

Indigenous Economic Reconciliation: Recommendations on Reconciliation and Inclusive Economic Growth for Indigenous Peoples and Canada



The National Indigenous Economic Development Board

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MESSAGE FROM THE CHAIRPERSON

On behalf of the National Indigenous Economic Development Board (NIEDB), I am pleased to present the *Indigenous Economic Reconciliation: Recommendations on Reconciliation and Inclusive Economic Growth for Indigenous Peoples and Canada* report, which provides an overview and thorough analysis of the ideas and recommendations we heard during the *Expanding the Circle* forums.



The interest in the *Expanding the Circle* series stems from the Board's 2016 research which indicated that if all opportunities were equal and the Indigenous labour

force was fully mobilized, it could lead to a \$27.7 billion annual contribution to the Canadian GDP.

The Indigenous population represents a wealth of labour potential that is currently underused. There are significant gaps between the Indigenous population and the non-Indigenous population in Canada that prevent Indigenous economic participation, including: shortage of jobs; lack of quality education and inequitable funding for education; lack of training; work inexperience; remoteness; lack of transportation; lack of digital infrastructure; and shortage of employer willingness to hire Indigenous employees, especially youth. While the overall economic outcomes for Indigenous peoples are improving in Canada, this is only to varying and sometimes small degrees. Given the pace of improvements, outcomes are not on track to meet our 2022 targets of economic parity between Indigenous and non-Indigenous Canadians.

The NIEDB strongly believes that Indigenous peoples are making economic and social progress, but most importantly, making important contributions to the Canadian economy. It is essential to maintain and accelerate this momentum by introducing policies and programs that will drive economic development and contribute to closing the gap.

The *Expanding the Circle* series brought together leaders, policy thinkers, and practitioners to put forward ideas and recommendations on how we can move forward on economic reconciliation, and what

is needed to enhance the socio-economic well-being of Indigenous peoples in Canada, include them in the overall economy, and reduce poverty in Indigenous communities.

Each forum focused on an Indigenous identity group: First Nations, Métis, and Inuit. We were pleased to see the level of interest and participation at the forums, as well as the variety of ideas that came out from the presentations, panels, and interactive sessions. The recommendations in this report are informed by the multitude of ideas we heard during these forums.

I would like to take this opportunity to thank all speakers and participants for providing their unique and valuable perspectives. I would also like to thank our partner, the National Aboriginal Capital Corporations Association (NACCA), for contributing to the success of this project. Additionally, I would like to thank the Public Policy Forum (PPF) for helping organize the three events, as well as the Inuit Tapiriit Kanatami (ITK) and the former Department of Indigenous and Northern Affairs Canada (INAC) for their collaboration.

Finally, I wish to highlight the work of fellow Board members Dawn Madahbee Leach, Dr. Marie Delorme, and Hilda Broomfield Letemplier for leading this project.

Sincerely,

A handwritten signature in black ink, appearing to read 'Clarence Louie', with a stylized flourish at the end.

Chief Clarence Louie
Chairperson
National Indigenous Economic Development Board

THE NATIONAL INDIGENOUS ECONOMIC DEVELOPMENT BOARD

Established in 1990, the National Indigenous Economic Development Board (NIEDB) is a national, non-partisan body, mandated to advise all departments from the Government of Canada on Indigenous economic development issues. The Board holds a vision of vibrant Indigenous economies, characterized by economic self-sufficiency and socio-economic equality with the rest of Canada.

Comprised of First Nations, Inuit, and Métis community and business leaders from across Canada, the Board fulfils an important role in helping the federal government develop and implement policies and programs that respond to the unique needs and circumstances of Indigenous peoples. The Board also provides a vital link between policy makers, federal departments, and Indigenous and non-Indigenous business and community leaders.

Information about the NIEDB can be found online at: <http://www.naedb-cndea.com>

THE BOARD MEMBERS ARE:



Chief Clarence Louie
Chairperson
Chief, Osoyoos Indian Band



Dawn Madahbee Leach
Vice-Chairperson
General Manager, Waubetek
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Hilda Broomfield Letemplier
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Dr. Marie Delorme
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Victoria LaBillois
President, Wejipeg Excavation

ACKNOWLEDGEMENTS

The “*Expanding the Circle: What Reconciliation and Inclusive Economic Growth Can Mean for Indigenous Peoples and Canada?*” forums were made possible by the contributions of a wide range of individuals, organizations, and communities.

The NIEDB would like to acknowledge the National Aboriginal Capital Corporations Association (NACCA) for their help in organizing the events, informing the different sessions and providing their feedback on the final report. We would also like to acknowledge the Public Policy Forum (PPF) for their support in the logistical elements of the events.

The NIEDB is especially grateful to the speakers and panellists who took the time to review this report, to the participants for attending the forums and to our partners. Each offered insightful comments that helped elucidate the recommendations outlined in this report.¹

¹ The contents of the report are the sole responsibility of the NIEDB.

EXECUTIVE SUMMARY

Closing the socio-economic gaps between Indigenous and non-Indigenous people in Canada could lead to a \$27.7 billion annual contribution to the Canadian Gross Domestic Product (GDP).² To inform a path forward on addressing the socio-economic gap for Indigenous peoples in the context of reconciliation, the National Indigenous Economic Board (NIEDB) hosted a three-part series, in 2017 and 2018, on economic reconciliation and inclusive growth in Canada. These events were organized in partnership with the National Aboriginal Capital Corporations Association (NACCA), the Public Policy Forum (PPF), and the former Department of Indigenous and Northern Affairs Canada (INAC). This report and its recommendations are the result of what the Board heard during these forums and is informed by our latest research³ which indicates that economic outcomes have been improving overall for Indigenous peoples in Canada, but are not on track to meet 2022 targets of economic parity.

The NIEDB is mandated to provide advice on Indigenous economic development to all federal departments. The Crown has legal obligations to protect and uphold the rights of Indigenous peoples as prescribed in section 35 of *the Constitution Act, 1982*.⁴ With the implementation of the United Nations Declaration on the Rights of Indigenous Peoples, Canada also has an international commitment to transforming its relationship with Indigenous peoples. Much work is required as our country moves towards a renewed, nation-to-nation, government-to-government, and Inuit-Crown relationship based on recognition of rights, respect, co-operation, and partnership.

The recommendations put forward in this report are addressed to all federal departments whose mandate directly or indirectly impacts Indigenous economic development. These recommendations come directly from Indigenous leaders, subject matter experts, and academics. In order to achieve socio-economic parity for Indigenous peoples in Canada, it is the responsibility of **all Canadians** to educate themselves on these issues because **this is Canada's history and our future**. As such, this report will be of particular interest, not only to Ministers and public servants, but also to Indigenous organizations,

² NIEDB, *Reconciliation: Growing Canada's Economy by \$27.7 Billion*, 2016: http://www.naedb-cndea.com/reports/naedb_report_reconciliation_27_7_billion.pdf

³ NIEDB, *The Indigenous Economic Progress Report 2019*: <http://www.naedb-cndea.com/wp-content/uploads/2019/06/NIEDB-2019-Indigenous-Economic-Progress-Report.pdf>

⁴ *Rights of the Aboriginal Peoples of Canada*: <http://laws-lois.justice.gc.ca/eng/const/page-16.html>
"Recognition of existing Aboriginal and treaty rights: 35. (1) The existing Aboriginal and treaty rights of the Aboriginal peoples of Canada are hereby recognized and affirmed. Definition of "aboriginal peoples of Canada": (2) In this Act, "Aboriginal peoples of Canada" includes the Indian, Inuit and Métis peoples of Canada."

academics, students, and corporate Canada. This report has two main sections. The first part focuses on four key recommendations based on common themes and issues raised during the three forums.

1. **Procurement:** recommendations focus on establishing a comprehensive and easy to access directory of Indigenous businesses (similar to Australia's Supply Nation), and providing meaningful funding to Indigenous businesses to increase awareness and readiness for procurement opportunities.
2. **Access to capital:** recommendations focus on adequately funding Aboriginal Financial Institutions (AFIs) and devolving economic development programming to AFIs. Recommendations also call for loan loss protections for AFIs to enable Indigenous businesses to access other conventional forms of capital.
3. **Capacity development:** recommendations focus on putting in place incentives, including funding, internships and scholarships to increase Indigenous participation in business training and certification, and to encourage post-secondary education institutions to increase access to these programs for Indigenous learners.
4. **Wealth sharing:** recommendations focus on strategies and innovative options to increase equity positions and involvement of Indigenous peoples in resource development, and to support growth of traditional economies and participation in environmental stewardship.

