

The National Aboriginal Economic Development Board

2016-2017 Annual Report



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Message from the Chairperson

On behalf of the National Aboriginal Economic Development Board, I am pleased to present our Annual Report for 2016-2017.

The Board welcomed the Government of Canada's decision to fully adopt the United Nations Declaration on the Rights of Indigenous Peoples as our national reconciliation framework, and we acknowledge the Government's intent to implement the 94 Calls to Action recommended by the Truth and Reconciliation Commission (TRC).

We were also pleased to see the Budget 2017 commitment of \$3.4 billion over the next five years to advance reconciliation; to improve quality of life; and to promote education, training and employment for the empowerment of Indigenous peoples. Such investments demonstrate the Government's priority to move forward with reconciliation based on recognition of rights, respect, and partnership, and renew the Nation-to-Nation, Crown-Inuit, and Crown-Métis Nation relationships.

The Board strongly believes that closing the opportunity gaps between Indigenous and non-Indigenous peoples in the areas of economic participation, community development, education, employment, access to capital, housing, affordable food, and clean water is the way to build a real foundation for reconciliation. We have a vision of a vibrant Indigenous economy, where Indigenous peoples are economically self-sufficient and have achieved economic parity with the rest of Canada, and we are committed to providing strategic advice to government that will help advance that vision. Recent actions, including the federal commitment to review laws, policies and operational practices, are steps in the right direction.

As Interim Chairperson for the Board, I am proud of the important milestones we achieved in 2016 which have contributed to ensuring that federal policies and programs are working for Indigenous peoples to support their wealth and well-being, including:

- The release of our plans, studies and statements:
 - *Reconciliation: Growing Canada's Economy by \$27.7 Billion*
 - *Investing in Canada's Future Prosperity: An Opportunity for Canadian Industries*
 - *Statements on the Truth and Reconciliation Commission (TRC) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP)*
 - *Recommendations on First Nations Access to Indian Moneys*
 - *Additions to Reserve: Lessons Learned from First Nations*





- *Hosting special events:*

- *The Roundtable on Indian Moneys*
- *Conference, Expanding the Circle: What Reconciliation and Inclusive Economic Growth Can Mean for First Nations and Canada*

Our work with communities, governments, industry and academia is crucial to addressing new and ongoing challenges. We look forward to continued and positive collaboration with these sectors as we work together to close the gaps. On behalf of the Board, I am profoundly grateful to the organizations and individuals in Canada and abroad who contribute to our work and help us shape our advice on Indigenous sustainable and economic development. I would also like to thank my fellow Board members for their leadership and valuable work. We look forward for an exciting 2018 full of new opportunities.

In the spirit of Reconciliation,



Dawn Madahbee Leach
Interim Chairperson
National Aboriginal Economic Development Board

About the Board

Established in 1990, the National Aboriginal Economic Development Board is a Governor in Council appointed board mandated to provide strategic policy advice to the federal government on issues related to Indigenous economic development. Comprised of First Nations, Inuit, and Métis business and community leaders from across Canada, the Board helps governments to respond to the unique needs and circumstances of Indigenous peoples in Canada.

Vision

The Board's vision is a vibrant Indigenous economy, where Indigenous peoples are economically self-sufficient and have achieved economic parity with Canadian society.

Mission Statement

To provide advice and guidance to the federal government on issues related to Indigenous economic opportunities that enable the Indigenous peoples of Canada to have a voice in government policy.

Mandate

To advise the Minister of Indigenous and Northern Affairs Canada and other federal Ministers on policies, programs, and program coordination as they relate to Indigenous economic development.

Members

In 2016-2017, the Board had seven members from regions across Canada. Each member contributed valuable business, community, operational, and strategic expertise to the Board's work. We extend our sincere thanks to outgoing Board members Chief Clarence Louie, Chief David Crate, and Adam Fiddler for their contribution.

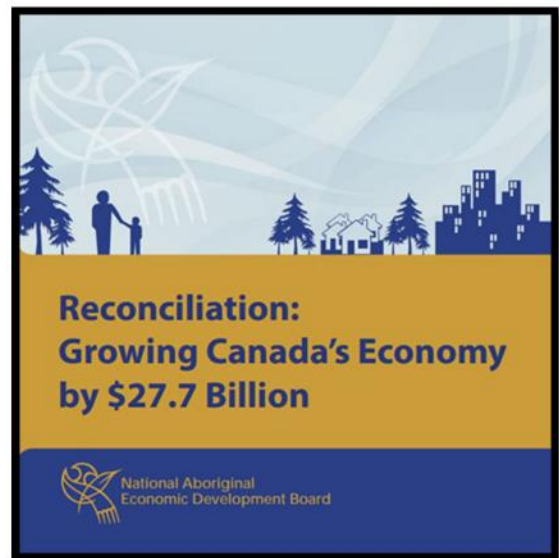


HIGHLIGHTS OF THE YEAR

2016-2017 has been a successful year for the Board. Many of the pieces of our work have focused on the theme of reconciliation: including our major report (below), and the first of our *Expanding the Circle* conferences on the theme of reconciliation and economic development. Our reports, statements, and events were well received by government, by the media, and by our Indigenous colleagues across Canada.

Reconciliation: Growing Canada's Economy by \$27.7 Billion

In November 2016, the Board released the report *Reconciliation: Growing Canada's Economy by \$27.7 Billion*, which demonstrates how keeping Indigenous peoples in Canada out of the economy by under-investing in education, infrastructure and other services, has hit Canada's bottom line. The report estimates that closing the productivity gap between Indigenous and non-Indigenous Canadians would lead to an increase of \$27.7 Billion to Canada's Gross Domestic Product (GDP) each year. This figure is the sum of the estimated increases in employment income earned by Indigenous peoples across all provinces and territories. Additionally, there is an estimated \$8 Billion "opportunity dividend" to gain each year from reduced poverty and lower healthcare, social and other associated costs.



