

Norway House Cree Nation

# Economic Development Strategic Plan





## Message from Chief Larson Anderson

It is with pleasure that I would like to present to you the Norway House Cree Nation Economic Development strategic plan. A strategic plan identifies priorities for economic growth of our nation. It facilitates collaboration between multiple Norway House departments, increases the ability to keep the community informed on progress, and decreases the time and resources required to see projects to completion.

Norway House Cree Nation membership, staff, and leadership all contributed to the development of the strategic plan. As part of this plan we have an exciting number of projects that will be completed with a higher degree of efficiency and communication including a new business center in Norway House, the major capital purchase of a building on Taylor Avenue in Winnipeg, joint ventures and much more.

I want to encourage the membership of Norway House Cree Nation to review the economic development strategy and follow our regular progress updates. Building a strong economy requires the dedication, engagement and hard work of each and every community member. As a Nation, we can work together to build a strong economy that results in a health community.

Ekosani. Thank you

A handwritten signature in blue ink, appearing to read "Larson Anderson".

## **Mission** | *What we do, for who, and why*

NHCN Economic Development's mandate is to drive economic activity for NHCN and its members by finding, developing and overseeing opportunities to enable economic independence, active participation in Manitoba's economy, and a thriving local economy.

## **Vision** | *Where we want to be in five years*

Our vision is to become the economic Hub of the North. In five years, NHCN will have developed enabling infrastructure, grown our local economy and skilled workforce, and improved community well-being, resilience, and prosperity through economic development.

## **Values** | *Principles that guide what we do*

### **Community First**

Prioritizing the need for a thriving and prosperous community for members living on and off-reserve.

### **Language & Culture**

Ensure that language, community and traditional values are embedded in everything we do. This includes respect for the land and environment.

### **Working Together**

Building an expectation of collaboration within the community and with partners

### **Foster Trust**

Be accountable, fair, consistent and transparent – acting with integrity in all we do

### **Leadership in Reconciliation**

Lead by example by building capacity, understanding and working together to support positive change

### **Business Excellence**

Operate all entities with diligent business practices to optimize performance and empower an Indigenous economy

## Goals | *What are the goals of the strategic plan?*

### The Strategic Plan Focuses on Five Goals:



#### **1 Skilled Professional Workforce**

This goal is to develop current and new employees from across all departments of Norway House Cree Nation's existing workforce through skill development, training, education, certification, and job creation.



#### **2 Strong Local Economy/Own-source Revenue**

This goal is to enhance the local economy in Norway House through assisting the development of new businesses and the enhancement of existing business owned by the band or by entrepreneurs. This will also increase self-generated net revenue to Norway House and increase employment.



#### **3 Enabling Infrastructure**

This goal is to develop or enhance infrastructure that is required for a strong local economy. This could include housing units, internet infrastructure, education buildings, a business centre, land selections, etc.



#### **4 Improved Community Well-being & Resilience**

This goal is to increase the health and well-being of our community by facilitating mental, physical, and emotional healing of our community members. A strong economy requires healthy members and contributes to on-going community wellness.



#### **5 Established as "Hub of the North"**

This goal is to establish Norway House as an economic Hub of the North by exploring ways to attract investments, build partnerships or act on business opportunities to provide services to the surrounding regional population.

## Strategies | *What strategies will we use to be successful?*

### ✓ Clear, Well-coordinated Economic Development Systems & Structures

We will clarify roles and responsibilities of everyone working on economic development in Norway House and use project management systems and structures to organize our work.

### ✓ Collaboration & Partnerships

We will collaborate across departments within Norway House and we will look for partnerships in academia, industry, the private sector, etc.

### ✓ Proactive Government Relations

We will establish positive and strategic relationships with members from multiple levels of government.

### ✓ Enabling Infrastructure (Land Code, Connectivity)

We will prioritize the creation or enhancement of infrastructure that is necessary for economic development.

### ✓ Communication & Engagement

We will improve communication and engagement with all affected key stakeholders including Chief and Council, Norway House directors, contractors, and Norway House community members.