The second part provides an overview of each of the three forums. For instance, the First Nations forum focused on concrete actions to move away from the *Indian Act*. The Métis forum outlined the significance of Métis rights to economic reconciliation. Finally, the Inuit forum highlighted importance of properly implementing land claims. While there were common themes across the three events, some of what we heard at each event was unique from the perspective of First Nations, Métis and Inuit, which speaks to the importance of providing for distinctions-based approaches to economic reconciliation.

"We should be doing this together. And actually I think, personally, that one of the lessons we've learned in terms of reconciliation in Canada, is that it's going to be very, very important that we work together. That we journey this path together and [that] unity is one of the desires."

Dr. Wilton Littlechild, First Nations Forum, 2017

KEY RECOMMENDATIONS

Findings from all three forums highlight the pivot points for maximum progress and change if the socio-economic gap is to be closed. It became evident that economic reconciliation will necessitate meaningful action in four key areas:

- 1. Procurement**
- 2. Access to Capital**
- 3. Capacity Development—Education and Training**
- 4. Wealth Sharing**

These key areas also resonate with the findings and data found in the Board's 2019 Progress Report, as well as the Truth and Reconciliation Commission's Calls to Action (#92) which identify key components of economic reconciliation such as respectful relationships, equitable access to opportunities, and education of non-Indigenous management in intercultural competency, conflict resolution, human rights and anti-racism.

The direction of each individual recommendation also points to a need for a distinctions-based approach that respects and acknowledges different relationships and realities of rights holders: First Nations, Inuit, and Métis. Hosting individual forums was essential to draw a clear picture of what economic reconciliation means for each identity group, based on their rights, land, histories and realities.

Each recommendation is addressed to various partners and players that contribute to Indigenous economic well-being and progress. The role of the private sector and various levels of government are equally important to make progress in a timely and sustained way.

Forum participants outlined that many of the issues and recommendations discussed during the events are not new, but that it will take commitment, creativity, innovation, and risk taking to make meaningful change. Key recommendations in these four areas demonstrate a need to address long-standing challenges, to follow up on each recommendation to ensure movement, and that the right players, data, and investments are in place to drive change.

1. Procurement

A shared concern amongst participants from the three forums was that challenges with procurement are a major barrier to economic reconciliation. Participants agreed that the issues are not limited to the Procurement Strategy for Aboriginal Business (PSAB). An effective Indigenous procurement policy must engage the private sector to facilitate communication with, and understanding of Indigenous businesses. There is also a need to break down biases and barriers in order to open doors.

Although the issue is not solely about government procurement, there was consensus that the Procurement Strategy for Aboriginal Business (PSAB) needs a major overhaul in order to properly address and accelerate procurement opportunities. According to the Canadian Council for Aboriginal Business (CCAB) survey, only one in five businesses had bid or considered bidding on PSAB set asides (percentage of reserved contracts for this program).⁵ Forty-three percent of respondents said the reason for this was that businesses felt “they did not need them, or the program had no value to them”.⁶

Private Sector and Corporate Canada must be involved in economic reconciliation and Indigenous procurement is an area of opportunity for the private sector to fulfil this role. It was also emphasized that Indigenous procurement needs to increase across all sectors of the economy (e.g. tourism operators and hotels), as well as across all types of organizations, including quasi-public institutions and service providers such as hospitals and educational facilities, and not-for-profit groups.

Key areas of focus for enhanced policies include raising awareness and promotion to increase supply and demand. The government can support this through a Request for Proposal (RFP) to hire an Indigenous organization that will develop and maintain a centralized Indigenous Business Directory. This organization would also audit businesses for “Indigenous authenticity”, while equally being responsible for benchmarking, tracking, and reporting on progress.

Recommendations

Directory of Indigenous Business

- A comprehensive and easy to access directory is urgently needed and must be funded by the federal government. This could be similar to Australia’s Supply Nation, which provides a “registry and verification” service to increase knowledge and facilitate access to Indigenous businesses.
- Provide meaningful funding for resources to support Indigenous business to increase awareness of procurement opportunities, and readiness to participate in procurement.

2. Access to Capital

Access to capital is the lifeline of any business, and crucial for the development of Indigenous businesses—not only for start-ups but to expand existing and successful businesses and firms. For over 30 years, the network of 59 Aboriginal Financial Institutions (AFIs) has tried to fill a big gap in access to capital for First

⁵ CCAB, *Promise and Prosperity, The 2019 Aboriginal Business Survey*: <https://www.ccab.com/wp-content/uploads/2016/10/CCAB-PP-Report-V2-SQ-Pages.pdf>

⁶ NIEDB, *2019 Indigenous Economic Progress Report*: <http://www.naedb-cndea.com/wp-content/uploads/2019/06/NIEDB-2019-Indigenous-Economic-Progress-Report.pdf>

Nations, Inuit, and Métis businesses. The AFI model has been internationally recognized by the Organization of Economic and Community Development (OECD).⁷ Although AFIs have a solid track record, with a 95% loan repayment rate, they are not sufficiently funded. Access to capital remains a barrier to economic development. It is essential that Aboriginal Financial Institutions are more adequately funded to ensure Indigenous entrepreneurs, who are often less likely to acquire financing from personal home equity or other sources, are able to obtain financing.

The demand for loans has exceeded the availability of funds and with the trend of an increasing number of Indigenous entrepreneurs, year over year, and the demand will only continue to grow. Policies are required to enshrine the primacy of Aboriginal Financial Institutions and support access to capital through enhanced development of Indigenous business and financial services.

Recommendations

Increase Funding

- The federal government must increase funding to match demand for capital, and transfer funding accessible to Indigenous entrepreneurs from other financial institutions to Aboriginal Financial Institutions (AFIs).

Devolve Programs

- The government must devolve economic development programming to AFIs as these institutions have the best understanding of the needs of Indigenous business, and are better positioned to deliver programming.

Loan Loss Protections

- In order to improve access to more conventional forms of private capital, the government must provide loan loss protections to AFIs.

3. Business Capacity Development

Participants in the three forums recognized that business skills and expertise are fundamental building blocks for Indigenous businesses' success and economic readiness. To be more competitive, Indigenous entrepreneurs and firms require solid managerial, financial, and governance abilities to pursue emerging opportunities, and to remain viable. Strengthening business managerial and business consulting skills will increase the likelihood of success and profitability for Indigenous businesses. Not enough Indigenous people currently hold professional accounting designations such as Chartered Professional Accountants (CPAs), and incentives are needed to promote Indigenous participation in these designations. For many

⁷ OECD (2019), Linking Indigenous Communities with Regional Development, OECD Rural Policy Reviews, OECD Publishing, Paris, <https://doi.org/10.1787/3203c082-en>.

Indigenous youth and adult learners, accessing training in these fields remains challenging partly due to the financial and time commitments required, and partly due to lack of access for post-secondary education opportunities within, or near, their communities.

Recommendations

Business specialization and professional designations

- The government must establish incentives, including funding, for internships and scholarships for business-related training programs and designations in areas such as financial management, accounting, and governance. The government must also increase funding for scholarships in these designations.

Improving access to training

- The government must encourage and provide incentives for universities and colleges to recruit Indigenous students and to make post-secondary training in finance, management, and accounting more accessible across Indigenous communities.

4. Wealth sharing

The focus on wealth sharing in relation to natural resources was a major theme across all three forums. Canada is known for its natural resource economy. Indigenous peoples have been contributing to industries related to natural resources for millennia. Indigenous peoples' involvement in resource opportunities—as participants, equity partners, and proponents—will unlock the economic wealth of the resource sector in an environmentally responsible way for the benefit of all Canadians, Indigenous and non-Indigenous alike. There is also significant potential to increase Indigenous participation in environmental stewardship and traditional economies, based on Indigenous peoples' history, traditional knowledge, and inherent role as stewards of the land, water, and wildlife.

Recommendations

Indigenous stake in resource development

- The government must introduce strategies and innovative options to increase the involvement of Indigenous peoples in natural resource projects—beyond being beneficiaries, through equity partnerships in projects.

