



SYMPOSIUM PROCEEDINGS 2022

New Socioeconomic
Development Strategies
for, by and with
First Nations

A COLLABORATION BETWEEN



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Chaire de leadership en enseignement (cle)
en foresterie autochtone

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UNIVERSITÉ
LAVAL

SYMPOSIUM PROCEEDINGS 2022

« New Socioeconomic Development Strategies for, by and with First Nations »

Reference to quote :

Beaudoin, J.-M., Dufour, M.-E., Suffice, P. 2023. Symposium proceedings 2022: New Socioeconomic Development Strategies for, by and with First Nations . Held on November 10, 2022 at the *Musée de la civilisation* in Quebec City, Québec, Canada.

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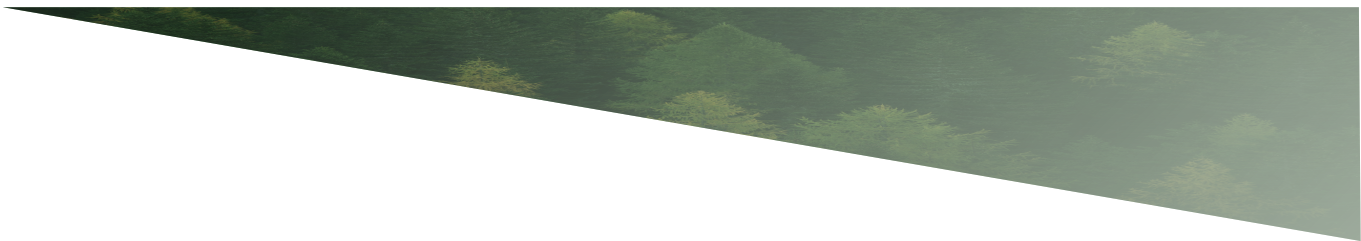


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Symposium 2022

New socioeconomic development strategies for, by and with First Nations

Held on November 10, 2022 at the *Musée de la civilisation* in Quebec City

Call to Action 92.ii of the Truth and Reconciliation Commission of Canada (2015), p. 13) urges the corporate sector to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a framework for reconciliation, in particular to:

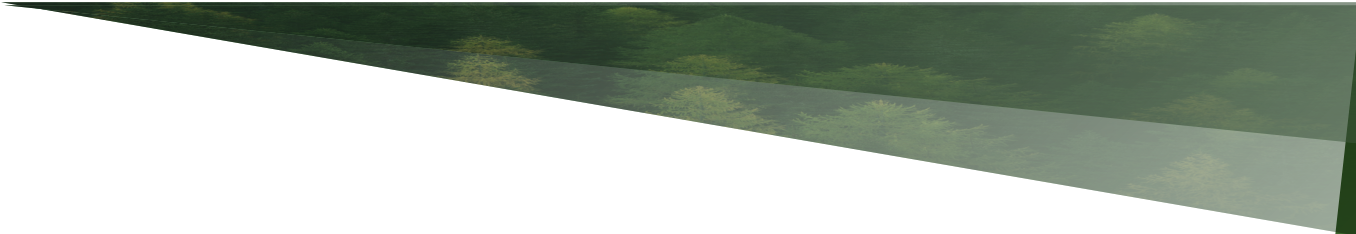
« Ensure that Aboriginal peoples have equitable access to jobs, training and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects. »

Although "some improvements" to the situation of Aboriginal populations can be recognized, it is clear that many opportunities are a long time coming.

The symposium « New socioeconomic development strategies for, by and with First Nations », which was held on November 10, 2022, fostered reflection on the avenues that can enable sustainable development designed by and for Aboriginal peoples in Canada. The sold-out event was attended by a total of 213 persons registered for the symposium and 137 persons registered for the cultural evening. Participation was diverse, with a strong Aboriginal presence. We presented 24 certificates for participation in required structured continuing education. The interest in participating in the symposium was so great that some potential registrants had to be refused.

The symposium was composed of a series of workshops and presentations on a variety of subjects highlighting different corporate initiatives by Aboriginal organizations in Quebec and elsewhere in Canada, on themes such as workforce recruitment and retention, entrepreneurship and partnerships.

One of the objectives of this event was to offer a space for dialogue to develop a common understanding of experiences that encourage or inhibit Aboriginal socioeconomic development in Canada. Considering that the cultures and realities of Aboriginal communities are solidly rooted in the land and its resources, the symposium enabled exploration of certain sectors of activity that show strong potential socioeconomic impacts: sustainable forest management, production of green energy, as well as tourism and nature conservation.



The Leadership Chair in Teaching Aboriginal Forestry at *Université Laval* (UL) partnered with the First Nations Human Resources Development Commission of Quebec (FNHRDCQ), the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC), the *Centre interuniversitaire d'études et de recherches autochtones* (CIÉRA – Interuniversity Studies Centre – UL pole), and the Centre for Forest Research (CFR) to develop this symposium from a national and multidisciplinary perspective. The symposium created a space for meeting and dialogue, with the aim of promoting the social innovation engaged in by key actors and experts in Aboriginal economic development, such as the FNHRDCQ, Indigenous Work and the Canadian Council for Aboriginal Business.

Participants listened to presentations by Michèle Audette, Assistant to the Vice-Rector of Academic and Student Affairs and Senior Advisor on Reconciliation and Aboriginal Education at *Université Laval*; Ian Lafrenière, Minister Responsible for First Nations and Inuit Relations; Richard Jalbert, Director of the First Nations Human Resources Development Commission of Quebec; and Emmanuel Bertrand-Gauvin, Advisor on Women's Entrepreneurship at the First Nations of Quebec and Labrador Economic Development Commission.

A tribute also highlighted the generosity of donors Pierre Viger, Institut Ashukan, the Quebec Forest Industry Council (QFIC), Antoine Proulx, Rodney Macdonald, Nicol Tremblay and Marine Duperat, who made it possible to award \$32,000 in grants in the form of Scholarships to Young Aboriginal Leaders.

At the end of this symposium, a new partnership was also announced between Institut Ashukan and the *Faculté de foresterie, de géographie et de géomatique* (UL). This partnership will promote long-term relationships between Aboriginal communities, forest businesses and governments; participation in the sustainable development of Quebec's forests; and offer training in Aboriginal realities to forestry students.

The day of presentations and workshops was followed by a networking activity that was greatly appreciated by participants. The symposium ended with a cultural evening, during which participants enjoyed vocal performances by three artists from the Aboriginal music scene: Béatrice Deer, Eadsé and Mike Paul.



A WORD FROM ONE OF OUR PARTNERS

For a number of years, the FNHRDCQ has had the pleasure of collaborating closely with Jean-Michel Beaudoin and the Chair for Leadership in Education in organizing activities and events. This type of partnership is precious, and makes it possible to create relationships and open minds to Aboriginal richness and its contribution to both the established, sometimes rigid, structures of the labor market and to non-Aboriginal settings in Quebec.

During the 2022 symposium, we have felt that the place of Aboriginal peoples in decision-making and discussions on the fundamental questions of socio-economic development and innovation was more than important and necessary, in order to ensure shared successes and reciprocal benefits.

In this way, the symposium is a continuation of events that offer a voice to Aboriginal communities and reflect their courage, agility and immense capacity to always adapt, renew, reinvent and innovate.

Dominique Riel-Roberge
First Nations Human Resources Development Commission of Quebec – FNHRDCQ

SYMPOSIUM
PROCEEDINGS
2022



TESTIMONIES FROM PARTICIPANTS

The organization leading up to the event, as well as the event itself, were a total success, in my view. The panelists and invited guests were inspiring, the projects presented were extremely interesting, the snacks and meals were delicious, and the cultural evening was enriching. The presenter, Mélanie Vincent, was also perfect!

I appreciated seeing what is being done elsewhere in Canada, as well as the established and possible partnerships with First Nations. Also, I was glad to learn that strategies are increasingly being implemented to ensure recruitment of the Aboriginal workforce and that a shift can be felt. The meetings and discussions were enriching, and I strongly recommend the symposium to everyone, Aboriginal and non-Aboriginal. We share natural resources, it's important to communicate and reinforce the links between all stakeholders.

My favorites were Indigenous Works & Luminary, as well as Mesgi'g ugju's'n Energies.

Thank you for this beautiful event!

Marie-Pier Bégin
First Nations Human Resources Development Commission of Quebec -
FNHRDCQ

SYMPOSIUM
PROCEEDINGS
2022



TESTIMONIES FROM PARTICIPANTS

This day was an opportunity to have discussions with several stakeholders, both Aboriginal and non-Aboriginal, and to learn more about initiatives in economic development, collaboration and integration of the Aboriginal workforce. The numerous presentations informed us about the factors for success to encourage harmonious development and confirmed the importance of working together, on a regional basis, to manage land together with people from that environment and for their benefit.

Caroline Flaschner
Quebec Forest Industry Council (QFIC)



PROGRAM 2022 SYMPOSIUM

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A COLLABORATION WITH



Cercle des partenaires
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**UNIVERSITÉ
LAVAL**

Main activities • See **A** Map 1

DATE & LOCATION

Thursday, November 10, 2022

Symposium

Auditorium Roland-Arpin (discussions and panels)

Museum cafeteria (lunch)

Grand Hall (networking activities)

Musée de la Civilisation

85, rue Dalhousie • Québec, QC G1K 8R2

Cultural evening

Grand hall

Musée de la Civilisation

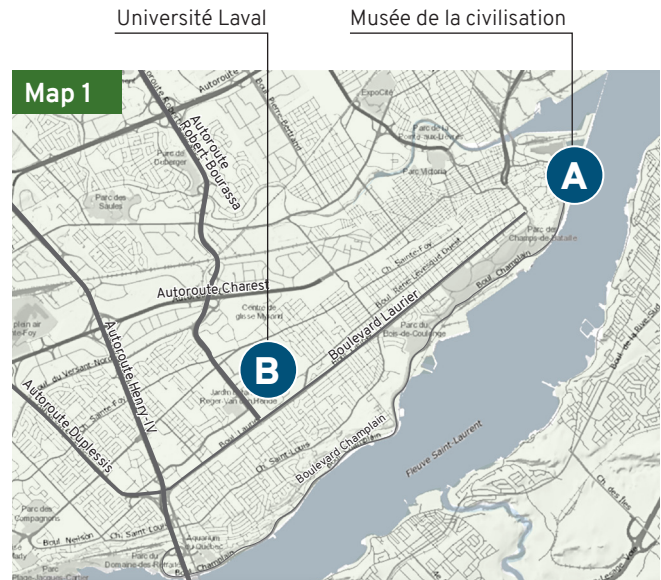
85, rue Dalhousie • Québec, QC G1K 8R2

INFORMATION AND REGISTRATION

www.foresterieautochtone.ulaval.ca/colloque-2022

Contact : CLE-Foresterie-autochtone@sbf.ulaval.ca

Organization : audrey.vezina-lavergne.1@ulaval.ca



Related activities • See **B** Map 1

DATE & LOCATION

Le mercredi 9 novembre 2022

Circle of Partners

See **1** Map 2

Reserved for Chair of Educational Leadership in Indigenous Forestry partners and collaborators

Salle Gilbert-Tardif, local GHK-2320-2330

Université Laval • Pavillon Gene-H. -Kruger

2405, rue de la Terrasse • Québec, QC G1V 0A6

Training session

See **2** Map 2

«Mamu, Ensemble vers la réconciliAction! »

Reserved for Indigenous workplace development liaison officers

La Centrale - Espace entrepreneurial, local POL-1250

Université Laval • Pavillon Maurice-Pollack

2325, rue de l'Université • Québec, QC G1V 0A6



Program • November 10th • Before noon

08:00 Welcoming of participants, networking, and breakfast

08:30 Opening ceremony by
Michel Teharihulen Savard

08:45 Introductory remarks

Michèle Audette

Vice-Rector of Academic and Student Affairs and Senior Advisor for Reconciliation and Indigenous Education, Université Laval.

Ian Lafrenière

Minister Responsible for Relations with the First Nations and the Inuit. Deputy of Vachon.

Richard Jalbert

Executive Director at the First Nations Human Resources Development Commission of Quebec (FNHRDCQ).

Mickel Robertson

Director General at the First Nations of Quebec and Labrador Economic Development Commission (FNQLEDC).

9:15 Luminary: Advancing Indigenous Innovation for Economic Transformation, Employment and Wellbeing [in English]

Kelly Lendsay

President & CEO, Indigenous Works; Founder & CEO, Luminary.

