



Universities & Community Economic Development

Association of Atlantic Universities &
Economic Developers Association of Canada

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The Challenge of Change ...

Old Paradigm:

- Companies locate near **natural resources**
- **Need-based** development: **demand side** - uses our resources and people, being a **cheap** place to do business



New Paradigm:

- Companies locate where **educated labour** is available
- **Asset-based** development: **supply side** - changes the quality/cost of all our resources & people, ideas & talent



The Challenge of Change ...

Old paradigm: *Government* drives economic development



New paradigm: Economic development happens through a *collaborative* process that harnesses the strengths of all players

- all levels of government
- business
- educational institutions
- community groups and organizations

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The Challenge of Change ..

- GNP increasing at **half** of Canada's average growth rate
- Slow **productivity** gains (NS' productivity is 0.84 of national rate)
- Resource sector **rationalization** is not finished yet
- Declining **Middle Jobs**
- **Out-migration** and **decreasing birth rates** lead to depopulation, with the exception of First Nations
- Region's population is decreasing: 2.33 million in 2006, **lowest** in 20 years. **Literacy gap:** 38% below level 3

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Universities & Community Economic Development

Futures of our universities are inexorably tied to the health of our **communities**.

Sources of interaction:

- Employer
- Purchaser
- Real estate developer
- Workforce developer
- Advisor and network builder
- Technology transformer and incubator

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Cape Breton University & Community Economic Development

Cape Breton University and its predecessors became reality because of strong **community demand** for access to higher education.

Cape Breton University had its beginnings in 1974, with a charter that emphasizes its role **in developing the economy** of Cape Breton.

Cape Breton University is rooted in the community.

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Context - Cape Breton's socio-economic evolution

- **1700s** - **1st wave of Globalization:** *Resource access*
Colonization: colonies of France and Britain
- **1900s** - Industrialization: *capital and labor intensive*
Economic colonization: Industrialization by corporations controlled by outsiders. **'Employee Culture'**
- **1970s** - End of golden industrial era
Steel mill and coal mines rescued by **governments**.
Decisions are being made in government capitals.
- **1980s** - Governments **abandon** operating heavy industry, enterprise parks, and ports.
- **2000 ...** **2nd Wave of Globalization:** *Knowledge economy*
Underemployment, outmigration, but economy's decision-making not made exclusively abroad or government capitals.

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Workforce Developer

Developing and delivering programs demanded by community

Technology diploma programs in Mining, Environmental, Electrical etc
Business Technology diploma programs in Accounting, Marketing etc.
Hospitality & Tourism diploma program
Bachelor of Arts in Community Studies



Specialized CAD/CAM program for auto-part cluster
BTech programs in manufacturing, petroleum, computer programming, ..
Bachelor degree programs in Business, Arts, and Science
Master of Business Administration in Community Economic Development



Specialized diploma program for new pharma plant operations
Bachelor degree in Integrative Science
Bachelor degree programs in Nursing, Education, Public Health

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Workforce Developer : Puzzles and Mysteries - economic development

MBA in Community Economic Development



Economic, social, and environmental problems are interconnected

- Business
- Community Development
- Economic Geography
- Venture Analysis
- Leadership
- International Business
- Strategy
- Applied Research

Students from every Canadian province took MBA courses on campus in July



Workforce Developer

- Delivering MBA in CED in: Full-time, semester
Short-residency format (July)
Weekend-format in 5 cities/4 provinces
Full **accreditation** process completed in Province of Alberta,
- MBA in CED was granted accreditation by the *Council for the Advancement of Native Development Officers (CANDO)*.
- Facilitated a province-wide pilot project for Strategic Alliance, the **HRSDC Partnership Training Program for Community Organizations**
- Deliver annually a **Learning Day event** for community organizations
- Offered week-long **Learning Vacations** which have attracted participants from Canada, the United States and Ireland



Advisor and network builder

Focus on the region's economic and cultural growth, as that is part of the raison d'être. Have developed an understanding of **managing change** within the region's communities, with a few interface units:

- **CED Institute**
- **Small Business** Development Centre
- Office of **Research** & Graduate Studies
- CSEE: Centre for **Sustainability in Energy & the Environment**
- Purdy Crawford Chair in **Aboriginal Business Studies**
- Canada Tier 1 Research Chair in **Integrative Science**
- Canada Tier 1 Research Chair in **Intangible Culture**

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Bringle et al. (1999) Community Engagement as Faculty Work

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Advisor and network builder

- The CED Institute led the Atlantic portion of a national research study on *Financing the Social Economy*, in collaboration with community partners. Funded by SSHRC.
- Completed *economic impact analysis* of Cape Breton's trails, for *Cape Breton Pathways Association* community group
- Conducting research on the *Nova Scotia Social Enterprise sector*. Sponsored by the NS Department of Rural and Economic Development
- Conducting research on *Impact of Buying Local*, for *BALLE Nova Scotia*
- Hosted *conferences* on *Community Business* in July 2011 and 2006: participants from Canada, USA, Latin America, UK, Ireland, and Spain. Hosting conferences in July 2013 and July 2015.

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Advisor and network builder

- CBU faculty serve as directors or chairs of many *boards*: government agencies (Innovacorp ..), creative arts ventures (Celtic Colours ..), technology companies (Mediaspark, Protocase, Dynagen, ..), businesses (Laurentian ..), and community foundations.

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Technology transformer and incubator

- CBU's Centre for Sustainability in Energy and the Environment and a local partner, Target Hydraulics and Machine Works, were recently awarded \$1.7 million from the **Atlantic Innovation Fund**, for commercialization of Torrefaction biomass technology
- CBU faculty **founded innovative social enterprises**: New Dawn Enterprises, BCA Investment Co-operative ..
- CBU faculty have **started innovative companies**: Health Outcomes Worldwide, Dynagen ..



Technology transformer and incubator



**Shannon School of Business new building under construction
& CSEE**