

For-Benefit Corporations and Urban Indigenous Community Economic Development: A Case
Study of the Métis Economic Development Organization (MEDO) in Manitoba, Canada

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Table of Contents

i	Acknowledgements	iii
ii	Abstract Summary	iv
iii	List of Working Definitions	v
iv	List of Figures	viii
1	INTRODUCTION	1
1.1	The Research Problem	1
1.2	Background and Need	6
1.3	The Research Purpose.....	10
1.4	Research Questions	11
1.5	Biases and Limitations	11
1.6	Profile of the Manitoba Métis Federation (MMF).....	12
1.7	Profile of the Métis Economic Development Organization (MEDO)	15
1.8	Ethical Considerations	16
1.9	Overview	19
2	INDIGENOUS COMMUNITY ECONOMIC DEVELOPMENT (C.E.D.) & FOR-BENEFIT CORPORATIONS: A MAJOR GAP IN THE EXISTING ACADEMIC LITERATURE	20
2.1	Background.....	20
2.2	Challenges.....	26
2.3	A Global Comparison	28
2.4	B Lab and B Corps	29
2.5	Summary	31
3	RESEARCH METHODS	32
3.1	Introduction and Case Study Methodology.....	32
3.2	Setting	34
3.3	Sample & Participants.....	36
3.4	Data Sources.....	36
3.4.1	<i>Semi-structured interviews</i>	37
3.4.2	<i>Company Documents & Media Articles</i>	38
3.4.3	<i>Corporate Videos</i>	38
3.5	Data Collection & Procedures	39
3.6	Data Analysis.....	41
3.7	Summary	42

Table of Contents (Continued)

- 4 Study Findings & Analysis.....42**
- 4.1 Major Themes and Patterns..... 43
 - 4.1.1 *Semi-Structured Interviews*44
- 4.2 Research Questions 54
- 4.3 Validity of Findings..... 56
- 4.4 Summary 56
- 5 Discussion & Conclusions57**
- 5.1 For-Benefit Urban Indigenous CED SWOT Analysis 58
 - 5.1.1 *Strengths*58
 - 5.1.2 *Weaknesses*60
 - 5.1.3 *Opportunities*.....62
 - 5.1.4 *Threats*63
- 5.2 What lessons are there here?..... 64
- 5.3 Limitations 65
- 5.4 Recommendations for Future Research..... 65
- 5.5 Conclusion 67
- 6 REFERENCES.....70**
- 7 APPENDICES.....75**
- A. Project Summary 75
- B. Sample Semi-Structured Interview Schedule 76
- C. Sample Email/Phone Script for Contact with Potential Study Participants 78
- D. Participant Information and Consent Form 79
- E. MEDO Marketing/Promotional Documents: Text and images coded in data analysis 83
- F. MEDO in the Media: Articles coded in data analysis 87
- G. Fourth Sector Problem Set (NYU Law School, 2008) 95
- H. Early Graphic of the MEDO Business Model 96
- I. TCPS 2: Core - Ethics Certificate 97

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ii Abstract Summary

Despite long standing efforts at income assistance and community development, the income gap between Indigenous and non-Indigenous Canadians continues to grow (Adelson, 2005, p. 53). Indigenous people are also overrepresented in the “poorer populations” of Canada’s urban communities (Peters & Walker, 2005). This research is a case study of the Métis Economic Development Organization (MEDO), a Winnipeg-based For-Benefit company designed to support the Métis community in Manitoba, Canada through its elected government, the Manitoba, Métis Federation (MMF). Given that Winnipeg has the largest Métis population in Canada (Statistics Canada, 2013b), this research highlights MEDO’s place within the spectrum of approaches to urban Indigenous community economic development. Through participant interviews, a narrative is presented which emphasizes the challenges in overcoming (and embracing) certain stereotypes, a strong separation between business and government, and the role planners may have in fostering a healthy environment where for-benefit enterprises may flourish and empower urban Indigenous people in Winnipeg, MB.

iii List of Working Definitions

- **Aboriginal:**
 - For the purposes of this research, the definition of “Indigenous” is the same one as outlined according to the ebook *Indigenous Peoples: A Guide to Terminology*. “The term “Aboriginal Peoples” is a collective noun used in the Constitution Act 1982 and includes the Indian (or First Nations), Inuit, and Métis Peoples. It can be used interchangeably with “First Peoples,” “First Nations,” and “Indigenous Peoples.” If using this term interchangeably with First Nations, note that some First Nations prefer not to be called Aboriginal Peoples (Corporate Indigenous Training Inc., n.d., p. 6).
 - Also note, that as a CBC News article written by Don Marks points out, the word aboriginal is not what Indigenous people call themselves. It is an English word. Most people assume the word Aboriginal means "the first inhabitants" or "from the beginning." But Aboriginal can be taken to mean "not original," as the root meaning of the word "ab" is a Latin prefix that means "away from" or "not" (Marks, 2014). There are many Indigenous Peoples who may take offence to the term “Aboriginal.”
 - The term “Aboriginal” will only be used throughout this research if it appears within a direct quote, or if it is part of a proper noun.

- **Community Economic Development (C.E.D.):**
 - The Community this research refers to when discussing C.E.D., is the Métis people throughout the province of Manitoba and the various local communities within which they are entrenched.
 - There are many different definitions of community economic development (C.E.D.) used in the academic literature. Phillips and Pittman suggest that “Community development and economic development are frequently used interchangeably, and the term ‘community economic development’ is often seen as well” (Phillips & Pittman, 2009, p.14)
 - With the above points in mind, and for the purposes of this research, C.E.D. will refer to the description put forward by Phillips and Pittman: “Shaffer and colleagues used [the term community economic development] to describe the integration of the community and economic development processes (Shaffer, Deller, & Marcouiller, 2006, p. 61). Some authors, however, also use it to refer to ‘local economic development’ encompassing growth (economic), structural change (development), and relationships (community)” (Phillips & Pittman,

2009, p. 14). Both uses of the term “community economic development”, taken together, can be taken as the working definition used in this research.

- **For-Benefit:**
 - For the purposes of this research, the term “For-Benefit” will refer to the definition put forward by cofounder and trustee of the Fourth Sector Network, Heerad Sabeti (2011, p. 3). According to Sabeti, the term “For-Benefit” describes organizations that prioritize a specific social mandate above the generation of earned income. This involves a hybrid approach of incorporation that combines the concept of for-profit and nonprofit enterprises, and is increasing in popularity “across a wide range of industries and in pursuit of myriad important goals.

- **Indigenous:**
 - For the purposes of this research, the definition of “Indigenous” is the same one as outlined according to the ebook *Indigenous Peoples: A Guide to Terminology* (Corporate Indigenous Training Inc., n.d., p. 7). The term “Indigenous Peoples” is a collective noun for First Nations, Inuit, and Métis. It can be used interchangeably with “First Peoples,” “First Nations,” and “Aboriginal Peoples.”
 - The term “Indigenous” is the nomenclature used throughout this study.

- **Manitoba Métis Federation (MMF)**
 - According to the Manitoba Métis Federation Constitution, the MMF is “the democratic and self-governing representative body of the Manitoba Métis community; and [is] a body corporate in order to conduct financial and administrative affairs relating to the Manitoba Métis Community and to otherwise carry out its objectives” (Manitoba Métis Federation, 2015a, p. 2).

- **Métis:**
 - According to the Manitoba Métis Federation (MMF) Constitution (Manitoba Métis Federation, 2015a, p. 2) the term
 - “ ‘Métis’ (interchangeable with “Métis”) means a person who self-identifies as Métis, is of historic Métis Nation Ancestry, is distinct from other Aboriginal Peoples and is accepted by the Métis Nation;”

- “ ‘Historic Métis Nation’ means the Aboriginal people then known as Métis or Half-Breeds who resided in the Historic Métis Nation Homeland;”
 - “ ‘Historic Métis Nation Homeland’ means the area of land in the west central North America used and occupied as the traditional territory of the Métis or Half-Breeds as they were then known;”
 - “ ‘Métis Nation’ means the Aboriginal people descended from the Historic Métis Nation, which is now comprised of all Métis Nation citizens and is one of the “Aboriginal peoples of Canada” within s.35 of the Constitution Act of 1982;”
 - “ ‘Distinct from other Aboriginal Peoples’ means distinct for cultural and nationhood purposes.”
 - Traditionally the word “Métis” is spelled with the *accent aigu* over the letter “e.” This accent changes the letter’s pronunciation to *ay* (eg. *May-tis*). In modern times however, it is common to see the spelling without the accent and even Métis organizations will alternate between the two spellings as their communication policy changes over time. For the purposes of this research, I will use the spelling of Métis with the *accent aigu*.
- **Métis Economic Development Organization (MEDO)**
 - According to the company’s website (2012), “As the pre-eminent initiative of the Métis Economic Development Strategy, MEDO is a business investment and management firm working with the Manitoba Métis Federation to make key business investment decisions based on generating profit and building capacity.”
 - And, “As the “Crown Corporation” of the Métis government in Manitoba, MEDO is the foundation of the MMF’s plan for greater financial self-sustainability and its ability to serve the Métis Nation within Manitoba as the government of the Métis people” (Medo.ca, 2012).

iv List of Figures

Figure 1: MMF & MEDO Context Map 2

Figure 2: For-Benefit & Fourth Sector Venn diagram 8

Figure 3: Detailed illustration depicting patterns of organizational change..... 24

Figure 4: Overview matrix of all thematically coded data 43

Figure 5: Distribution of interview themes 44

Figure 6: Interview Co-Occurrence Codes 44

Figure 7: Interview Near Occurrence Codes 45

Figure 8: Participant 1 data portrait..... 46

Figure 9: Participant 2 data portrait 46

Figure 10: Participant 3 data portrait 47

Figure 11: Participant 4 data portrait 47

Figure 12: MEDO materials thematic co-occurrences 53

Figure 13: MEDO materials thematic near occurrences 54

Figure 14: Distribution of corporate themes 54

Figure 15: Data Map emerging from collective data analysis 55

1 INTRODUCTION

1.1 The Research Problem

There are more Indigenous people living in urban centres than on reserves, and those in cities are faced with a host of difficulties – inadequate housing, higher rates of unemployment, unsafe neighborhoods, a higher incidence of poverty, lower levels of income and racism in various forms (Silver et al., 2006, p. 11). It has been well documented, that Indigenous people in cities experience these issues at a greater incidence on average than do non-Indigenous people. This is further illustrated by the research of Geoffrey DeVerteuil and Kathi Wilson, which highlights an over-representation of Indigenous people within the prison population, the homeless population, the addiction treatment population, and the HIV/AIDS population throughout Winnipeg as well as the rest of urban Canada (DeVerteuil & Wilson, 2010).

According to Statistics Canada (2013a), the Winnipeg CMA possesses the largest urban Indigenous population in Canada with a population of 78,415 – 46,325 of which are Métis (p. 4). The Métis population has the highest rate of growth among all Indigenous peoples, and is projected to rise nationwide to more than 850,000 by the year 2031 (Statistics Canada, 2013b). Calvin Hanselmann (2003) of the Calgary-based Canada West Foundation, reports that 88 percent of the federal government spending is received by 29 percent of the Indigenous population – those who live on federal reserves. The 50 percent that live in cities receive only 3.5

percent of this amount (p. 55). This is an untenable division of funding, as the massive inequity acts to further isolate and impoverish the urban Indigenous population.



Figure 1: Context map illustrating the Manitoba Métis Federation (MMF) Home Office, and its location within South Point Douglas among other notable urban Indigenous community organizations in Winnipeg (e.g., the Aboriginal Centre of Winnipeg and The Circle of Life Thunderbird House).

There are many ways that urban Indigenous (First Nations, Métis, and Inuit) communities in Winnipeg and throughout Canada have been attempting to deal with these challenges.

Organizations in Winnipeg -- such as the Aboriginal Centre of Winnipeg, Manitoba Métis Federation (MMF), The Circle of Life Thunderbird House, The Assembly of Manitoba Chiefs, the Centre for Aboriginal Human Resource Development Inc., and the Indian and Métis Friendship Centre (as well as 118+ Friendship Centres across Canada) – offer support to

Indigenous individuals living in urban communities (See Figure 1). What these organizations, as well as virtually all other similar organizations across Canada, have in common is that they all rely heavily on Government funding to keep their doors open (Leo, 2011; Peters & Walker, 2005; and Winnipeg Public Library, 2015).

Aside from the fact that government funding can be unreliable given the fact that political environments and priorities change over time, there are other longer-term concerns with this care model. The Manitoba Métis Federation (MMF) had long been looking for a strategy to deal with this problem. The MMF then found what became for them a highly influential book in dealing with these issues – Calvin Helin’s (2008) *Dances with Dependency: Out of poverty through self-reliance*.

From the MMF’s own website: “The Manitoba Métis Federation (MMF) is the official democratic and self-governing political representative for the Métis people of Manitoba” (Manitoba Métis Federation, 2015). The impetus of this research grew out of a personal interest in urban Indigenous community development that matured during my employment with MEDO as the Manager of Planning and Development. (See Section 1.5 “Biases and Limitations” for more discussion about my employment with the organization.) I was instructed to read Helin’s book early on in my time with MEDO, by various authorities at the executive level of MEDO and the MMF, as it was explained to me that MEDO was formed largely in response to Helin’s work.

MEDO was often described as the MMF's version of its own "crown corporation" for economic development.

In his book, Helin (2008) describes what he calls the "Demographic Tsunami" and the "Economic Bomb." Helin sums up the "demographic tsunami" by relating a phenomenon described by the U.S. comptroller general (counterpart to Canada's Auditor General) David Walker as the "demographic tidal wave." This refers to the predicted massive rate of consumption of the country's finances, due to the sudden rising costs of social programs and health care, as massive numbers of baby boomers retire. According to Helin (at the time of writing this thesis), approximately 10 million baby boomers in Canada are presently approaching retirement, and we can expect the same "demographic tidal wave" here in Canada (p. 43).

If we consider this factor, along with the funding imbalance, as outlined by Calvin Hanselmann (2003) earlier, the outline of the "economic bomb" begins to come into focus. Helin states his concern that Canada's large urban Indigenous populations appear to enjoy greater federal spending and/or an increase in overall spending for this demographic in areas where greater Indigenous adversities are common place, such as healthcare, education, etc. Not only is this to the detriment of the many fiscal pressures affecting Indigenous communities, but this strategy also serves to potentially add billions to existing federal government spending. As Helin points out, the Métis are "by far" the fastest growing Indigenous population in Canada, and "if Métis

case law develops to the point where Indigenous legal rights are achieved that are comparable to First Nation and Inuit Indigenous rights, the case will be made that their population base should also be served by similar government programming” (Helin, 2008, p. 55). According to Helin, this increase could more than double total annual government spending on Indigenous people. This is what Helin terms as the “economic bomb.” He argues that if we take the “demographic tsunami” and the “economic bomb” together, Indigenous leaders need to move quickly towards self-sufficiency not only to thrive, but simply to survive.

In addition to this, Helin points out that with the high rate of Indigenous population growth in Canada, there is a greater need than ever before to empower Indigenous youth towards individual as well as community self-determination. This, as well as Helin’s “demographic tidal wave,” is supported by the research of Evelyn Peters (Peters, 2004, p. 6) and Nathan Cardinal (Cardinal, 2006, p. 219). As Peters (2004) explains, Indigenous people are more likely to live in poverty, as they are disproportionately poorer than non-Indigenous people. Peters goes on to point out that the effects of poverty on life chances are significant, and it’s important for Indigenous people living in urban environments to be able to live good lives in cities. We can take this point along with Cardinal’s work, where he explains that Canada’s Indigenous population is rapidly growing at a rate that is more than double that of Canada’s population of non-Aboriginal people. Cardinal goes on to state that this will mean that as members of the baby-boom generation (who are currently approaching 70 years of age) begin to retire, a

“younger and growing Aboriginal population will play a key role in contributing to the urban workforce” (Cardinal, 2006, p. 219). Cardinal concludes these observations by stating that Indigenous people will play a key part to achieving urban sustainability in general. Peters’ research findings with Cardinal’s illustrates an opportunity. As Cardinal says, Indigenous people “will have a significant impact on the future governance of the [urban] region through the pursuit of land claims, treaty negotiations, and urban Aboriginal self-governance” (Cardinal, 2006, p. 219).

1.2 Background and Need

The MMF shared Calvin Helin and Nathan Cardinal’s concerns, and they feared government funding would dry up in the not-too-distant future. Where they had previously solely relied on government grants and debt financing through various private organizations, the MMF quickly began planning to move towards self-sufficiency in a way they hadn’t considered before. As a direct result, in August of 2010 the Métis Economic Development Organization (MEDO) was legally incorporated, and I joined the company soon after – in the fall of 2011. MEDO was incorporated as a For-Profit (self-reliant) organization, but what makes it unique, is what the company does with its profit. MEDO profits never get paid out as a dividend to shareholders. Instead, its profits are placed in a capital trust with the sole beneficiary set as the MMF (Métis Economic Development Organization, 2013a). The MMF then uses that money to fund its

various social programs and services it provides for the Métis people of Manitoba. Essentially, MEDO's sole shareholders are the Métis people of Manitoba. This, in effect, makes MEDO a *For-Benefit* corporation (Métis Economic Development Organization, 2013b).

The term "for-benefit" is defined in section iii of this document. Taking this definition into account, a "for-benefit" corporation can describe any company legally incorporated as a for-profit corporation, but mandated to use a significant portion of its profits towards a social good. In MEDO's case, that portion is 50% of the net operating profit (Métis Economic Development Organization, 2013a). The For-Benefit corporation model not only potentially allows the MMF to thrive in times of funding scarcity; it also allows the MMF a greater level of self-determination. As a For-Benefit corporation, MEDO is responsible to its shareholders (the Métis people of Manitoba) to operate in a holistic manner that not only develops profit, but also acts as a resource itself for community development.

MEDO is also uniquely situated in an informal Indigenous cultural district in Winnipeg's urban centre. Immediately adjacent to MEDO and the MMF is the Thunderbird House, the Aboriginal Council of Winnipeg, the Centre for Aboriginal Human Resource Development (CAHRD), "housing first" organizations such as the Bell Hotel, and The New Occidental, and several homeless shelters whose residents are typically disproportionately of

Indigenous descent. These ingredients paint a rich tapestry of a unique set of challenges and opportunities for the Indigenous community, as well as the multiple levels of government (municipal, provincial and federal).