09:45 NETWORKING & COFFEE BREAK

10:15 Panel - Recruitment and retention of the Indigenous Workforce
[in French]

Hosted by Wanda Lafontaine (Support and Partnership Coordinator, FNHRDCQ) and Marie-Ève Dufour (professor, Université Laval).

Lara Sioui

Executive Director, Econobois; Entrepreneur and Founder, Onquata.

Mathieu Boucher

Director - Indigenous Affairs, Hydro-Québec.

Dominic Pagé

Human Resources Director, SOPFEU (Société de protection des forêts contre le feu).

11:15 Entrepreneurship: A Co-generated Approach [in English]

Rick Colbourne

Associate Dean Equity and Inclusive Communities. Assistant Professor, Indigenous Leadership and Management, Sprott School of Business, Carleton University.

Irene Henriques

Professor of Sustainability & Economics, Schulich Research Excellence Fellow, Schulich School of Business, York University.

Peter Moroz

Professor of Entrepreneurship, Hill and Levene Schools of Business, University of Regina.

Robert Anderson (online)

Professeur Emeritus, University of Regina.

12:00 LUNCH & NETWORKING

Program • November 10th • Afternoon

13:30 **Projet Wapistan : savoir autochtone, savoir scientifique et mobilisation des jeunes cris**
[in French and in English]

Eliane Grant

Forest Biologist, Natural Resources Department at Cree First Nation of Waswanipi.

Ian Saganash

Land keeper.

14:00 **Progressive Aboriginal Relations (PAR) Certification** [in English]

Tabatha Bull

President & CEO, Canadian Council for Aboriginal Business.

14:30 **Mesgi'gUgju's'n Wind Farm Project**
[en anglais]

Kirt Dedam

Project Manager, Mi'gmawei Mawiomi Business Corporation.

Fred Vicaire

Chief Executive Officer, Mi'gmawei Mawiomi Business Corporation.

15:00 **NETWORKING & COFFEE BREAK**

15:30 **Forestry partnership panel, hosted by Alexandre Bacon (President and CEO, Institut Ashukan)**
[in French]

Geneviève Labrecque

Chief Forester, Quebec, GreenFirst Forest Products.

Dave Lepage

Corporate Director, Forestry and Procurement, Chantiers Chibougamau.

Adam Jourdain

Directeur-général adjoint, Conseil des Atikamekw de Wemotaci.

16:30 **Best recruitment, integration, and retention practices toolbox for the Indigenous workforce**
[in French]

Flavie Ferrer

Forestry project coordinator, First Nations of Quebec and Labrador Sustainable Development Institute.

Joanie Caron

Professor, Université du Québec en Abitibi-Témiscamingue.

Hugo Asselin

Professor, Université du Québec en Abitibi-Témiscamingue.

17:00 **Documentary *Akumunan: un voyage au cœur du Nitassinan d'Essipit***
[in French]

Hosted by Louis Bélanger (professor, Faculté de foresterie, de géographie et de géomatique).

Ulysse Rémillard

Research officer for the environment, territory, and traditional activities, Conseil de la Première Nation des Innus Essipit.

17:45 **Closing remarks**

Robert Beauregard

Full professor, former Executive Vice Rector and Vice-Rector of Academic and Student Affairs, Université Laval.

Alexandre Bacon

President and CEO, Institut Ashukan.

Richard Jalbert

Executive Director at the First Nations Human Resources Development Commission of Quebec (FNHRDCQ).

18:00 **NETWORKING, COCKTAIL RECEPTION, BOOTHS, AND "This Is Our Story: First Nations and Inuit in the 21st Century" EXHIBIT**

Program for the Cultural Evening



Beatrice Deer



Eadsé



Mike Paul

19:30 Beatrice Deer Duo feat. Chris McCarron

20:15 Fifteen-minute break

20:30 Eadsé solo performance (piano, voice, drum, and instrumental pieces)

21:00 Fifteen-minute break

21:15 Mike Paul group jam

22:00 End of cultural evening



The annual symposium of Université Laval's Chaire de leadership en enseignement en foresterie autochtone highlights the numerous benefits stemming from collaboration between forest industry stakeholders and the Indigenous communities. It also affords students an opportunity to apply innovative ideas for advances both in the field of forestry and in the development of sustainable prosperity for Québec, while fostering mutual respect and understanding and more harmonious cohabitation.

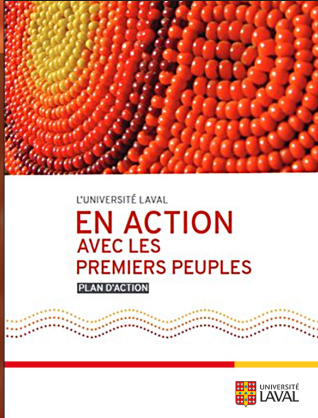
As the Premier noted when he announced the Cabinet, each one of us is responsible for improving our relations with the First Nations and the Inuit.

It is my hope that by increasing initiatives such as this one we can jointly ensure that the integration of Indigenous realities into the professional and research communities will become widespread in Québec.

Continue to set an example.


**Best wishes to each and every one of you
for a successful symposium.**

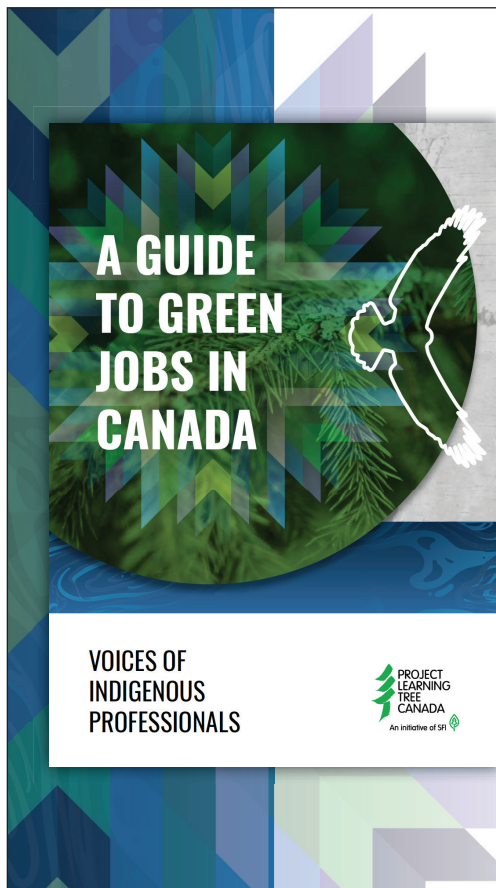
Ian Lafrenière
Member for Vachon



Afin de répondre à l'appel à l'action de la Commission de vérité et réconciliation du Canada en appui à la formation des étudiants des Premières Nations et Inuit, notre université a adopté le plan En action avec les premiers peuple. Ce document met en valeur des principes et des moyens concrets afin que la réconciliation espérée ne reste pas que de simple mot, mais qu'elle se traduise au quotidien dans nos actions avec les Premiers Peuples. Une équipe a été embauché issu des premiers peuples pour veiller à la réalisation des différentes initiatives. Un accompagnement spécifique aux besoins et aux réalités des étudiants premiers peuples se fera durant leur parcours universitaire. L'équipe sera également en charge de développer des relations avec les communautés et des organismes partenaires issus des premiers peuples et supervisera certains programmes et activités afin de faire refléter la réalité des autochtones.

 www.ulaval.ca/premiers-peuples

 www.ulaval.ca/sites/default/files/notre-universite/direction-gouvernance/bsg/documents-officiels/directives-procedures/plan-action-premiers-peuples.pdf



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PRESENTATION BY THE SPEAKERS

SYMPOSIUM PROCEEDINGS 2022





SYMPOSIUM
PROCEEDINGS
2022

Luminary : Advancing Indigenous Innovation for Economic Transformation and Wellbeing

by Kelly Lendsay

Indigenous Innovation & Inclusion



About Indigenous Works (1998-)

- A recommendation in the 1996 Report on the Royal Commission on Aboriginal Peoples; Mandate: to increase Indigenous engagement in the Canadian economy;
- Award winning, ISO certified, national Indigenous Organization with expertise in workplace, employment, corporate-Indigenous engagement and partnership systems;
- KOCIHTA CHARITY:  'Increasing the human resource and career potential of Indigenous Youth including youth with disabilities.
- LUMINARY: Advancing Indigenous Innovation 





“Our vision is to be the most impactful network and program of its kind in the world, where business schools, academic community and Indigenous businesses grow research and innovations for economic transformation, employment and wellbeing”

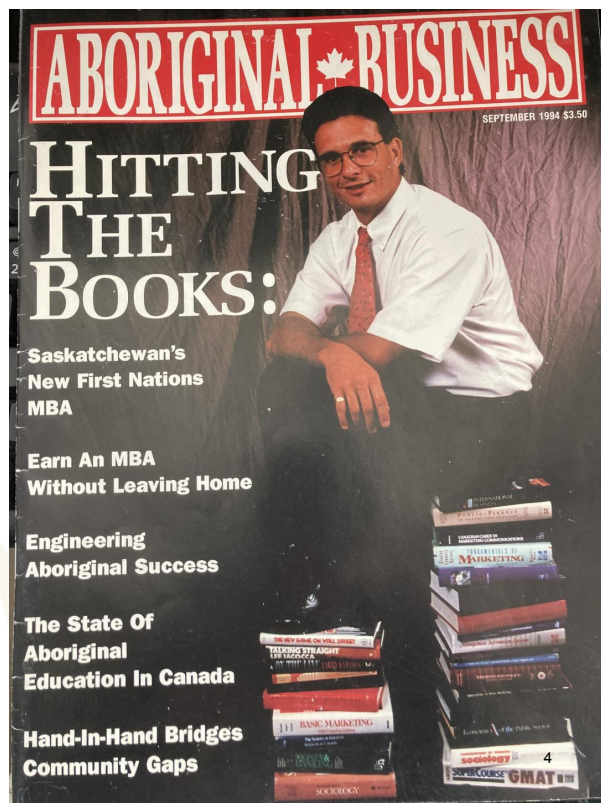


3

In 1990 - ten MBA's in Canada

In 1994/95 launched first Aboriginal Business Education Program in Canada

Edwards School, University of Saskatchewan



Why Indigenous Innovation Matters

From this...

'Full reconciliation with Indigenous peoples will not happen without economic reconciliation. It is not only the fair and right thing to do, but there is a strong and compelling business case for all Canadians.' -

Dawn Madahbee Leach
Chair, National Indigenous Economic Development Board (NIEDB)



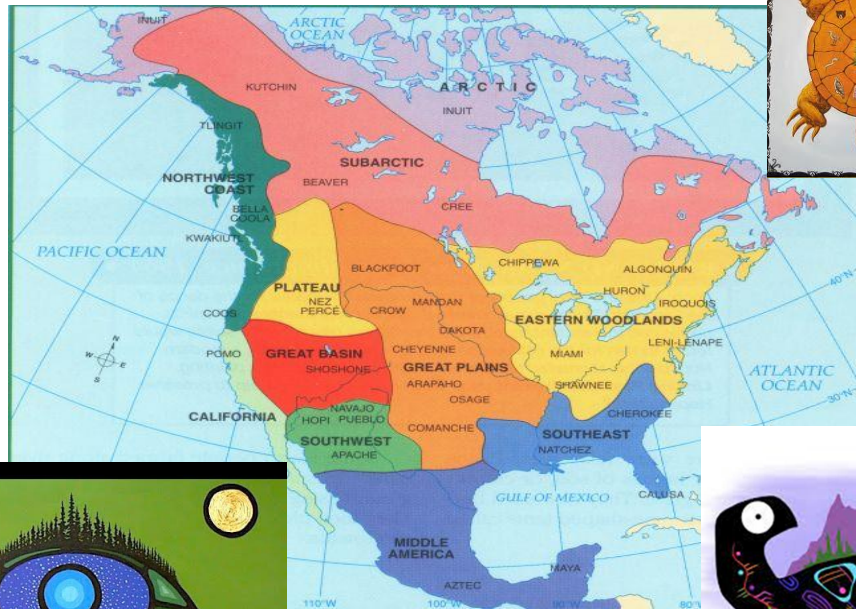
To This



4-2

5

Turtle Island



Global Innovation Index 2021

Switzerland	1/132
Sweden	2
United States	3
Canada	17
Republic of Malawi	117/132



The Innovation Characteristics of Malawi could describe the current state of innovation with Indigenous Canada

- ✓ **Poor or under-developed science and innovation culture** with few opportunities to understand and explore the value of research to innovate their own businesses and economies;
- ✓ The **collaborations and cooperation needed not yet in place;**
- ✓ There is a **lack of Indigenous researchers;**
- ✓ There are **significant power imbalances;**

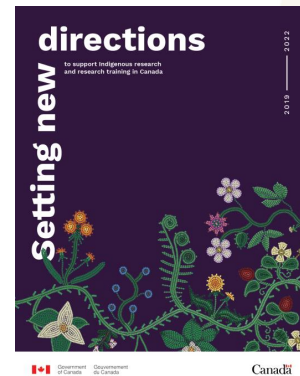
7

National Tri-Agency's Report and Plan: 'Setting New Directions to Support Indigenous Research and Research Training in Canada'

Released in January 2020 by the federal research granting agencies—the Canadian Institutes of Health Research, the Natural Sciences and Engineering Research Council, and the Social Sciences and Humanities Research Council;

Sets out a number of proposed 'mechanisms and intended outcomes'.