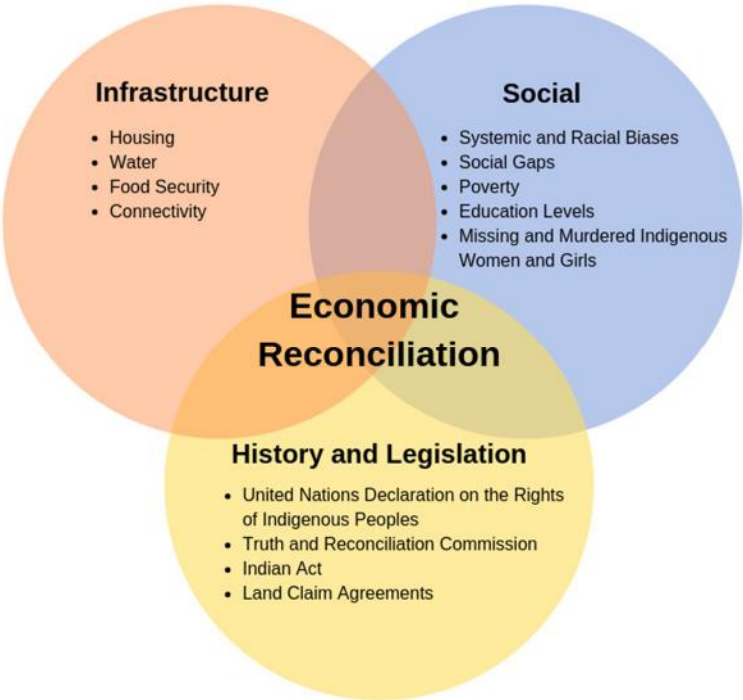
Environmental stewardship and traditional economies

- The government must put in place strategies to support the growth of traditional economies, and to increase Indigenous participation in environmental stewardship and management. One way to do this is to delegate the management of national parks to Indigenous peoples.

EXPANDING THE CIRCLE FORUMS: WHAT WE HEARD

Between 2017 and 2018, the National Indigenous Economic Board (NIEDB) partnered with the National Aboriginal Capital Corporations Association (NACCA), the Public Policy Forum (PPF), and the former Department of Indigenous and Northern Affairs Canada (INAC) to host a three-part series on economic reconciliation and inclusive growth in Canada. Even though each forum was unique, a common theme was that **the inclusion of Indigenous peoples in the Canadian economy is a needed investment in Canada's future and not an expense.**

While this report focuses specifically on economic reconciliation, it was clear from the sessions that there is an intersection among the many issues that impact Indigenous peoples and their economic development. The following section provides an overview of the three forums.



What Reconciliation and Inclusive Economic Growth Can Mean for First Nations and Canada



Elder Claudette Commanda – Open Prayer

The first forum was held on February 15, 2017, at the Westin in Ottawa. The forum featured armchair discussions and panels on economic reconciliation between First Nations and Canada with Indigenous and non-Indigenous people, including Perry Bellegarde (National Chief of the Assembly of First Nations), Dr. Wilton Littlechild (former Commissioner, Truth and Reconciliation Commission) and Manny Jules (Chief Commissioner, First Nations Tax Commission). The forum also featured remarks from the Honourable Carolyn Bennett, Minister of the former Department of Indigenous and Northern Affairs, and a keynote address from the Honourable Jody Wilson-Raybould, former Minister of Justice and Attorney General.⁸ Participants who attended this session offered solutions to start moving away from the *Indian Act* by putting more emphasis on First Nations economic development as a way of addressing social challenges.

⁸ See Annex A for full list of speakers.

Procurement

Prioritizing First Nations businesses through procurement is fundamental to achieve inclusive economic growth. In order to encourage this in both public and private sectors, governments must add a “buy Indigenous” clause to procurement practices.

The government must require private companies to have a concrete strategy on engaging with Indigenous peoples and change supply chain practises to provide an incentive for Canadian businesses to commit to reconciliation with Indigenous peoples. This must be made mandatory for companies that want to bid on federal contracts.

The government must also apply this practice to its own contracting processes in all federal departments, and monitor it in order to ensure that departments are complying.

Access to capital and funding

Lack of access to capital is a major barrier to Indigenous businesses. This can be addressed, in part, by providing sufficient funding and support to the Aboriginal Financial Institutions (AFIs) network. AFIs are community-based lending models which aim to address the lack of available capital to finance Indigenous small-business developments. The demand for loans is currently surpassing the capacity of AFIs to respond.

First Nations also face many barriers trying to access funding from the federal government. For instance, they do not have access to some of the funding programs available for off-reserve communities. This limits their ability to obtain financing for infrastructure and small business ventures. The misalignment of

funding is also part of this problem. Funding cycles are not always aligned with the returns on investment of projects. Funding cycles usually last 2 or 3 years, whereas the return on investment of certain projects can take 10 or 15 years. The federal government must review its funding programs to ensure that they effectively provide long-term financing.

“Our circle has been incomplete because it speaks to how Indigenous peoples have not been included, [and] at the same time, negatively impacted in much of the evolution of Canada. “Expanding the Circle” embodies the need for Canada’s society and economy to expand [and] to provide opportunities for more Indigenous communities to become prosperous, healthy, and culturally thriving.”

Jody Wilson-Raybould, First Nations Forum, 2017



From left to right: Shannin Metatawabin, Chief Ian Campbell, Manny Jules, Karen Restoule, Dr. Ken Coats – Panel: Taking Action for Reconciliation and Inclusive Economic Growth

Representation and recognition are important. First Nations successes and cultures must be celebrated and recognized in public spaces, including landmarks, schools, etc. More accomplished First Nations individuals need to be appointed to corporate boards and executive positions. Successful Indigenous businesses need to be included in business-school case studies. First Nations youth must be given the space they need to increasingly assume leadership roles—youth must be included in the decision-making process. This is particularly true in a context where half of the First Nations population in Canada is under the age of 25.

Education is not only essential to First Nations economic development; it is also a provision under treaty. The federal government must therefore dedicate time and resources to this critical issue. The links between education and economic well-being cannot be underestimated. In order to have access to as many opportunities as possible, more partnerships between the federal government and academic institutions are needed. This will ensure that First Nations youth can access higher education without leaving their community or relocating.



From left to right: Jean Paul Gladu, Carol Anne Hilton, Chief Darcy Bear – Panel: How to Achieve First Nations Inclusion

Helping First Nations budding entrepreneurs also entails creating conditions in which Indigenous entrepreneurs can flourish. This can be done through mentorship programs, which would allow Indigenous people to access funding and assistance to start building their businesses and partner with other companies. It is especially important to involve young Indigenous people in the economic development activities located in their communities, through business creation and entrepreneurial

activities. The lack of opportunities in their communities often leads to young talent leaving for better prospects.

An Whole-of-government Approach to Wealth Sharing

A whole-of-government approach to reconciliation is needed to ensure efficiency in the delivery of programs to First Nations peoples. Many First Nations community members are unaware of, or do not know how to navigate the federal policies and programs that affect them—some of which are housed outside of Indigenous Services Canada (ISC) and Crown-Indigenous Relations and Northern Affairs Canada

(CIRNAC). Additionally, since many issues that affect Indigenous peoples are dealt with by both federal and provincial governments, all levels of government must adopt a collaborative approach. Governments must ensure that programs and policies are streamlined in order to clarify processes and make their navigation easier for communities.



Kim Baird, National Chief Perry Bellegarde – Armchair Discussion: What Reconciliation and Inclusive Economic Growth Can Mean

A whole-of-government approach requires interdepartmental communication and collaboration. It must recognize the inherent rights of Indigenous peoples, based on a nation-to-nation relationship and, most importantly, avoid a paternalistic approach. It is also important for the government to recognize that the Crown's relationship with First Nations is both legal and economic. Economic reconciliation will, in fact, only be achieved once First Nations are able to fully exercise their economic function.

Private Investments

Private investments in First Nations communities are needed in order to promote economic development. The federal government can encourage these investments by supporting First Nations in the creation of their own economic development institutions. For instance, the federal government must provide more support to tools such as the *First Nations Fiscal Management Act* (FNFMA). This mechanism allows First Nations to attract private investments and partnerships. First Nations must be encouraged and provided with the means to develop their own-source revenues, namely through taxation. First Nations need to be able to have tax jurisdiction within their traditional territory, treaty territory and jurisdictional areas, in order to benefit from resource development on their lands.

