

The National Indigenous Economic Development Board

2024 TO 2027 STRATEGIC PLAN

DATE

June 6, 2024



2024 TO 2027 STRATEGIC PLAN



TABLE OF CONTENTS

MESSAGE FROM THE CHAIR.....	3
2024-2027 STRATEGIC PLAN.....	4
• PRIORITY AREA 1: The National Indigenous Economic Strategy.....	5
• PRIORITY AREA 2: Indigenous Economic Inclusion.....	6
• PRIORITY AREA 3: Indigenous Economic Data.....	7
OUR IMPACT.....	8
ABOUT THE BOARD.....	11
OUR BOARD MEMBERS.....	12



MESSAGE FROM THE CHAIR

On behalf of the National Indigenous Economic Development Board, I am pleased to present our Strategic Plan for 2024-2027.

Since its founding more than 30 years ago, the NIEDB has remained committed to advancing its vision of Indigenous economic self-sufficiency and socioeconomic parity with the rest of Canada. The prosperity and well-being of Indigenous communities is intricately linked to the lands and waterways we inhabit. Economic impact studies consistently highlight this symbiotic relationship and the positive effects of Indigenous economic participation on surrounding areas. This serves as a testament to the resilience and resourcefulness of Indigenous Peoples, and the impact our success can have on broader regional development and economic growth.



Across Canada, Indigenous Peoples are creating innovative socio-economic opportunities for our communities, as we have always done. We are taking our future into our own hands, exercising our jurisdictional authorities, and strengthening our communities as true Nations. However, there are still many communities that require economic supports. That is why it is important to have a strong voice on the policies and programs that are applicable to our People to drive economic development and close the gaps that remain between Indigenous and non-Indigenous Canadians.

The Board believes strongly that true reconciliation with Indigenous Peoples cannot be achieved without economic reconciliation. That means creating meaningful partnerships and mutually beneficial opportunities based on values and respect. It means having a say in what happens on Indigenous traditional territories. It means reclaiming the Indigenous economy and enhancing the quality of life for First Nations, Inuit, and Métis people.

The 2024-2027 NIEDB Strategic Plan articulates a path forward to build a strong and enduring foundation for economic reconciliation. The Plan establishes three priority areas of focus for the Board:

1. Advocate for the implementation of The National Indigenous Economic Strategy by all levels of government, industry and institutions, and monitor the implementation of the 107 Calls for Economic Prosperity.
2. Promote Indigenous economic inclusion and contributions to the national economy by showcasing Indigenous success stories and case studies.
3. Participate in the production of Indigenous-led data and research.

The NIEDB is committed to focusing its efforts and resources in support of these three priority areas. Seventh generation is an Indigenous concept about looking back and looking ahead. It teaches that our actions today will have their biggest impact seven generations from now. As we continue this important work advancing Indigenous inclusion in the Canadian economy, it is essential that we look to future generations as our guiding light. When Indigenous communities prosper, so do all Canadians, today and tomorrow.

Dawn Madahbee Leach
Chairperson, National Indigenous Economic Development Board



2024 TO 2027 STRATEGIC PLAN

The NIEDB's mandate is to provide the federal government with strategic economic development advice to support the development and implementation of policies and programs that respond to the unique needs and circumstances of Indigenous people in Canada.

Key Priorities

The NIEDB's 2024-2027 Strategic Plan focuses on three priority areas that will shape the Board's advice to government and engagement with communities, institutions, and organizations. Each priority identifies goals and strategic targets to help guide our work over the next three years.

1

The National Indigenous Economic Strategy

- Inspire implementation at all levels of government, industry, and institutions
- Monitor the implementation of the 107 Calls to Economic Prosperity

2

Indigenous Economic Inclusion

- Promote Indigenous contributions to the national economy
- Showcase Indigenous success stories and case studies

3

Indigenous Economic Data

- Participate in the production of Indigenous-led data and research
- Collect, analyze, and disseminate on key Indigenous economic indicators

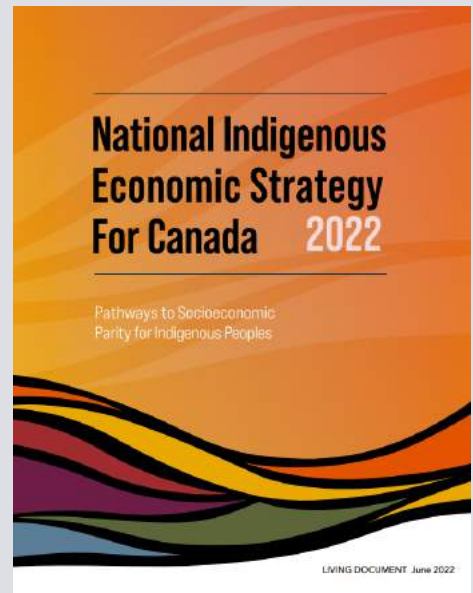


PRIORITY AREA 1: The National Indigenous Economic Strategy

Indigenous-led and driven, the National Indigenous Economic Strategy (NIES) aims to drive positive change by addressing long-standing inequities, and providing a framework to achieve inclusive growth for and with Indigenous communities. The NIES was released in 2022.