 Indigenous Works



Four Examples of Intended Outcomes



- 1: Researchers enabled to develop mutually respectful research relationships with Indigenous Peoples.
- 2: Research partnerships created between Indigenous communities, the granting agencies, and the broader research community and **research communication networks** with Indigenous communities.
3. Indigenous students have greater access to the work of Indigenous scientists and scholars.
4. First Nations, Inuit and Métis peoples lead research projects for the benefit of their communities.

HOW WILL OUTCOMES BE ACHIEVED?



“Towards reconciliation: 10 Calls to Action to natural scientists working in Canada”, (FACETS, C Wong, K Ballegooyen, L Ignace, MJ Johnson, H Swanson) 2020

The ten calls to action are triggered by frustration.

“...natural scientists treat indigenous communities with blatant disrespect or with ignorance of indigenous rights;

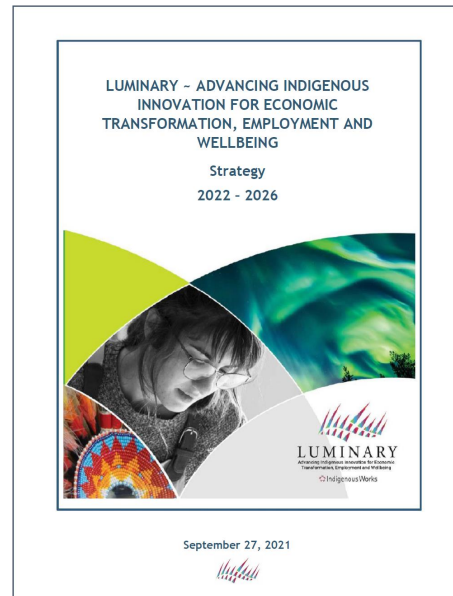
“...reconciliation requires a new way...that includes and respects indigenous communities, rights and knowledge leading to better scientific and community outcomes.

10

THE NEW LUMINARY STRATEGY

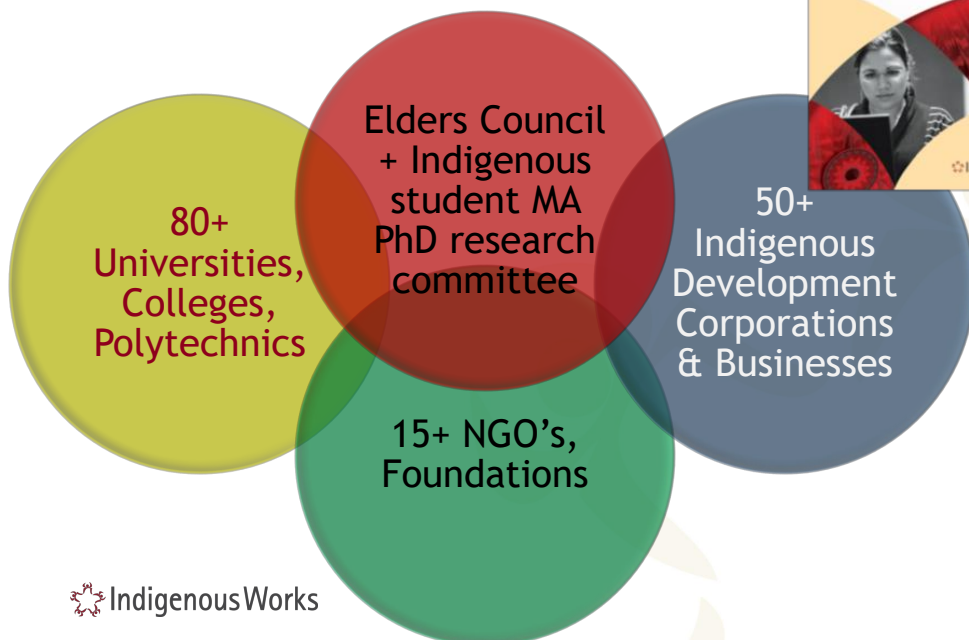
**LATE FALL 2021,
LUMINARY PARTNERS
CO-CREATED A FIVE YEAR
STRATEGY PLAN**

**500+ HOURS INPUT IN
14 STRATEGY SESSIONS
AND TWO NATIONAL
FORUMS IN JUNE
AND OCTOBER 2021**



11

**Luminary Charter Members (160+)
(See list Appendix pg 40)**



12

LUMINARY GUIDING LIGHTS - OUR ELDERS



Irene Lindsay - ON



Perry McLeod-Shabogesic
Nipissing First Nation



Sally Webster -NU



Joe Quewezance,
Hon Doctor of Laws UofS
Yellow Quill First Nation SK



Gilman Cardinal - AB



Maggie Paul - NB
Passamaquoddy Elder

Luminary Partners Program Platform (Pg 25)

Stream 1 - TALENT

Grow Indigenous Masters' and PhD Research Talent; Create a Student Network and Supports

Stream 5 – Knowledge Mobilization

Develop and Implement Knowledge Transfer and Mobilization Strategies

Stream 2 Pedagogy Curriculum

Play a strategic role to Indigenize post-secondary institutions' learning curricula.

Stream 6 - Awareness & Education

Increase Innovation, Awareness, Skills, & Know-how

Stream 3 Research Collaborations

Increase Indigenous-led Research Collaborations

Stream 7- Indigenous Priorities

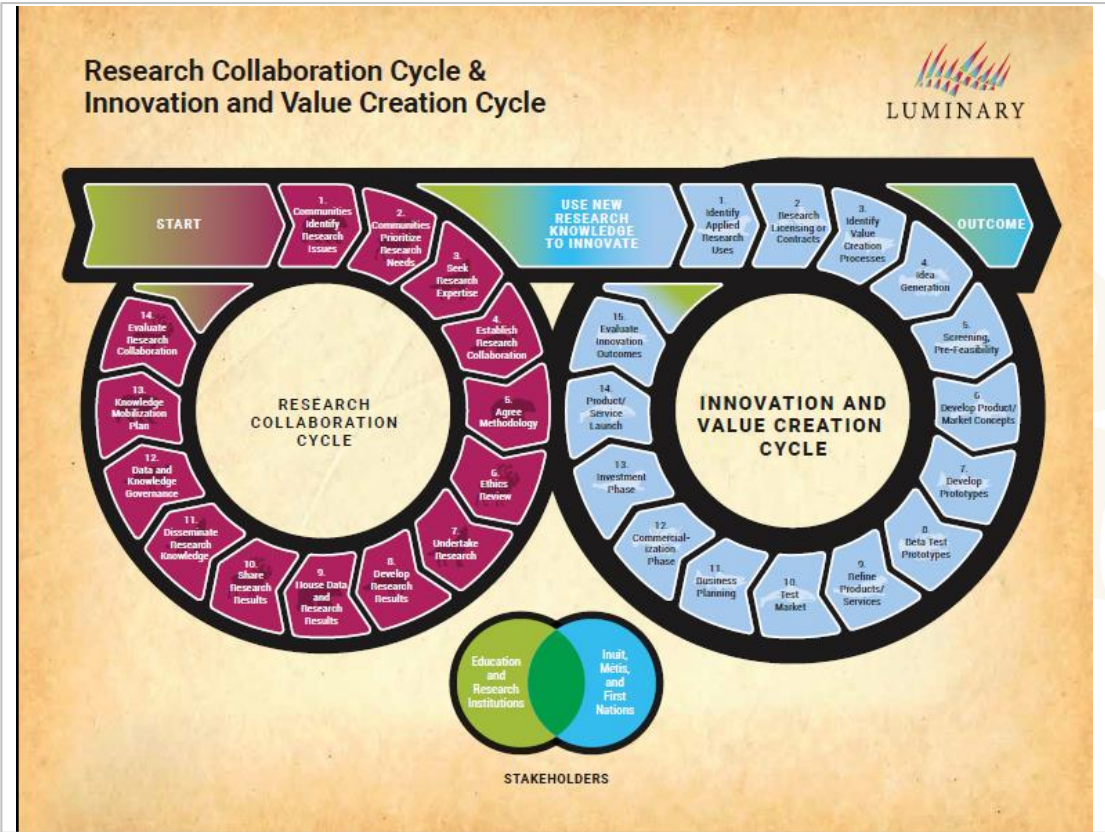
Identify & support Indigenous research and innovation priorities

Stream 4 - Institutional Capacity

Build Indigenous Leadership & Institutional Capacity for Research and Innovation

Stream 8 – Wellbeing Measurement

A more comprehensive Framework to Measure and Assess the impacts of Indigenous research, innovation and wellbeing



Current Luminary Architecture

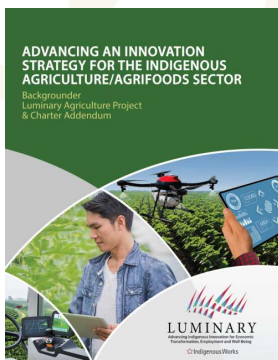


- ✓ Luminary Partners Co-created the Strategy 2021 IndigenousWorks
- ✓ Shift into implementation and fund seeking mode
- ✓ Federal SSF Funding application for five years & 24M: 2024-2029 (only 35 organizations invited)

Two Luminary Projects Underway

Project 1:
Indigenous Student Research Talent & Network (underway)

Project 2 : Advancing an Innovation Strategy for the Indigenous Agrifoods/Business Sector (2021-22)



Conversations in the Luminary Dialogue: **Advancing** an Innovation Strategy for the Indigenous Agriculture and Agri-Food Sector

Seaweed Cultivation

Our Special Guest ~ Dr Stephen Cross,
a leading expert on coastal aquaculture

October 18th 2021



LUMINARY INTERNATIONAL REACH

World Indigenous Nations Higher Education 
Consortium (WINHEC) World Indigenous Research
Council (WIRC)

- Dr Rongo Wetere, Vice-Chancellor; MOU with LUMINARY (in development); Kelly Lendsay presented “Luminary” to the World Indigenous Research Council International Conference (July 2021)

World Indigenous Business Forum: Nov 2021

- Kelly Lendsay presented “Luminary Keynote Address” to WIBF

 IndigenousWorks



LUMINARY ROLES



LUMINARY

Advancing Indigenous Innovation for Economic Transformation, Employment and Wellbeing

 IndigenousWorks

Connector & Advocate

Convenor & Facilitator

Capacity Builder

Research

Knowledge Keeper Center

Growing Indigenous
Research Talent

Measurement & Reporting

19

Seeking Foundation Funding for the Indigenous Research Talent Network Fulbright Canada & Luminary

‘We need to address important issues, and we need to address them head on, and if sometimes that gets a little uncomfortable, so be it, disruption can lead to new models and approaches for a new Indigenous innovation ecosystem.’

Dr. Michael Hawes

CEO Fulbright Canada

 IndigenousWorks

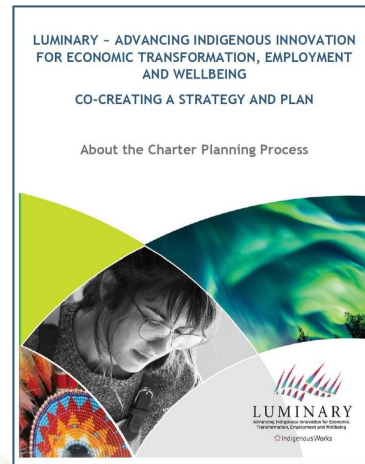


INNOVATION

‘We (Inuit) have so many opportunities coming down the pipeline and we are not ready. Luminary could help us, and Luminary could be the glue that pulls different Indigenous organizations together.’