The federal government must provide all the support necessary for communities and investors to use existing tools, policies and management systems. This entails an understanding that First Nations, governments, and developers have different corporate cultures. It further requires awareness of the reality of Indigenous peoples living in Canada. The implementation of treaties and inherent rights, the *Indian Act* and the consequences of residential schools are all necessary to understand Indigenous economic development. Private investors must be supported and rewarded for doing business on reserve, rather than being faced with additional challenges that might deter them.

A National Indigenous Economic Development Strategy

There is a need for a clear and coherent national strategy to guide Indigenous economic development. The federal government must empower the National Indigenous Economic Development Board to work with Indigenous organizations, all levels of government and the private sector to develop a comprehensive strategy. This strategy must inform strategic funding for Indigenous communities—based on their needs—and take into account the changing nature of the Canadian and global economy. First Nations and Indigenous peoples must be prepared for a technology-driven economy.

This strategy would also require a substantial shift in the government’s relationship with Indigenous peoples. Public servants and politicians are instrumental in the relationship between Indigenous peoples and government. However, due to the history of colonization, there is a lack of trust and certainty towards government. An Indigenous Economic Development Strategy must therefore take into account an explanatory process for Canada to revitalize and reconstitute its relationship with Indigenous peoples as equal partners.

“How do you inspire people who have been demoralized for the past 500 years? How do you inspire people who have been colonized? How do you inspire people who feel intergenerational trauma due to residential schools? How do you get that pride back amongst the young First Nations men and women that don’t even want to be [Indigenous] anymore? How do you get that back?”

National Chief Perry Bellegarde, First Nations Forum, 2017

What Reconciliation and Inclusive Economic Growth Can Mean for the Métis Nation and Canada



The forum was held on November 8, 2017, at the University of Winnipeg. It featured remarks from distinguished guests, including Thomas Isaac (former Special Representative of the Minister of Indigenous and Northern Affairs on Métis Reconciliation), David Chartrand (President of the Manitoba Metis Federation), Clément Chartier (President of the Métis Nation), and Cassidy Caron (Minister for Métis Youth of the Métis Nation British Columbia).⁹ During this session, participants underscored that the recognition of Métis rights and economic development are both significant components of reconciliation.

⁹ See Annex A for full list of speakers.

Procurement

Federal, provincial and territorial governments must ensure that their procurement policies support Métis and other Indigenous businesses. This requires a broader understanding of how and why to support Indigenous-owned businesses. Participants expressed their view on the importance for Métis businesses to prioritize procurement from other Métis businesses, and hiring Indigenous employees.

Access to Capital

Access to capital is a key component in the growth of Indigenous businesses; yet, it is also a significant challenge for many Métis businesses and must be addressed by both federal and provincial governments. Financing Métis economic development organizations is a necessary and wise investment as there is tremendous entrepreneurship and business acumen among Métis communities. This includes increased funding for the Aboriginal Financial Institutions (AFIs).

Capacity Development and Education

The Canadian Chamber of Commerce has stated that reconciliation with Indigenous peoples is critical to Canada's national competitiveness and that education is at its foundation.¹⁰ Investing in capacity development and education is a way for governments to meaningfully contribute to Indigenous economic development and to advance economic reconciliation. Governments can provide incentives for companies to pay for the education of a Métis student. In return, the student would be asked to work for

that company or an industry for a set period of time. Concurrently, it is important to ensure that Métis youth have more choice in education and job opportunities.

Finally, the Métis Nation has developed proposals to expand the capacity of existing Métis Nation educational institutions and to establish a Métis Centre of Excellence in Education, which is another important initiative that governments must support.



From left to right: Cassidy Caron, Alex Hosfield, Mitchell Case, Dr. Annette Trimbee – Panel: Looking to the Future with Today's Young Leaders

¹⁰ The Canadian Chamber of Commerce, *Coming Together, Making Progress: Business's Role in Reconciliation with Indigenous Peoples*, 2017: <http://www.chamber.ca/media/news-releases/170511-business-has-a-crucial-role-to-play-in-the-reconciliation-process-says-ccc/>

Wealth Sharing and Equitable Funding

The three Indigenous groups in Canada must receive equitable treatment in terms of programs and services, since economic development is critical to achieve reconciliation. To that end, the government must direct more money into Métis institutions, including Métis capital corporations, and Métis governments.

The underfunding of Métis communities is especially troubling given that it can lead to broader social problems. While federal and provincial governments must invest in Métis communities, Métis communities should also think about the way in which they can use the money to support Indigenous businesses. Wealth sharing can also be done on an individual level by shopping at and supporting local businesses, instead of multimillion dollar national and international companies.

"I see economic reconciliation and reconciliation as a whole being achieved when our families are no longer at the negative end of the spectrum on all of the social determinants of health. Because that's where we are right now. If you look at healthcare, education, childcare, we're moving forward but we're still at that negative end of the spectrum and reconciliation means we'll be there when we aren't at that negative end of the spectrum."

Cassidy Caron, Métis Forum, 2018

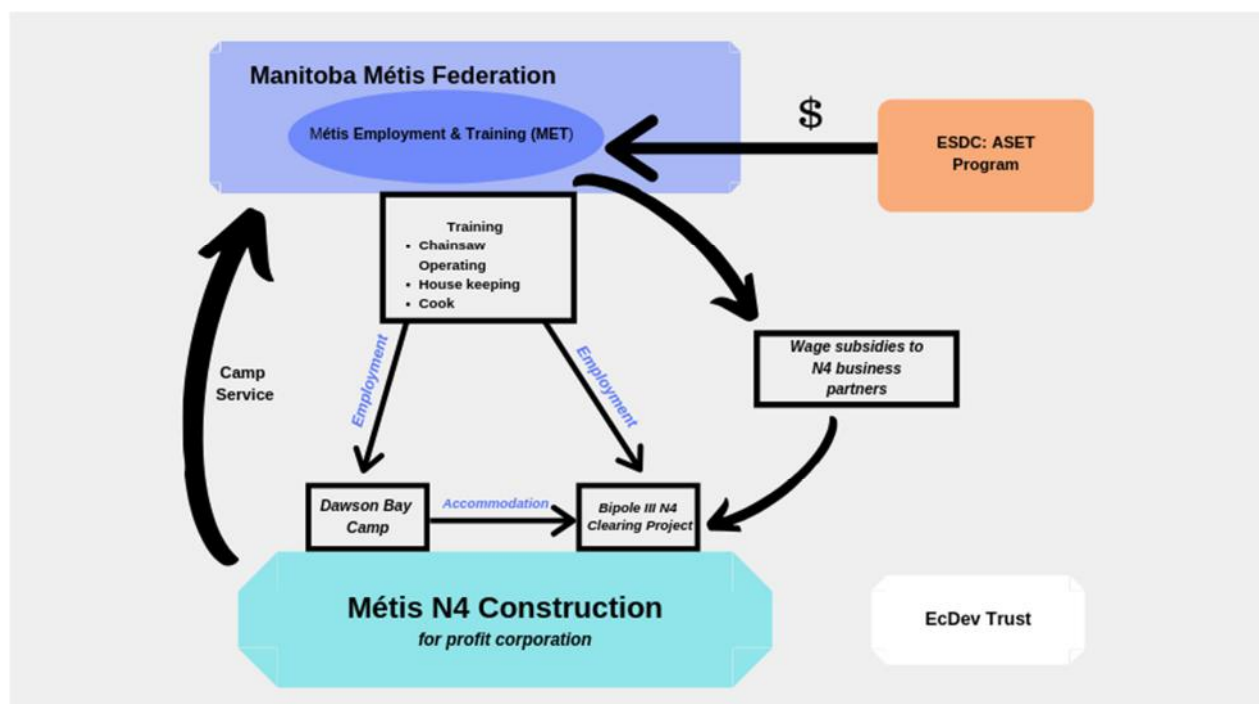
Métis Nation Economic Development Strategy

The federal government established a process for pursuing Métis economic development. In its 2016 budget, the federal government allocated \$25 million for the Métis Economic Development Accord. The Métis Economic Development Accord has been deployed through the Métis Nation's financial institutions, where Métis National Council's governing members have provided direction on new strategic investments. This process included three symposiums on Métis economic development that involved the Métis Nation leadership, federal and provincial Affairs ministers, and corporate leaders. The work on advancing a Métis Nation Economic Development Strategy must continue. To this effect, the Métis Nation has asked the Prime Minister and Premiers to support a fourth symposium.