To develop the NIES, the Board worked with the Canadian Council for Aboriginal Business (CCAB), the National Aboriginal Capital Corporations Association (NACCA), Indigenous Works, and the Council for the Advancement of Native Development Officers (Cando). This core working group collaborated with over two dozen Indigenous organizations over a period of three years.

Following its release, the Board presented the NIES to various government departments and continues to promote and champion the NIES to obtain support and buy-in from a wider audience; including from regions, industry, and non-governmental institutions.



The NIES is a blueprint for the inclusion of Indigenous Peoples in the Canadian economy. It presents four Strategic Pathways for Canada to be the global leader in upholding Indigenous rights. These Strategic Pathways are supported by 107 Calls to Economic Prosperity which fall within four pillars: Finance, People, Lands, and Infrastructure. The NIES provides those involved in the Indigenous economic development sphere, as well as business leaders and government, with a clear vision and mandate to uphold Indigenous economic rights across all sectors of Canadian society.

The Board calls on corporations, institutions, and all levels of government to implement the 107 Calls to Economic Prosperity.

First Nations University of Canada, through its National Economic Prosperity Institute, will create a digital infrastructure to serve as the national repository and archive of work contributing to implementation and continuing research on the Strategy's Calls for Economic Prosperity. The NIEDB will work closely with the University and monitor implementation of the Strategy.

Over the next three years, the Board will continue to offer advice and recommendations to support the Federal government's plan to co-develop an Economic Reconciliation Framework with Indigenous partners. This plan aims to increase economic opportunities for Indigenous Peoples, communities, and businesses.

The Board will also continue its work to advance economic reconciliation by engaging with businesses, corporations, and institutions, and by providing advice to support the ongoing development of Reconciliation Action Plans. The Board's guidance will help to ensure that these plans reflect the unique needs, perspectives, and interests of Indigenous Peoples across Canada.

The NIES is a living document and a work in progress. It is designed to guide all levels of government, industry, and institutions working to rebuild Indigenous economies, in reconciliation and collaboration. To succeed, the NIES requires the purposeful engagement of governments, corporate Canada, and all Canadians.



PRIORITY AREA 2: Indigenous Economic Inclusion

The Indigenous economy is strong and growing. Indigenous businesses contribute nearly \$50 billion annually to Canada's GDP, and there are over 75,000 Indigenous-owned businesses and entrepreneurs in Canada. Indigenous communities, organizations and businesses across Canada are demonstrating their excellence and leadership by working through and against systemic barriers to meaningfully contribute to Canada's economy.

Shining the spotlight on Indigenous economic success stories is a way to reclaim the narrative, break old stereotypes, and inspire a new path forward. Sharing success stories will not only inspire Indigenous Peoples across the country to strive for prosperity and regain control over economic affairs, but will also serve to support the case for investment into growing First Nations, Inuit, and Métis communities across Canada.



*Photo from Fall 2022 Board Meeting in Saskatoon, SK
Left to right: Andy Moorhouse, Dr. Marie Delorme, Ruth Williams, Victoria LaBillois, Chief Terrance Paul, Neal Kewistep, Dawn Madahbee Leach, Hilda Broomfield Letemplier, Sandra Sutter*

The Board commits to promoting and championing Indigenous Peoples' contributions to the national economy by using its platform to showcase Indigenous economic success.

The Board will leverage its platform and access to resources to spotlight Indigenous success stories from across the country by sharing case studies and profiles about Indigenous businesses, entrepreneurs, and organizations. These stories will be shared on the NIEDB website, in the Indigenous Services Canada's newsletter Express and upcoming NIEDB newsletter, on social media and also with the media for further reach. The Board believes that amplifying Indigenous voices and successes will encourage greater investment and economic development in Indigenous communities across Canada, leading to a more prosperous and resilient future for all involved.