-- Mary Simon GG

(From the Luminary Dialogue in spring 2021. (Mary Simon was installed as Canada’s 30th Governor General on July 26, 2021)



21

An Indigenous-led Innovation Eco-system will help



**GET US
FROM THIS...**

...TO THIS



LUMINARY: Advancing Indigenous Innovation

**Mat'na, Hai Hai
Kinanaskomitin
Migwetch**



LUMINARY
Advancing Indigenous Innovation for Economic
Transformation, Employment and Wellbeing

indigenousworks.ca/luminary

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President & CEO
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Entrepreneurship : A co-generated Approach by Rick Colbourne, Irene Henriques, Peter Moroz and Robert Anderson



SUPPORTING INDIGENOUS LEADERSHIP AND ENTERPRISE

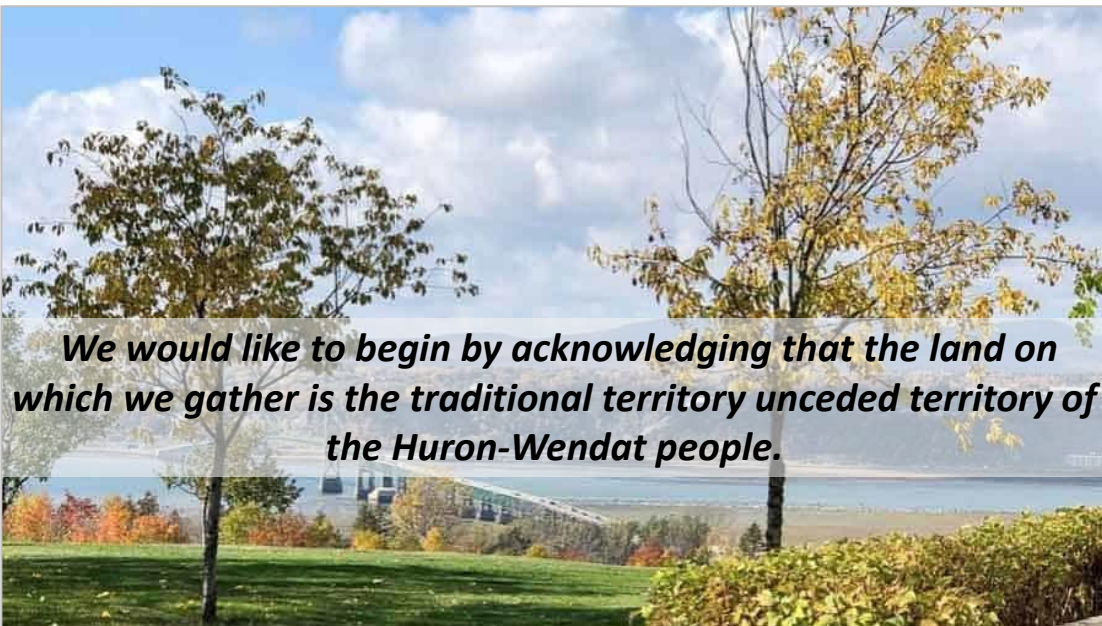
Peter W. Moroz
University of Regina

Ana Maria Peredo
Canada Research Chair
University of Ottawa

Rick Colbourne
Carleton University

Robert Anderson
Professor Emeritus,
University of Regina

Irene Henriques
York University



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 relationalité, 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-création 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



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

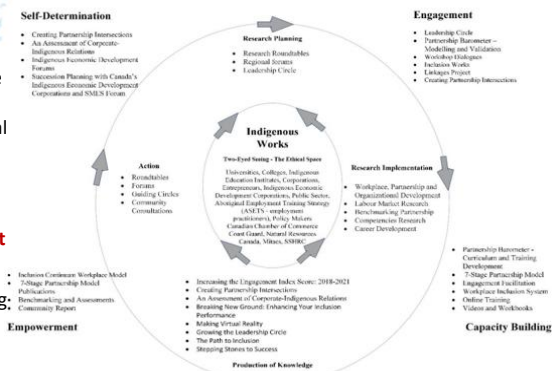
We still have a long way to go: Indigenous led research...

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 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

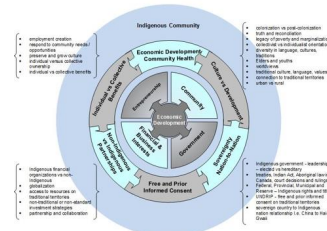
Considérations relatives à la Recherche

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

- **holistic** – 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

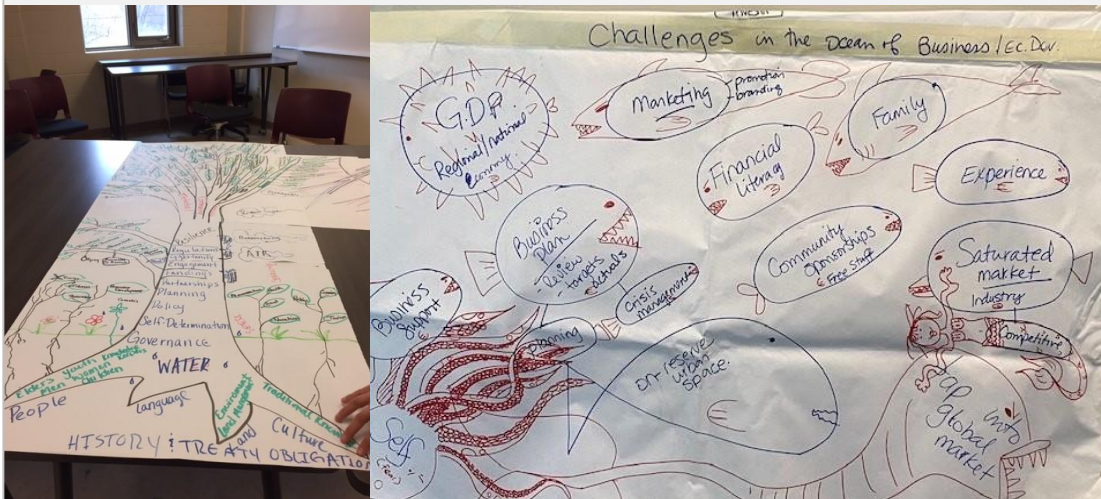
- we have brought **Indigenous entrepreneurs together to share their experiences and ideas**: Saskatchewan at First Nations University and Nova Scotia at Mount Allison University
- British Columbia and Yukon workshops were cancelled due to the **COVID-19 pandemic**
- we needed to pivot and are **now 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



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-création 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

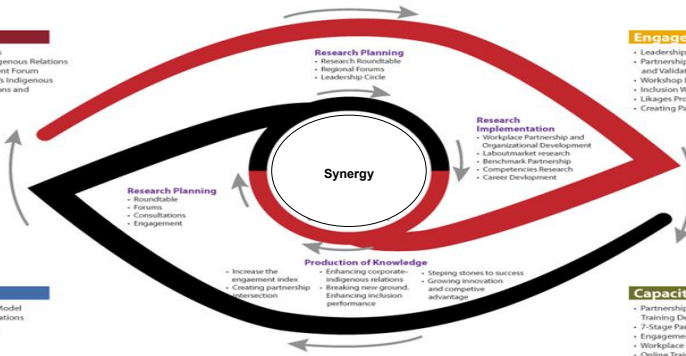
Participatory Action Research with Indigenous Methodologies as Two-Eyed Seeing*

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 Forum

Empowerment

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



Engagement

- Leadership Circle
- Partnership Barometer -Modelling and Validation
- Workshops Dialogues
- Inclusion Works
- Litigies Projects
- Creating Partnership Intersections

Capacity Building

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

* Etupemunk is the Mi'kmaq word for Two Eyed Seeing. We often explain Etupemunk - 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-généérés 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'accommoder, 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

CLOSING



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

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

GOOD FOR SOCIETY, GOOD FOR BUSINESS

CONTRIBUTING TO COMMUNITY RESILIENCY



GOOD FOR SOCIETY, GOOD FOR BUSINESS

CONTRIBUTING TO COMMUNITY RESILIENCY

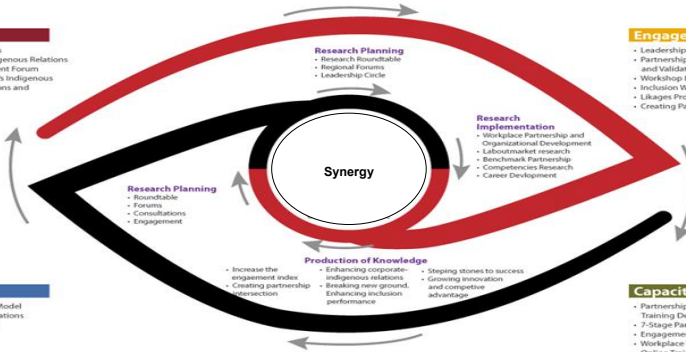
Participatory Action Research with Indigenous Methodologies as Two-Eyed Seeing*

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 Forum

Empowerment

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



* Etupemunk is the Mi'kmaq word for Two Eyed Seeing. We often explain Etupemunk - 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
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3. **Engagement** - faciliter l'accès des communautés et des entreprises autochtones aux réseaux de recherche, aux connaissances, aux collaborations et aux partenariats



SYMPOSIUM
PROCEEDINGS
2022

Projet Wapistan : savoir autochtone, savoir scientifique et mobilisation des jeunes cris

by Eliane Grant and Ian Saganash



Grand Council of the Cree (Eeyou Istchee)
 Cree Nation Government
 Gouvernement de la Nation Crie

APATISIIWIN ᐱᐱᐱᐱᐱ
SKILLS DEVELOPMENT

This project was undertaken with the financial support of:
 Ce projet a été réalisé avec l'appui financier de :

Environment and Climate Change Canada
 Environnement et Changement climatique Canada

Washwa

New socio-economic development strategies for, by and with First Nations
Laval University

WASWANIPI
WAPISTAN PROJECT

BY ELIANE GRANT AND IAN SAGANASH
 NOVEMBER 10, 2022

CREE FIRST NATION OF
WASWANIPI

CREE FIRST NATION OF
WASWANIPI

La communauté crie située la plus au sud du territoire d'Eeyou Istchee.

Hudson Bay
 James Bay
 Whapmagoostui
 Chisasibi
 Wemindji
 Eastmain
 Nemaska
 Waskaganish
 Mistissini
 Ouje Bougoumou
 Waswanipi
 Quebec City
 Ottawa

0 250
 Kilometre
 Albers Equal

ELIANE ROLE AT CFNW



Biologiste de la faune
au département de
foresterie depuis 2018



Contribution à divers
projets sur la faune et
l'environnement avec
la communauté de
Waswanipi (Wapistan,
FISHES, étude
d'impact
environnemental)



Apporte un soutien aux
consultations
gouvernementales
(Québec, CNG)

POURQUOI?

Dans un monde en développement,
confronté à des perturbations, naturelles
ou d'origine humaine, la conservation
des ressources forestières et fauniques
d'intérêt est un défi majeur.