Engaging the private sector is important because Canadian businesses have an interest in a long-term Métis economic development strategy and inclusive economic growth. Innovative initiatives such as the social enterprise model needs to be promoted and funded. The social enterprise model, illustrated

below, is a combination of both social and entrepreneurship models, balancing the commercial objective (creating profit) with the social objective (creating social value).

For example, Métis N4 Construction delivers programs and initiatives while using profits to invest in Métis communities. It is sometimes challenging to find innovative ways to achieve social objectives, which requires moving resources from for-profit operations into non-profit organizations.



Source: *Expanding the Circle—Métis Economic Reconciliation* <https://youtu.be/x3Pf6TEzVYM>

Métis identity and rights

At the forefront of reconciliation with the Métis Nation—including economic reconciliation—is the recognition of Métis rights. There is a significant knowledge and awareness gap about the laws surrounding Métis rights among different levels of government, resulting in myths about Métis rights amongst the public service. For instance, some public servants believe that:

- Métis rights are derivative from Indigenous rights;
- Treaty rights supersede Métis rights;
- There is no need to consult with Métis on the same basis as with First Nations.

These assumptions are false. In fact, Métis rights are a distinct set of constitutionally protected rights; decisions-makers must balance both treaty and Métis rights; and the duty to consult extends beyond Métis governments, and must include the broader representative body as delegated by rights holders.

The knowledge gap about Métis rights within the public services hinders reconciliation efforts with Indigenous peoples. As a result, government systems are not set up to accommodate the distinct and unique claims of Métis people. This in turn leads to inequity in resource allocation.

Culture and heritage are to be considered in addition to mixed ancestry when observing Métis legal rights. In its decision regarding the Manitoba Metis Federation case,¹¹ “the SCC [Supreme Court of Canada] emphasized the unique and distinct nature of Métis heritage and culture and, importantly, one that is not dependent upon First Nations’ culture and heritage”.¹² Governments must therefore move to a broader Indigenous approach that will equitably and honourably include Métis. In order to address systematic gaps, governments must:

- Implement processes that allow reconciliation to occur in various areas, including economic development, the settlement of claims, missing and murdered Indigenous women, addressing the consequences of residential schools, etc.
- Take a whole-of-government approach to address Métis issues in a distinct manner, instead of incorporating them under Indigenous issues more broadly, while also ensuring all issues are dealt with equitably.

“How can you reconcile with the [Indigenous] peoples, if you don’t even understand the law relating to those peoples?”

Thomas Isaac, Métis Forum, 2018

¹¹ Supreme Court of Canada, *Manitoba Metis Federation Inc. v. Canada (Attorney General)*, 2013: <https://scc-csc.lexum.com/scc-csc/scc-csc/en/item/12888/index.do>

¹² Thomas Isaac, *A Matter of National and Constitutional Import: Report of the Minister’s Special Representative on Reconciliation with Métis: Section 35 Métis Rights and the Manitoba Metis Federation Decision*, 2016: https://www.aadnc-aandc.gc.ca/DAM/DAM-INTER-HQ-AI/STAGING/texte-text/report_reconciliation_1471371154433_eng.pdf

What Reconciliation and Inclusive Economic Growth Can Mean for Inuit and Canada



Madeleine Redfern, Elder Sally Webster – Welcome and Opening Prayer

The third forum was held on November 29, 2018, at the Shaw Centre in Ottawa. It featured remarks from several leaders from across Inuit Nunangat, including Natan Obed (President of Inuit Tapiriit Kanatami), Aluki Kotierk (President of Nunavut Tunngavik Inc.), the Honourable Charlie Watt (President of Makivik), and Johannes Lampe (President of the Nunatsiavut Government); as well as keynote addresses from the Honourable Carolyn Bennett, Minister of Crown-Indigenous Relations and Northern Affairs and the Honourable Dominic LeBlanc, Minister of Intergovernmental and Northern Affairs, and Internal Trade.¹³ During this session, there was a shared understanding that while the land claim agreements protect certain rights, they do not guarantee economic development.

Participants emphasized that Inuit themselves should define and determine how economic prosperity should work for their communities, and this should be rooted in Inuit culture, traditions, the North, and the commitments established in land claim agreements.

¹³ See Annex A for full list of speakers.

About Inuit Nunangat

Inuit Nunangat is comprised of four independent land claim regions that collectively have a population of approximately 47,330.¹⁴ These land claim regions are:

Region	Corporation/Governance	President	Agreement	Date Signed
Nunavik	Makivik Corporation	The Honourable Charlie Watt	<i><u>The James Bay and Northern Quebec Agreement & The Nunavik Inuit Land Claims Agreement</u></i>	1975/8 & 2006
Inuvialuit	Inuvialuit Regional Corporation	President Duane Smith	<i><u>The Inuvialuit Final Agreement</u></i>	1984
Nunavut	Nunavut Tunngavik Incorporated	President Aluki Kotierk	<i><u>Nunavut Land Claims Agreement</u></i>	1993
Nunatsiavut	Nunatsiavut Government	President Johannes Lampe	<i><u>Labrador Inuit Land Claims Agreement</u></i>	2005

Land claim agreements

Land claim agreements are the basis of Inuit economic development in Inuit Nunangat. Thus, a minimum standard for economic reconciliation would involve the government ensuring the full and fair implementation of their agreements with Inuit. These agreements set out core governance principles with respect to Inuit lands and waters, and set a basis for creating a prosperous and fair society. However, in some cases, basic requirements of modern treaties are not being met. This is a significant barrier to Inuit economic development. For example, Article 23 of the Nunavut Land Claims Agreement guarantees reducing systemic barriers that prevent Inuit from accessing employment in the Governments of Nunavut and Canada, which represent the largest employers in the Territory. While governments, with strong encouragement of Nunavut Tunngavik Incorporated (NTI), are moving to increase Inuit employment, actual Inuit employment in government remains short of the 85% commitment.

¹⁴ For an overview of the regions including demographics and population, see "Inuit Statistical Profile 2018" (Ottawa: Inuit Tapiriit Kanatami, 2018), <https://www.itk.ca/wp-content/uploads/2018/08/Inuit-Statistical-Profile.pdf>

Procurement

Government procurement remains one of the primary economic drivers of the Inuit economy, with potential to help Inuit firms grow and create opportunities for Inuit workers. However, ineffective procurement processes are still one of the greatest challenges and most significant barriers to real



Clint Davis, Natan Obed – Discussion with the Board of Inuit Tapiriit Kanatami: What Economic Reconciliation and Inclusive Growth Can Mean for the Inuit Nunangat

economic reconciliation. The land claim agreements require that Inuit businesses be given fair opportunities to bid on contracts. Yet, this does not always happen and the language contained in some agreements is ambiguous enough so that there is no clear expectation of what constitutes “fair”. Inuit are calling for procurement policies that benefit their communities by creating wealth that stays in the north. In order to address procurement challenges, there are a few policy areas that the government must take into account.

Inuit enterprises are currently tracked through Inuit business registries which are sometimes mandated in the land claim agreements. These agreements also influence the definition of what constitutes an Inuit business. However, Inuit businesses are sometimes not defined through a robust framework that matches the expectations of Inuit. A way to address this problem would be changing the criteria for the identification of Inuit businesses to include the contribution a business makes to Inuit Nunangat.

In addition to registries of Inuit enterprises, the processes through which procurement happens are often convoluted and Requests for Proposals (RFPs) are not clearly communicated to Inuit businesses. There are two avenues to address this:

- Require that the language of “Inuit qualified business” is present in the RFP;
- Require that opportunities are clearly communicated to Inuit companies.

These types of measures also fulfil the spirit and intent of the land claims agreements—the Nunavut Land Claims Agreement stipulates that the government “provide all reasonable opportunities to Inuit firms to submit competitive bids”.¹⁵

¹⁵ *Nunavut Agreement Sec. 24.4.2*: https://nlca.tunngavik.com/?page_id=2366&lang=en

In order to achieve transparency and clear communication, the government could support the establishment of Indigenous procurement liaison offices across the country to create better links between people working in economic development, AFIs, procurement offices, and entrepreneurs. The government must also provide support for entrepreneurs who might struggle with getting through the complicated procurement processes.