Storytelling is a cornerstone of Indigenous cultures, serving as a means of preserving traditions, transmitting knowledge, fostering resilience, and strengthening community bonds. It is a vital aspect of Indigenous identity and a powerful tool for cultural continuity and empowerment. Sharing stories about thriving Indigenous businesses, whether in traditional sectors like arts and crafts, or in modern industries such as technology and renewable energy, is a way to illustrate the diverse skill sets, innovative approaches, and strong cultural values that Indigenous entrepreneurs bring to the table.

Showcasing concrete examples of Indigenous businesses succeeding fosters confidence in the economic prospects of Indigenous communities. It demonstrates that with the right support, including access to capital, mentorship, and infrastructure, Indigenous entrepreneurs can create sustainable enterprises and drive economic growth and job creation within their communities. Moreover, it encourages greater collaboration and partnership between Indigenous and non-Indigenous businesses, creating a more inclusive and equitable business ecosystem.

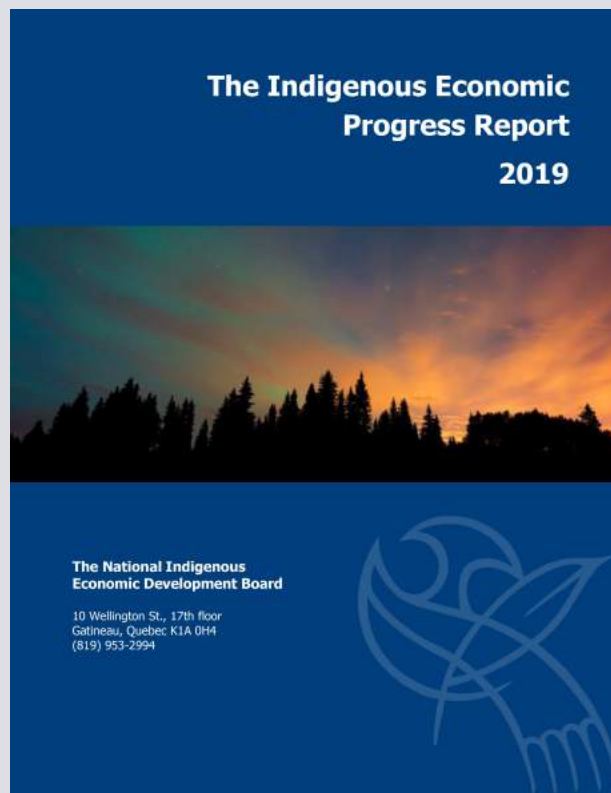
Empowering the economic success of Indigenous communities, businesses, and entrepreneurs is not just the right thing to do, it's in Canada's economic best interest.



PRIORITY AREA 3: Indigenous Economic Data

The Board's commitment to close the data gap on key Indigenous economic indicators stems from a profound understanding that accurate and comprehensive data are foundational to informed decision-making and sustainable economic development within Indigenous communities. This commitment extends beyond statistical analysis to embody the fundamental principle of self-determination and sovereignty.

Gaps in available and reliable socio-economic data about Indigenous communities limit the ability of policy-makers and Indigenous leaders to measure progress and make informed decisions that can benefit Indigenous economies. We honour Indigenous knowledge systems, promote culturally relevant development pathways, and align with the empowerment of Indigenous communities in defining and controlling their economic data.



The Board will actively participate in the production of Indigenous-led economic data by collecting, analyzing, and disseminating data on key Indigenous economic indicators.

The Board aims to establish a robust data framework that accurately reflects the diverse economic landscapes and aspirations of Indigenous Peoples across Canada. Data-driven insights that identify gaps, trends, and areas of potential growth within Indigenous economies help the Board provide informed and strategic policy advice to the federal government on issues related to Indigenous economic development.

Through ongoing engagement and collaborations with academic institutions, researchers, and Indigenous organizations, the Board seeks to foster a culture of data sovereignty, wherein Indigenous Peoples have the autonomy to determine how their economic data is collected, utilized, and shared.

Data empowers communities to measure their progress, advocate for their interests, and effectively engage with government agencies, industry partners, and other stakeholders. By championing and contributing to Indigenous-led data initiatives, we not only empower Indigenous Peoples to shape their economic narratives but also contribute to a deeper understanding of the unique challenges and opportunities within Indigenous economies.



OUR IMPACT

COLLABORATIONS, RESEARCH, & PUBLICATIONS

The NIEDB's 2020-2023 Strategic Plan identified key priority areas to build a strong economic future and enhance the quality of life for First Nations, Inuit, and Métis people in Canada. The Board worked to address these priorities by publishing reports, creating partnerships with Indigenous economic organizations, academic institutions and communities, and by continuing to provide advice to the government on Indigenous economic development.