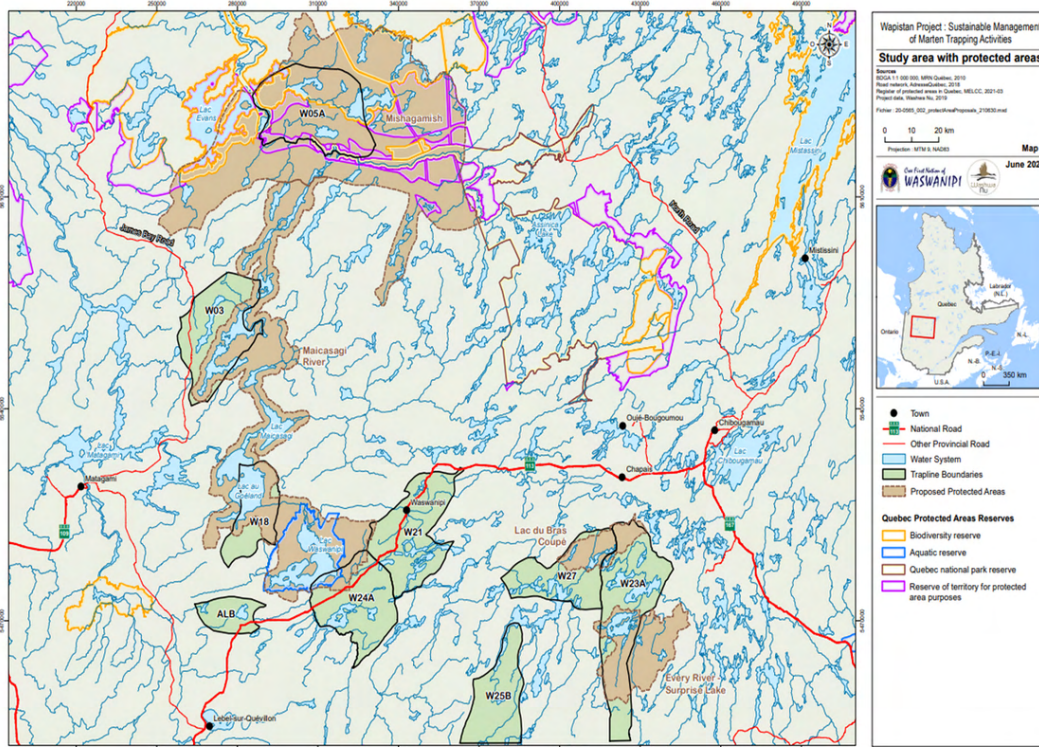
Il est important de développer des outils
de bonne gestion du territoire qui
combinent les connaissances
scientifiques et traditionnelles des
gestionnaires et des habitants du
territoire.



IMPORTANCE DE LA BIODIVERSITÉ

La faune est au cœur du mode de vie traditionnel et de l'utilisation du territoire par les Cris de Waswanipi.

Le suivi de la martre d'Amérique ("wapistan" en cri) est un projet pilote prometteur pour amorcer une saine gestion du territoire. Le facteur le plus important pour les populations fauniques est l'habitat.



CONFIGURATION DES SITES D'ÉTUDES

Appât



Caméra

STATION MÉTÉO

Suivi des conditions de neige de façon plus précise



TABLETTE DE TERRAIN

Prise de note et photo, suivi en continue de l'équipe terrain

PHOTOS PRISES PAR NOS CAMÉRAS



IAN ROLE AT CFNW



To assist in any wildlife research done on Waswanipi territory (Wapistan, FISHES, University research support)



To provide and act as a liaison between traditional knowledge holders to the team



To monitor natural resources development (forestry, hydro, mining activity and La Grande Alliance)

ROLE OF THE GUARDIANS

- Contribute to various environmental projects in the community
- Valuing their knowledge and putting it forward plan
- Develop and train local youth (mentoring)



TRADITIONAL KNOWLEDGE ACQUISITION

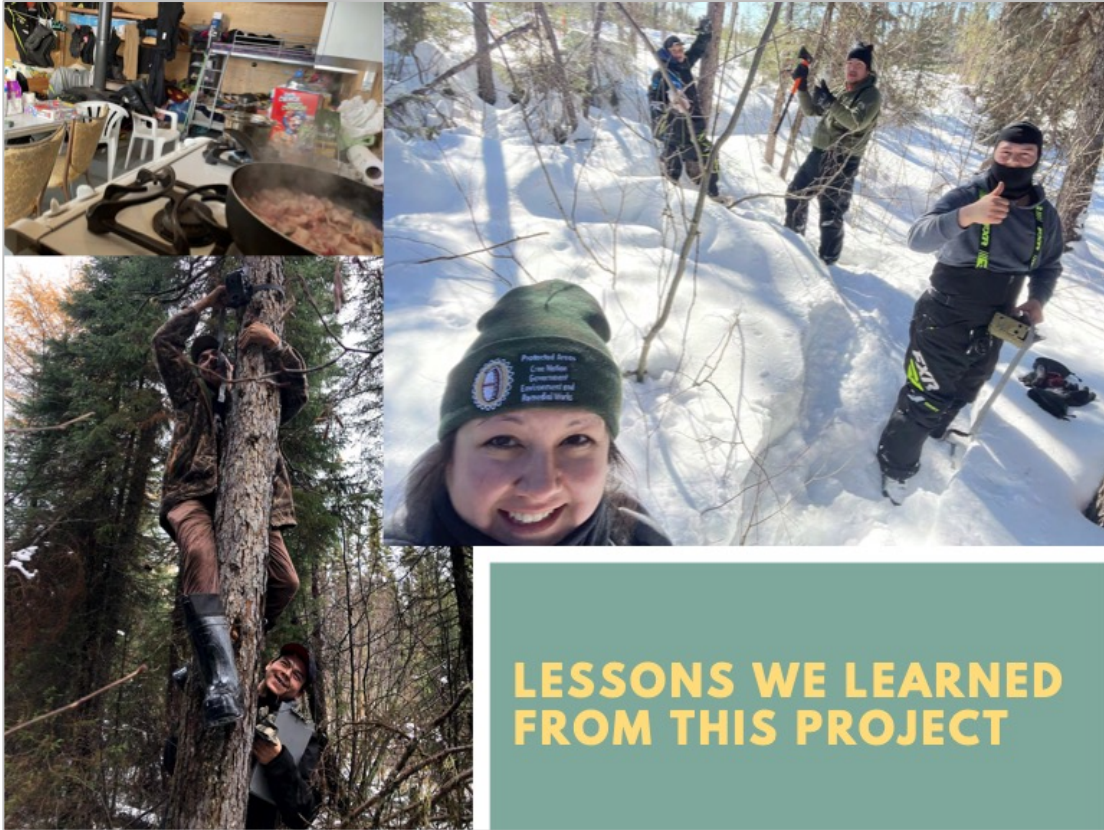


GUIDINGS FROM ELDERS

ACQUISITION OF SCIENTIFIC AND TECHNOLOGICAL KNOWLEDGE



TYPICAL FIELDWORK DAY




LESSONS WE LEARNED FROM THIS PROJECT



THANK YOU!

Eliane Grant - Wildlife Biologist
 Ian Saganash - Land keeper/Guardian

Forestry Authority Department
 Cree First Nation of Waswanipi
 eliane.grant@cfnw.ca ian.saganash@cfnw.ca

 Waswanipi Wapistan Project



SYMPOSIUM
PROCEEDINGS
2022

Progressive Aboriginal Relations (PAR) Certification by Tabatha Bull





The Indigenous Economy and the Future of Canada

Tabatha Bull, President & CEO
November 2022



People are opting out of vital conversations about diversity and inclusivity because they fear looking wrong, saying something wrong, or being wrong. Choosing our own comfort over hard conversations is the epitome of privilege, and it corrodes trust and moves us away from meaningful and lasting change.

from Dare to Lead by Brene Brown



Who we are

- Established in 1984
- National, pan-Indigenous, member-based organization
- Non-profit and Non-partisan – Receives no core government funding
- Over 1,700 members
- Key programs – PAR, CAB, TFAB, Research, and Aboriginal Procurement Marketplace

MISSION

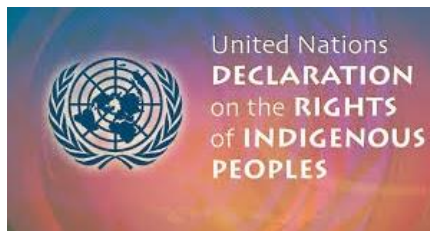
**To foster sustainable business relations
between First Nations, Inuit and Metis
businesses and Canadian Business**



According to the 2016 Census, there are nearly 63,000 self-employed First Nations peoples, Inuit and Métis across Canada.

The Indigenous population annually contributes
\$31 Billion
to Canada's GDP.

The Indigenous population is young and growing:
44% of the Indigenous population is under 25.



CALL TO ACTION #92:

We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources.



Progressive Aboriginal RELATIONS

Canadian Council for
Aboriginal Business



- Established in 2001
- Trademarked in 2020
- PAR is a certification program that confirms corporate performance in Indigenous relations at 4 different levels; the committed, bronze, silver or gold level.
- The PAR logo provides a high level of assurance to companies and communities as it is supported by a third-party independent verifier.
- PAR certified companies provide Indigenous employees a comfort level that an organization prioritizes Indigenous inclusion
- PAR is increasingly becoming a signal to investors of companies who are committed to their relationships with Indigenous people.

7



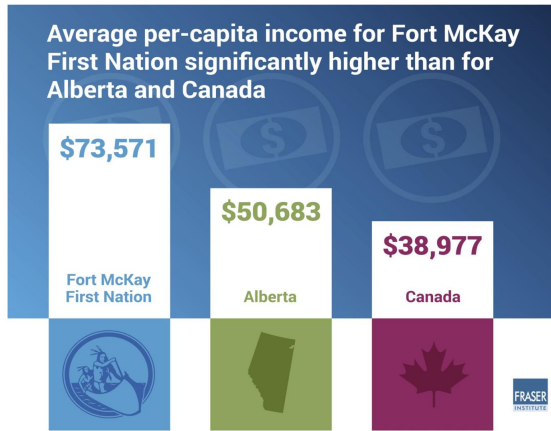
- **The only corporate social responsibility program with an emphasis on Indigenous relations across the corporation.**
- **Phased approach**
- **Committed and Certified Levels**
- **Verified by independent third party**



Supply Change 

"For generations, Indigenous people have provided goods and resources to help Canada grow. That tradition continues today with more than 60,000 Indigenous businesses ready to help Canada compete and win. Indigenous business is thriving and ready."

 **Aboriginal Procurement**
MARKETPLACE



Partnerships

“Indigenous people have been on the front lines of this for so long.” AJ Esquega, Mashkawiziin Energy
Kaishke Zaagiing Anishnaabek



“With the Truth and Reconciliation Commission [of Canada] report, it’s clear that we can all play our parts. It’s on all of us,” says Katherine Wheatley, manager of the RRII. “The opportunity is there for pension investors and managers to make a difference.”

Canada's Markets

5,646 Tweets

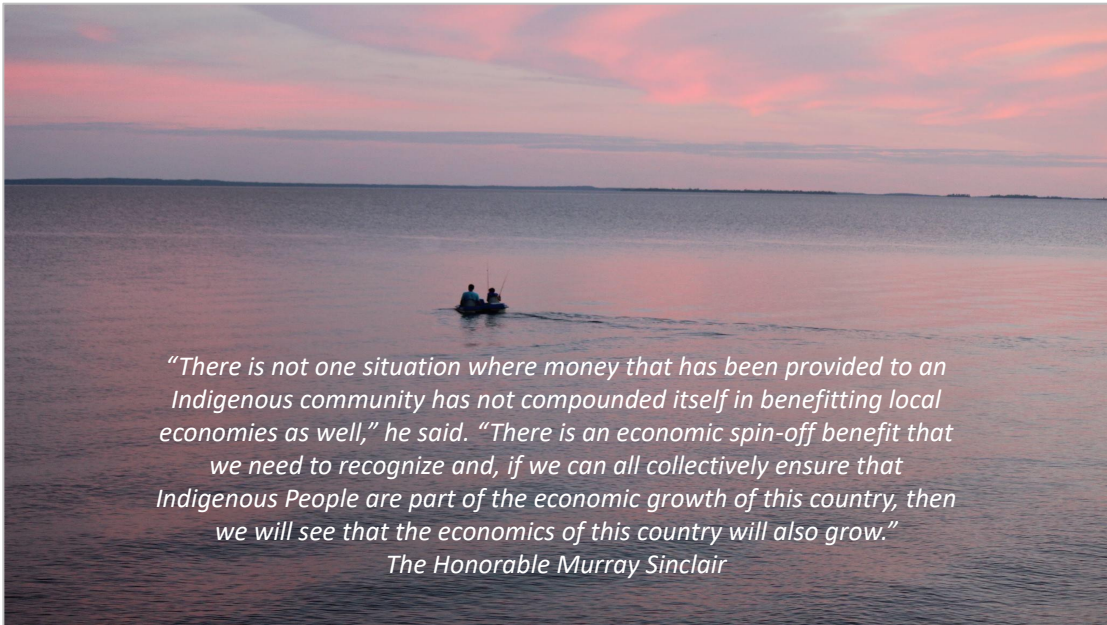
Tweets Tweets & replies Media Likes

TMX **Canada's Markets** • 2022-05-12
Visit @TMXMoney to view the TSX-listed companies that have been certified by @ccab_national's Progressive Aboriginal Relations (PAR) program for being good business partners committed to prosperity in Indigenous communities:
ms.spr.ly/6017bKp4Z

Progressive Aboriginal Relations (PAR) Certified Companies

LISTED ON TORONTO STOCK EXCHANGE

TMX money.tmx.com



“There is not one situation where money that has been provided to an Indigenous community has not compounded itself in benefitting local economies as well,” he said. “There is an economic spin-off benefit that we need to recognize and, if we can all collectively ensure that Indigenous People are part of the economic growth of this country, then we will see that the economics of this country will also grow.”