## Process | *What process was used to create the strategic plan?*

### Initial Meeting

The plan was made in collaboration with MNP and began with a meeting with Chief Anderson, the portfolio holder for economic development, and key stakeholders at Norway House Cree Nation working on economic development. This meeting set the scope of work for developing the strategy.

### Socio-Economic Analysis

Research was completed to gather information related to the history, land, population demographics, income, education, employment, housing, industry, and economy of Norway House Cree Nation.

## Internal Interviews

Interviews were completed with staff and contractors working on economic development projects for Norway House. The interviews gathered data to inform the strategy.

## Community Meeting

A community meeting was held on August 30, 2022. It was announced on the community radio and on Facebook. It was lightly attended but ideas were recorded from this session to inform the strategy. Additional community engagement meetings will take place over the execution of the five-year strategy.

## External Interviews

Interviews were completed with external contractors working on economic development projects for Norway House. The interviews gathered data to inform the strategy.

## Strategic Planning Session in Norway House

On January 9 and 10, 2023 a strategic planning session was held in Norway House with members of Chief and Council, senior leadership, and staff working on economic development. All the research from previous stages was presented and used to inform the session.

## Motion from Chief and Council

On April 4, 2023 a draft strategy based on the strategic planning session was presented to Chief and Council by MNP and NHCN Economic Development. A motion was passed to approve the implementation of the strategy.

### **Execution** | *Who will do the work of executing the strategy?*

Now that the strategic plan is developed, a detailed implementation plan has commenced. The strategy will be a collaboration of multiple Norway House Cree Nation departments. An interim economic development executive committee will oversee the development of an execution plan including the identification of project leads and formation of committees with all key stakeholders from each relevant department.

## KPIs | *How will we know we've reached our goals?*



### **Skilled Professional Workforce**

- Education attainment
- Education participation
- Job creation
- # trades certified



### **Strong Local Economy/ Own-source Revenue**

- Self-generated net revenue
- Local economic activity
- Business entity profitability
- Businesses created



### **Enabling Infrastructure**

- Assets built/owned (\$)
- Net-new housing units
- % of community with broadband connections



### **Improving Community Well-being & Resilience**

- Employment/participation
- Household income
- Social assistance roll (% of adults)
- Housing suitability
- Improved health indicators



### **Established as "Hub of the North"**

- Attracted investment (\$)
- Services to/revenue from regional population
- Partnerships
- New businesses serving region
- Airport traffic

## Strengths

- Gateway location
- Expanding land base (TLE)
- Natural resources in territory: Forestry, mining agreements
- Strengthened financial position
- Solid base of economic interests, partnerships
- Regional/national network connections
- Large on-reserve population
- Relatively high income from employment
- On-reserve post secondary education and training
- New Health Centre of Excellence
- Cultural assets: Pictographs, York Boat Days

## Weaknesses

- Structure/systems/capacity for economic development and oversight
- Communication: inter-departmental, leadership and community
- Impacts trust, coordination, effectiveness
- Housing, ferry constrain opportunities for growth
- Low speed/quality internet
- Limited private enterprise in community; barriers for entrepreneurs
- Limited business, technical, trades professionals in community
- Social issues, substance use in the community
- Government relationships

## Current State

### Opportunities

- Forestry: vertical integration from harvest to building products
- Mining: Services, employment
- Healthcare
- Construction: bridge, housing (Bison Homes) East Side Road
- Services to neighbouring FN
- Local entrepreneurs: services, retail, tourism, crafts
- Land Code
- Urban/other reserve development
- Regional MKO Ec Dev Strategy
- Fish Processing
- Tech: ISP, Server hosting, call centre

### Threats

- Recession
- Decline in global commodity prices
- Supply chain disruptions
- Northern cost of living
- Inflation
- Loss of trained employees to industry
- Exposure to fraud
- Political disruptions
- Social barriers, addictions



Contact the Norway House  
Cree Nation Economic  
Development Department

Email: [EcDev@nhcn.ca](mailto:EcDev@nhcn.ca)

Additional information about the strategy including progress updates will be shared on the Norway House Cree Nation Economic Development Page:

<https://www.facebook.com/nhcnecdev>