The National Indigenous Economic Strategy (NIES)

The Board worked with the Canadian Council for Aboriginal Business (CCAB), the National Aboriginal Capital Corporations Association (NACCA), Indigenous Works, and the Council for the Advancement of Native Development Officers (Cando) to develop the National Indigenous Economic Strategy (NIES). This core working group collaborated with over two dozen Indigenous organizations to develop the strategy. The NIES was launched in 2022.

First Nations University of Canada (FNUUniv)

FNUUniv was engaged to develop an Institute to monitor implementation of the National Indigenous Economic Strategy (NIES) and add to the body of related research.

The National Indigenous Procurement Working Group (NIPWG)

The National Indigenous Procurement Working Group (NIPWG) includes the Assembly of First Nations (AFN), Inuit Tapiriit Kanatami (ITK), Council for the Advancement of Native Development Officers (Cando), Canadian Council for Aboriginal Business (CCAB), National Aboriginal Capital Corporations Association (NACCA), and the National Indigenous Economic Development Board (NIEDB). In 2021, the working group published the report, "Defining Indigenous Businesses in Canada." This report proposes definitions to ensure the legitimacy of Indigenous businesses listed in any registry.

The 2019 Indigenous Economic Progress Report Recommendations Revisited

This report revisits the 2019 Indigenous Economic Progress Report and examines the Government of Canada's response to its recommendations. The report links the IEPR recommendations to the National Indigenous Economic Strategy's Calls to Economic Prosperity. For each recommendation, the report identifies if progress has been made by the federal government or if more needs to be done. This report was released in early 2024.

2024 Indigenous Economic Progress Report

The 2024 Indigenous Economic Progress Report is the 4th edition of this report. It examines employment, income, community well-being, education, entrepreneurship and business development, governance, infrastructure, and the lands and resources of Indigenous communities. It will also include a gender-based analysis, as well as an examination of age and regional differences. Development of the Report is guided by an Expert Advisory Panel of prominent academics from across the country. The 2024 Report will be released in mid-2024.

The Conference Board of Canada

NIEDB has joined the Centre for the North (CFN) and the Corporate-Indigenous Relations Council (CIRC) at the Conference Board of Canada as an Indigenous Advisory Participation Member on an in-kind basis. NIEDB's unique perspectives and insights will greatly enrich these discussions and initiatives, contributing to enhanced research.



Photo from Fall 2022 Board Meeting in Whitecap Dakota First Nation



OUR IMPACT

ENGAGEMENTS AND APPEARANCES

2020

- Worked with national Indigenous economic development organizations to develop a National Indigenous Economic Development Strategy (NIES).
- Met with the Assistant Deputy Minister, Kelley Blanchette, to discuss Procurement Priorities.
- Participated in the Northern Lights Conference and Trade Show.
- Participated in a panel discussion as part of the Indigenous Economic Development Lecture Series, in partnership with Vancouver Island University (VIU). Attended the taping of an episode of the CBC program Ideas with Nalah Ayad.
- Presented at a seminar hosted by the Asian Pacific Economic Cooperation (APEC) group.
- Attended the Canada Council for Aboriginal Business forum and participated in a panel discussion about procurement.
- Presented the NIEDB Progress Report to the Innovation, Science, and Economic Development (ISED), Canada Senior Management Committee.

2021

- Panelist on the “Post-COVID Indigenous Economy Panel” at the 10th United Nations Forum on Business and Human Rights.
- Sat on the circle of advisors for Fulbright Canada's initiative, “Honoring Nations Canada.” It is designed to underwrite exchange opportunities, provide national awards, support research, and identify best practices in Indigenous governance in Canada.
- Met with Larry Schembri, Deputy Governor, Bank of Canada to discuss the work of the NIEDB and the role of banks and financial institutions.
- Participated in an Indigenous working group about feminist foreign policy, through facilitated discussion with Global Affairs Canada.



OUR IMPACT

ENGAGEMENTS AND APPEARANCES

2022

- Participated in CIRNAC's Engagement On International Indigenous Issues.
- Participated in the House of Commons Standing Committee on Indigenous and Northern Affairs
- Attended and participated in the OECD's Indigenous Communities Workshop, "Investing in Indigenous Communities: Reducing Inequalities and Increasing Opportunities."
- Attended and participated in the ProChile Women's Event/Q&A session, Opening Pathways for Women and Indigenous Peoples: Canada
- Participated in the forum "Economic Reconciliation and the Implementation of the United Nations Declaration on the Rights of Indigenous Peoples."
- Presented at the Nunavut Mining Symposium.
- Attended the Expo Labrador 2022 conference. Gave a presentation on the Indigenous Economic Development Strategy as part of a panel on Indigenous-Led Economic Development.
- Participated in the B.C. Assembly of First Nations Economic Development Forum.