The Honorable Murray Sinclair



Canadian Council for
**ABORIGINAL
BUSINESS**

Chí-Múigwetch 

23

communities).



SYMPOSIUM
PROCEEDINGS
2022

Mesgi'gUgju's'n Wind Farm Project by Kirt Dedam and Fred Vicaire





MMBC & Mesgi'g Ugju's'n

Symposium Collaboration

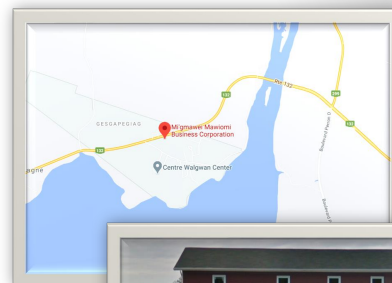
November 10th, 2022

Quebec, QC



MMBC PROFILE

- Office Location
120-A Boulevard Perron, Gesgapegiag, QC
- Website: www.mmcorporation.ca
- Corporate Registration
November 2013
- MMBC Board of Directors
– 6 members
- MMBC Operation Staff
– 5 employees



MMBC HUMAN RESOURCES

Board Members

- Chair - Donald Jeannotte-Anglehart – Gespeg
- Vice-Chair – Trevor Bernard – Gesgapegiag
- Member – Mark Sinnott – Gespeg
- Member - Luc Martin – Gesgapegiag
- Member - Derek Barnaby – Listuguj
- Member – Sherri Morrison – Listuguj

Operation Staff

- Chief Executive Officer – Fred Vicaire
- Executive Assistant – Jimmy Martin
- Project Manager - Kirt Dedam
- Financial Controller – BJ Martin
- Executive Advisor - Francois-Olivier Gagnon



Why was the MMBC created?

“The MMBC was created to support its limited partnerships that the shareholders would create in the future and generate wealth for the Mi'gmaq Nation.”

This legal structure also limits liability of the shareholders (three communities).



Why was the MMBC created? (continued)

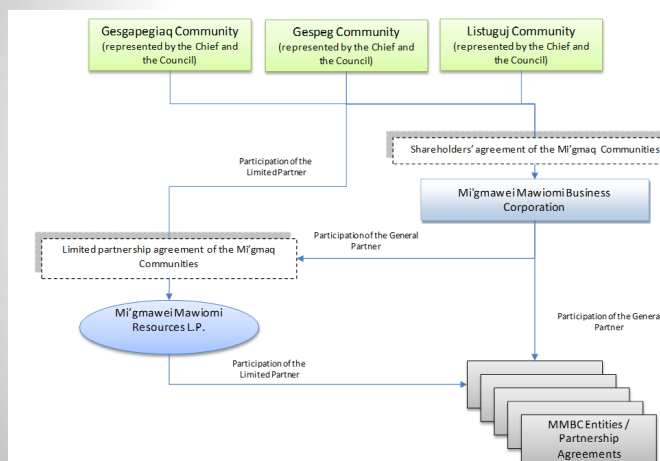
MMBC's mission is to pursue and manage sustainable opportunities to support economic independence for Gespe'gewa'gi.

To do this we will:

- research and evaluate economic development opportunities;
- develop opportunities where there is greater value in acting together than can be achieved by member communities on their own;
- provide information to member communities regarding areas of economic opportunity (provide information to help with decision making);
- monitor the performance of economic activities initiated through MMBC.

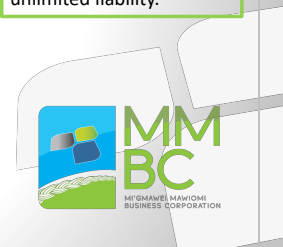


MMBC Corporate Structure



Limited Partner:
does **not** partake in managing the business. They have limited liability.

General Partner:
oversees and runs the business. They have unlimited liability.





Mesgi'g Ugju's'n Wind Farm

Project Description



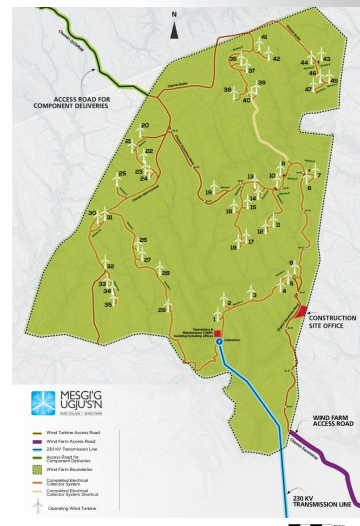
Project Description

- The Mesgi'g Ugju's'n wind farm, which means "big wind" in Mi'gmaq, is in Escuminac.
- The project was originally developed by the three Mi'gmaq communities in Quebec in early 2009.
- Innergex selected in 2012 as an experienced partner.
- Located North of Escuminac

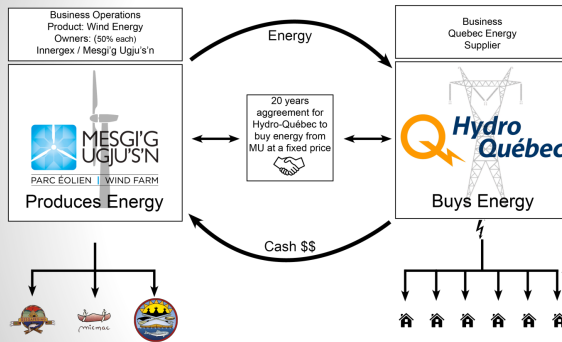


Project Description (continued)

- The wind farm started operations in December 2016;
- Installation of 47 wind turbines;
- Total capacity of nearly 150 megawatts (MW);
- Website: www.muwindfarm.com



Business Operations



Mesgi'g Ugu's'n Wind Farm L.P. is a **business** that produces electricity.

This renewable energy is sold to Hydro-Quebec.



Business Ownership

- The business owner is **Mesgi'g Ugu's'n (MU) Wind Farm, L.P.**, a 50-50 partnership between the Mi'gmaq of Gespe'gewa'gi Mi'gmawei (Mesgi'g Ugu's'n Energies Inc.) and Innergex, a Quebec company and a leader in the renewable energy sector.
- The cost of this large-scale project was approximately \$330 million and the partners made an investment of approximately \$66 million.
- The MMR L.P. contributed \$2.3 million, while Innergex invested the remaining \$63.7 million.



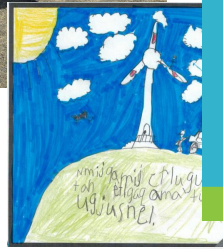
Service Agreement

- Service agreement between MUWF/MUEI, includes objectives that enhance and support the business interests of the First Nation partners;
- Project Manager, Kirt Dedam, hired January 2019, implement Service Agreement;
- Service Agreement objectives:
 - Reporting and Meetings with Chiefs and Councils;
 - Education, Communication, and Community Relations;
 - Mi'gmaq Employment.



Some Projects from Agreement

- MU wind farm site visits;
- MMBC Scholarship and Bursary Program - \$20,000 per year in awards;
- Culture and Language Program - \$60,000 per community over 3 year period;
- Energy education programs – particularly wind and solar;
- Mesgi'g Ugju's'n kids drawing contest;
- MU cultural sensitivity workshop;
- Projects to increase MU visibility – signage, indigenous symbolism, lookout point;
- Mesgi'g Ugju's'n Service Agreement development;
- Training programs for community members



Mi'gmaq Employment

- Tendering process developed for MU snow removal 2019;
- Wind Turbine Technician training – Collegia – Gaspé, 2019;
- Investigate possibility to create our own technician management unit with non-taxable income benefits;
- Determining possibility to create employment committee;
- Determining possibility to create labor data system to better connect MU employment opportunities with community members;
- MU cultural sensitivity workshop;
- Mesgi'g Ugju's'n Traineeship Program 2021.



Opportunities

- Continue developing the Service Agreement to ensure the First Nation partners interests are being met;
- Continue focusing on training, education, and employment;
- Continue being aware of wind energy developments within the Quebec province;
- Be mindful that the MU wind farm can be expanded.





SYMPOSIUM
PROCEEDINGS
2022

*Boite à outils des meilleures pratiques de recrutement,
d'intégration et de rétention de la main d'oeuvre autochtone*

by Flavie Ferrer, Joanie Caron and Hugo Asselin



FNQ/SLDI
FIRST NATIONS OF QUEBEC AND LABRADOR
SUSTAINABLE DEVELOPMENT INSTITUTE

Page 63

UQAT
ÉCOLE D'ÉTUDES
AUTOCHTONES

Bulletin d'information des meilleures pratiques de recrutement, d'intégration et de rétention de la main d'œuvre autochtone

Joanie Caron, Ph.D.
Professeure –Écoles d'études autochtones –UQAT

Hugo Asselin, Ph.D.
Professeur –Écoles d'études autochtones –UQAT



Flavie Ferrer, Ing.F., M.Sc.
Chargée de projet en foresterie - IDDPNQL



IDDPNQL
INSTITUT DE DÉVELOPPEMENT DURABLE DES
PREMIÈRES NATIONS DU QUÉBEC ET DU LABRADOR



10 Novembre 2022

CONTENU DE LA PRÉSENTATION

SECTION 1 : Qu'est-ce que l'IDDPNQL et le CEERA ?

SECTION 2 : Contenu du Bulletin d'information

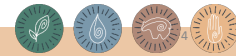
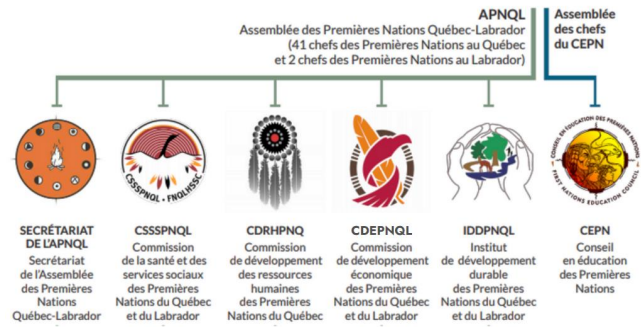


01

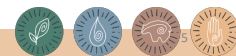
QU'EST-CE QUE L'IDDPNQL ET LE CEERA ?



01 Qu'est-ce que l'IDDPNQL et le CEERA ?



01 Qu'est-ce que l'IDDPNQL et le CEERA ?



01 Qu'est-ce que l'IDDPNQL et le CEERA ?

- Conseil technique aux chefs
- Activités de représentation
- Ateliers, formations et événements
- Appui et service-conseil aux experts des Premières Nations



01 Qu'est-ce que l'IDDPNQL et le CEERA ?

Changements climatiques et énergie

Gestion des matières résiduelles

Culture et langue

Environnement

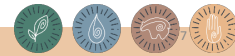
Planification communautaire globale

CEERA

Entente sur les répercussions et les avantages

Conservation

Consultation et accommodement



01 Qu'est-ce que l'IDDPNQL et le CEERA ?

Changements climatiques et énergie

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Culture et langue

Environnement

Planification communautaire globale

CEERA

Entente sur les répercussions et les avantages

Conservation

Consultation et accommodement



01 Qu'est-ce que l'IDDPNQL et le CEERA ?

1

Boîte à outils – ententes cadres, bulletins, formations (Depuis 2017)

2

Analyse cartographique des impacts cumulatifs de l'exploitation des ressources naturelles sur le territoire

3

Préparation des communautés en vue des négociations

4

Participation aux négociations et conclusion d'ententes

5

Mise en œuvre des ententes et maintien des relations

24 Projets en cours

- 14 négociations mines-forêt-énergie
- 5 Séries de formations
- 15 outils de négociation
- 1 boîte à outils



01 Qu'est-ce que l'IDDPNQL et le CEERA ?

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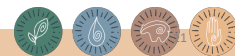
01 Qu'est-ce que l'IDDPNQL et le CEERA ?