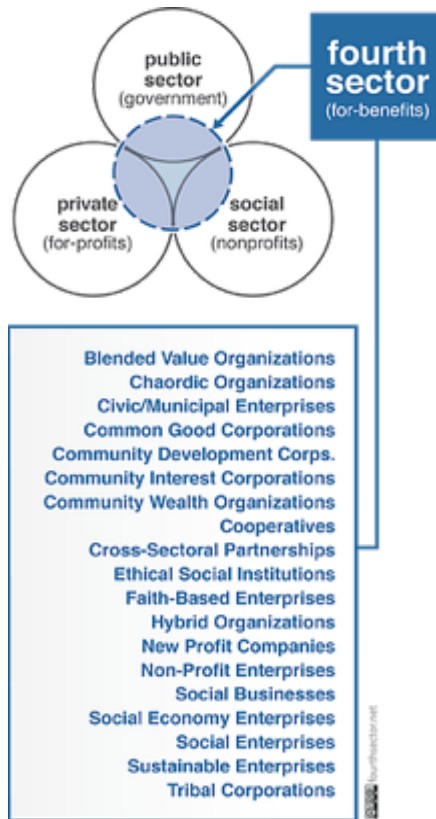


Figure 2: Early Venn diagram illustrating where the fourth economic sector takes place. This is where For-Benefit corporations seek to operate (fourthsector.net, 2012a). Drawn from open source materials available online: www.fourthsector.net/downloads Retrieved on March 5, 2017.

Examples of how an Indigenous organization like MEDO can negotiate the very real set of challenges that face For-Benefit organizations balanced by how a For-Benefit organization handles the challenges of the urban Indigenous setting is an understudied phenomenon, virtually nonexistent in the current academic literature. The Fourth Economic Sector, and the For-Benefit corporation model is also a relatively new phenomenon (Figure 2). Although interest in this type of corporate model is growing, there is strong lack of precedent in terms of exploring the potential this organizational model may have to address the needs of urban Indigenous people – especially in a Canadian context.

There are, of course, many different forms of organization that work towards a specific social aim. There is a long history of extensive research and literature on the nature of those

organizational models within the context of many different environments. For-Benefit business and the fourth sector are emergent concepts due to the modern economic frameworks, and how they've facilitated market forces and encouraged human ingenuity towards slowly experimenting with better ways to achieve a more effective corporate social responsibility (CSR). In fact, according to Felicia Resor (2012),

(For-)benefit corporations are best understood within the broader context of corporate social responsibility (CSR) and its more recent offshoots, social enterprise and organizations with hybrid purposes. Social enterprise is a general term for business organizations with social and environmental purposes. Similarly, organizations with hybrid purposes mix attributes of the for-profit and not-for-profit sectors. Opposed to traditional corporations, for-profit social enterprise measures its success in terms of financial performance and advancement of a social or environmental mission (p.92).

Furthermore, according to the UK Department For Business Innovation & Skills (2011),

the term "Social Enterprise" describes the purpose of a business, not its legal form. It is defined (by Government) as "a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximize profit for shareholders and owners" (p. 2).

"The mainstream organizational models we have today were designed at a time when the world was a very different place" (Sabeti, 2009, p.1). The shared norms, values and level of awareness is quite different now than it was in that time. "Driving forces of rapid societal change – such as the globalization of commerce and culture, the proliferation and speed of information, and the

evolution of technology and transport – have combined to create a new massively interdependent global culture and economy unlike anything seen before in history” (Sabeti, 2009, p.1). Steven Rathgeb Smith (2010), adds that “the basic argument is” that due to unreliable political environments, and their unreliable funding, nonprofit organizations have had to adapt. The movement towards the hybridization of companies represents this, as well as the changing role of the public sector. “Thus, hybrid organizational forms should be conceptualized as a strategic management tool and the ripple effect of the diversification of policy tools by government” (Smith, 2010, p.220). “When the for-benefit model is broadly recognized, all this innovation will constitute a large fourth sector – which has been there all along, though cloaked by conventional adherence to old categories” (Sabeti, 2011, p.7).

1.3 The Research Purpose

This case study explores the efficacy of MEDO as a for-benefit corporation undertaking Indigenous community development. Attention will be paid to the differing challenges that other corporate models of social organizations face versus the For-Benefit model, and what advantages and disadvantages may exist for a for-benefit corporation in an urban Indigenous community setting that have not yet been identified. The project grew out of a personal interest in urban Indigenous community development that matured during my employment with MEDO as the Manager of Planning and Development for the company. It explores the implications of

the results in terms of the potential of a For-Benefit model of corporation to make positive contributions to the existing model of urban Indigenous community development.

1.4 Research Questions

1. What are the strengths, weaknesses, opportunities and threats associated with a for-benefit corporation, such as the Métis Economic Development Organization (MEDO), vis-à-vis Indigenous community economic development in Winnipeg, Manitoba?
2. What lessons can Canadian Planners and others learn from this model of community economic development generated by the Indigenous community in Winnipeg?

1.5 Biases and Limitations

In full disclosure, I worked as the Manager of Planning and Development for MEDO from 2011 to 2013. During this time, I was privy to, and involved in, several high-level corporate strategies and policy-making decisions. I thus came to this research with existing knowledge of company goals, and challenges faced early on in MEDO's development as a company. Also, during my time at MEDO, its mission was to service the Métis people of Manitoba and their various immediately surrounding communities, both urban and rural. With the MMF home office entrenched within South Point Douglas of Winnipeg, MB, most projects were *urban* C.E.D. projects, but MEDO was often involved in other urban centres throughout Manitoba, as well as

rural projects throughout the province. MEDO's regional scope of activities may have shifted somewhat from the time of my employment. This study was done with the written consent from MEDO Board of Directors.

1.6 Profile of the Manitoba Métis Federation (MMF)

The Manitoba Métis Federation was founded in 1967. According to journalist Sheila Jones Morrison (1995), there is an account of the decision to found the MMF that may or not be apocryphal. It does however, capture the spirit of the Métis struggle. In 1967, there was an "Indian and Métis" conference at the Marlborough Hotel in Winnipeg, MB. The First Nations and Métis people have always had conflicting agendas, as the Métis people already had the same rights as Canadian Citizens, however they wanted government recognition of their Indigenous heritage. and "status Indians" at that time "wanted the rights to control their reserves and the money to run them, recognition of treaty rights and land claims, and the right to vote" (Morrison, 1995, p. 43-44). Indigenous people had been meeting annually since 1954, but during this 1967 meeting, a Métis rancher named Angus Spence became frustrated that the whole conference continued to be "focused on the Indians." "Spence is said to have walked up to the front of the room and announced "There's nothing here for us. All we're doing is talking about the Indian Act. I'm going across the hallway, and I'm asking anyone who wishes to join me" (Morrison, 1995, p. 44). According to Morrison, Spence walked out of the meeting,

followed by about 20 people, and that in the end is how the MMF was born (Morrison, 1995, p. 44).

The MMF is incorporated as a nonprofit organization. According to the MMF's website, "The Manitoba Métis Federation (MMF) is the official democratic and self-governing political representative for the Métis Nation's Manitoba Métis Community. The Manitoba Métis are Canada's Negotiating Partner in Confederation and the Founders of the Province of Manitoba."

It also states that the MMF "exists to represent and advance the interests of the Métis people of Manitoba" (Manitoba Métis Federation, 2015b). According to Statistics Canada the 2011 census reported 78,830 Métis people in Manitoba (2013a, p. 12), but the MMF estimates the actual number to be over 100,000 (See appendix F, *Driving FORCE Métis community significant economic resource*).

The government structure of the MMF begins with the MMF President who is democratically elected in a province-wide election every four years, and oversees a Cabinet of Ministers from every region throughout the Province. There are currently 23 Ministers who are also democratically elected by the membership. The Manitoba Métis Federation is organized into seven regional associations or "Regions" throughout the province. Each region is administered by a vice-president and two executive officers. The regions deliver programs and services to their specific geographic area. The seven Regional offices are:

MMF Regional Office		Community
1.	Winnipeg Métis Association Inc.	(Winnipeg, MB)
2.	Interlake Métis Association Inc.	(St. Laurent, MB)
3.	Northwest Métis Council Inc.	(Dauphin, MB)
4.	The Pas Region Inc.	(The Pas, MB)
5.	Thompson Regional Office	(Thompson, MB)
6.	Southeast Regional Métis Corp.	(Grand Marais, MB)
7.	Southwest Regional Office Inc.	(Brandon, MB)

Also within each Region are various community-level “Locals” which are administered by a chairperson, a vice-chairperson and a secretary-treasurer.

The MMF as a government operates on approximately \$1.5M in core funding, and administers approximately \$90M in programs per year. Programs and activities include, but are not limited to the ASETS program, Affordable Housing, Negotiations with organizations such as Hydro, Enbridge, Trans Canada to attempt to preserve traditional Métis hunting and fishing lands, as well as procure compensation & Métis employment set asides ensuring a minimum percentage of Métis employment on local projects. As well through the company Métis N4 Construction Inc., they further negotiate and bid on contracts for land clearing, as well as construction RFPs and even some other Joint Venture work.

1.7 Profile of the Métis Economic Development Organization (MEDO)

The Métis Economic Development Organization (MEDO) was Incorporated as a for-profit company in 2010, and was realized as a result of the Métis Economic Development Strategy (MEDS). It is located within the MMF home office building at 150 Henry Avenue in Winnipeg, Manitoba, Canada. The company is structured as an investment & management firm acting as a parent company to other entities operating in different business sectors. According to the MEDO website :

As the "Crown Corporation" of the Métis government in Manitoba, MEDO is the foundation of the MMF's plan for greater financial self-sustainability and its ability to serve the Métis Nation within Manitoba as the government of the Métis people.

As an investment management company, MEDO:

- *Invests in and manages through ownership or joint ventures profit generating businesses.*
- *Supports the MMF Regions and Affiliates with business opportunities.*
- *Creates a motivated, aligned and cohesive business network by marketing and promoting Métis businesses.*
- *Leverages opportunities to build capacity (i.e. employment) for Métis people (themedo.ca, 2012).*

Appendix H illustrates the corporate structure that gives MEDO the ability to describe itself as a for-benefit organization. Also illustrated is the conglomerate of companies that operated under

the MEDO umbrella. Fifty percent of MEDOs net profits were held in a capital trust of which the sole beneficiary is the MMF, which in turn allows the MMF to better provide programs and services to the Métis people of Manitoba. The social aim MEDO is working towards is self-determination and self-sufficiency for Manitoban Métis people. At its height, circa 2012-2013, MEDO had approximately 30 employees, with roughly \$6M to \$8M in annual revenue. Including assets, MEDO was worth approximately \$24M at that time.

1.8 Ethical Considerations

Free and Informed Consent

This project poses minimal risk to research participants, it could potentially expose sensitive information that could affect organizational reputations and relationships between MEDO and any number of potential stakeholders or business partners. To allay this risk, I asked participants to review the interview transcripts. As well, MEDO executives reviewed a draft of the thesis. I also accounted for participant confidentiality by only referring to Participant 1, Participant 2, etc., in order to minimize the risk of someone familiar with the organization potentially figuring out a participant's name. Each participant was made aware of the risk of identification during the consent process both verbally and in writing on the consent form. All research participants were made fully aware of the risks posed by being involved in the research.

As per the Tri-Council Policy Statement (2010) on research involving human subjects, interviewee consent was given voluntarily, and participants were made aware that consent could have been withdrawn at any time. Participants were also made aware that if they had withdrawn their consent, they could also request the withdrawal of their data. I walked participants through the consent form (Schedule D) after interviews were scheduled with research participants, and only proceeded with the interview process after the interviewee had signed the form.

This research was somewhat unique in the way that the interviews had to be carried out, and how the interview data was shared in this document. The uniqueness lies in the fact that the environment within the MMF is a highly sensitive and political one. There is a real reluctance within the Métis political environment (and by extension the MEDO environment), to speak openly for fear of potential professional retribution. If I hadn't been a former employee within that environment, no one may have agreed to speak with me. As it was, even coming from a position of trust due to the pre-existing relationships I had with the participants, I needed to comfort and reassure each participant throughout the process that real steps were being followed to ensure their anonymity.

It was necessary to heavily censor participant responses to interview questions when selecting quotes to be used in the final research document. The reason for this was because the Indigenous community in Winnipeg is a very close-knit one, and it could have been possible to

infer from the opinion or message espoused within the quote (or even the very language used in the quote), the identity of the participant the quote came from. It is a tricky thing, because the message of the quote cannot be masked by way of paraphrasing, and so must be omitted all together.

Furthermore, if all this information is taken together, it was also difficult at times to discern if I was being too judicious regarding the selection of quotes, or if I was not sensitive enough in this regard. My existing relationships and proximity to both to the research participants as well as the professional communities and environments they operate in made the research a challenge.

Of special note for prospective student researchers who may be conducting interviews for future research within an Indigenous political or professional environment – when selecting quotes from the interview data, if there is any question as to its ethical suitability, do not hesitate to obtain permission from the research participant before its inclusion. Prospective researchers should also allow themselves extra time to build a trusting and friendly rapport with their potential research participants before engaging them as such. Prospective researchers will also need to allow themselves extra time to obtain the necessary permissions required from the appropriate authorities.

1.9 Overview

In the sections that follow, there is a *literature review* which takes a broad look at the existing literature on the state of for-benefit business, the budding fourth economic sector, the Manitoba Métis Federation, and the potential need for organizations like the Métis Economic Development Organization across the urban Indigenous community economic development landscape. The *Research Methods* section goes into detail of the different methodologies of research used in this case study. The *Study Findings and Analysis* section then goes on to present the resultant data derived from participant interviews, and present the methodologies and results of the qualitative data analysis performed in this case study. The *Discussion and Conclusions* section takes the data analysis presented in section four and presents the major patterns and themes of interest that I feel help to answer the research questions proposed in section one. I then go on to answer my research questions through the patterns and themes discussed here. This thesis ends then, with the limitations of this study and further areas of research along with a description of the potential roles planners may play in this type of strategy for urban Indigenous community economic development in Manitoba, Canada.

2 INDIGENOUS COMMUNITY ECONOMIC DEVELOPMENT (C.E.D.) & FOR-BENEFIT CORPORATIONS: A MAJOR GAP IN THE EXISTING ACADEMIC LITERATURE

2.1 Background

Despite long standing efforts at income assistance and community development, the income gap between Indigenous and non-Indigenous Canadians continues to grow. Poverty, and the poor living conditions that follow, continue negatively affect the health and quality of life for both children and adults (Adelson, 2005, p. 53). Indigenous people are overrepresented in poor urban communities. That sounds simple, but Indigenous urbanization is actually quite complex. Urban Indigenous growth rates may not necessarily reflect a mass movement of population from reserves to cities. There is a combination of movement, high fertility rates, changing patterns of self-identification (ethnic mobility), and legislated changes to the Indian Act in 1985 (Wilson & Cardwell, 2012, p.99).

Much has been written on social enterprises working towards the betterment of urban Indigenous communities from grassroots and social justice perspectives. There are also few gaps in the academic literature pertaining to government, for-profit, and nonprofit organizations, since these organizational models have now existed for a relatively long time. That road is well travelled. We have a very good idea of what we will see along the way. A new economic frontier does exist though, and its visage is becoming more and more evident as it emerges through corporate practice and social enterprise. As Ryan Gaffney of the University of Texas suggests,

“The traditional three-sector ownership model of society grows outmoded. The prevalence of quasi-governmental agencies, public-private partnerships, and government bailouts blurs the line between the public and private sectors” (Gaffney, 2011, p. 330).

The concept of a fourth economic sector and for-benefit organization, as stated earlier, is an emerging area of study. While there is much overlap with this topic in academic literature regarding corporation models and how they relate to the economy, the literature on this is so vast that consideration of the many similar corporation models (e.g., co-operatives, social enterprises, L3Cs or low-profit limited liability companies, etc.) would serve to cloud the aim of this research, which is interested specifically in the for-benefit model for urban Indigenous CED. The academic literature on this particular subject is currently slim. To my knowledge, the Métis Economic Development Organization (MEDO) was among the first Indigenous For-Benefit organizations to exist at the time of the research. Interestingly, the Manitoba Métis Federation (MMF) unknowingly first identified the need for one very early on in its own history. After his retirement from the Royal Canadian Air Force, Stan Fulham was commissioned by Angus Spence and the early MMF to author its Constitution (Morrison, 1995, p. 47). According to Sheila Jones Morrison (1995), one of the “more significant reports” generated by the MMF in its early days was authored by Stan Fulham in 1972. It was entitled “In Search of a Future.” It proposed that the best way to help poor Métis people better their lives was to assist them in moving to urban centres like Winnipeg, as opposed to isolating them in their communities with few resources and

few employment opportunities (Morrison, 1995, p. 51). An interesting fact given that Winnipeg today is the metropolitan area with the largest Métis population in Canada by far (Statistics Canada, 2013a, p. 13). The crux of Fulham's reasoning was outlined in the report and pointed out the "fruitlessness of spending large amounts of money on training and economic development programs that were destined to collapse the minute government money stopped flowing" (Morrison, 1995, p. 51).

Social Enterprises can take many different forms, but a new form is beginning to establish itself within the mainstream, though its efficacy within certain cultural contexts is not yet widely understood, again due to the lack of academic literature on the subject. Nonprofit and not-for-profit organizations (herein after referred to as nonprofit unless the distinction becomes relevant) tend to be among the most common legal forms of incorporated entities with an expressed social or charitable mandate. David Colander, the *Christian A. Johnson Distinguished Professor* of Economics at Middlebury College, describes one of the challenges most often faced by nonprofits as follows: "Altruistic managers and workers in nonprofits often feel caught between the interests of their beneficiaries and the need to attract and appease donors to their cause. Such tensions are inevitable; the problem is that the nonprofit organizational structure exacerbates them rather than moderates them" (Colander, 2012, p. 73). Or in other words;

[A Social Enterprise] can use the tools of capitalism to help the poor, but, like every other American nonprofit, it cannot use them to help itself. It cannot use

them to increase its scale. It is a revolutionary model for helping the poor bound by our draconian rules for growth. It is like telling the Wright brothers that their new airplane is a great idea, but they must limit its use to the inside of the hanger (Pallotta, 2008).