2023

- Contributed to the Bank of Canada report on Indigenous Economic Reconciliation.
- Met with the Canadian Radio-television and Telecommunications Commission in Whitehorse, Yukon to provide advice on improving Information and Communications Infrastructure (ICI) for remote Indigenous communities. Also met with the CRTC Chairperson.
- Presented to the House of Commons Standing Committee on Industry and Technology on the subject of "Development and Support of the Electronics, Metals, and Plastics Recycling Industry."
- Presented at the virtual Indigenous Entrepreneurship Roundtable in support of the Business Development Bank of Canada (BDC) Legislative Review.
- Spoke at the Cannabis Industry Roundtable with the Cannabis Act Review Expert Panel.
- Presented to the Deputy Ministers' Committee on Indigenous Reconciliation.
- Presented at the Clerk of the Privy Council and Deputy Minister of Natural Resources' Roundtable on Indigenous Economic Reconciliation in Natural Resources Sectors.
- Presented to the Association of Canada Lands Surveyors on "Indigenous Perspectives for Sustainable Land Governance."
- Spoke to the Standing Senate Committee on Indigenous Peoples about Bill C-29.
- Presented to the Te Puni Kōkiri Delegation in New Zealand on Economic Reconciliation in Canada.



ABOUT THE BOARD

The National Indigenous Economic Development Board is a Ministerial appointed board, established in 1990. The Board's mandate is to provide strategic policy advice to the federal government on Indigenous economic development in Canada.

NIEDB members are First Nations, Inuit, and Métis business and community leaders from across Canada. This diversity of knowledge and perspective helps governments consider and respond to the unique needs and circumstances of Indigenous Peoples from coast to coast to coast. The Board provides advice to multiple federal departments and agencies whose mandate and responsibilities aim to promote Indigenous economic and labor market participation.

The Board's **vision** is of Indigenous economic self-sufficiency and socio-economic equality with the rest of Canada. Our **mission** is to support Indigenous economic inclusion and opportunity and to empower Indigenous Peoples to have a voice in government policy.

The Board believes that Indigenous economic development is critical to the renewal of the nation-to-nation relationship between Canada and Indigenous Peoples based on recognition of rights, respect, cooperation, and partnership.



*Photo from May 2024 Board Meeting in Millbrook First Nation
Left to right: Dr. Marie Delorme, Hilda Broomfield Letemplier,
Chief Terrance Paul, Sandra Sutter, Dawn Madahbee Leach,
Michael Bonshor, Victoria LaBillois, Bob Dickson*



OUR BOARD MEMBERS



Dawn Madahbee Leach
Chairperson, Ontario
Aundeck Omni Kaning
First Nation
General Manager,
Waubetek Business
Development
Corporation



Victoria LaBillois
Vice-Chairperson,
Québec
Listuguj Mi'gmaq First
Nation
Owner of Wejipeg
Excavation
Co-owner of Wejuseg
Construction Inc.



Chief Terrance Paul
Member-at-Large, Nova
Scotia
Membertou First Nation
CEO of Membertou
Development
Corporation



**Hilda Broomfield
Letemplier**
Member, Newfoundland
and Labrador
Inuit
President/Chief Financial
Officer, Pressure Pipe
Steel Fabrication Ltd.



Bob Dickson
Member, Ontario
Lac Seul First Nation
CEO of companies
owned by the
Attawapiskat First Nation



Sandra Sutter, ICD.D
Member, Alberta
Métis
Indigenous Manager for
PTW Energy Services



Michael Bonshor
Member, British
Columbia
Dzawada'enuxw First
Nation of Kingcome Inlet
President and CEO of
Visions First Nations
Financial Services/
Ki'mola Indigenous
Capital



Dr. Marie Delorme
Member, Alberta
Métis
CEO of The
Imagination Group of
Companies



OUR BOARD MEMBERS



Dr. Ruth Williams
Member, British Columbia
High Bar First Nation
Business Advisor/Project
Manager of the Pathways
to Technology Project
with All Nations Trust
Company



Maxime Vollant
Member, Quebec
Innu First Nation of
Pessamit
Head of Indigenous
relations at the Rio Tinto-
IOC mining company



Andy Moorhouse
Member, Quebec
Inuit
Vice President of
Economic Development,
Makivik Corporation



Danielle Levine
Member, British
Columbia
Métis
Entrepreneur and
owner of Danielle-
Levine Consulting



Dana Soonias
Member, Saskatchewan
Red Pheasant First Nation
Director of Economic
Development and
Employment Training
Services at the
Saskatoon Tribal Council