1 Boîte à outils – ententes cadres, bulletins, formations (Depuis 2017)

5 Mise en œuvre des ententes et maintien des relations

BULLETIN D'INFORMATION:

Meilleures pratiques de recrutement, d'intégration et de rétention de la main d'œuvre autochtone dans les secteurs des ressources naturelles



01 Qu'est-ce que l'IDDPNQL et le CEERA ?



FR



EN



02

CONTENU DU BULLETIN D'INFORMATION



02

INTRODUCTION



Les Peuples autochtones au Canada sont constitués d'une population disponible, jeune, en croissance et plusieurs désirent participer au développement de leurs territoires.



Les ententes sur les répercussions et les avantages (ERA) peuvent réduire les écarts des taux d'emplois avec la population générale notamment par la négociation de clauses d'embauche prioritaire.
Secteur minier: 23% signataire / 0,17% non-signataire

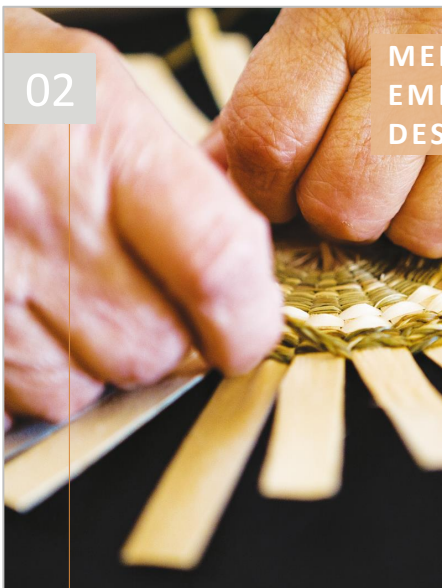


De nombreuses stratégies sont déployées par les projets signataires d'ententes pour favoriser le recrutement, l'intégration et la rétention des employés autochtones.



02

MEILLEURES PRATIQUES: EMPLOYABILITÉ DANS LES SECTEURS DES RESSOURCES NATURELLES



5

RECRUTEMENT

Attirer, présélectionner, sélectionner et embaucher des candidats correspondant aux compétences requises pour occuper des emplois au sein d'une organisation

3

INTÉGRATION

Insertion professionnelle des employés à l'environnement de travail, ne doit pas être confondu avec l'intégration coloniale des Nations autochtones dans la société dominante.

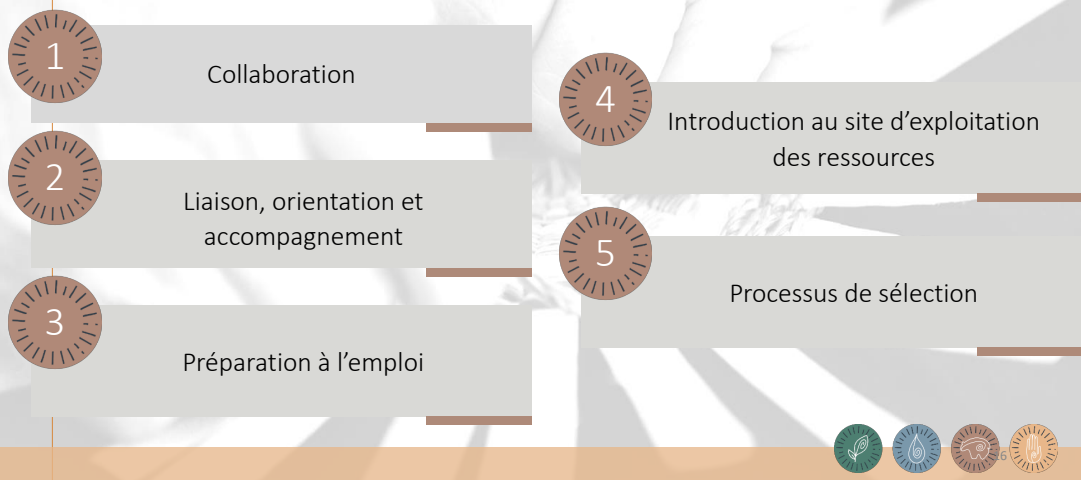
3

RÉTENTION

Dépend de la capacité de l'entreprise à fournir des conditions de travail propices à maintenir le personnel en emploi et à garantir son engagement à long terme au sein de l'organisation.

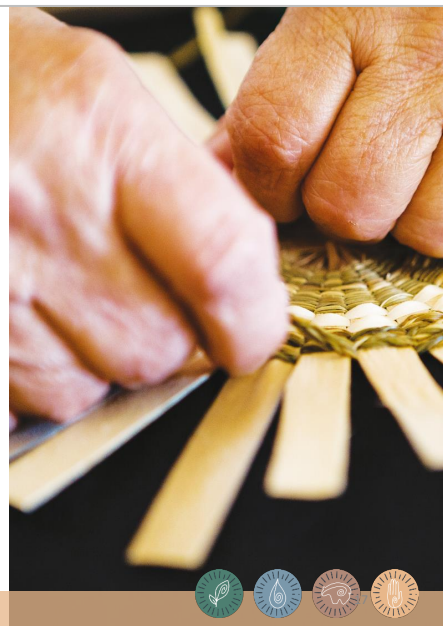


02 RECRUTEMENT



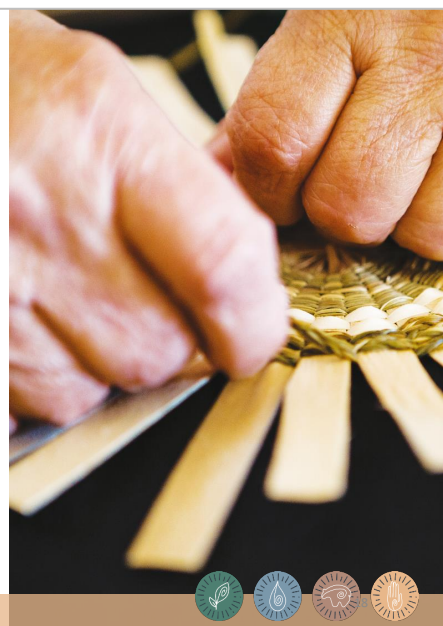
02 COLLABORATION

- ✓ Rencontres périodiques avec les principaux intervenants
- ✓ Création de partenariats entre employeurs et entreprises autochtones locales
- ✓ Participation continue des jeunes, des femmes et des aînés
- ✓ Visites dans les écoles, « activités découvertes »
- ✓ Visites des sites d'exploitation de ressources naturelles
- ✓ Sensibilisation aux métiers non traditionnels auprès des femmes et des jeunes
- ✓ Promotion de « modèles »
- ✓ Tenue d'un registre de chercheurs d'emplois



02 LIAISON, ORIENTATION ET ACCOMPAGNEMENT

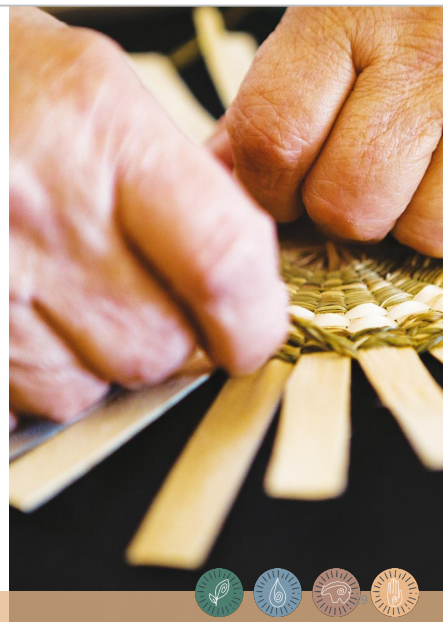
- ✓ Présence dans la communauté d'un agent de liaison
- ✓ Diffusion de l'information relative aux occasions d'emplois
- ✓ Services d'orientation au sein de la communauté
- ✓ Accompagnement au sein de la communauté



02

PRÉPARATION À L'EMPLOI

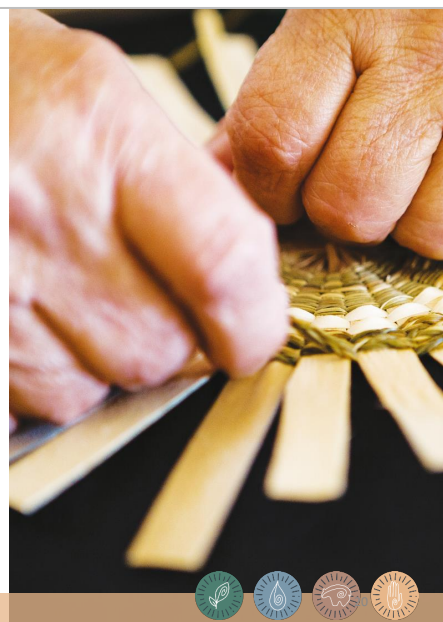
- ✓ Programme offert au sein des Premières Nations
- ✓ Participation simultanée de plusieurs candidats autochtones (effet du nombre)
- ✓ Sélection de formateurs qualifiés
- ✓ Formation complète
- ✓ Délais raisonnables entre la fin du programme et l'introduction au site



02

INTRODUCTION AU SITE

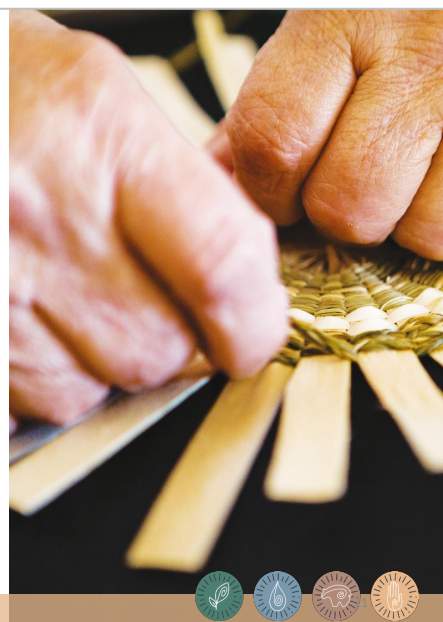
- ✓ Service de transport
- ✓ Accueil par des employés autochtones
- ✓ Formation de base
- ✓ Visite complète du site
- ✓ Jumelage avec d'autres employés autochtones
- ✓ Présentation et essai des divers métiers possible
- ✓ Événement d'accueil
- ✓ Rémunération des candidats



02

PROCESSUS DE SÉLECTION

- ✓ Aide à la préparation aux entrevues
- ✓ Entrevues situationnelles et comportementales
- ✓ Instauration d'un comité de sélection inclusif





Nous devons maintenant trouver des moyens de travailler ensemble et de faire des partenariats avec des (entreprises) allochtones. C'est l'idée de partager le territoire. Et c'est ce que pensaient nos ancêtres.

Collaboration



Je ne connaissais pas toutes ces possibilités d'emploi. Mais quand je suis allé sur place, j'ai vu ces départements comme les ressources humaines, le concentrateur, l'usine et tout. Pour moi, ça m'a ouvert les yeux.

Collaboration



L'agent de liaison a aussi une façon d'aborder les gens. J'ai été impressionné. Il parle à tout le monde. Au magasin.... Lors des rassemblements communautaires, il approche les jeunes et leur parle simplement.

Liaison



Ils ont besoin d'une personne (autochtone) (pour) accueillir les gens et les mettre à l'aise... une personne à qui (les employés autochtones) peuvent s'adresser s'ils ont des préoccupations.