Finally, in terms of new ideas for policy solutions to promote Inuit procurement, participants' suggestions were largely based on two areas: setting hard procurement targets and creating programs to keep Inuit businesses competitive. There are examples such as the Government of Australia¹⁶ and SaskPower¹⁷ that can be used to determine how to implement these ideas. Enforcing mechanisms to ensure Inuit access to procurement is also important. Therefore, in addition to mandatory targets, there must be financial penalties for departments that do not meet them.

Access to Capital

The lack of access to capital in Inuit Nunangat inhibits economic growth. There is a sense that mainstream financial institutions have abandoned remote markets as they are not sufficiently viable to justify their presence. Banking shortages across Inuit Nunangat means that Inuit entrepreneurs do not have enough support for business start-ups and growth, to respond to RFPs in the procurement process, and to stock inventory.



In this context, Indigenous financial institutions have an important role in improving access to capital, as they can help address the financial infrastructure gaps, which affect Inuit communities disproportionately. The federal government can also have a policy role by encouraging and incentivizing banks and credit unions to have Indigenous lending arms in locations where they do not already have them. Finally, there are examples of supports provided to Indigenous companies by the banking sector.

¹⁶ Australian Government, *Commonwealth Procurement Rules*: <https://www.finance.gov.au/commonwealth-procurement-rules/>

¹⁷ SaskPower, *SaskPower Receives Gold Certification for Progressive Aboriginal Relations*, 2017: <https://www.saskpower.com/about-us/media-information/news-releases/2018/03/saskpower-receives-gold-certification-for-progressive-aboriginal-relations>

For instance, Vancity Credit Union has different types of programs¹⁸ that support Indigenous businesses in British Columbia and that set a positive example of banking initiatives that could benefit Inuit Nunangat.

Capacity Development and Education

Skills training and education is an essential part of reconciliation; this is especially important for young Inuit. Skills training and education create opportunities for an equitable society, which includes both empowering women and dismantling the oppressive state of colonialism that is severely holding back Inuit men.

The government can do more to put mechanisms in place to encourage or require employers and private sector corporations to provide skills training. This would mean requiring the private sector to meet hiring and training targets, with similar penalties for violations as those suggested for government procurement (e.g. fines, removal or ineligibility for future procurement opportunities, revoking of licences, etc.).

"This idea that economic development is only something that is here in the present for us to consider or in the recent past is not actually true. Economic development and business interests have been interacting with Inuit Nunangat for hundreds and hundreds of years. Think about the Hudson's Bay Company and the amount of natural resources that Inuit help procure that fed the development of this country, yet you don't see massive infrastructure in Inuit Nunangat that was linked to Inuit who benefitted from the fur trade."

Natan Obed, Inuit Forum, 2018

Concurrently, the government must recognize and celebrate private sector companies that create Indigenous skills-training programs.

The government must proactively support and enhance young Inuit's access to education. This would entail expanding educational institutions in the north so that young Inuit do not have to travel south for school, as well as expanding education by increasing internet availability and access to online learning.

Wealth Sharing

Business development is a way of sharing the wealth in communities. There is opportunity to support small and medium-sized enterprises (SMEs), whose value is often overlooked in favour of larger projects and government contracts. In fact, by supporting small business development, the government could add value to the Inuit economy and community. In addition to creating access to capital and smaller procurement opportunities, Inuit businesses can also benefit from programs that government offers for business development. However, it is important to note that programs intended to benefit Inuit and the

¹⁸ More information about Vancity Credit Union programs can be found here: <https://www.vancity.com/BusinessBanking/Financing/SpecializedSectorSolutions/FirstNationsAndAboriginal/>

north be co-created and co-run by Inuit. This would address concerns over programs coming with strings attached and being overly complicated to access. In the same vein, funding grants should be provided over longer time frames, along with realistic reporting requirements that are not onerous for Inuit businesses, especially small businesses.

Infrastructure and Transportation

Infrastructure is crucial in Inuit Nunangat. Yet, infrastructure deficiencies continue to prevent Inuit economies from thriving. Infrastructure works differently in the north, so there is a need for technological innovation to address historical gaps, in a way that is relevant to northern/arctic climate and geography. As well, northern and Inuit perspectives on improving infrastructure will be essential to practically improving economic development in the north.

Considering the needs and the geographical particularities of Inuit Nunangat, the government must consider transportation infrastructure as a vital service for Inuit Nunangat. The government needs to develop a strategy to create reliable infrastructure and work with corporations to create viable business models for air and water transportation. Moreover, building solid marine, air, and internet infrastructure create new economic opportunities. Private corporations can also contribute to infrastructure development. When infrastructure like roads, airstrips, and wharves, are built by corporations, they should be built in locations that create long-term benefits for communities, even after the company leaves. It would also mean ensuring that Impact and Benefit Agreements (IBAs) include guarantees of infrastructure development with a view to creating long-term infrastructure capacity in the community.

“Expanding the circle and achieving inclusive development will require a multifaceted approach. Includes living up to a fully implementing the signed treaties and agreements that foster social change that Inuit envisioned. It includes advancing reconciliation to allow for Inuit to meaningfully participate in national and global economies. And as I stated, economic development in my view, is self-determination. It is about having choices.”

Aluki Kotierk, Inuit Forum, 2018

CONCLUSION

The NIEDB will continue its work advising the whole-of-government on Indigenous economic development in order to achieve economic reconciliation and inclusive growth. The Truth and Reconciliation Commission called for a holistic and culturally appropriate approach to respond to the legacy of residential schools, which would address, “the need for improvements in health, education and economic development”.¹⁹ Emerging from the three forums, implementing the recommendations must be done through an approach that addresses cross-cutting issues that affect Indigenous economic development—including housing, gender-based violence, education, infrastructure, etc.—while respecting the distinct nature and needs of the three identity groups.

The NIEDB anticipates hosting three follow-up forums in 2022. A follow-up report on economic reconciliation will be released in 2023 which will include data from the 2023 NIEDB Indigenous Economic Progress Report. The NIEDB will use these tools to track, monitor, and assess the state of economic reconciliation in Canada. The current report will be linked to a broader National Indigenous Economic Development Strategy where economic development is a key element driving the well-being of Indigenous communities.

Procurement, access to capital, capacity development, and wealth sharing are all crucial for Indigenous communities, businesses, and peoples to thrive. The NIEDB will also keep economic reconciliation and these four key areas as an ongoing topic of discussion during its meetings with ministers and government officials. The Government of Canada must take concrete, significant, and clear steps towards closing the gaps between Indigenous and non-Indigenous peoples. The commitment to reconciliation with Indigenous peoples is not a partisan issue; it is a matter of The Honour of the Crown, based on the existing Aboriginal rights upheld and recognized in Section 35 of the *Constitution Act, 1982*. Yet, reconciliation is not solely the government’s responsibility; **all Canadians must be involved.**

The NIEDB calls upon Indigenous organizations to share this report within their networks, upon corporate Canada to concretely commit to reconciliation, and upon Canadians to educate themselves on these issues and to disseminate this information. Together, we can achieve the Board’s vision of vibrant Indigenous economies, characterized by economic self-sufficiency, and socio-economic equality with the rest of Canada.

¹⁹ Truth and Reconciliation Commission of Canada, *Summary of the Final Report*, 2015: http://nctr.ca/assets/reports/Final%20Reports/Executive_Summary_English_Web.pdf

ANNEX A: LIST OF SPEAKERS

The following is the list of speakers and moderators by forum.