Most people are familiar with the term “For-Profit” business, and how it is different from “nonprofit” business. Increasingly though, the term “For-Benefit” is being used to describe organizations that generate profit, but also possess a primary mandate aimed towards achieving a social goal. This is also sometimes termed as the “Fourth Economic Sector” or “Fourth Sector” (Sabeti, 2011, p.7), where the other three economic sectors include the business/private, government/public, and non-profit/social (See Figure 2). Sabeti states “For-benefits can’t replace the other three sectors of the economy; but they can fill the gaps” (2011, p. 7). As David Colander puts it: “The split between social and material welfare concerns is to a large degree a product of the polar way our corporate organizational structure has evolved, allowing for only for-profit and nonprofit organizations and nothing in between” (Colander, 2012, p. 74). Colander goes on to argue that “a more logical structure would include hybrid ‘for-benefit’ organizational structures, which blend the social concerns of a nonprofit with the sustainability (where sustainability means the ability to continue in existence) concerns of a for-profit” (Colander 2012, p. 74). Figure 3 outlines in detail the dynamics between the different sectors of the economy and the types of organizations that comprise them. Organizations are listed along the spectrum of Income type vs. the spectrum of organizational purpose. It should be noted that

Tribal Corporations are listed as a For-Benefit type. This is in reference to corporate law in America which has a different dynamic with “American Indians” who are not governed by the Indian Act as Canadian First Nations are, and even though the Canadian Constitution states that Métis and Inuit also comprise Canada’s Indigenous peoples they are explicitly excluded from its governing structure. So essentially Canada’s Indigenous people are even further divided by colonial legislation.

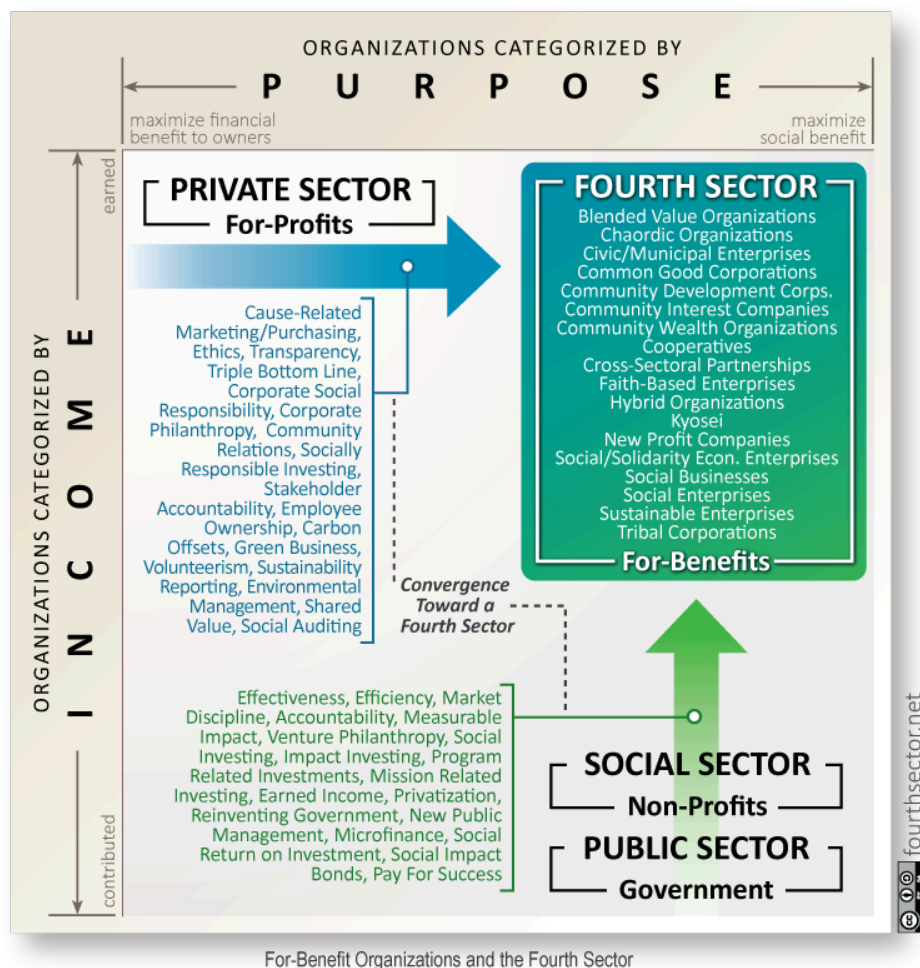


Figure 3: Early detailed illustration depicting patterns of organizational change, and where the emerging fourth economic sector takes place. This is where For-Benefit corporations seek to operate (fourthsector.net, 2012b). This image highlights the emergent nature of the fourth sector through the ambiguity of company models listed as belonging to the for-benefit/fourth sector paradigm. The ambiguity of the for-benefit company is largely a function of evolution through market forces shaped by public policy. Drawn from open source materials available online: www.fourthsector.net/downloads Retrieved on March 5, 2017.

According to Heerad Sabeti (2011), “most countries’ legal and economic systems allow either for-profit or nonprofit activity, not a blending of the two – and there can be burdensome trade-offs to operating within a structure that does not completely suit a company” (Sabeti, 2011, p. 3). A blending of legal statuses however, is already found across a wide range of industries pursuing many different goals such as:

- Eliminating homelessness
- Fighting drug addiction
- Reducing deaths from malaria
- Producing renewable energy (Sabeti, 2011, p. 3).

According to Heerad Sabeti (2011), setting up a For-Benefit company requires reimagining on two fronts:

1. Organizational Architecture (The hierarchy a company and its governance)
2. Ecosystems of support (legalities, standards, guidelines & resources that define how a company will function).

A For-Benefit organization has two main characteristics that can be said to define it: i.) A commitment to social purpose, and ii.) A reliance on earned income. Most For- Benefits also have one or more secondary characteristics, such as the following:

- a.) Inclusive ownership, b.) Stakeholder governance, c.) Fair compensation, d.) Reasonable returns, e.) Social and environmental responsibility, f.) Transparency, and g.) Protected assets.

According to Sabeti, the first step in becoming a for-benefit organization is “to be explicit about the fact one is doing so” (Sabeti, 2011). Common terms within various branding strategies include: “social enterprise”, “sustainable business”, “fair trade” and “green” (Sabeti, 2011). It is important to note, however, that depending on geographic location, there is often little to no regulation regarding the use of certain phrases (such as “green”), and the presence of these terms does not necessarily mean an organization’s is actually for-benefit in nature.

Where shareholder value is the typical emphasis of for-profit organizations, for-benefits generally pay more attention to stakeholders or those who affect and/or can be affected by its actions (Sabeti, 2009). In some models of legal incorporation, there may be significant crossover between the two groups.

2.2 Challenges

Because the for-benefit corporate model is presently emerging as a viable alternative to other organizational structures, there are, of course, common challenges. One of these challenges is the lack of professional expertise for this new type of corporation (Sabeti, 2011). When setting up a for-benefit company, legal council may fall back on knowledge of either profit or non-profit organizations, thus affecting the type of capital the enterprise can easily access (private

investment in the case of a for-profit, and philanthropic funds in the case of a nonprofit) (Sabeti, 2011). The incorporation can frequently require “more imagination, effort, and expense than a start-up typically requires,” but it possesses the ability to “maximize the potential for achieving financial, social and environmental objectives in the long run” (Sabeti, 2011).

Another common challenge identified by NYU Law School (2008) involves the assessment of organizational and staff success and/or performance. The bottom line is often less clear than in traditional company models; success can be difficult to gauge clearly. Appendix G illustrates that several questions then arise: How do you determine if you’re achieving your mission? How do you gauge the sustainability of projects and/or stakeholder partnerships? How do you assess organizational competence? How do you determine if you’re being socially and environmentally responsible? The answers may be considerably more complex than for a nonprofit or for-profit organization (NYU Law School, 2008).

One of the toughest challenges that for-benefit companies can face is protecting the social mission of the organization after a change in company ownership. According to Heerad Sabeti (2011), it is often assumed that the owners drive organizational governance, but ownership is, in fact, a collection of legal rights that can be unbundled and repackaged in creative ways. Prior to incorporation, it is important to spend time thoughtfully designing ownership and governance structure to protect the mission over the long term and deepen stakeholder engagement. Many

of the pitfalls for-benefits face as they mature can be attributed to flaws in their organizational architecture; so they are very well served by adopting a long-term perspective, as they think through the consequences of key structural decisions.

2.3 A Global Comparison

The Fourth Sector/For-Benefit companies have existed for years and largely gone unidentified, because of “conventional adherence to old categories” (Sabeti, 2011). In 2010, Vermont was the first state in the United States to pass legislation creating a legal incorporation model For-Benefit companies could utilize (Phillips, 2012). In Vermont, it is termed as either the “Low profit limited liability Corporation” or L3C. An L3C can operate in any state in the U.S. The L3C is related to investments, and thus a hybrid with nonprofits (Phillips, 2012). Vermont also began the option of incorporating as a “certified benefit corporation.” These models are the “same as traditional corporations, with a purpose that includes creating a positive impact on society or a community” (Phillips, 2012). Other American models also include community-owned businesses, employee owned businesses and Flexible purpose corporations.

The United Kingdom also possesses legal incorporation models of For-Benefit companies. There are certified B corporations as well as two unique types are the “Community Interest

Company” (CIC), as well as “Industrial and Provident Societies” (IPs) (UK Department For Business Innovation & Skills, 2011).

In Canada, For-Benefit organizations exist informally. With no legal incorporation model to distinguish them, they are still hidden – but they are there, if you know where to look. They tend to be determined as either social enterprises or for-profit organizations that promote and adhere to the “triple bottom line” (People, Planet, Profit/PPP/3P) (3p Contributor, 2016). You can also now find “certified B corporations” in Canada and in countries all over the world.

2.4 B Lab and B Corps

At the time of this research, it is clear that the most rapidly growing and critically acclaimed route to for-benefit business is the certified Benefit corporation or the “B Corp movement.” Certified benefit corporations – also sometimes referred to as *Benefit Corporations* or *B Corps* (André, 2015) are administered by a nonprofit company called *B Lab*. B Lab states that it “serves a global movement of people using business as a force for good™” (B Lab, 2016). The company uses tools they call the “B Impact Assessment” and “B Analytics” to measure, manage and certify the social impact of certified B Corps. They have also setup “partner organizations” outside of America and around the world (B Lab, 2016). This includes Canada, the UK, Chile, Uruguay, Brazil, Colombia, East Africa, Australia, New Zealand, Taiwan, all European countries,

Portugal and Portuguese-speaking countries in Africa (Id.). According to a paper published by the Brookings Institute (2016), there are over 1,700 certified B corporations certified by B Lab, and the B Lab certification can be likened to the “fair trade” identification for coffee, the “organic” label for food products, or “LEED” certification for green buildings. A certified B Corp involves certification for the whole company (Kassoy, Houlahan, & Gilbert, 2016, p. 10). Certified B Corps include well-known companies such as Ben & Jerry’s, the Business Development Bank of Canada (BDC), Etsy, and Kickstarter.

However, according to Rae André (2015) of the D’Amore-McKim School of Business at Northeastern University in Boston, legal analysts are split on the Benefit Corporation model of company (p. 244). Many proponents of the structure are supportive because they recognize the need for “corporate reform because traditional companies are not equipped with accountability and transparency standards that are sufficient to evaluate corporate responsibility (André, 2015, p. 244; Resor, 2012). Detractors of the “B Corp movement” are unsure of the strength fiduciary responsibility to shareholders to maximize profits, as well they point out that the B Corp certification is legally toothless insofar as its ability to enhance corporate accountability (André, 2015, p. 244). This is an emerging landscape in terms of corporate models though, while certainly not perfect, a clear pattern is evident. As stated by Kathleen and Ralph Wilburn (2014) from the Kelley School of Business at Indiana University:

The fourth sector, with its double bottom line, creates new business models that can bridge the divide between corporate social responsibility and profit . . . consumers can identify those companies they wish to support because they are committed to giving back to the planet and people, and investors can hold companies accountable for creating both profit and social good (Wilburn & Wilburn, 2014, p. 13).

2.5 Summary

Since there is not yet any Federal or Manitoba Provincial legislation for a For-Benefit (also known as the fourth economic sector) organization, the MMF and MEDO were forced to be creative. MEDO has done a unique thing, and incorporated itself as a for-profit corporation, and made an Indigenous government – the Manitoba Métis Federation (MMF) – its sole shareholder. The MMF is a political organization made up of elected representatives answerable to their constituents. The money that MEDO makes as a profit is to be used to fund many of the MMF social programs and services. MMF services include but are not limited to Métis Child and Family Services, Health and Wellness, the Adult Learning Centre and the Métis Justice Institute. A Capital Trust holds the profit earmarked for the MMF, and third party approval is required before the MMF can access a portion of it for a specific expense (See Appendix H). So MEDO has really broken ground in setting up an effective For-Benefit organization before there was any legal avenue to do so.

3 RESEARCH METHODS

3.1 Introduction and Case Study Methodology

The case study produces the type of context-dependent knowledge that research on learning shows to be necessary to allow people to develop from rule-based beginners to virtuoso experts. . . . Context-dependent knowledge and experience are at the very heart of expert activity. Such knowledge and expertise also lie at the center of the case study... (Flyvbjerg, 2006, p. 221-222).

As discussed in chapter 1, demographic and economic realities that Indigenous people are facing right now are clearly amplified by the lack of social power and self-determination. According to Statistics Canada, the median age of the Indigenous population of Canada in 2011 was 28 years. This is 13 years younger than the median age of 41 years of the non-Indigenous population. (Statistics Canada, 2013). Statistics Canada defines the median age as “the age where exactly one-half of the population is older and the other half is younger” (Statistics Canada, 2013). The same report from Statistics Canada also states that the Indigenous population in Canada has increased by 20.1% vs 5.2% for the non-Indigenous population (Statistics Canada, 2013).

The young median age of Indigenous Canadians vs. the significantly older median age of the rest of the population, as well as current government funding trends and the rapidly growing population, if taken together, portends significantly more indigenous people in need of government support while retiring baby boomers will be cashing in their pensions. This

projection cannot be overlooked – not by Canadian legislators, not by Indigenous leaders, and certainly not by the Planning profession. Canada could face some very serious cash flow problems, if forced to pay out these expenses together. This is especially true, if Métis case-law regarding the Red River Valley land claim unfolds as expected. A potential Red River Valley land claim settlement alone has the real potential to be billions of dollars.

As an Indigenous For-benefit organization, MEDO offers a compelling and unique case study for several reasons. Not the least of which is the fact that it is among the first (legally incorporated) for-profit corporations of its kind in Canada to have truly been incorporated, for the sole purpose of Indigenous community economic development. The purpose of this case study was to take a hard look at the understudied occurrence of the For-Benefit corporation model of economic development for Indigenous communities, with the broader phenomenon of interest being how Indigenous For-benefit organizations might play a role in reshaping the urban community economic development environment for Indigenous people.

David Gray (2009) describes the case study method as “strongly associated with qualitative research,” and as allowing “for the generation of multiple perspectives either through multiple data collection methods, or through the creation of multiple accounts from a single method” (p. 169). This case study was a qualitative study that made use of multiple accounts (four) from a single method of inquiry. The method of inquiry in this case was a semi-structured interview

that ranged in time from one to one and a half hours in length. There were four participants in this study who remain anonymous. The participants' interviews were recorded using the software *ExpressDictate*. Each interview was then transcribed using the software *ExpressScribe* and thematically coded using the qualitative data analysis software *MAXQDA*. Other MEDO corporate documents and videos were also analyzed and coded using the same data analysis software. To reiterate, the research questions this research sought to answer were:

1. What are the strengths, weaknesses, opportunities and threats associated with a for-profit benefit corporation, such as the Métis Economic Development Organization (MEDO), vis-à-vis Indigenous community economic development in Winnipeg, Manitoba?
2. What lessons can Canadian Planners and others learn from this model of community economic development generated by the Indigenous community in Winnipeg?

3.2 Setting

The setting for this study took place at the Manitoba Métis Federation (MMF) home office at 150 Henry Ave in Winnipeg (see Figure 1). MEDO also keeps its offices in this building. The building is a fair-sized four-storey office building built sometime in the 1950s by CP Rail. It was at one time one of CP Rail's major communication hubs in Canada. As such, it was built in a largely utilitarian style. Many renovations have been done over the years, but much of the old infrastructure can still be seen throughout and is still in use.

The MMF building Houses several tenants that have various levels of affiliations and/or partnerships with the MMF. Aside from MEDO and the MEDOCare Pharmacy, these include

the Métis Justice Institute, Grassroots News, the Manitoba Association of Friendship Centres, Métis Child and Family Services, the Louis Riel Institute, the Louis Riel Capital Corporation, the Métis Economic Development Fund, various MMF Departments and initiatives operating under the auspices of the MMF, and Elsie Bear's Kitchen restaurant, which resides in the basement level.

As the city of Winnipeg contains the largest urban Indigenous population in Canada (Silver et al., 2006, p. 11; Statistics Canada, 2013, p. 12-13), it is the perfect setting to study the case of how an Indigenous organization like MEDO can negotiate the very real set of challenges in an urban setting that face For-Benefit organizations.

Interviewees were a mixture of current and former employees and MEDO stakeholders/partners. Each interview was conducted outside of the MMF office in a neutral location of the interviewees' choosing. Interview locations varied and consisted of residences, a restaurant, and an office. The main concern when choosing a location, was that it be comfortable for the participant as to reduce any nervousness or hesitation while answering interview questions.

3.3 Sample & Participants

I had little choice but to use a convenience sampling procedure in this research study.

Participants were limited not just by accessibility or availability during the time interviews were taking place, but the number of participants was also limited by the fact that only four people agreed to be interviewed, for fear of potential personal or professional retribution should they be identified. (These issues were discussed previously in section 1.8.)

For the sake of ethics and privacy concerns, I was only free to discuss study participants in generalities, as the professional community to which they belong is a tightly knit one, and all participants wish to remain anonymous. Participants of this research study had collectively many years of experience in their respective fields. They comprised a fair range of insights featuring different vantage points gained from their experiences with MEDO. This quality in the cross-section of participants is deemed important because it should provide a more accurate account of MEDO's story.

3.4 Data Sources

I made use of a semi-structured interview protocol, MEDO company documents, and MEDO corporate videos. The purpose of the interview protocol was to paint a narrative of MEDO's life as a company, as well as gain insight into perceptions of MEDO from those familiar with the company. The purpose of the study of MEDO company documents, media articles, and MEDO

corporate videos was much the same as the interview protocol. The various media used and released by MEDO helped to complement the interviews and flesh out the organization's narrative.