Introduction au site



1

Formation sur la diversité culturelle

2

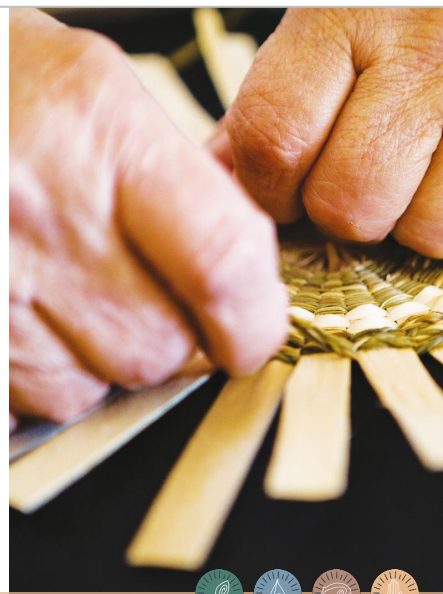
Valorisation culturelle en milieu de travail

3

Respect du contexte familial et des traditions autochtones



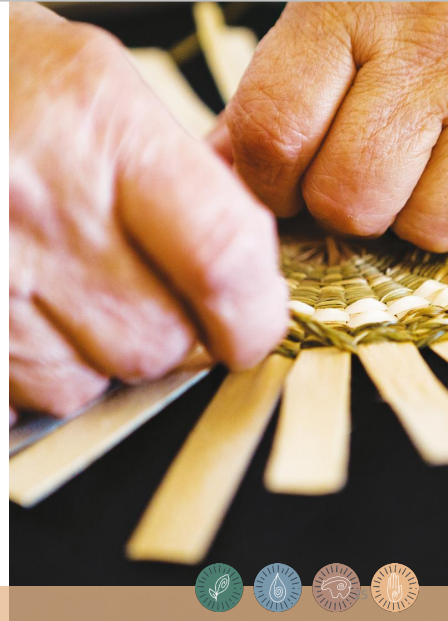
- ✓ Information, sensibilisation et formation ciblées
- ✓ Contenu élaboré en collaboration avec les Premières Nations
- ✓ Formation offerte au sein des Premières Nations



02

VALORISATION CULTURELLE EN MILIEU DE TRAVAIL

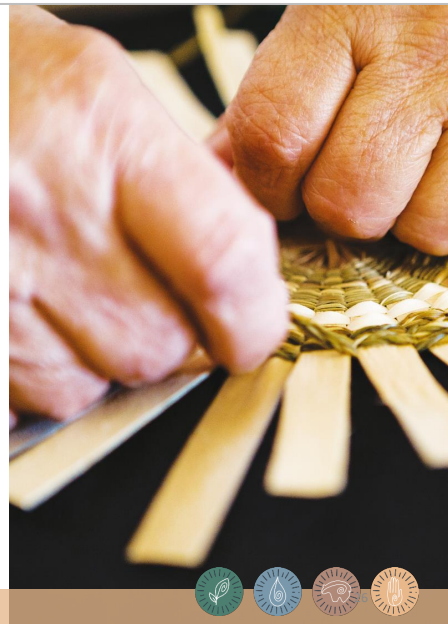
- ✓ Organisation d'activités culturelles
- ✓ Établissement d'un centre culturel
- ✓ Art et décorations autochtones
- ✓ Entreposage et préparation de nourriture traditionnelle
- ✓ Évaluation des mesures de sécurisation culturelle
- ✓ Aide à l'apprentissage de langues secondes
- ✓ Valorisation des langues autochtones
- ✓ Actions concrètes liées au respect du territoire



02

RESPECT DU CONTEXTE FAMILIAL ET DES TRADITIONS AUTOCHTONES

- ✓ Communication avec les membres de la famille
- ✓ Sensibilisation et soutien à la planification des congés
- ✓ Congés pour événements communautaires / familiaux
- ✓ Obligations familiales en contexte de famille élargie
- ✓ Visites du site pour les familles des employés autochtones
- ✓ Congés de chasse / pêche / semaines culturelles
- ✓ Service de transport du domicile au lieu de travail



02

TÉMOIGNAGES DE PERSONNES AUTOCHTONES



Intégrer les personnes une fois recrutées, c'est leur proposer une formation interculturelle. Pour qu'elles puissent comprendre les façons (allochtones) de travailler et pour construire cette relation. Même chose pour les Allochtones, ils ont besoin de nous comprendre. Il s'agit de partager une culture, des valeurs, une histoire, et de construire des relations et une meilleure équipe de travail.

Formation sur la diversité culturelle



Je pense que les entreprises sont assez sensibles aux valeurs (autochtones). (Une entreprise) avait un centre culturel (...). Pour moi, je pense qu'un tipi est un endroit pour partager la culture avec les travailleurs, pour les (Allochtones) aussi. Pour qu'ils puissent venir manger de la nourriture traditionnelle une fois par semaine et des trucs comme ça.

Valorisation culturelle



Lorsqu'il y a un décès dans la famille, ils nous demandent d'énumérer les membres qui font partie de la famille immédiate. Mais pour nous, la famille c'est quelque chose de grand! Ta tante, ton oncle... on se sent toujours proche d'eux.

Contexte familial et traditions



Vous ne voulez pas sacrifier votre mode de vie pour une entreprise minière. C'est bien qu'il y ait du temps libre pendant le « Goose break », pour que les gens puissent passer du temps sur le territoire.

Contexte familial et traditions



02 INTÉGRATION

1

Progression de carrière

2

Mentorat

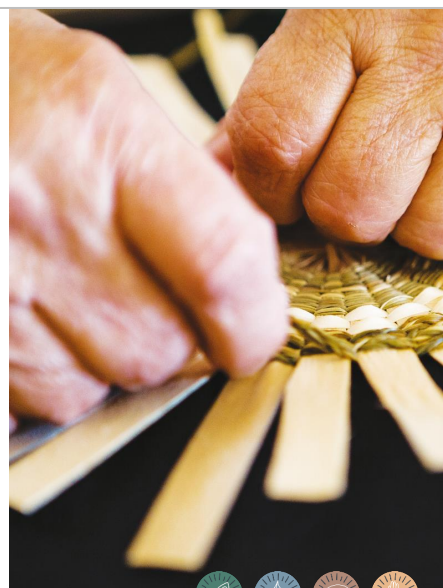
3

Climat de travail



02 PROGRESSION DE CARRIÈRE

- ✓ Identification des aspirations professionnelles
- ✓ Diversité de tâches et de nouveaux défis
- ✓ Cheminements personnalisés
- ✓ Formations externes ou internes
 - Participation d'employés autochtones
 - Intégration du savoir des aînés
 - Observation, pratique et interaction sociale
- ✓ Suivi, encouragement, soutien, évaluation et rétroaction
- ✓ Promotion interne de la progression
- ✓ Reconnaissance des compétences et des formations acquises



02 MENTORAT

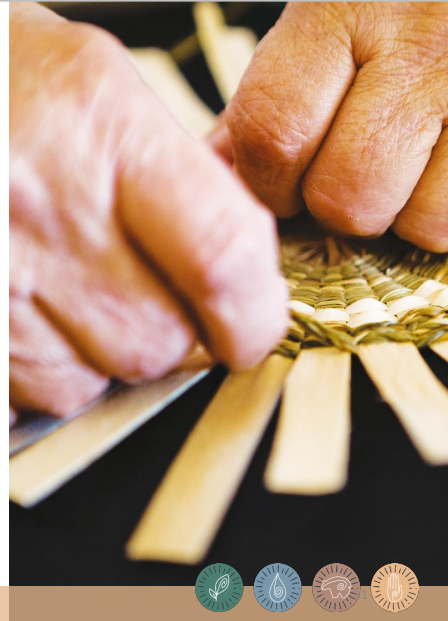
- ✓ Formel, informel ou en groupe
- ✓ Rôles et fonctions du mentor : accueil, intégration, soutien, motivation, encouragement, conseil, accompagnement, transfert de connaissances, formation, facilitation, résolution de conflit...
- ✓ Mentors autochtones ou dotés d'une sensibilité à l'égard du contexte historique et culturel



02

CLIMAT DE TRAVAIL

- ✓ Équipes de travail composée de plusieurs employés autochtones (effet du nombre)
- ✓ Sélection de superviseurs qualifiés
- ✓ Organisation d'activités sociales et culturelles
- ✓ Mécanisme de règlement de différends
- ✓ Instauration d'un comité multiculturel
- ✓ Création de groupes privés sur les médias sociaux
- ✓ Offre d'un programme d'aide aux employés (PAE)
- ✓ Sondage annuel : engagement et appartenance



02

TÉMOIGNAGES DE PERSONNES AUTOCHTONES



[Ces emplois] demandent un diplôme collégial ou universitaire. C'est là que les gens ont moins de chances d'entrer. Mais ils peuvent travailler comme aides de cuisine ou concierge. (...) Mais ce n'est pas... comment dirais je... gratifiant je suppose.

Progression de carrière



Nous devons avoir des programmes où les nouveaux employés (autochtones) sont formés par des mentors, des travailleurs plus âgés qui ont beaucoup d'expérience (...). Si vous commencez à voir de plus en plus de jeunes (autochtones) travailler là, alors d'autres vont penser : « hé, ça marche! Peut-être que je devrais essayer ».

Mentorat



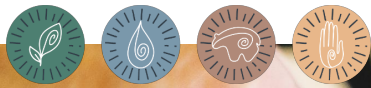
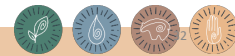
Je pense que les Autochtones préfèrent aller se confier à des Autochtones et les non-Autochtones à des non-Autochtones. Ensuite les deux responsables peuvent travailler ensemble pour résoudre le conflit.

Résolution de conflits



D'avoir quelqu'un qui nous donne une raison de rester là, quelqu'un avec qui on a une bonne relation de travail qui nous encourage à rester (...). Ça aide la motivation d'avoir quelqu'un qui voit le positif, qui nous encourage et qui est capable de souligner les bons coups.

Relations avec les superviseurs



FR

Merci
Thank you
Miigwetc
Tiawenhk
Woliwon
Wela'lin
Tshinashkumitinau



EN

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PHOTOGRAPHS OF THE EVENT

SYMPOSIUM
PROCEEDINGS
2022

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New Strategies





Entrepreneurship

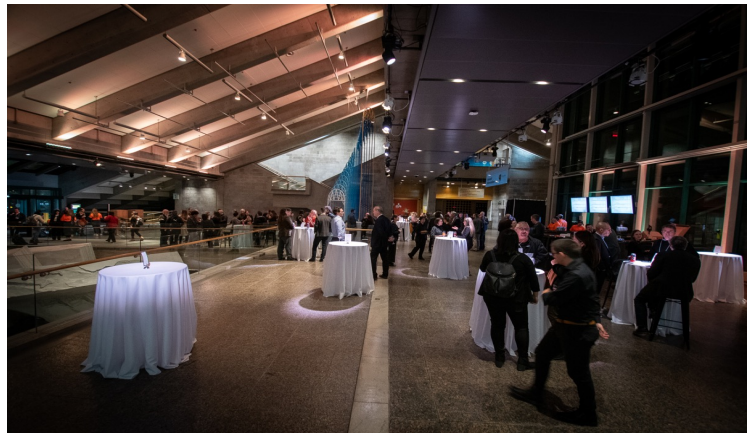
Indigenous Initiatives





Partnerships

Networking





Cultural Evening

OUTCOMES OF THE SYMPOSIUM

A SPECIAL SECTION WAS PUBLISHED IN THE FEBRUARY 2023 EDITION OF THE JOURNAL

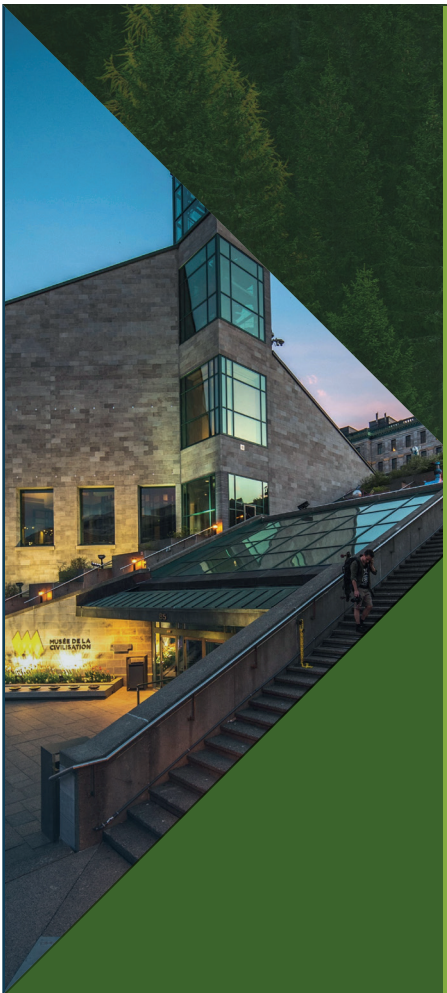


To consult the journal (in French):
<https://www.foresterieautochtone.ulaval.ca/>



24 Certifications

We issued *24 certificats*
of participation, representing
7 hours et 30 minutes
of required structured continuing education.



THANKS TO ALL
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2022

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