First Nations Forum

The First Nations forum can be viewed here: <https://www.youtube.com/playlist?list=PLFL2T7oLNEZxL5D-2I3JIAOm3LqRkx4tp>

Chair

- Kim Baird, former chief of Tsawwassen First Nation

Open and closing prayer

- Elder Claudette Commanda

Seizing the \$27.7B Opportunity

- Dawn Madahbee Leach (Interim Chair, NIEDB Board member)
- Andrew Leach (Chair, NACCA)

Armchair Discussion: Lessons from Australia

- Karen Mundine (Deputy CEO, Reconciliation Australia)
- Dr. Wilton Littlechild (former Commissioner, Truth and Reconciliation Commission)

Panel: How to Achieve First Nations Inclusion

- Chief Darcy Bear (Whitecap Dakota First Nation);
- Carol Anne Hilton (CEO, Transformation International; member of the Federal Advisory Council on Economic Growth);
- Jean Paul Gladu (CEO, Canadian Council on Aboriginal Business)
- Discussion led by Michelle Kovacevic (Assistant Deputy Minister, Finance Canada)

Remarks

- The Honourable Carolyn Bennett (Minister of Indigenous and Northern Affairs)

Keynote Address

- The Honourable Jody Wilson-Raybould (Minister of Justice and Attorney General)

Panel: Community Economic Growth

- Chief Lynn Acoose (Sakimay First Nation)
- Chief Reginald Bellerose (Muskowekwan First Nation)
- Andrew Leach (CEO, Andrew Leach & Associates; Chair, NACCA)
- Discussion led by Dr. Marie Delorme (CEO, The Imagination Group of Companies; NIEDB Board member)

Armchair Discussion: What Reconciliation and Inclusive Economic Growth Can Mean

- National Chief Perry Bellegarde (Assembly of First Nations)
- Kim Baird (former chief of Tsawwassen First Nation; PPF Board member)

Panel: Taking Action for Reconciliation and Inclusive Economic Growth

- Chief Ian Campbell (Squamish First Nation)
- Karen Restoule (PPF Fellow; Vice-Chair, SLATO; former senior advisor, Chiefs of Ontario)
- Manny Jules (Chief Commissioner, First Nations Tax Commission)
- Dr. Ken Coates (Canada Research Chair in Regional Innovation, Johnson-Shoyama Graduate School of Public Policy)
- Discussion led by Shannin Metatawabin (CEO, NACCA)

Métis Nation Forum

The Métis Nation forum can be viewed here:

<https://www.youtube.com/watch?v=x3Pf6TEzVYM&feature=youtu.be>

Chair

- Dr. Marie Delorme (CEO, The Imagination Group of Companies; Board Member, NIEDB)

Open and closing prayer

- Elder Mae Louise Campbell

Welcoming remarks

- Dr. Annette Trimbee (President, University of Winnipeg)

Setting the Context: Seizing the \$27.7B Opportunity

- Dawn Madahbee Leach (Interim Chair, NIEDB)
- Shannin Metatawabin (CEO, NACCA)

Presentation and audience Q&A: The Unfinished Business of Métis Reconciliation

- Thomas Isaac (Former Special Representative of the Minister of Indigenous and Northern Affairs on Métis Reconciliation; Partner, Cassels Brock)

Morning keynote remarks and audience Q&A

- David Chartrand (President, Manitoba Métis Federation)

Armchair discussion and audience Q&A: Perspectives of Métis Journalists and Business Leaders

- Merelda Fiddler-Potter (Dallas Smythe Chair, University of Regina)
- Jeff Gaulin (VP, Canadian Association of Petroleum Producers)

Afternoon keynote remarks and audience Q&A

- Clément Chartier (President, Métis National Council)

Presentation and audience Q&A: Métis Rights as the Foundation of Economic Reconciliation

- Jason Madden (Co-Managing Partner, Pape Salter Teillet LLP)

Success Story, Video and Q&A: Métis N4 Construction

- Jack Park (Chair, Métis N4 Construction; Vice-Chair, Louis Riel Capital Corporation)
- Mark Leclerc (Chief Executive Officer)

Panel and audience Q&A: Looking to the Future with Today's Young Leaders

Panellists:

- Cassidy Caron (Minister for Métis Youth, Métis Nation British Columbia)
- Mitchell Case (President, Métis Nation of Ontario Youth Council)
- Alex Hosfield (Co-President, Métis University Students Association, University of Manitoba; representative for Louis Riel Capital Corporation and Métis Economic Development Fund)

Moderator:

- Dr. Annette Trimbee (President, University of Winnipeg)

Inuit Forum

The Inuit Forum can be viewed here:

<https://www.youtube.com/watch?v=ZJKu1IADSQ4&list=PLFL2T7oLNEZwomlurrJa9QVNknxURhypr>

Chair

- Madeleine Redfern (Mayor of Iqaluit)

Welcome and Opening Prayer

- Elder Sally Webster
- Madeleine Redfern (Mayor of Iqaluit)
- Elizabeth Logue (Director, NIEDB Secretariat)

Discussion with the Board of Inuit Tapiriit Kanatami: What Economic Reconciliation and Inclusive Growth Can Mean for the Inuit Nunangat

- Aluki Kotierk (President, Nunavut Tunngavik Incorporated)
- Johannes Lamp (President, Nunatsiavut Government)
- Natan Obed (President, Inuit Tapiriit Kanatami)
- The Honourable Charlie Watt (President, Makivik Corporation)
- Moderated by: Clint Davis (Chief Executive Officer, North35 Capital Partners)

Setting the Scene: The \$27 Billion Opportunity

- Hilda Broomfield-Letemplier (Board member, NIEDB)
- Andrew Leach (Board Chair, NACCA)

Panel Discussion: Key Mechanisms to Achieving Economic Reconciliation

- Andy Moorhouse (Vice President of Economic Development, Makivik Corporation)
- Sarah Leo (Vice President of Corporate Development, Nunatsiavut Group of Companies)
- Moderated by: Madeleine Redfern (Mayor of Iqaluit)

Panel Discussion: Business Development in Inuit Nunangat

- Leonie Qaumariaq (Chief Executive Officer, Kakivak Association)
- Lema Ijtemaye (Acting Manager, Socio-Economic Development, Pauktuuktit Inuit Women of Canada)
- Sue McNeil (Manager, Inuvialuit Community Economic Development)
- Moderated by: Madeleine Redfern (Mayor of Iqaluit)

Lunch with Keynote Addresses

- Honourable Dominic LeBlanc (Minister of Intergovernmental and Northern Affairs and Internal Trade)
- Introduced by: Andrew Leach (Board Chair, NACCA)
- Honourable Carolyn Bennett (Minister of Crown-Indigenous Relations)
- Introduced by: Edward Greenspon (President and Chief Executive Officer, PPF)

Concurrent Workshops

Inuit Right to Economic Development and Prosperity

- Moderated by Madeleine Redfern (Mayor of Iqaluit)
- Karen Restoule (PM Fellow, Public Policy Forum)

ANNEX B: LIST OF PARTICIPANTS

The following is the list of participants by forum.

First Nations Forum

- Shannon Kot, Senior Manager, Deloitte
- David de Launay, Deputy Minister, Ministry of Northern Development and Mines
- Anne Chabot, Executive Assistant, Ministry of Northern Development and Mines
- Elaine Chambers, General Manager, Dana Naye Ventures
- Judy White, CEO, Assembly of First Nations
- Trevor Acoose, Director of Economic Development, Cowessess First Nation
- Paul Hebert, Director of Communications, Canadian Nuclear Association
- Jaime Taylor, Project Officer, INAC
- Heather Lawrence, Manager, Indigenous Affairs, Teck Resources Limited
- Philip Billingham, Analyst, Government Relations, Business Development Bank of Canada
- Matthias Ross-Buzas, Student, Algonquin College
- Myles Chalmers, NACCA
- Chris Googoo, NACCA
- Carol Johnston, NACCA
- Lucy Pelletier, NACCA
- Mark Dokis, NACCA
- Sheilagh Murphy, INAC
- Catherine Higgins, INAC
- Josh Riley, INAC
- Daniel Christmas, Senator, Senate of Canada
- Brent Moreau, First Nations Tax Commission
- Philippe Bertrand, Program Manager, FPIR, INAC
- Nathalie Watts, Senior Analyst, Treasury Board
- Leonard Odjick, NACCA
- Rob Rollingson, NACCA
- Frank Richter, NACCA

- Danielle Hoegy, Economic Policy Researcher, FPIR, INAC
- Martine Spence, Professor, University of Ottawa, Telfer School of Management
- Terry Brodziak, NACCA
- Raymond St. Arnaud, NACCA
- David Vince, Two Rivers Community Development Centre
- Jennifer Petrela, Director of Content and Strategic Engagement, Pierre Elliott Trudeau Foundation
- Robert Fortin, Director, Aboriginal Business Financing, INAC
- Al Little, NACCA
- Anja Jeffrey, Director General - Policy and Planning, CANNOR
- Cory McDougall, NACCA
- Andrea Farquharson, Junior Policy Analyst, INAC
- Emma Fairbass, NACCA
- Isabelle Sarazin-Frey, Student
- Harold Calla, INAC
- Murray Sr. Rowe, Chairman, Forrest Green RMC
- Murray Jr. Rowe, President, Forrest Green RMC
- Brenda, LeBouthillier, NACCA
- David Brook, Chief Strategy Officer, Grand Challenges Canada
- Sandra Boisvert, Universities Canada
- Pam Verch, NACCA
- Gerry Huebner, NACCA
- Chelsea Gabel, Assistant Professor, McMaster University
- Vanessa Watts, Academic Director, McMaster University
- Sultan Sadat, Student, Algonquin College
- Lindsay Neeley, A/Senior Manager, Housing Policy, CMHC
- Elizabeth Villeneuve, Senior Policy Analyst, CMHC
- Claudia Gongora Boles, NACCA
- Valerie O'Brien, Research Coordinator, McMaster University
- Jung-Suk Ryu, Director, External and Community Relations, Banff Centre for Arts and Creativity
- Annie Carruthers, Analyst, Privy Council Office
- Allison Van de Light, Policy Analyst, FPIR, INAC

