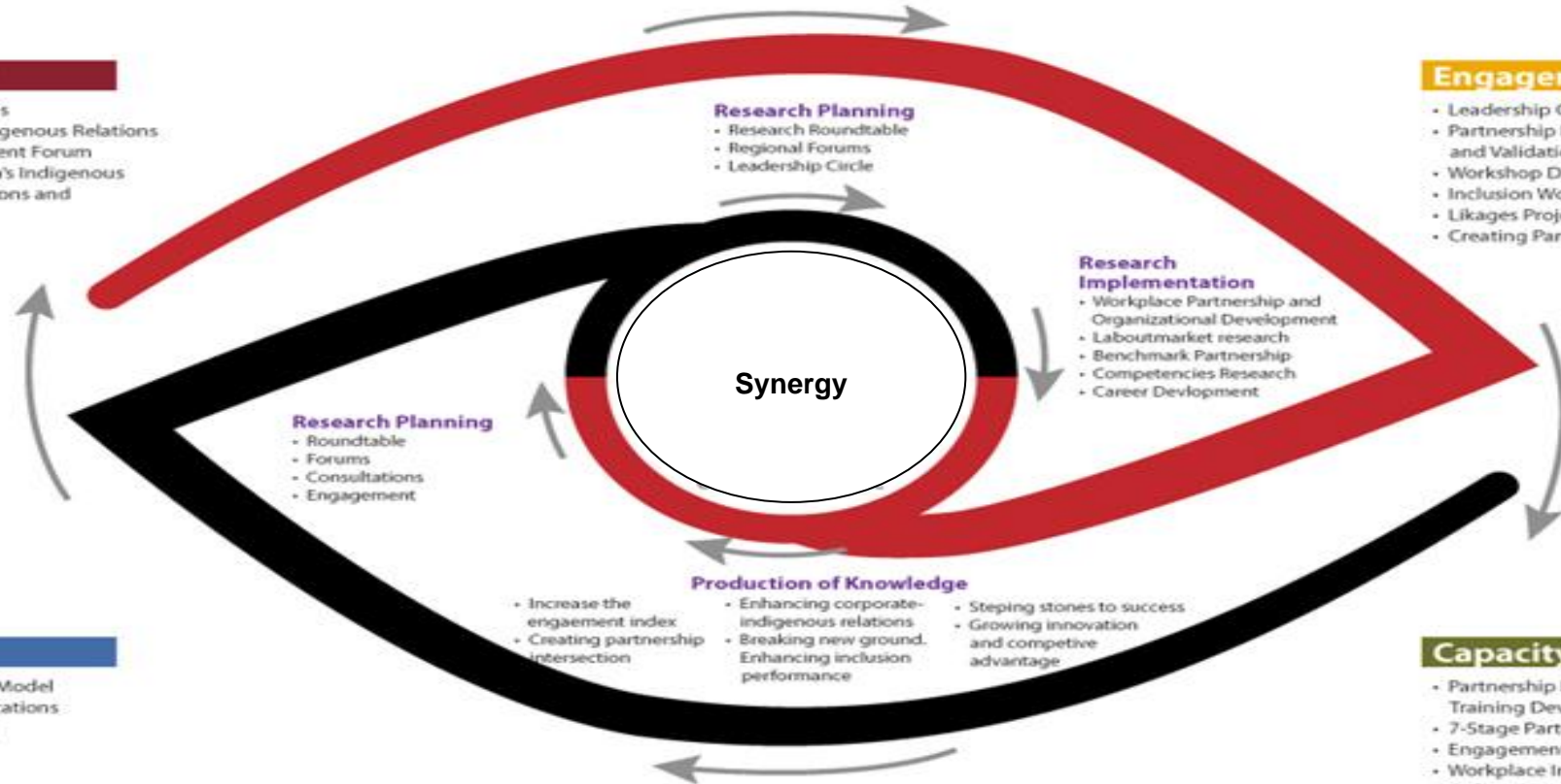
Two-Eyed Seeing*

Self-Determination

- Creating Partnership Intersections
- An Assessment of Corporate-Indigenous Relations
- Indigenous Economic Development Forum
- Succession Planning with Canada's Indigenous Economic Development Corporations and SMES Foun

Engagement

- Leadership Circle
- Partnership Barometer -Modelling and Validation
- Workshop Dialogues
- Inclusion Works
- Likages Projects
- Creating Partnership Intersections



Empowerment

- Inclusion Continuum Workplace Model
- 7-Stage Partnership Model Publications
- Benchmarking and Assessments
- Community Report

Capacity Building

- Partnership Barometer Curriculum and Training Development
- 7-Stage Partnership Model
- Engagement Facilitation
- Workplace Inclusion System
- Online Training
- Video and Workbooks

* Etuaptmuk is the Mi'kmaq word for Two-Eyed Seeing.

We often explain Etuaptmuk - Two-Eyed Seeing by saying it refers to learning to see from one eye with the strengths of Indigenous knowledges and ways of knowing, and from the other eye with the strengths of Western knowledges and ways of knowing ... and learning to use both these eyes together, for the benefit of all.