3.4.1 Semi-structured interviews

I had devised a list of ten questions with prompts that formed the basis of the semi-structured interviews participants engaged in. The questions were designed to learn about the interviewees' thoughts about four areas of interest. Those were: i.) The participant's professional background, their role within the company and general understanding of MEDO as an organization; ii.) The participant's perspectives on the evolution of MEDO and general understanding of For-Benefit organizations; iii.) The participant's view of Urban Indigenous Community Development; and iv.) The participant's ideas for how best to measure success for a company like MEDO.

Each participant began with the same series of questions. Due to the semi-structured nature of the interviews, interviews were more conversational in style and I would deviate from the question list, if the conversation seemed to call for this. All questions were still covered with each participant, but some additional areas were covered, depending on how much deviation took place during each interview. The document used as the basis of the semi-structured interviews in this research is available for review in Appendix B.

3.4.2 Company Documents & Media Articles

The Métis Economic Development Organization and its subsidiaries such as MEDO Developments, MEDO Care, MEDO Affinity, and ESGS, had created promotional and informational documents to use for creating awareness of their activities. As well, there had been published media covering the activities of MEDO and these were also made use of. As stated earlier, the purpose for having included these documents was that they helped to complement the interviews and flesh out the organization's narrative. These materials can be viewed in appendices E & F.

3.4.3 Corporate Videos

Various professional corporate videos had been produced for promotional purposes. (At the time of undertaking my research and analysis, these videos were available on YouTube, but are now no longer available.) They were used mainly for presentations at conferences, AGMs and other events. Again, the purpose for including these videos as a data source was much the same as the interview protocol. The various media used and released by MEDO helped to complement the interviews and flesh out the organization's narrative.

3.5 Data Collection & Procedures

As Robert Yin states, “One of the most important sources of case study evidence is the interview” (Yin, 2013, p.110). My primary data source was through semi-structured interviews with current and former MEDO employees and/or business partners. According to David Gray, when the researcher is looking for respondents to expand on their answers, the semi-structured interview style is best suited to do so as it best allows for the freedom to probe the views and opinions of the respondent (Gray, 2009, p. 373). The participant selection process was, as stated earlier in this chapter, what Yvonne Bui describes as a convenience selection process (Bui, 2013, p. 143). There was a wide range of potential participants unavailable or unwilling to participate. All potential participants unwilling to be interviewed were concerned for their anonymity. A sizable pool of potential participants was created, and participants selected from the pool based on availability. Four participants agreed to be interviewed. I contacted participants both by phone and by email (see Appendix C for the scripts). Prior to the interview, I sent a copy of the “Participant Information and Consent Form” via email. A copy of this form can be found in Appendix D. Once a time and place were set for an interview to take place, I met with the participant to conduct the interview. Interviews were all carried out in various face-to-face locations. Locations were left up to the research participant, as ensuring the comfort and security of the participant was deemed important to better encourage them to speak freely and honestly. Before each interview the participant once again read the “Participant Information and Consent Form” in front of me, before signing it. The interviews ranged in time from one to one-

and-a-half hours, and they were recorded on my iPhone using the app *Express Dictate*. Each interview began with ten major questions. The questions were designed to look at four major areas. These included: i.) The participant's professional background, their role within the company and general understanding of MEDO as an organization; ii.) The participant's perspective of the evolution of MEDO and understanding of For-Benefit organizations; iii.) The participants view of Urban Indigenous Community Development; and iv.) The participant's ideas for how best to measure success for a company like MEDO. A copy of the interview schedule can be found in appendix B. Note that the schedule includes prompting questions as well to ensure a thorough probe into the participant's answers.

Great care was taken to ensure the interviews were carried out with what Yin (2013) lists as two priorities throughout the process: i) to follow the line of inquiry as outlined by the case study protocol, and ii) to ask the conversational questions in an unbiased way so that the line of inquiry is properly explored. For instance, Yin states that the word "how" should be used in lieu of using the word "why" due to the reflexive defensiveness that the word why often generates (p. 110).

Many questions were asked that were not included in the Interview schedule, as the semi-structured nature of the interview led to a more natural conversational style of discourse.

The next step in the data collection procedure was to transcribe the interview recording(s) using the transcription software *Express Scribe*. I then sent a copy of the interview transcript by email

to each participant to give them a chance to approve or edit what was recorded. Once this step was complete, each interview was thematically coded and then compared together to look for patterns within the different themes. Organizational documents and other media were also collected and coded thematically. This data was then also crossed against the interview data to look for patterns or new themes.

Noting that there remains a large gap in the academic literature in this field, I also built up the case study by inferring relevance from academic literature on closely related fields of study, such as Social Enterprise Organizations, as well as professional published sources that follow the emergent subject of the Fourth Economic Sector and For-Benefit Organizations.

3.6 Data Analysis

According to Robert Yin (2013), “a helpful starting point is to ‘play’ with your data... searching for patterns, insights, or concepts that seem promising” (p. 135). For example, manipulating the information by contrasting the data from two different interviewees can help new patterns, insights or concepts become evident (Yin, 2013, p. 135). Clearly, this was a rather intuitive process whereby thematic patterns revealed themselves through the process. It is often cumbersome to organize large volumes of data like what was collected, so I made use of the software program *Express Scribe* for the transcription process, and the qualitative data analysis

software package *MAXQDA* to facilitate the identification and categorization of the key themes expressed in the interviews. Themes were coded and organized in a manner that was helpful in forming a response to my research questions.

3.7 Summary

The data triangulation, or combination of different source media and interview data help serve to strengthen the validity of the case study. As does the practice of confirming interview data with each participant after the transcription process. This confirmation from interview participants further ensures accuracy in the data collected. The qualitative data analysis software helped organizing and manipulating the raw data much easier as there was a large amount and array of source data to be coded. The process was indeed very intuitive, as the spirit in which questions were answered were able to play a part in deciding how to code data, as well as group the codes into themes.

4 Study Findings & Analysis

As stated in chapter 3.4, I made use of a semi-structured interview protocol, a literature review, MEDO company documents, and MEDO corporate videos. Detailed qualitative analysis was done on all interview data, MEDO document data, and MEDO corporate videos. The data was

coded, and then sorted into themes relevant to the research questions. The literature review can be found in Chapter 2 of this thesis.

4.1 Major Themes and Patterns

The semi-structured interview protocol helped participants feel relaxed and at ease. The interviews were very conversational and still managed to follow the general outline as set in appendix B. All questions were asked. As can be viewed in figures 5, 6, 7, and 8, five major themes emerged from the analysis of the data sets: Indigenous matters, For-Benefit concepts, community economic development (CED) concepts, judgements on outcomes, and funding concerns related to self-determination. Not surprisingly, the themes which emerged generally matched up well with the intent of the interview questions. Interview questions were, in turn, designed to deal specifically with the two research questions outlined in chapter 1.4.

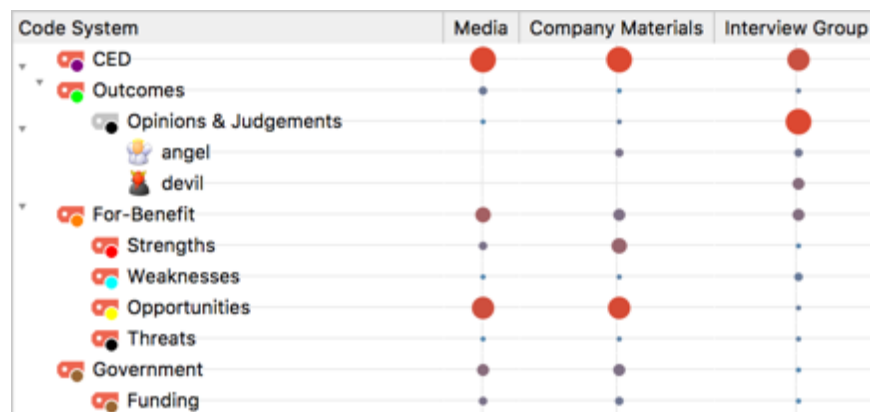


Figure 3: Overview matrix of all thematically coded data

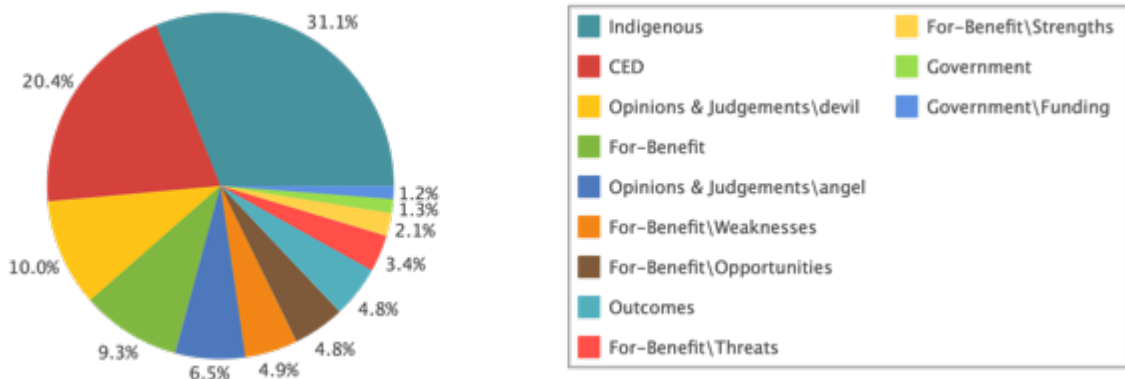


Figure 4: Distribution of interview themes

4.1.1 Semi-Structured Interviews

The time I spent with the interview participants was very informative, as participants were not short on answers to the interview questions (see appendix B for the interview questions). As well, all the interview participants were not shy about expressing their opinions, while reflecting on their experiences, as they had all been guaranteed confidentiality.



Figure 5: Interview Co-Occurrence Codes (number of occurrences where coded themes arose simultaneously)

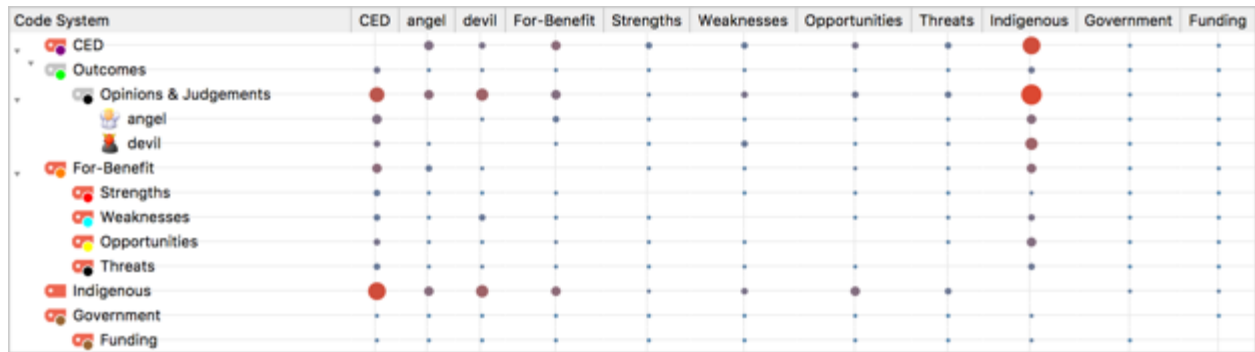


Figure 6: Interview Near Occurrence Codes (number of occurrences where coded themes arose within two paragraphs from each other)

4.1.1.1 Indigenous Matters

All the interview participants were asked questions through an Indigenous lens. Questions about CED or corporate structure were explicitly asked as “Indigenous CED” or “Indigenous organizations.” These questions appeared during the latter half of the interview, and it was unsurprisingly found that cultural sensitivity is a vital component of Indigenous interactions. What was somewhat surprising though, is that in all four interviews the theme of Indigenous sensibilities repeatedly found its way into the subject matter.

“... in principle, I think the theories of economic development are the same whether you're talking about a corporate structure, a group of individuals living in an urban setting, or somebody's economic development initiative in a First Nation Reserve.”

Participants 1 and 2 coded Indigenous matters more often than any other emergent theme, while Participants 3 and 4 also coded Indigenous themes relatively frequently throughout the interviews. All four Interviewees highlighted Indigenous themes consistently for the duration of their interview. Indigenous topics included cultural sensitivity when reaching out to Indigenous

communities; preconceptions when dealing with Indigenous professionals and businesses; various levels of systemic racism that remain in existence from colonialism, poverty, barriers to healthcare, barriers to employment, barriers to education; and outside actors' exploitation of money from Indigenous communities through business.

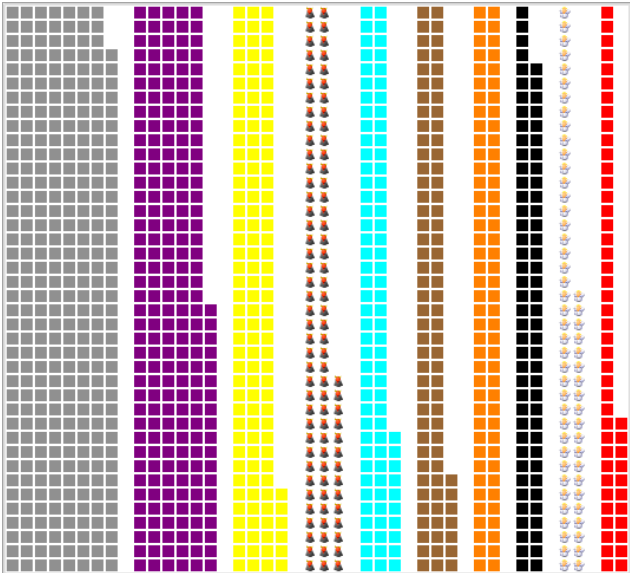


Figure 7: Participant 1 data portrait

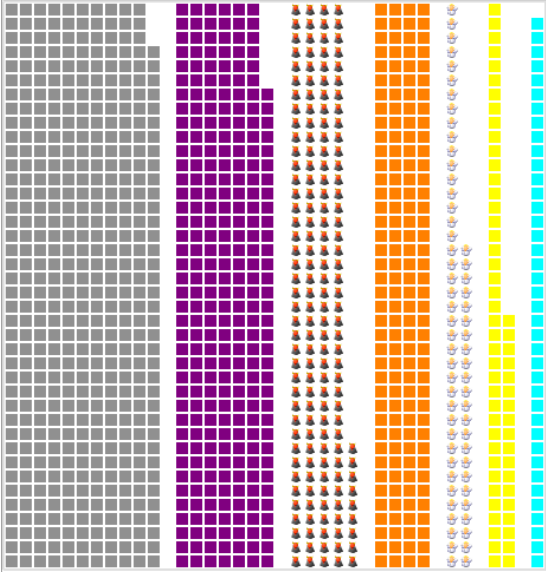


Figure 8: Participant 2 data portrait

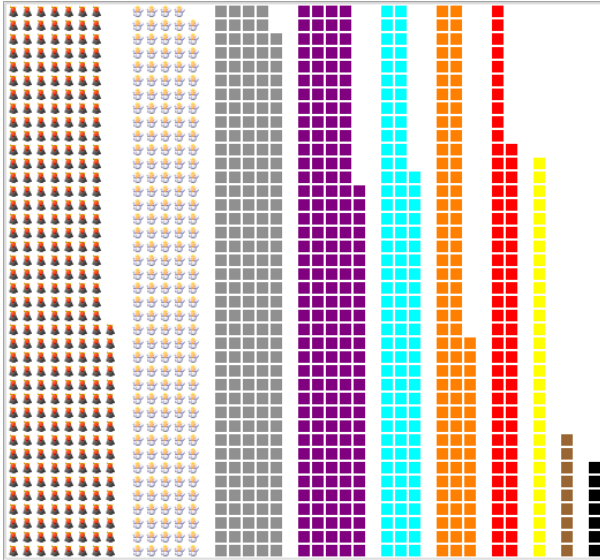


Figure 10: Participant 3 data portrait

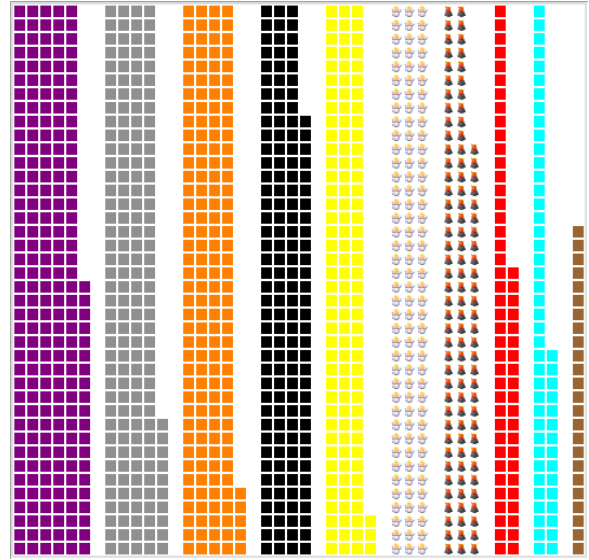


Figure 9: Participant 4 data portrait

Code	Parent code
For-Benefit	
Threats	For-Benefit
Weaknesses	For-Benefit
Opportunities	For-Benefit
Strengths	For-Benefit
Government	
Funding	Government
CED	
Indigenous	
angel	Opinions & Judgements
devil	Opinions & Judgements

Legend of coded themes for figures 8-11.

4.1.1.2 For-Benefit Concepts

“... the concept of for-benefit did not have, and I don't know if it was ever given a formal definition out there that's the accepted definition of what it means... the more I read trying to find out more about it, the more scattered it became.”

Interview participants were asked about their understanding of the term “for-benefit.” They were also asked about how they believe a for-benefit organization can best gauge its performance. All participants having either worked for MEDO or having been engaged with MEDO on a regular basis were expected to be, and were indeed, familiar with the term “for-benefit,” due to MEDO consistently marketing itself as a for-benefit organization.

“I would think that if the For-Benefit corporation is dedicating itself to the creation of business opportunities for Métis entrepreneurs, then you measure your success by how many businesses you've contributed to, how many entrepreneurs have you enabled to achieve what they were looking for?”

Concepts about what it means to be a for-benefit organization varied a surprising amount. There was not one clear or unified understanding of the term, but a general understanding that it had to do with seeking to improve the state of social issues...that there was a social ‘benefit’ to the goals of an organization. The vague and varied understandings are in one sense not surprising, because for-benefit organizations are a relatively new and emerging concept within the economic sphere. It becomes surprising however, when you take into consideration the fact that all participants had either worked for MEDO or had engaged with MEDO on a regular basis. The fourth sector economy (figures 3 & 4) is paradoxically both a simple concept and initially abstract. The terms and motivations of “for-profit,” and “nonprofit” organizations are virtually universally known around the first world. They have existed in some form for generations now. The terms “for-benefit” and “fourth sector” however are still in their comparative infancy.