- Aaron Good, Vice President, The J.W. McConnell Family Foundation
- Doretta Thompson, Director, International Credential Recognition, CPA Canada
- Carol Johnston, General Manager, Southeast Community Futures Development Corporation
- Shannon Burnett, Senior Policy Analyst, Natural Resources Canada
- Mills Russell, Chair of the Board of Directors, National Capital Commission
- Richard Ducharme, Cedar Lake Community Futures Development Corp
- John Gordier, Policy Analyst, Department of Finance
- Rob McLeary, Policy Analyst, Western Economic Diversification Canada
- MacAndrew Clarke, Government and Stakeholder Relations Officer, Canadian Alliance of Student Associations
- Rosanne Waters, Policy and Research Analyst, Canadian Alliance of Student Associations
- Paige Isaac, Coordinator, First Peoples' House, McGill University
- Jean Vincent, NACCA
- Angela Ladouceur, NACCA
- Maximilien Roy, Policy Advisor, Office of the Minister of Finance
- Pierre Gratton, President and CEO, Mining Association of Canada
- Brendan Marshall, Vice President Economic and Northern Affairs, Mining Association of Canada
- Geoff Smith, VP Gov. Relations and Aboriginal Affairs, Mining Association of Canada
- Kimberly Noble, Team Lead, Aboriginal Consultation and Participant
- Lindsay Boldt, Deputy Director, Agriculture and Agri-Food Canada
- Michael Van Aanhout, Stratos Inc.
- Kelly Cuan Edwards, Senior Policy Advisor, Agriculture and Agri-Food Canada
- George Kurszewski, NACCA
- Martha O'Sullivan, Chief Engagement Officer, PNB ERD-AAF
- Sophie Menchin, Social Finance Officer, JW McConnell Family Foundation
- Helen Patterson, Program Manager, Federation of Canadian Municipalities
- Harry Morriveau, NACCA
- Waybe Flamand, NACCA
- Andre Jette, NACCA
- Kayle Hatt, Policy/Economic Officer, Transport Canada
- Muriel Parker, NACCA

- Paul Cabaj, Manager of Co-operative Development, Co-operatives and Mutuals Canada
- Stefan Matiation, Director, FPIR, INAC
- Keith Conn, Regional Executive, Ontario Region
- Jacqueline Richard, Regional Director General, Fisheries and Oceans
- Gina Doxtator, Senior Director, Reconciliation Canada
- Carrington Christmas, Youth Advocate, NWAC
- Simon Lavigne, Senior Manager, Deloitte LLP
- Karla Skoutajan, CHF Canada
- Colette Robertson, Étudiante à la Maîtrise, Université d'Ottawa
- Elizabeth Kwan, Senior Researcher, Canadian Labour Congress
- Catherine MacQuarrie, Senior Executive in Residence, Institute of Public Administration of Canada
- Steve Higham, Policy Analyst, Mitacs
- Sandford Big Plume, Community Futures Treaty Seven
- Christopher Cornish, Executive Coordinator, INAC
- Megan Lorius, Director of Operations, The Gordon Foundation
- Emily Hewitt, Research Officer Co-op, Institute of Governance
- Middle Lemoine, Student, University of Ottawa
- Xavier Daignault-Simard, Senior Policy Advisor, Natural Resources Canada
- Terry Faubert, Senior Program Analyst, INAC
- Jingbo Zhang, Program Consultant, CIHI
- Romeo St. Martin, Communications Officer, Canadian Nuclear Association
- Stephen Morse, NACCA
- Clare Morris, Senior Policy Advisor, Colleges and Institutes Canada
- Genevieve Carr, Director, MPMO Policy
- Stacey Fox, NACCA
- Anna Toneguzzo, Director, Government Relations and Policy Research, Colleges and Institutes Canada
- Monica Bossio, Manager, INAC
- Trevoy Longpre, Executive Assistant, Natural Resources Canada
- Jim McDonnell, Legislative Assembly of Ontario

- Stephanie Blondin, Director, INAC
- Julia Coburn, WorldVuze
- Lori Lafontaine, Senior Advisor - Indigenous Affairs, Mental Health Commission of Canada
- Lesley Williams, Senior Manager, Aboriginal & Regulatory Affairs, Prospectors & Developers Association of Canada (PDAC)
- Yurissa Varela, Student
- Adam Fiser, Senior Research Associate, The Conference Board of Canada
- Jodi Bruhn, Stratéjuste Canada
- Philippe Morel, INAC
- Allan Clarke, Director General, INAC
- Ailish Campbell, Department of Finance
- Debbie LeClair, NACCA
- Paul Thoppil, INAC
- Anne-Marie Ethier, Partner, Deloitte LLP

NATIONAL INDIGENOUS ECONOMIC DEVELOPMENT BOARD

- Dawn Madahbee Leach
- Hilda Broomfield Letemplier
- Marie Delorme
- Darlene Bernard
- Sharon Stinson Henry
- Ruth Williams

NATIONAL INDIGENOUS ECONOMIC DEVELOPMENT BOARD SECRETARIAT

- Danielle Bélanger, Director
- Amanda Cliff, Manager
- Manon Richard, Coordinator
- Brigit Knecht, Manager
- Jody Touchette, Senior Policy Analyst
- Karen Moen, Policy Analyst

Métis Nation Forum

- Misty Beardy, Student, Red River College
- Tanessa Bird, Student, Red River College
- Linda Campbell, Regional Director, CHF Canada
- Charlie Carter, Policy Lead, Public Policy Forum
- John Coutris, Metis Economic Development Fund
- Clint Curle, Senior Advisor to the President, Canadian Museum for Human Rights
- Christine Cyr, Director, University of Manitoba
- Julie Demers, INAC
- Christopher Duschenes, Director General, INAC
- Leanne Dustan, Senior Advisor, Indigenous Programming, Agriculture and Agri-Food Canada
- William Enge, President, Metcor Inc.
- Wayne Flamand, Senior Business Analyst, NACCA
- Laura Forsythe, Metis Inclusion Coordinator, University of Manitoba
- Joelle Foster, Director, MB, AB, SK, NU, NWT, Futurpreneur Canada
- Keanne Harper, Student, Red River College
- Brandi Harper, Student, Red River College
- Dianne Himbeault, Senior Policy Analyst, CMHC
- Gerry Huebner, Chief Strategy Officer, NACCA
- Ivy Mike, Apeetogosan (Métis) Development Inc.
- André Jetté, Communications and IT Manager, NACCA
- Ian Ketcheson, INAC
- Brenda LaRose, Partner, Leaders International/Higgins Executive Search
- Pam Larson, Chief Executive Officer, Clarence Campeau Development Fund
- Debbie LeClair, Executive Assistant, NACCA
- Dale Leclair, Chief of Staff, Métis National Council
- Mark LeClair, CEO, Métis N4 Construction Inc.
- Kelly Lendsay, President and CEO, Indigenous Works
- Rinelle Manoakesick, Student, Red River College
- Linsay Martens, Director of Policy, PPF

- Geordy McCaffrey, Executive Director, Gabriel Dumont Institute of Native Studies and Applied Research
- Cory McDougall, Director, NACCA
- Lillian Meekis, Student Red River College
- Raheel Baig Mirza, INAC
- Steven Morse, Métis Voyageur Development Fund Inc.
- Jennefer Nepinak, Sr. Advisor to the President, Canadian Museum for Human Rights (CMHR)
- Carl Neustaedter, Director of Communications, PPF
- Andrea Papageorgiou, A/Senior Manager, Client Liaison, Agriculture and Agri-Food Canada
- Jack Park, Vice Chair, Louis Riel Capital Corporation
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