CLOSING



1. **Research** - improved understanding of Indigenous business models, practices and ecosystem co-created and co-generated with communities
2. **Practitioner** - capacity strengthening of Indigenous and non-Indigenous businesses, leaders and entrepreneurs
3. **Engagement** - facilitate improved access for Indigenous communities and businesses to research networks, knowledge, collaborations and partnerships

1. **Recherche** - meilleure compréhension des modèles d'affaires, des pratiques et de l'écosystème autochtones co-crésés et co-générés avec les communautés
2. **Praticien** - renforcement des capacités des entreprises, dirigeants et entrepreneurs autochtones et non autochtones
3. **Engagement** - faciliter l'accès des communautés et des entreprises autochtones aux réseaux de recherche, aux connaissances, aux collaborations et aux partenariats

OUR SHARED COMMITMENT

FACILITATING SOVEREIGNTY, SELF-DETERMINATION, SOCIOECONOMIC HEALTH AND WELL-BEING

Developing Indigenous Capacity

- to enable Canada's Indigenous communities to **participate as full and equal partners in regional, national and international economic development opportunities**

Developing Non-Indigenous Capacity

- Non-Indigenous businesses, corporations and communities **need leaders who are culturally sensitive, understand their duty to consult and accommodate, and have the knowledge, skills and experience to partner with Indigenous communities**

Développer les capacités autochtones

- permettre aux communautés autochtones du Canada de **participer en tant que partenaires à part entière et égaux aux possibilités de développement économique régional, national et international**

Développer les capacités non autochtones

- les entreprises, les sociétés et les collectivités non autochtones ont **besoin de dirigeants qui sont sensibles à la culture, qui comprennent leur devoir de consulter et d'accueillir, et qui ont les connaissances, les compétences et l'expérience nécessaires pour établir des partenariats avec les communautés autochtones**



OUR SHARED COMMITMENT

FACILITATING SOVEREIGNTY, SELF-DETERMINATION, SOCIOECONOMIC HEALTH AND WELL-BEING



Research initiatives are designed to support the next generation of Indigenous leaders in business, management and entrepreneurship **to facilitate community self-determination, self-governance, and socioeconomic health and well-being.**

- creating a **safe space for dialogue, partnership and collaboration**
- **facilitating and bridging networks and authentic connections** that support reconciliation, collaboration and partnership
- **increasing visibility** of successful Indigenous communities enterprises, Indigenous leaders and entrepreneurs across Canada and globally

Les initiatives de recherche sont conçues pour soutenir la prochaine génération des dirigeants autochtones en affaires, en gestion et en entrepreneuriat afin **de faciliter l'autodétermination communautaire, l'autonomie gouvernementale et la santé et le bien-être socioéconomiques.**

- créer un **espace protégé pour le dialogue, le partenariat et la collaboration**
- **faciliter et relier les réseaux et les connexions authentiques** qui soutiennent la réconciliation, la collaboration et le partenariat
- **accroître la visibilité** des communautés, des entreprises, des dirigeants et des entrepreneurs autochtones prospères partout au Canada et à l'échelle mondiale

JOIN US IN BRIDGING INDIGENOUS AND NON-INDIGENOUS COMMUNITIES AND ORGANIZATIONS IN CANADA AND GLOBALLY

Research

Improved understanding of Indigenous business models, practices and ecosystem

- **Interdisciplinary research** on enterprise, innovation and governance for government, community and industry
- Indigenous and non-Indigenous **research collaboration**
- **Practitioner, academic and news publications** of research initiatives
- **Indigenous and non-Indigenous business and government participation** in research sharing and implementation

Creating a **safe space for dialogue, partnership and collaboration**

- Indigenous and non-Indigenous participation in **practitioner events and programs**
- **Facilitating and bridging networks and authentic connections** that support reconciliation, collaboration and partnership
- **Increasing visibility** of successful Indigenous communities enterprises, businesses leaders and entrepreneurs across Canada and globally

Recherche

Meilleure compréhension des modèles d'affaires, des pratiques et de l'écosystème autochtones

- **Recherche interdisciplinaire** sur l'entreprise, l'innovation et la gouvernance pour le gouvernement, la communauté et l'industrie
- **Collaboration de recherche autochtone** et non autochtone
- Publications de **praticiens, d'universitaires et d'actualités** d'initiatives de recherche
- **Participation des entreprises et des gouvernements autochtones et non autochtones** au partage et à la mise en œuvre de la recherche

Créer un **espace protégé de dialogue, de partenariat et de collaboration**

- Participation autochtone et non autochtone **aux événements et programmes des praticiens**
- **Faciliter et relier les réseaux et les connexions authentiques** qui soutiennent la réconciliation, la collaboration et le partenariat
- **Accroître la visibilité** des communautés, des entreprises, des dirigeants et des entrepreneurs autochtones prospères au Canada et dans le monde



Niá:wen

Miigwetch

Merci

Thank You