“... that's how I saw for-benefit, because the money was made for the benefit of the Métis people as a whole. So, it had cultural and sociological relevance in addition to economic.”

4.1.1.3 Community Economic Development

“The long-term strategy is to actually create neighbourhood development. Something that can be a resource, a physical resource, for Métis people. It's not just 'how can we make the largest amount of profit the fastest way possible, it's about how can we concentrate on the social aspects for our shareholders.”

As illustrated in Figures 9 through 12, the next most popular theme to emerge from three out of the four participant interviews was that of community economic development (CED). Even though all participants are different ages and come from different backgrounds, all four expressed a similar attitude to what CED is, and how it should work in an urban Indigenous setting.

“You can look at the Osoyoos First Nations Band in BC, I think that Norway House Cree Nation here in Manitoba has accomplished considerable things in positive ways to create opportunity for their people...”

This should not be surprising however, as again all four participants have spent time working for or with the Métis Economic Development Organization. Given this however, participants did not see a need to approach Indigenous CED differently whether the setting was urban, rural, or on reserve land.

“I think that the concept of economic development as it relates to Aboriginals is transcendent of whether it's an urban or non-urban approach.”

All participants mentioned the identity of an Indigenous for-benefit corporation was a strong asset. As well, it was mentioned or insinuated three times that had MEDO marketed the social-good aspect of their business more effectively, it may have resulted in a more positive path for the company. There is no way to know how things may have been different; but the opinion arose from more than one participant who insinuated that due to their intimate experience with the company, a simple and tacit understanding of this had emerged.

“literally, your community members are the stakeholders. And if you don't tangibly return benefits in a period of time, you run the risk of becoming irrelevant to them. And as soon as you're irrelevant, you're in no-man's-land. Your stakeholder group doesn't support or believe in you.”

The Tribal Councils Investment Group of Manitoba Limited (TCIG) was mentioned by more than one participant as an example of how community economic development can go awry, regardless of Indigeneity or urbanity. Seven tribal councils established TCIG in 1990. The shareholders of the company were/are the communities that founded the company, and they were/are entitled to the dividends paid to them as shareholders to increase the quality of life for their community members. TCIG was/is a for-benefit company that grew into a hundred million dollar for-benefit company. In 2013 however, the CEO and several executives were caught in a massive corruption scandal and were let go by the founding tribal councils.

“The TCIG corporate structure was separate from the communities. It wasn't guided by a trust, but it was set up with the intent to provide long-term sustainability to those partnered communities. And what happened was, the corporate activities of the entity did not follow the strategies, the intent, and the spirit of that corporation, and the stakeholders lost faith in it, shareholders lost faith in it, and ultimately it got itself into trouble.”

TCIG still exists today, but they had all their assets sold off to pay debtors. MEDO was not involved in any type of corruption or legal battle, but some participants saw a connection in the outcome, as MEDO is currently in rebuilding mode as well.

4.1.1.4 Judgements of Outcomes

“I think that the focus was on too many things and if we would have been allowed to focus on one or two things, versus the fifty that were being asked of us, things would have turned out differently.”

If we look at figures 6 through 11, as well as figure 15, you can see the consistent relationships between positive judgements and negative judgements regarding both Indigeneity and community economic development outcomes that were experienced. Often relating to Indigenous CED outcomes.

“I think that business-oriented individuals would not necessarily have the political acumen, whereas the political individuals would not necessarily have the business background in order for each to understand what the interests of the other was. I think that would have created a lot of communication difficulty, and would have slowed decision making in terms of everyone knowing what the right choice to make would be.”

The slight majority of judgements made by participants were negative in connotation, often taking the form of constructive criticism based on their own personal experiences.

“You have to have a score card, you have to have a long-term plan and an interim or segmented short-term plan with milestones. You have to select a metric for your success.”

4.1.1.5 Self-Determination

“... they wanted to represent the people as a government, so if that's what you want, you're going to need some form of revenue base, by which you're going to provide those services. The MMF is not a government in the traditional sense, it can't levy taxes, it can't raise an army... It better not!”

The Manitoba Métis Federation has a long and storied history of seeking self-determination for the Métis people in Manitoba (Morrison, 1995).

“Well, the concept was a great idea first of all... You know it was something that was, and is, still needed to help the Métis business community advance themselves. And also to help the Métis government, the Manitoba Métis Federation to advance themselves...”

Self-determination for Métis people was essentially the guiding principle for MEDO as a company. The issue came up as a major theme. It wasn't always expressed overtly as such though, as it was often inferred while references to funding concerns were mentioned. Funding in terms of government funding for the MMF, as well as revenue streams through MEDO.

4.1.1.6 Company Documents, Video & Media Publications

Appendix E and appendix F contain MEDO company documents and media publications that were used for data analysis. Also included in this data set, were three different corporate videos that were at one time publically available, but have since been taken down from both MEDOs website and MEDOs YouTube accounts. Figures 12, 13 and 14 show the cumulative thematic analysis of this data. Unsurprisingly, there was zero negative judgements of outcomes in these materials! Co-occurrences are instances where instances of different codes would occur within the same instance – the codes would overlap. Near occurrences show when instances of codes would occur within two paragraphs of each other.



Figure 11: MEDO materials thematic co-occurrences

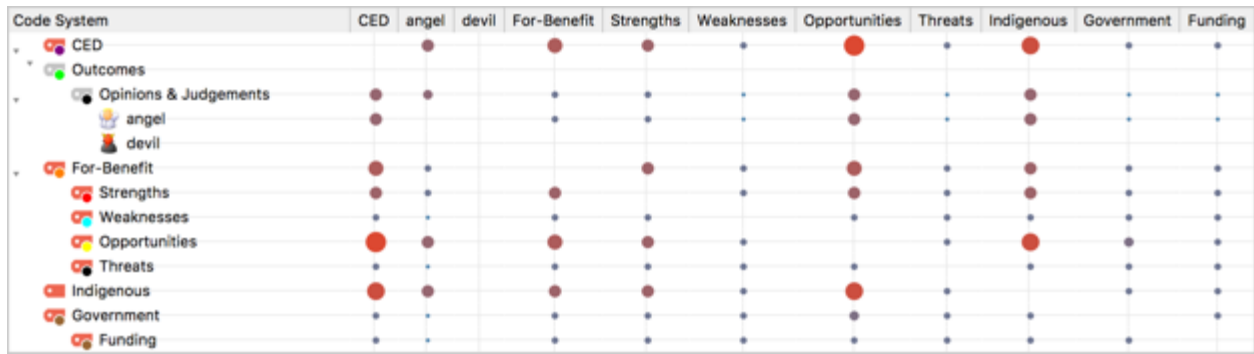


Figure 12: MEDO materials thematic near occurrences

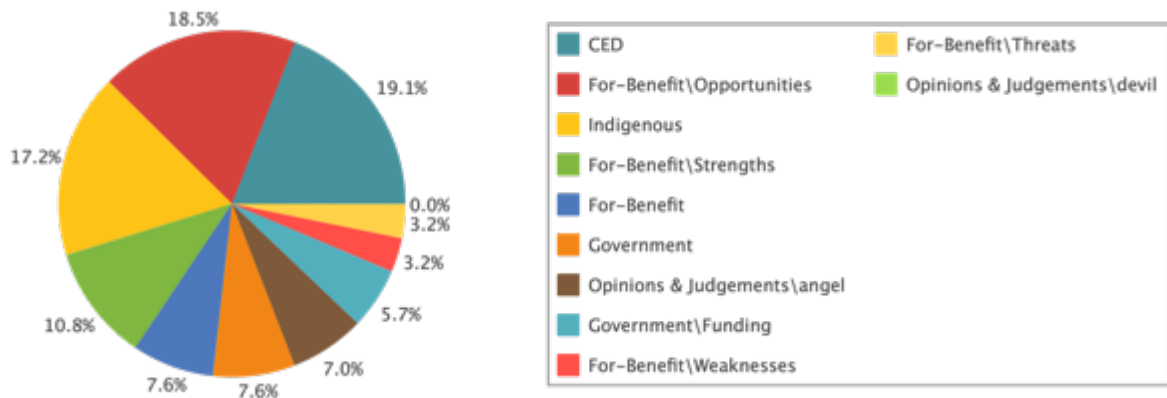


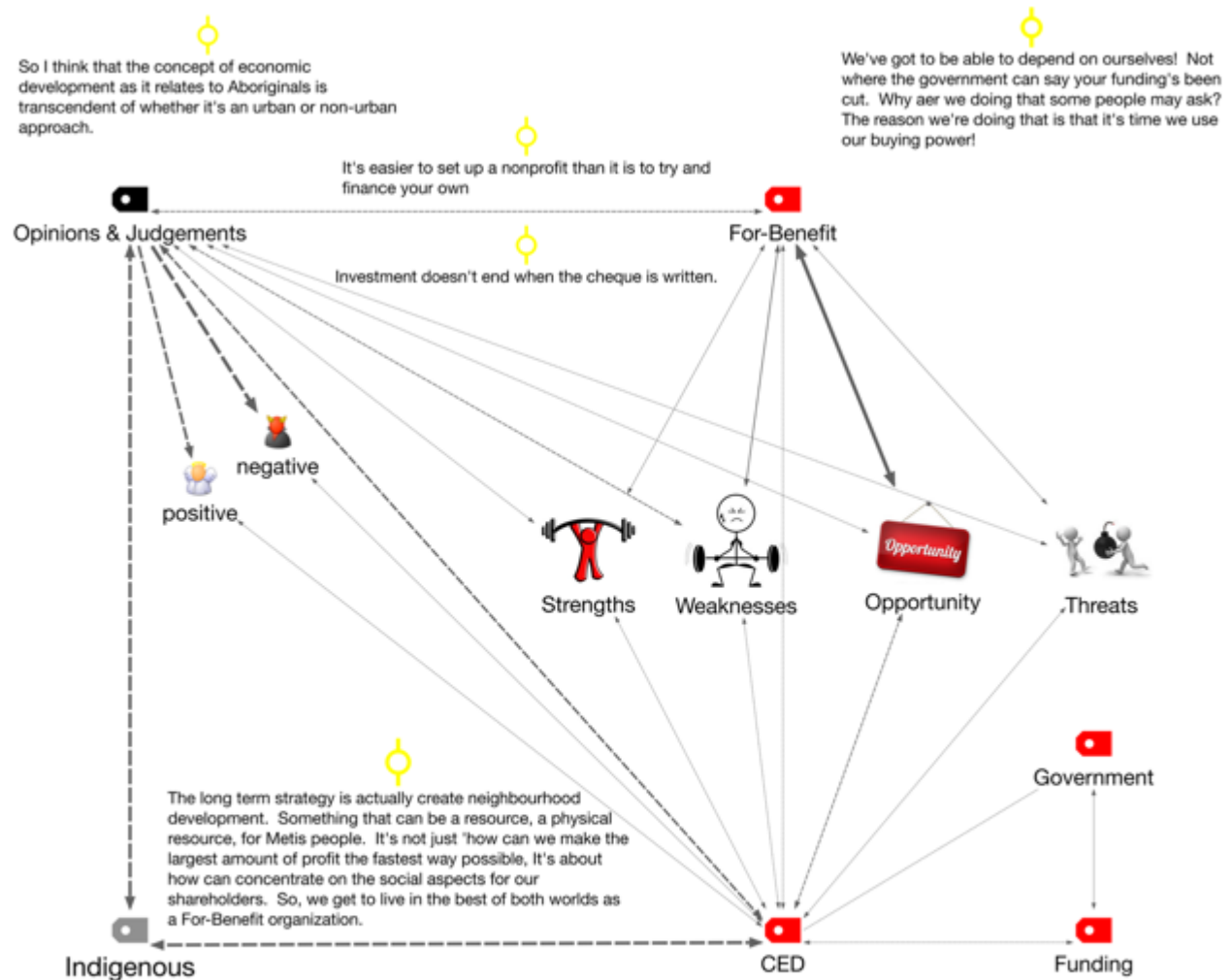
Figure 13: Distribution of corporate themes

4.2 Research Questions

The interview questions were each carefully designed to deal with both research questions.

When taken with the conversational style of the interviews, the blending in this instance provided a natural flowing inquiry that could easily transition to wherever I felt the interview needed to go. This mild probing approach achieved its aim, as each participant provided in depth responses while staying on topic. Each interview was transcribed and then coded into categories relevant to the research questions. Once coded, the data was grouped into major

themes which brought certain patterns to light and provided findings that directly dealt with the areas of the research questions.



Significant Relationships from Interview Data

Figure 14: Data Map illustrating relationships which emerged from all the analyzed data. The thicker the arrow, the more frequently the themes overlap, and the stronger the relationship. Two interesting takeaways are the strength of the relationships between Indigenous matters and the opinions & judgements and CED, as well as the strength between for-benefit and opportunity.

4.3 Validity of Findings

I was always cognizant of the validity of the collected data. This was especially true with interview participants limited to four people. Yvonne Bui says that accuracy and credibility make up what the term “validity” refers to for qualitative studies (Bui, 2013, p. 185). As illustrated in Figure 5, There were three methods of data collection: 1.) Interviews, 2.) MEDO company documents and media articles, and 3.) MEDO corporate videos. These three different methods of data collection form the basis of a validity check called “data triangulation.” As Bui (2013) explains, data triangulation is defined by studying one phenomenon through the use of multiple methods of data collection. She goes on to say that “the point is not to combine the data but rather to find the intersections or connections between them” (Bui, 2013, p. 185). The intersections of this data set are shown in Figure 5.

4.4 Summary

The data collected was effectively streamlined to address the research question posed as the basis for this case study. Figure 15 also hints at some extremely interesting relationships behind the dynamic of urban Indigenous community economic development and for-benefit organizations. These potential relationships will require further research. Figure 15 is built from a merger of all the collected data after analysis.

5 Discussion & Conclusions

Unfortunately, racial tensions are not only a reality for urban Indigenous people, but they are a strong force that drive both positive *and* negative change in Canadian cities, and institutionally, through even the most well-intentioned governments and their systems. Indigenous community planning and economic development have been a struggle for most Indigenous communities for centuries across the world, as they have often become subject to tactics originating from Western societies. Ryan Walker and Ted Jojola point out that since “these outcomes have failed to reflect the rights and interests of Indigenous people, attempts to reclaim planning have become a priority for many Indigenous nations throughout the world” (Walker & Jojola, 2013). As Walker has also pointed out in an earlier work, “Aboriginal communities are pursuing self-determination in urban areas on the basis of their unique needs and aspirations and special place in Canadian society” (Walker, 2005). It is because of these “unique needs and aspirations and special place in Canadian society” that new means of urban Indigenous community economic development continue to be explored. Once economics and demographics are taken into account, as Calvin Helin (2008) proposes by way of the “economic bomb” and “demographic tsunami,” it becomes clear the situation is currently untenable. The need for a new model is urgent. The intent of this research has been to look at MEDO as a case study through participant interviews and other relevant documents to make positive contributions to our understanding of the evolution of urban Indigenous CED. Additionally, this case study seeks to look at the for-benefit

organizational model as a potential device in shifting the historic models of urban Indigenous CED towards something better suited to the struggle for urban Indigenous self-determination.

In what follows, I return to my research questions (originally posed in section 1.4) and seek to answer them through a SWOT (strengths-weaknesses-opportunities-threats analysis approach).

To reiterate the research questions:

1. What are the strengths, weaknesses, opportunities and threats associated with a for-benefit corporation, such as the Métis Economic Development Organization (MEDO), vis-à-vis Indigenous community economic development in Winnipeg, Manitoba?
2. What lessons can Canadian Planners and others learn from this model of community economic development generated by the Indigenous community in Winnipeg?

5.1 For-Benefit Urban Indigenous CED SWOT Analysis

5.1.1 Strengths

“I don't want to downplay the participation of the members who were and are on that board because the one thing they all have in common was their dedication to the structure of that place.”

The strong convictions of MEDO’s executives and directors were identified as a strength. The strong convictions lead to serious and ongoing research into corporation models, relevant best practices, and examples of success that lead to the structure MEDO developed for itself (Appendix H). It was also pointed out by three out of four participants that the for-benefit model has precedent in the public sector in terms of a Crown Corporation. Typically, Crown corporations either provide necessary services or a community benefit by way of a for-profit business model. The crown corporation model of for-benefit corporation was a very good fit for the Métis, and the Métis government (MMF), were separated by a capital trust. It was the MMF that turned MEDO’s net profits into social programming. The for-benefit model has proven successful with TCIG as well, and the scale of TCIG’s success (a \$100M company at its peak) illustrates the kind of potential that lies within the for-benefit model of urban Indigenous CED. The checks and balances that exist within a government associated for-benefit, or Crown corporation kept at arm’s length, give potential community partners, corporate partners, investors and lenders confidence in working with that company.

“In some cases, big industry, like big construction companies, government, they actually preferred that it was an Indigenous corporation, and that it was . . . a For-Benefit corporation.”

Another emergent strength shown by the data analysis for the MEDO model of urban Indigenous CED was simply the perception unique and positive social gains. The *optics* of

working with an organization like that, an organization like MEDO, was enough to drum up interest in partnerships or otherwise engaging MEDO as a service provider. This is especially true within the spotlight of an urban environment where the visibility of corporate activities is maximized. Corporations and governments like the idea of contributing to an Indigenous social good by working with a company, especially if the company is providing a service or a product they would otherwise look for anyway. The strong standing that this potential strength can provide is an underutilized advantage for Indigenous organizations/governments in a city like Winnipeg that boasts the highest Métis population in Canada (Statistics Canada, 2013, p. 13).

Another strength is strong pattern of judgement interview participants expressed regarding Indigeneity and CED. It was clear through the interview process that these judgements were not at all embittered or spiteful, but were the product of a strong passion regarding MEDO and its core aim of self-determination for the MMF, and Manitoba's Métis people. These types of NGO social enterprises, whether they be non-profit, for-benefit, or something else generally tend to attract people who are passionate about the social goal of the institution.

5.1.2 Weaknesses

“... it's much easier to rely upon that provision of support than it is to take the risk, and try to make it your own.”

To use an old adage, going down the for-benefit path for urban Indigenous people is *a tough row to hoe*. Business is a risky venture. Risk-adverse people involved with CED – Indigenous or not – will not be eager to go through the growing pains and potentially costly risk to develop and incorporate a for-benefit business, when they could do what they know, and seek funding agreements through governments, nonprofits, community programs and other more familiar CED avenues. For-benefit business has a theoretically higher ceiling for economic success due to its ability to potentially make use of the capitalist infrastructure set up in Western society. Even the higher ceiling for economic success provided by the advantage of a for-benefit venture isn't likely to sway a CED venture that does not contain a bit of an adventurist spirit in them.

“It wasn't as adhered to as it could have been.”

Another weakness spoken of frequently in all four interviews is the potential for the entanglement of politics with business activities. It can be all too tempting for a politically minded group working to accomplish a certain goal to begin crossing a line and direct a for-benefit/Crown corporation to stray from its planned course of action and its stated purpose, or to turn in some other compromising direction. Without a clear boundary that cannot be crossed, compromise is almost a certainty.

5.1.3 Opportunities

“... identifying and developing opportunities in the business world, whether through partnership with other companies, or straight out development on its own.”

Figure 16 clearly illustrates a strong association between for-benefit organizations and opportunity. There were opportunities everywhere, in virtually every sector. Projects with Manitoba Hydro, projects with Ledcor, projects and initiatives with First Nations communities in health, construction, real estate and community development, procurement initiatives, etc. There were so many opportunities that they became a source of dynamic tension. The push/pull to accept opportunities made it easy overextend MEDO’s operational capacity and begin to fall behind.

“I characterized it on several occasions as moving in a million different directions at the same time, which became equivalent to moving in no direction.”

There were always opportunities to fulfill their social mandate through their operations and projects as well, not just through the organizational structure. There were countless projects where MEDO partnered with Métis-owned businesses. MEDO would frequently partner with Indigenous family-run companies or small businesses that needed assistance increasing their own capacity. MEDO would help them accomplish that, and often, in turn, MEDO would become that company’s succession plan. MEDO thought in long-term timelines.

“... the more satisfying ones are the ones you get feedback from individuals who provide you with feedback as to how their life has been impacted or benefitted...”

5.1.4 Threats

“We don't like to disappoint. So, if somebody asks, we say yes. We never ever said no.”

Opportunities were threats. As stated above, there were so many opportunities that they resulted in the tendency to become paralyzing. Most participants strongly felt that MEDO grew too fast and took on more than it was ready to handle. There were too many projects, initiatives, and large scale visions.

The interviews revealed some interesting overlaps. For instance, something that was perceived as an opportunity by one participant was sometimes viewed as a threat by another participant. Preconceived ideas would sometimes arise as a challenge to overcome in MEDO's infancy. There were certainly a large number of people and organizations eager to work with MEDO, as described above. There were also apparently some people in various sectors that would look at MEDO and simply discount them, because of their association with the MMF or simply because of their Indigenous foundation.

“You can propose and announce that there's opportunity here but people may not necessarily take it at face value because they're not really sure who's really benefitting from this initiative.”

5.2 What lessons are there here?

“I think any sense of what's unique about it would be that in its infancy, it had a lot of ground to cover in a very short period of time in order to gain its legitimacy within the business world.”

One common insinuation throughout this research was the level of professionalism presented by an urban Indigenous organization – regardless of what kind of legal incorporation it might be. Even potential partners who come to the table with a positive attitude can also come to the table with preconceived notions, and some of those preconceived notions may not necessarily be complementary. Participants intimated that this could often – but not always – be abated by putting an extra professional foot forward, so-to-speak.

“I think the participation on the board should have been different.”

The importance of the separation of business and politics emerged as the most frequent and explicitly stated lesson to be learned from the interviews. This alone is not new or surprising. The relationship between Indigenous politics and its business is historically a complex and sensitive one. There is a fear of loss of political and financial control that is widespread among Indigenous Peoples. This, along with the perceived competition for funding dollars has, among

other things, created distrust of the new and unknown. A high level of secrecy is also not uncommon. This explains why it was stated very frequently that rules and guidelines need to be clearly stated, understood, and adhered to right from the beginning of an urban Indigenous for-benefit CED venture.

“... those individuals on the board were politically elected representatives from the MMF who by the very nature of their participation on the board made it impossible to separate politics from the business, and that made for very difficult decision making.”

5.3 Limitations

Although the interviews were fruitful, and there were three different data sources, there were limitations to the research. The pool of potential interviewees was extensive, but for different reasons, one of them presumably because the professional world can be a small one, many people declined to participate in the study. The research was originally envisaged as consisting of six to ten interviews. Unfortunately, only four participants ultimately participated in the study.

5.4 Recommendations for Future Research

Based on the results of this case study, some recommendations for future research have surfaced. First, the limitations discussed in this study could be removed, by allowing for the passage of a few more years and attempting the interviews again. I believe the likelihood of potential

interviewees agreeing to take part in the research will only increase with the passage of time. Second, this case study examined a still fledgling phenomenon in its early years. More case studies need to be looked at as more urban Indigenous for-benefit companies arise. B Lab (and its certified B Corp certification) is quickly creating a for-benefit community in Canada that would likely otherwise be slow to emerge, as Canadian corporate law in Canada is different from American corporate law. Companies in Canada aren't mandated to maximize profit at all costs in the same manner as American companies. Third, the business and CED actors within Canadian cities are largely unaware of what for-benefit corporations are, and how they might function. Research should be done on what Planners can do to foster more for-benefit companies – especially Indigenous for-benefit companies – within the urban environment. There is much to learn in this regard. There is also much to learn regarding if there are any operational or other advantages that government administrators might see with the rise of urban Indigenous for-benefit organizations.

Another recommendation for future research has arisen from the data map in Figure 15. The map appears to allude to the idea that successful urban Indigenous CED may have the power to distract people from the focus on negative urban Indigenous perceptions, and (an urban Indigenous) for-benefit CED organization may possibly further distance people's perceptions from focusing on negative judgements. This requires further research to investigate what potential correlations may exist in this area.

5.5 Conclusion

There are a few conclusions that can be drawn based on the results of this study. The first conclusion is that business and politics require a strict separation. This is especially relevant within the urban Indigenous for-benefit context, as Indigenous governments are still largely dependent on government funding, and during the process of working towards self-determination, politics – by its own nature – is likely to apply an untenable amount of pressure on the business operations of a for-benefit company. The second conclusion is that it is imperative from the very beginning that strong business acumen and fiscal responsibilities must be the focus of any for-benefit organization. There is likely to be the tendency to rush towards solving all social goals as fast as possible, but a financially unstable organization is not in a real position to help anyone. The third conclusion is that for-benefit companies need to be fostered and nurtured in Canada, whether they are urban Indigenous ones or not. For-benefit enterprise is, in practical terms, still a for-profit enterprise, and business is challenging and risky with only a singular fiscal bottom line.

The first conclusion is that for-benefit business and Indigenous politics (or any politics) requires a strict separation. This is especially important if the Indigenous government is the beneficiary or conduit for which the social goals of the for-benefit company are accomplished. This close

relationship has the real potential to blur the lines and foster the attitude that Indigenous governments may be entitled to dictate to their CED organization. In the end, this is likely to completely undermine the function and viability of the for-benefit.

The second conclusion is that, especially in the beginning, a strong business acumen and fiscal responsibility must be the forefront of any for-benefit organization regardless of the type of for-benefit organization. Business is risky. There are many factors which will dictate success or failure, and when an entire community is relying on a company to succeed, it is even more important that it act responsibly. An organization is not going to be accomplishing anything if doesn't stay in business. The safest route for a for-benefit company to financial stability may be the way it establishes its corporate structure. One way to do this could be to follow MEDOs example, and arrange for a fixed portion of the generated of net profit to flow to a separate and independently run entity (e.g. a nonprofit) that then turns the for-benefit money into whatever social aim it is intended for. This would allow the company to focus narrowly on maintaining a viable enterprise with a sustainable rate of growth. Once there is some security in the for-benefit company's financial position, it can then broaden its activities to better achieve or support its social mission.

The third conclusion extends the second conclusion somewhat. For-Benefit must be nurtured and fostered in Canada. This is because for-profit business is a daunting prospect for some

people, and for-benefit business is likely not on most people's radar in Canada, and if it is, then it is likely even more daunting than straight for-profit or nonprofit initiatives. The model of care regarding for-benefit corporations – what that care looks like and who provides – it still requires significant research. The fact that the Canadian business climate requires this care, though, is the third conclusion of this research.

In the end, like virtually all CED, urban Indigenous community economic development must be born of its beneficiaries. Whether they be an urban block, a larger neighbourhood, or a larger Indigenous community as with the Métis Nation in Manitoba, the stakeholders must drive the for-benefit CED if it is to see success. It is the job of Planners then, to provide a healthy environment for this urban Indigenous CED model can be fostered and encouraged. Sabeti (2011) points out that “for-profits and nonprofits exist within supportive ecosystems consisting of well-established laws, accounting standards, financial markets, trained pools of talent, and customized tools and services” (p.7). The impact of these support systems should not be underestimated as the world of business – regardless of economic sector – is highly competitive and challenging. Fourth Sector/For-Benefit companies do not currently have the same agency in this environment that traditional corporate models have. “When an entrepreneur starts a conventional company, lawyers, accountants, investors, and consultants share an understanding of what that means and can provide tools and services that fit seamlessly together (Sabeti, 2011, p.7). Given this, a call to Planners is issued to work at strengthening the supports that

traditional corporate models enjoy, as well as to research what more can be done to foster healthy fourth sector activity within the broader urban context.

*“... if they could generate their own money they would be able to determine their own course of action and essentially their own destiny.
That was the dream anyway.”*

6 REFERENCES

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7 APPENDICES

A. Project Summary

For-Benefit Corporations and Urban Indigenous Community Economic Development: A Case Study of the Métis Economic Development Organization (MEDO) in Manitoba, Canada

The proposed research involves a case study of the Métis Economic Development Organization (MEDO), a Winnipeg-based For-Benefit company designed to support the Métis community in Manitoba, Canada through its elected government, the Manitoba, Métis Federation (MMF). This research will aim to highlight MEDO's place within the spectrum of approaches to Indigenous community economic development, and to answer the question: what can Planners learn from MEDO?

Throughout the first decade of this millennium, the MMF had feared government funding would dry up in the not-to-distant future. Where they had previously solely relied on government grants and debt financing through various private organizations, they quickly began planning to move towards self-sufficiency in a way they hadn't considered before. As a direct result, in August of 2010 the Métis Economic Development Organization (MEDO) was legally incorporated, and I joined the company soon after – in the fall of 2011. MEDO was incorporated as a For-Profit (self-reliant) organization, but what makes it unique, is what the company does with its profit. MEDO profits never get paid out as a dividend to shareholders. Instead, its profits are placed in a capital trust with the sole beneficiary set as the MMF. The MMF then uses that money to fund its various social programs and services that it provides to the Métis people of Manitoba. Essentially, MEDO's sole shareholders are the Métis people of Manitoba. This, in effect, makes MEDO a For-Benefit corporation.

Research Questions:

1. What are the strengths, weaknesses, opportunities and threats associated with a for-benefit corporation, such as the Métis Economic Development Organization (MEDO), vis-à-vis Indigenous community economic development in Winnipeg, Manitoba?
2. What lessons can Canadian Planners and others learn from this model of community economic development generated by the Indigenous community in Winnipeg?

B. Sample Semi-Structured Interview Schedule

(*) denotes a non-essential question that can be sacrificed if time runs short.

Professional Background Information on the Participant & Role Within the Company

Could you please describe for me your professional background?

- How did you first get started in your field of work?
- What attracted you to this work?

Could you describe your role at MEDO?

- How long have you been with the company?
- How did you first learn about MEDO?
- How did you become involved with MEDO?

Could you describe MEDO as an organization?

- How is the company structured?
- What is the company's purpose?
- How does MEDO function?
 - For the MMF?
 - For Métis people and/or communities?

Interviewee's Perspective on the Evolution of MEDO

*** From your perspective, how would you describe MEDO's evolution as a company?**

- How is that?
- Is there an incident/experience that you feel illustrates your perspective?

Are you familiar with the term "For-Benefit corporation?"

- How did you first hear it?
- What does the term mean to you?

Do you feel MEDO faces any unique challenges as a company? (please take your time)

- How do you mean?
 - Any due to the "For-Benefit" nature of MEDO?
 - Any due to the "Indigenous For-Benefit" nature of MEDO?
- How would you deal with those challenges?

Urban Indigenous Community Development

What does “urban Indigenous Community Development” mean to you?

- Can you expand on that?
- How would you define community?
- How would you define community development?

An Indigenous For-Benefit Organization: Metrics of Success

How can an Indigenous For-Benefit corporation measure its success?

- How else?
- How would you do that?
- How would you prioritize that?

*** How would you prioritize the social goals versus the financial goals?**

- Can you expand on that?
- How do you mean?

*** What can MEDO contribute socially that other existing Indigenous organizations do not – or cannot?**

- How do you mean?
- Can you expand on that?

C. Sample Email/Phone Script for Contact with Potential Study Participants

NOTE: As a former employee of MEDO, I will have a pre-existing relationship with all people in the potential pool of interview subjects/study participants as listed in Appendix D. Due to this fact, my script will be slightly less formal than it otherwise would be.

Hi (Participant's name),

This is Ryan Paradis, former MEDO/MEDO Developments manager of planning & development until about early 2014, how are you doing?

As you will recall, I am a City Planning Master's student, and I am now conducting research for the thesis portion of my Master's degree in City Planning. I'm now conducting interviews with people who have been involved with MEDO in order to collect data in order to research MEDO's place within the spectrum of approaches to Indigenous community economic development, and to answer the question: what can planners learn from MEDO?

I would really appreciate your help by agreeing to schedule a date & time when I can interview you. The interview will be recorded on my phone, and take about an hour or so. I can meet you anytime that is convenient for you. We can arrange for the meeting to be held at a time and place that will remain undisclosed to any person of concern that may cause you to feel pressured one way or the other in regards to participating in this research. Only myself and my research supervisor will know who has and who hasn't chosen to participate.

I'm sending you a copy of a consent form that will give you an idea of what is involved. *(NOTE: either in a separate email, or in this email, depending on whether or not I'm speaking to the potential participant on the phone in this instance.)*

Please feel free to contact me directly if you have any questions or concerns at



Thank you,
Ryan Paradis

D. Participant Information and Consent Form



UNIVERSITY
OF MANITOBA

“For-Benefit Corporations and Urban Indigenous Community Economic Development: A Case Study of the Métis Economic Development Organization (MEDO) in Manitoba, Canada”

Principal Investigator:

Ryan Paradis, MCP Candidate

Department of City Planning, University of Manitoba

Phone: (204) XXX-XXXX

Email: umparad0@myumanitoba.ca

Advisory Committee:

- **Supervisor** – Rae Bridgman, Professor, Department of City Planning, Faculty of Architecture, University of Manitoba
- **Internal Advisor** – Richard Milgrom, Department Head and Professor, Department of City Planning, Faculty of Architecture, University of Manitoba
- **External Advisor** – Wanda Wuttunee, Professor, Department of Native Studies, Faculty of Arts, University of Manitoba

This consent form, a copy of which will be left with you for your records and reference, is only part of the process of informed consent. It should give you the basic idea of what the research is about and what your participation will involve. If you would like more detail about something mentioned here, or information not included here, you should feel free to ask. Please take the time to read this carefully and to understand any accompanying information.

This research is part of the Investigator’s Master’s thesis. The thesis is a public document that will be available at the University of Manitoba library upon its completion.

Purpose:

This research explores the Métis Economic Development Organization (MEDO) as an example of an Aboriginal For-Benefit Organization. The experiences of MEDO employees, and

employees of the MMF executive office, and both MEDO and MMF governing board members are used as a case study.

You are being invited to take part in this study because of your involvement with MEDO.

Study Procedures:

If you choose to participate, the Investigator will interview you about your impressions of MEDO as an example of Aboriginal For-Benefit Organizations for the purpose of Aboriginal Economic Development. He will meet you at a time and place that is convenient for you. The interview will last approximately 1 to 1.5 hours. With your consent, the interview will be recorded and later transcribed. You will have the opportunity to review your entire interview transcript before the thesis is finalized.

Potential Risks:

The research poses a small risk to the professional reputations of the participants and/or organizations involved in this research. The review process (above) minimizes this risk. You may remove and/or edit comments made in your interview that might have a negative impact.

Potential Benefits:

The research will help you to share your experiences with an Aboriginal For-Benefit organization with academia, other aboriginal communities, as well as municipal, provincial and federal governments.

Recording Devices & Confidentiality:

The research will be recorded on the researchers iPhone with the use of the app *ExpressDictate* and transcribed using the app *ExpressScribe*.

Your name will be kept confidential. Only the investigator will have access to this information. No names will be included in the final report. Instead, your interview recordings and transcripts will be identified by a code. Additionally, the investigator will make arrangements with you for the meeting to be held at a time and place that will remain undisclosed to any person of concern that may cause you to feel pressured one way or the other in regards to your participation in this research. Only the investigator and the research supervisor will know who has and who hasn't chosen to participate.

Study transcripts will be kept securely locked, and all computer files will remain password protected for a period of two years, after which I will personally destroy all transcripts and recordings. The two-year time frame will serve to allow for any potential preparation for conference materials and/or articles.

Feedback & Debriefing:

Once the interview has been completed and transcribed, I will give you a copy of the interview transcript which will allow you the opportunity to verify the information and remove anything you feel uncomfortable with. I will then follow up with you within two months of the interview by way of phone, email or in person in order to ensure requested changes and omissions have been completed, provide you with individual feedback, and confirm the accuracy of the coded and processed data. Upon the completion of my thesis document, I will provide you with a digital copy either by email or in person.

Dissemination of Results:

The results of this study will be disseminated by way of my Masters of City Planning thesis project, a hard copy of which will be kept at the Architecture/Fine Arts library at the University of Manitoba, as well as a digital copy to be found online through the University of Manitoba's M Space. Results will also be disseminated through my oral defense as well as any potential conference materials or articles that may arise as a result of this study. Dissemination of study results will also be shared with participants, and the identities and confidentiality of participants will not be compromised.

Voluntary Participation/Withdrawal from Study:

Your participation is entirely voluntary. You may refuse to participate and may withdraw from the study at any time until the withdrawal date of January 16th, 2017. If you wish to withdraw from the study, simply notify the investigator in writing. If you decide to participate you have the right to refuse to answer any questions without negative consequences.

Contact for information about the study:**Principal Investigator:**

Ryan Paradis, MCP Candidate
Department of City Planning, University of Manitoba
Phone: (204) XXX-XXXX
Email: umparad0@myumanitoba.ca

Research Supervisor:

Rae Bridgman, Professor, Department of City Planning, Faculty of Architecture,
University of Manitoba
Phone: (204) XXX-XXXX
Email: Bridgman@cc.umanitoba.ca

Consent:

Your signature on this form indicates that you have understood to your satisfaction the information regarding participation in the research project and agree to participate as a subject. In no way does this waive your legal rights nor release the researchers, sponsors, or involved institutions from their legal and professional responsibilities. You are free to withdraw from the study at any time, and /or refrain from answering any questions you prefer to omit, without prejudice or consequence. Your continued participation should be as informed as your initial consent, so you should feel free to ask for clarification or new information throughout your participation.

The University of Manitoba may look at your research records to see that the research is being done in a safe and proper way.

This research has been approved by the Joint-Faculty Research Ethics Board (JFREB). If you have any concerns or complaints about this project, you may contact any of the above-named persons or the Human Ethics Coordinator at humanethics@umanitoba.ca and/or 204-474-7122. A copy of this consent form has been given to you to keep for your records and reference.

Participant Signature

Date

Researcher Signature

Date

E. MEDO Marketing/Promotional Documents: Text and images coded in data analysis



5 Pedestrian view looking towards 150 Henry.

6 Pedestrian view from the corner of Higgins Avenue and Austin Street. Underground parking could be integrated with a unique green space.



Sky View of Point Douglas redevelopment showing such features as underground parking, pavilion with green space for events such as a farmers market, mixed-use walkable environments, green roofing, etc...

Report compiled by Ryan Paradis - MEDO Manager of Planning and Development



Metis Economic Development Organization
 300 - 150 Henry Avenue
 Winnipeg, Manitoba R3B 0J7
 Phone: 1 204 509 2540
 Fax: 1 204 942 8612
 Web: www.themedo.ca

150 Henry Avenue Building Expansion & Point Douglas Redevelopment

The Metis Economic Development Organization (MEDO) and the Manitoba Metis Federation (MMF) respectfully request land and property in the South Point Douglas area. Specifically we are requesting the green space immediately adjacent to 150 Henry Avenue on the southeast of the property as well as the green space immediately north of Henry Avenue and east of Austin Street.

The MMF is the government of the Metis people of Manitoba. Founded in 1967 to represent the cultural, social and political interests of the Metis, the Federation's Home Office has been located in South Point Douglas since 2004. The MMF Home Office houses its key service delivery agencies and departments dedicated to maintaining and improving quality of life for its over 40,000 members and the estimated 100,000 Metis citizens province-wide. MMF services include but are not limited to Metis Child and Family Services, Health and Wellness, the Adult Learning Centre, Metis Justice Institute, Community Housing Managers and the Provincial Recruitment Initiative.

The Metis have a long historical relationship with the City of Winnipeg. The original settlements within present day Winnipeg were founded by the Metis. In 1855, the Council of Assiniboia appointed Metis William Ross the first Post Master for Red River. The postal service was operated out of Ross's home on Market Avenue. The land on which City Hall itself rests was gifted to Winnipeg by a Metis family in the early 1870s. The world famous and long-running Festival du Voyageur was co-founded by Metis George Forest in 1970.

Today, the Metis commitment to Winnipeg's community continues with such MMF programs as It's My Community Too in partnership with the City. The Federation also partners with many Winnipeg based businesses on workforce training opportunities and works to provide affordable housing for many Winnipeg residents. The MMF and MEDO together are looking to further their community participation in Point Douglas.

MEDO and the MMF in conjunction with Landstar Development Corporation and Ledor CMI Ltd. seek to redevelop land within the Point Douglas area beginning with the MMF home office at 150 Henry Ave. Our strategy includes moving our over 300 community focused businesses and programs into the neighbourhood. The intent of the expansion is to attract new tenants, which will supply a revenue stream to support both existing and future programs.

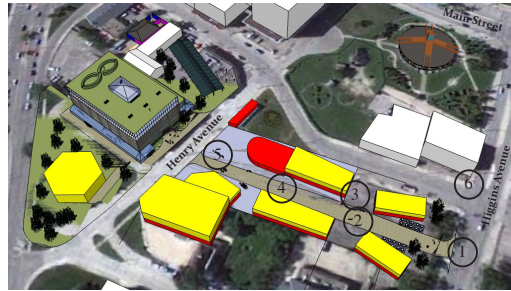
The expansion will also create a village concept urban retail and service centre that will support local and Metis history and identity, while working together with the existing Point Douglas community to engage in holistic and socially conscious development. Self-sufficiency and self-determination are necessary goals for all Metis so that they may live better within our urban environment. Our development plan for Point Douglas works to realize these goals, and contribute to the interest and benefit the Point Douglas community and its revitalization.



150 Henry and Point Douglas Redevelopment Project



150 Henry Avenue can be the catalyst for redevelopment in the Point Douglas Area.



Legend:
 Residential Development Commercial Development

Sketch model of a potential development layout in the Point Douglas Area. The following images depict the pedestrian views of what this development could potentially look like.



1 Pedestrian view looking South From Higgins Ave.



2 Pedestrian view looking South along new developments consisting of mixed use buildings and walkable environments.



3 Pedestrian view of greenspace on the top of underground parking structure.



4 Pedestrian view looking South towards 150 Henry Ave.

The Bigger Picture

The Metis Economic Development Organization (MEDO) is a for-profit business investment and management firm working with the Manitoba Metis Federation (MMF) to make key business investment decisions based on generating profit and building capacity.

As an investment management company, MEDO:

- Invests in and manages – through ownership or joint ventures – profit generating businesses.
- Supports the MMF – Regions and Affiliates – with business opportunities.
- Creates a motivated, aligned and cohesive business network by marketing and promoting businesses.
- Leverages opportunities to build capacity (i.e. Employment) for Metis people.



MEDO Development owns 340 MacLaren Street in Ottawa, Ontario. The property houses the Metis National Council's Main office.

MEDO is viewed as a "Crown Corporation" of the Metis government, accountable to the MMF and the Metis people. MEDO's primary role is to ensure a sustained, positive financial condition for the Metis government, thereby enabling it to provide service delivery to the Metis people of Manitoba.

MEDO and its corporate structure emerged from an overall Metis Economic Development Strategy developed in 2009 through a partnership between the Government of Canada, the province of Manitoba and the Manitoba Metis Federation. Implemented throughout 2009-2012, its goals were to:

1. Ensure the financial sustainability of the MMF.
2. Provide opportunities for Metis people to improve their quality of life.

MEDO and its activities are key to fulfilling these outcomes. Its direct corporate activity serves to provide additional revenue to the Federation. Meanwhile, it facilitates access by Metis companies and citizens to business and workforce development. The net results are sustainable Metis government and improved quality of life for the Metis people through increased income levels.

MEDO Developments and its business model is an intrinsic part of this strategy. Real estate and tenancies ensure a revenue source for the Metis government. Renovation, maintenance, construction and product supply for those properties provide numerous business opportunities for Metis companies to enhance their operations. All the while, they contribute to their Metis government and help drive our provincial and national economies.

Report compiled by Ryan Paradis, MEDO Manager of Planning and Development.

MEDO Developments and the Point Douglas Community

Helping to create greater sustainability for Manitoba's Metis people and the community.



Executive Summary The property located at 70/80, 90 and 100 Sutherland Avenue presents an exciting opportunity for both MEDO Developments, the Point Douglas Community, and the City of Winnipeg. MEDO Developments has recently purchased this property with the intention of housing community minded tenants who will partner with us to contribute to redevelopment of the surrounding area. MEDO Developments is currently involved in a number of projects localized in the Point Douglas community, and has a great interest in the increased safety, walkability, and beautification of the community in accordance with the *Our Winnipeg Complete Communities Direction Strategy*. It is our intention to work closely with local stakeholders and the City of Winnipeg in helping create something special in this historic neighbourhood.



Thunderbad Park (future site)
The Salvation Army, the Thunderbird House, as well as MEDO are partnering in the proposed development of an urban park in the space between the Thunderbird House and the Salvation Army. MEDO Developments has been actively working with the Salvation Army, the Thunderbird House, Winnipeg Downtown BIZ, the United Way, the Red Road Lodge, and the City of Winnipeg in the planning of a consultation process of local residents and stakeholders.

Maple Street Pedestrian Underpass
This old photograph circa 1920 illustrates the pedestrian underpass that used to exist in this location. Currently filled in, MEDO Developments is currently working alongside the Downtown BIZ to lobby CP Rail to partner in its redesign and reopening.

70/80, 90, 100 Sutherland Avenue
This property was recently purchased by MEDO Developments this Spring and it includes a parking lot and green space immediately across the street. This multiuse building complex provides a strong opportunity for further development in the community. Over the last year, MEDO Developments has been meeting with local stakeholders as well as the community's City Councillor to discuss what type of redevelopment and programming they would like to see here.

Current and future tenants include Metis Child & Family Services, the Winnipeg Regional Health Authority, Penman Publications, Kitchen and Bath Specialists, MEDO/ESGS Production Services, as well as the Boys and Girls Clubs of Winnipeg. With a strong community minded tenant base it is our intention to help contribute to the safe redevelopment and beautification of the surrounding community in accordance with the *Our Winnipeg Complete Communities Direction Strategy*.

MMF Home Office & Surrounding Area
MEDO Developments is the current owner of the property located at 150 Henry Avenue. We are currently undergoing a staged redesign and redevelopment of the building and surrounding property. Development of the parking lot in front of the building presents a very exciting opportunity to help rejuvenate the South Point Douglas area and spur further development in the community.

11 Sutherland Avenue
MEDO Developments currently owns 11 Sutherland Avenue. This location and the neighbouring empty lot are the planned redevelopment sites of a 6 to 8 unit housing development that will be leased by Metis Child and Family Services.

Map is a map indicating current and proposed projects involving MEDO Developments. Image Credit: Google Maps, 2012.



Affordable Housing Pilot Project at 11 Sutherland Avenue



150 Henry Avenue
Winnipeg MB, R3B 0J7
Fax: 204-942-8612

Toll-Free: 1-877-635-5931
Phone: 204-942-7535
www.themedo.ca



Affordable Housing Pilot Project at 11 Sutherland Avenue

According to the City of Winnipeg "Our Winnipeg" Community Plan document, Winnipeg is expected to experience significant population growth over the next 25 years, and infill housing development will be needed to help accommodate this growth. In addition to this, Manitoba Housing has made it known that it is committed to developing 1,500 new affordable housing units by March 31, 2014.

MEDO, as a Crown corporation for the Metis Government and a for-profit corporation, has a socially minded mandate to improve the quality of life for Metis people, fostering strong, healthy and self-reliant families, communities and businesses. The creation of quality, sustainable dwelling spaces for lower income families within multi-family developments fulfills MEDO's mandate on multiple levels. There is the obvious immediate contribution to quality of life, as well studies show that the added density will contribute to the overall safety of the residents as well as the surrounding community.

MEDO Developments Limited proposes to build a multi-family residential complex in Winnipeg, MB, at the Property situated at 11 & 15 Sutherland Avenue as well as

the green-space directly adjacent to the property on Stephens Street. Consisting of mainly single and double bedroom suits, the complex will contain 8 to 10 housing units of varying size & capacity. This newly constructed development will be mixed-use with a small service based commercial business located on the main level for the benefit of the surrounding community. A community and stakeholder engagement process will be undertaken to determine the type of commercial programming that will best suit the location. Design and construction and operation of the complex proposes to follow the guidelines set forth by both Manitoba housing, as well as the Housing section of the Our Winnipeg Sustainable Community Plan document, and Areas of Stability -- Reinvestment Areas section of the Our Winnipeg -- Complete Communities Direction Strategy document.

Rent rates for this development will match the Median Market Rent for the City of Winnipeg, as per the guidelines set forth by Manitoba Housing. At this time, MEDO Developments is also planning on participating in the Rent-Geared-To-Income (RGI) assistance program for 50% of the housing units within the complex at 11 Sutherland Avenue.



LEGEND

- 1. Richardson Building
- 2. Carleton Place
- 3. Bank of Montreal
- 4. Scotiabank
- 5. The Forks
- 6. City Hall
- 7. Canadian Museum of Human Rights
- 8. Convention Centre
- 9. MTS Centre
- 10. Red River College
- 11. South for Good
- 12. Winnipeg Regional Health Authority
- 13. United Way
- 14. Manitoba Museum of Man & Nature
- 15. Shaw Park
- 16. Sport for Life Centre

WATERFRONT PLAN

There is greater potential for linkages between The Forks and adjacent lands. CentrePlan, the City of Winnipeg's downtown vision document, emphasizes the importance of integrating The Forks development with the rest of the downtown in order to capitalize upon the opportunities that it provides. (quote: The Forks North Project Building Committee, 2010, 2010)

- University District
- Retail District
- Sports & Entertainment District
- Commercial District
- Exchange District



11 Sutherland Avenue, Wpg, MB as it currently exists looking West along Sutherland Avenue.



An aerial view of a potential multi-family residential structure on the same site looking West.



A potential multi-family residential building on the same site looking South along Stephens.



A view of a potential multi-family residential building looking West along Sutherland Ave.



View of 11 Sutherland looking North.



View of 11 Sutherland looking West.





Re-development concept for the MMF home office at 150 Henry Avenue. Concept was commissioned by MEDO and designed by PSA Studios in 2012-2013.

MEDO Plans Point Douglas Village

A campus-style development is in the works that will transform part of Winnipeg's downtown into a business and community space much like Osborne Village. By Dave Wilkins

The Métis Economic Development Organization (MEDO), the economic development arm of the Manitoba Métis Federation (MMF), plans a three-phase redevelopment program near the heart of downtown Winnipeg that will feature housing, businesses and a community green space much like Osborne Village, says Blake Russell, MEDO's Chief Executive Officer.

"MEDO's two-pronged mandate is to generate profit and to reinvest a sizeable chunk of that profit back into the community for the benefit the Métis people and all Manitobans," Russell stresses.

This mantra has led MEDO to develop an ambitious plan to redevelop properties it owns or manages within the Point Douglas area into a campus-style community patterned after the successful Osborne Village.

"Self-sufficiency and self-determination are necessary goals for all Métis so that they may live better within our urban environment. Point Douglas has a rich history for Manitoba and the Métis people. Our development plan will realize our goals while benefiting the Point Douglas community and preserving and revitalization this historic setting," says Russell.

"Our strategy includes moving over 300 community-focused businesses into the neighbourhood. We want to create a mixed-use green-space environment serving as a destination and service centre for the community," says Ryan Paradis, MEDO's Manager of Planning and Development

He adds that the Point Douglas Village plan includes redeveloping the Manitoba Métis Federation (MMF) and MEDO head office at 150 Henry Ave. (MEDO manages the building for the MMF) and adjacent properties owned by MEDO, and redevelopment of "MEDO Square," a nearby group of MEDO-owned properties on Sutherland Ave. (the former Naylor Publications building). The two redevelopments are adjacent to the Disraeli Freeway and will be connected via a green walkway.

Currently MEDO Square has several tenants including Bluesky Digital, Park Avenue Vending and Coffee, the Métis Child and Family Services Authority and

the Winnipeg Regional Health Authority, among others. MEDO is in the process of adding new tenants.

Another aspect of the village is an urban park space between Thunderbird House and the Salvation Army. "MEDO Developments has been actively working with the Salvation Army, the Thunderbird House, Winnipeg Downtown BIZ, the

United Way, the Red Road Lodge, and the City of Winnipeg in the planning process.

"An urban park has little financial gain for MEDO, but it speaks to how we want to help the community—by beautifying the neighbourhood and making the area safe to visit and enjoy. It will be a place all Winnipeggers can visit and enjoy," says

Paradis.

Recognising MEDO for its unique approach to community development, it was recently nomination for a Winnipeg Chamber of Commerce Spirit of Winnipeg Award. The award recognizes innovation, and striving for better approaches and practices that contribute to the vibrancy of businesses and the city.

The Ambitious Three-Phase Plan

The first phase of MEDO's plan, already underway, is the redevelopment of the MMF and MEDO head office building on Henry Ave. and the adjoining parking lot that faces the Disraeli Freeway.

The second phase would see the addition of two more floors and two outside atriums for the head office, and construction of a village-style campus on a large, surface parking lot immediately north of the head office. The campus development will include an underground parkade, a central plaza, and more than 6, three- or four-storey buildings housing up to 50 small businesses—many of them Métis or aboriginal owned—and an estimated 225 high-quality residential units similar to the converted warehouse-style condos in downtown Winnipeg.

Russell estimates the campus development will cost between \$15 million and \$25 million, while the expansion of the MMF building will likely cost between \$8 million and \$10 million.

Phase three will be the redevelopment of a number of other properties in the Point Douglas area.



Aerial view of MEDO's Point Douglas redevelopment showing the underground parking, a pavilion with green space for events such as a farmers market, mixed-use walkway environments, and green roofing.

MMF and MEDO

The Manitoba Métis Federation (MMF) is the government of the Métis people of Manitoba. The non-profit federation was founded in 1967 to represent the cultural, social and political interests of the Métis, says Blake Russell, MEDO's Chief Executive Officer.

The federation's head office has been located in South Point Douglas since 2004. The head office houses its key service delivery agencies and departments dedicated to maintaining and improving quality of life for its over 40,000 members and the estimated 100,000 Métis in the province. MMF services include Métis Child and Family Services, Health and Wellness, the Adult Learning Centre, Métis Justice Institute, Community Housing Managers and the Provincial Recruitment Initiative.

Russell notes that the Métis have a long historical relationship with the City of Winnipeg. The original settlements within present-day Winnipeg were founded by the Métis. In 1855, the Council of Assiniboia appointed Métis William Ross the first Post Master for Red River. The postal service was operated out of Ross's home on Market Avenue. The land on which City Hall itself rests was gifted to Winnipeg by a Métis family in the early 1870s. The world famous and long-running Festival du Voyageur was co-founded by Métis George Forest in 1970.

Today, the Métis commitment to Winnipeg's community continues with such MMF programs as It's My Community Too in partnership with the City of Winnipeg. The federation also partners with many Winnipeg-based businesses on workforce training opportunities and works to provide affordable housing for many Winnipeg residents.

The Métis Economic Development Organization (MEDO) is the economic development arm of the MMF. "MEDO's purpose is to improve the quality of life for Métis people, fostering strong, healthy and self-reliant families, communities and businesses by understanding the barriers to Métis economic development, positioning people and businesses to take advantage of economic opportunities and helping build networks and partnerships. MEDO makes strategic business decisions based on generating profit and building capacity for the long-term sustainability of the Métis Nation within Manitoba and for all Manitobans," says Russell

"Through the revenue generated by MEDO, our goal is to make the MMF self-supporting," he adds.

MEDO's property management and development arm, MEDO Developments Ltd., is a construction management and land development firm working with the public and private sectors to create large-scale opportunities for redevelopment and construction in the Manitoba marketplace. MEDO Developments is currently spearheading a project to develop housing, businesses and community green space for the Point Douglas area, much like Osborne Village.

Winnipeg Free Press - PRINT EDITION

Dreaming of a new Point Douglas

Métis federation proposes area development

By: Murray McNeill

Posted: 09/26/2011 1:00 AM | [Comments: 0 \(including replies\)](#)



HANDOUT [Enlarge Image](#)

An artist's rendering of the proposed Point Douglas redevelopment. Work could begin as early as February.

A \$35-million-to-\$45-million-plus development project is in the works that would help to change the face of Winnipeg's historic Point Douglas area.

The economic development arm of the Manitoba Metis Federation -- the Metis Economic Development Organization -- is the driving force behind the proposed development, which could get underway early

next year.

MEDO CEO Blake Russell said the first phase of the three-phase development will be paid for with debt financing that MEDO is close to completing.

"We have our financing partners lined up," he said, adding they include Alberta-based Ledcor CMI Ltd., which will also be the primary contractor for the first phase of the project. Landstar Development Corp. is also a partner in the development.

The financing arrangements for the other two phases are still under discussion, but Russell said the hope is that the costs of the second phase will be divided equally between MEDO and the federal and provincial governments.

"We didn't want to use government dollars for Phase I because we're hoping to have their involvement in Phase II," he said.

The first phase would involve an \$11-million redevelopment of the four-storey MMF building at 150 Henry Ave., as well as a small adjoining parking lot that faces the Disraeli Freeway.

The second phase would see the addition of two more floors and two outside atriums for the MMF building, and construction of a village-style campus on a large, surface parking lot the MMF owns immediately north of its building.

The campus development will include an underground parkade, a central plaza, and more than half a dozen three- or four-storey buildings housing up to 50 small businesses -- many of them Métis or aboriginal-owned -- and an estimated 225 residential units.

Russell said the campus development is expected to cost between \$15 million and \$25 million, while the expansion of the MMF building will likely cost between \$8 million and \$10 million.

He said work on Phase I could get underway as early as next February, and hopefully would be complete by late 2012. Work on Phase II could get underway shortly after the first one is done.

He said the campus development would also include the construction of a residential building on land immediately east of the MMF building. The city owns that land, but Russell said MEDO has first dibs on acquiring it.

The third phase of the project would see MEDO working with neighbourhood groups and developers to redevelop a number of other properties in the Point Douglas area.

The only one that's been identified so far is a multi-storey office building on Sutherland Avenue that Russell and Ryan Paradis, MEDO's manager of planning and development, said the group is already negotiating to purchase.

"We hope to finalize a deal in the next few months," Paradis said, adding the building would be upgraded and leased out to MMF-affiliated tenants as well as possibly some outside groups.

He and Russell said that when the MMF acquired the Henry Avenue building and the parking lots about a decade ago, president David Chartrand and executive director Don Roulette envisioned using them as a catalyst for other Métis and aboriginal-driven developments in the area.

MEDO's strategy is to move more than 300 community-focused businesses and programs into the neighbourhood.

"This is going to be an economic base for the aboriginal and Métis communities," Russell said.

"This is something the community needs and the MMF needs," Paradis said, "and I think it's going to be hard to keep it from happening."

MEDO has been keeping the City of Winnipeg, which has been working on a new secondary development plan for the Point Douglas area, abreast of its plans. Russell said city officials have been supportive and helpful.

A spokesperson for the city said in an email that because the MEDO development is still in the planning stages, it would be premature to comment on it.

The CEO of The Forks North Portage Partnership said he's also met with Paradis to discuss MEDO's plans. Jim August agreed the area is ready for some new development.

"I think everybody thinks Point Douglas is an opportunity waiting to happen."

He said FNPP and the city are also working on a plan for the redevelopment of the remainder of Waterfront Drive, which includes parts of South Point Douglas.

"It's really a vision document rather than a master plan," he said, adding it will outline the commercial and parkway-development opportunities for the land along the banks of the Red River.

He said their report likely won't be ready until early next year.

Know of any newsworthy or interesting trends or developments in the local office, retail, or industrial real estate sectors? Let real estate reporter Murray McNeill know at the email address below, or at 697-7254.

murray.mcneill@freepress.mb.ca

Three-phase plan

Here are the highlights of the proposed three-phase development for Point Douglas:

PHASE I:

An \$11-million redevelopment of the four-storey Manitoba Metis Federation building at 150 Henry Ave., as well as a small adjoining parking lot that faces the Disraeli Freeway.

Work could get underway as early as next February. Could be completed within the year.

Some of the tenants would include MMF-affiliated organizations already leasing space in the building, including the Heritage Canada-funded Louis Riel Institute, as well as Ledcor CMI Ltd.

PHASE II:

The addition of two more floors and two outside atriums for the MMF building. Estimated cost: \$8 million to \$10 million.

Construction of a village-style campus on a surface parking lot the MMF owns immediately north of its building, and on a smaller parcel of land immediately east of the MMF building.

Would include an underground parkade, a central plaza, and more than half a dozen three- or four-storey buildings housing up to 50 small businesses, many of them Métis or aboriginal-owned, and an estimated 225 residential units.

About two-thirds of the residential units would be rental units for students and families, and one third would be condominiums.

Estimated cost: \$15 million to \$25 million.

PHASE III:

Redevelopment of an undetermined number of other properties in the Point Douglas area. First would be a multi-storey office building on Sutherland Avenue that the Metis Economic Development Organization is negotiating to buy.

Other details to be worked out after consultations with area groups and local developers.

-- source: Metis Economic Development Organization

Find this article at:

<http://www.winnipegfreepress.com/opinion/columnists/dreaming-of-a-new-point-douglas-130549048.html>

Check the box to include the list of links referenced in the article.

Winnipeg Free Press - PRINT EDITION

Driving FORCE Métis community significant economic resource

By: Barbara Bowes

Posted: 03/17/2012 1:00 AM | Comments: 0 (including replies)g



[Enlarge Image](#)

RUTH BONNEVILLE / WINNIPEG FREE PRESS FILE PHOTO Manitoba's Métis community is a significant employment and business resource.

Although time has passed quickly, I'm sure you'll recall that Manitoba recently celebrated Louis Riel Day. For most people, Louis Riel Day is simply another statutory holiday while for others, it is recognition that the Métis people were the driving force behind Manitoba becoming Canada's fifth province.

Many people and especially new immigrants are not familiar with the term Métis, nor its historical

significance. To help bring about a better understanding, we define the Métis people as one of the aboriginal groups that can trace their ancestral heritage to marriages of mixed First Nations and European heritage. And today, 144 years later, our Métis citizens are once again being seen as a driving force in Manitoba's economy.

Yet, if the Métis people are indeed a driving force in the economy, where are they located? How can they be accessed as potential employees?

Believe it or not, if you checked recent demographic data, you'll find there are over 100,000 Métis people in Manitoba living in various communities. Over half of this population is under the age of 30 and lives in an urban setting. However, in spite of having the highest rate of post-secondary education completion of all aboriginal groups in the province, the Métis median income is 24 per cent lower than for non-aboriginal people.

As you can imagine, a population of 100,000 represents a significant and relatively untapped resource in terms of employment and business partnerships. The challenge now is how to create a co-ordinated effort to link potential job candidates with employers so they can work together as partners in Manitoba's economic growth.

For that linkage, we turn to two organizations: the Manitoba Métis Federation and the Métis Economic Development Organization, which both bring a significant toolkit of resources to the table. For instance, the Manitoba Métis Federation, or MMF, is the governing body for the Métis in Manitoba and has access to workforce development support dollars. This support ranges from wage subsidies for trainees, to sponsorship of specific job opportunities and "single seat" purchases for courses in various educational institutions.

This program, referred to as the Aboriginal Skills and Employment Training Strategy, helps to prepare Métis people to work in a variety of sectors while at the same time, helping to defray some of the training and educational costs. The focus of the program is to create and foster partnerships with the private sector in order to create training opportunities for the Métis candidates that potentially lead to permanent employment.

The Métis Economic Development Organization (MEDO), on the other hand, is a business investment and management firm that operates as a Crown corporation for the Métis government (i.e. the MMF). The goal of this economic development organization is to invest in businesses directly, as well as entering into joint ventures with various private sector companies.

These partnerships are geared toward contributing to the financial sustainability of the Métis federation, while also creating opportunities for Métis-owned businesses to participate in these partnerships. MEDO also works to generate opportunities for the Métis employee candidates in terms of providing greater employment and training opportunities through these partnerships with the private sector.

A third resource for increasing the employability of Métis people is the Louis Riel Institute, an affiliate of the MMF that provides educational resources for Métis clients. Louis Riel Institute offers an adult learning centre that enables clients to build their education and enhance their knowledge and life skills. The institute also has the capacity for specialized training, often resulting from the private sector partnerships. For example, the institute could offer computer courses for Métis candidates as part of a training program for clerical workers.

There are three other resources that serve to empower Métis people to build and expand their businesses, giving them the ability to take on greater projects or more business which in turn leads to greater employment opportunities, often at the grassroots level. For instance, Louis Riel Capital Corp. is an award winning aboriginal capital corporation that specializes in commercial lending to Métis-owned businesses and Métis entrepreneurs.

Secondly, the Métis Economic Development Fund is an investment fund that provides equity to Métis-owned companies to enable them to leverage additional financing. Finally, the Métis Generation Fund for Resource and Energy Development provides equity to Métis-owned companies that operate in Manitoba's resource and energy sectors.

These Métis businesses are more frequently accessing special aboriginal procurement and set aside opportunities from the federal and provincial governments. Those businesses that qualify must be 51 per cent owned by a Métis or First Nations business owner and if there are more than six employees, then at least 30 per cent of these staff must be aboriginal. This in itself creates an incentive for businesses to hire aboriginal employees. Recognizing that government procurement programs are complicated, the MMF is holding a special conference on procurement on March 21-22 to help businesses understand how government works.

However, the MMF is not going to stop with simply these established initiatives. In fact, a new comprehensive Aboriginal Business Readiness Program aimed at building human capital for enhanced aboriginal participation in economic development projects and opportunities in Manitoba is well underway. Its objectives are directed to identifying participant communities, businesses and individuals and identifying economic development opportunities.

Once this identification is complete, the initiative will begin to identify the skill sets required for successful participation in whatever opportunities are discovered. This will lead to the design and delivery of a human capital building program that fits the unique needs and requirements of the opportunity.

With 100,000 Métis citizens in Manitoba, there are also plenty of opportunities for mainstream businesses to establish partnerships and alliances with Métis businesses that can benefit all parties.

With all of these initiatives, it would appear that 2012 is surely going to be a banner year for Manitoba's Métis people. With heightened awareness of this potential employee candidate resource and the accompanying training support, it only stands to reason that both employers and individuals will benefit, communities will benefit and the economy of Manitoba will benefit.

To learn more about these initiatives, call the Manitoba Métis Federation at (204) 586-8474.

Barbara J. Bowes, FCHRP, CMC is president of Legacy Bowes Group and vice-president of Waterhouse Executive Search. She can be reached at barb@legacybowes.com

Find this article at:

<http://www.winnipegfreepress.com/business/driving-force-metis-community-significant-economic-resource-143034275.html>

Check the box to include the list of links referenced in the article.

G. Fourth Sector Problem Set (NYU Law School, 2008)

Unique Challenges and Issues Related to Fourth Sector Organizations

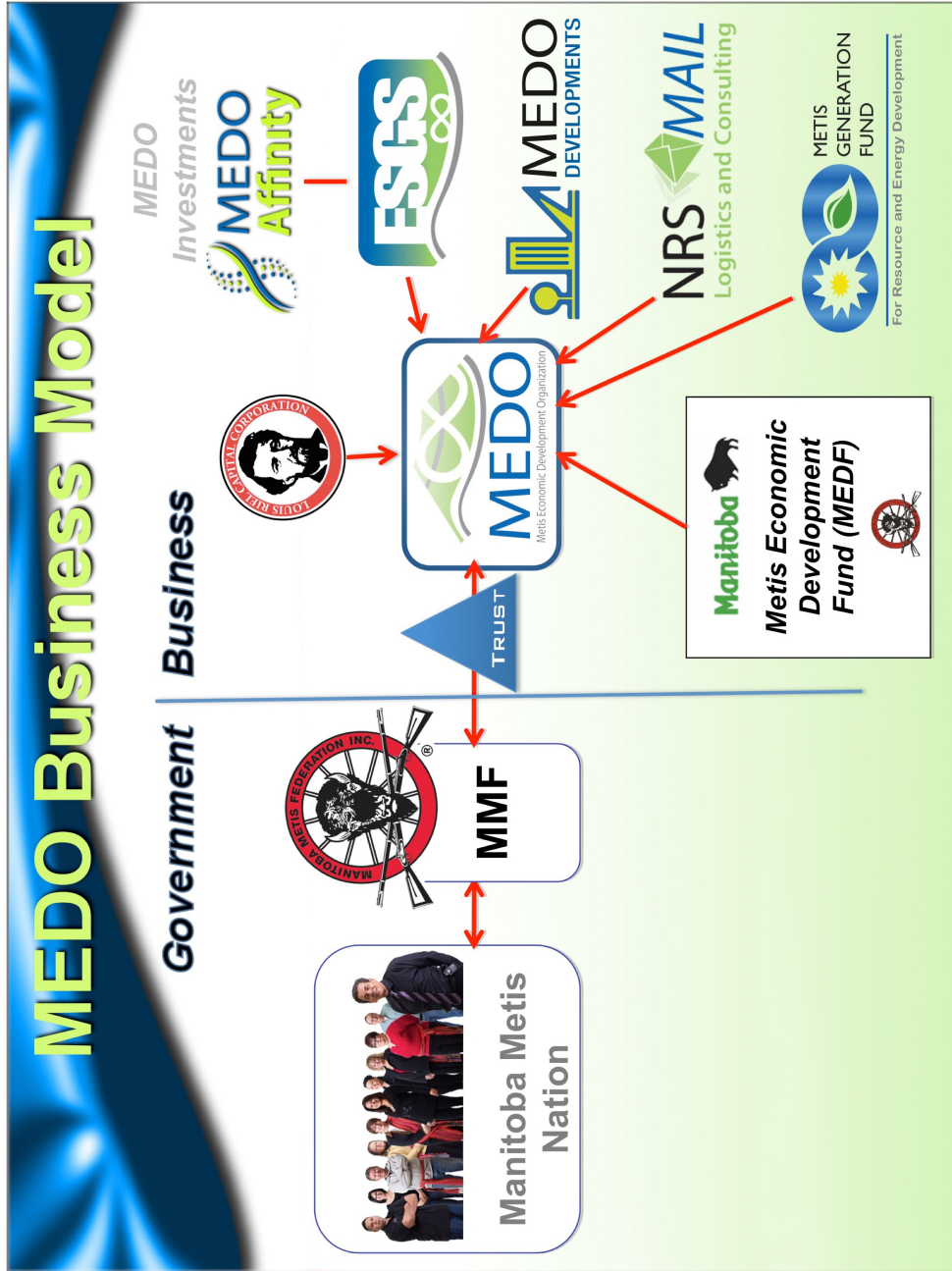
The following is an outline of a broad range of problems encountered — and created — by Fourth Sector organizations, from the point of view of the enterprises, their sources of finance, other stakeholders, the government, and the public at large. While most of these issues apply to all organizations, they present themselves in unique ways in the context of Fourth Sector organizations. A comprehensive strategy for enabling Fourth Sector activity would have to address all of these issues. This is a draft initial list intended to catalyze discussion.

1. **Access to finance**
 - a. Need access to all forms of financing - equity, debt, guarantees, grants, membership fees, pre-payments, etc.
 - i. Early stage
 - ii. Growth
 1. IPO
 - b. Prohibitive transaction costs of compliance when issuing securities
 - c. Finding values-compatible sources of capital
2. **Assessment of success/performance**
 - a. How do you determine who will create the most benefits (social, environmental, economic) among multiple deals?
 - b. Sustainability of benefits (future prediction)
 - c. How you determine if you're achieving your mission?
 - d. How do you assess competence?
 - e. How do you determine if you're being socially and environmentally responsible?
3. **Exit of stakeholders (founders, funding sources, owners)**
 - a. Sustainability of purpose, benefits, principles, culture
 - b. Liquidity
 - c. Transfer of ownership rights and control rights
 - d. Founders cashing out; entrepreneurial incentive
4. **Attract, retain, and motivate qualified workforce**
 - a. Availability of triple-bottom-line competent workforce
 - b. Competitive compensation
5. **Trust of stakeholders and society**
 - a. Avoiding misleading and deceptive marketing claims
 - b. Avoiding internal fraud and corruption
 - c. Distinguish between authentic vs. opportunistic branding
 - d. Overcoming cynicism of stakeholders
6. **Sustainability of mission, values and principles**
7. **Determining equitable distribution of benefits**
8. **What to do with profits**
 - a. No tax deduction for donating in excess of 10% of profits
9. **Preventing inclusive participation from degrading operational efficacy**

Sector policy issues:

10. **Incentivize risk-taking, entrepreneurship, innovation**
11. **Structuring tax policy and other specialized regulation**
12. **Assessment of performance (social, environmental, economic)**
13. **Social and environmental externalities** (e.g. – toxicity, climate change, energy shortage, poverty/wealth distribution, equitable distribution of rewards, downward quality of life spiral)
14. **Ensuring accountability to the public**

H. Early Graphic of the MEDO Business Model



I. TCPS 2: Core - Ethics Certificate

PANEL ON RESEARCH ETHICS
Navigating the ethics of human research

TCPS 2: CORE

Certificate of Completion

This document certifies that

Ryan Paradis

*has completed the Tri-Council Policy Statement:
Ethical Conduct for Research Involving Humans
Course on Research Ethics (TCPS 2: CORE)*

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