The findings of the report received attention from CBC News, the Ottawa Citizen, CTV News, Global News, The Canadian Press and the Toronto Star, as well as smaller news outlets and social media.

The report offers a compelling argument for closing socio-economic gaps between Indigenous and non-Indigenous peoples. However, the report does not offer us a roadmap of how to get there. This is something that must be done in collaboration with governments, industry, academia, and Indigenous communities as part of renewing our relationships.



Investing in Canada's Future Prosperity: An Opportunity for Canadian Industries

The Board also published the report, *Investing in Canada's Future Prosperity: An Opportunity for Canadian Industries*. This report profiles the gap in labour force and employment opportunities by sector across Canada, and identifies specific areas where the Indigenous labour force is over and underrepresented. The report found that the current Indigenous labour force is underrepresented in Professional, Scientific and Technical Services; Finance and Insurance; Wholesale Trade; and Information and Cultural Industries in every province and territory. The report projected that Indigenous peoples will be under-represented in Professional, Scientific and Technical Services by an estimated 33,545 workers by 2024, demonstrating a significant gap as labour force growth in this industry is expected to be second highest over the forecast period.

The findings shown by the report encourage the Board to continue advocating for an increasing participation of Indigenous peoples in the Canadian economy.

Statements on the Truth and Reconciliation Commission (TRC) and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP).

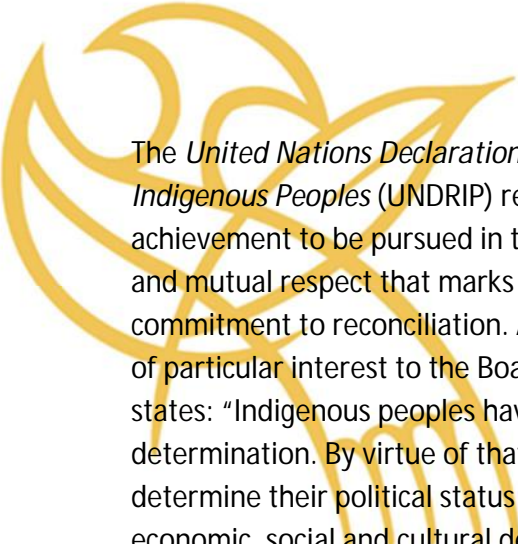
On January 4, 2017, the National Aboriginal Economic Development Board issued a statement welcoming the Government of Canada's commitment to renew the relationship between Canada and Indigenous peoples. The Board also welcomed the government's decision to move forward with reconciliation, both by implementing 94 Calls to Action developed by the TRC, and by fully adopting the UNDRIP as our national reconciliation framework.

In order to encourage the government's progress on adopting the 94 Calls to Action and to foster vibrant, self-sufficient Indigenous economies that are equal with the rest of Canada, the Board provided the Prime Minister with several recommendations.

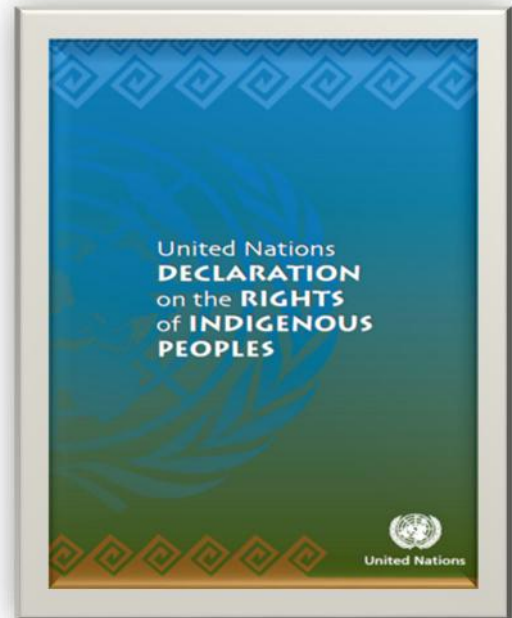
In particular, the Board recommended that the Government direct its Ministers to recognize their role in reconciliation and take concrete actions, such as developing reconciliation action plans for their departments.

Such recommendations are an important part in actively promoting the reconciliation process that will lead all Canadians, Indigenous and non-Indigenous alike, to a place of national well-being and shared prosperity.





The *United Nations Declaration on the Rights of Indigenous Peoples* (UNDRIP) represents a standard of achievement to be pursued in the spirit of partnership and mutual respect that marks Canada's stated commitment to reconciliation. Among the articles, and of particular interest to the Board, is Article 3 which states: "Indigenous peoples have the right to self-determination. By virtue of that right they freely determine their political status and freely pursue their economic, social and cultural development." Indigenous self-determination is foundational to the Board vision of vibrant Indigenous economies—which are characterized by economic self-sufficiency and socio-economic equality with the rest of Canada.



The Board recommended that the Government of Canada take all necessary steps to ensure that the standards set out in the Declaration are met and asked for the Government to report annually on its progress towards this goal.

Recommendations of the Board on UNDRIP

- Ensure that Indigenous peoples have equal economic opportunities in community development, in education, in employment, and in access to capital;
- Ensure that Indigenous communities have equal access to healthcare, to clean water, to safe and reliable housing, and to healthy and affordable food; and
- Work in mutual partnership with Indigenous peoples, to develop legislative and policy alternatives to the *Indian Act* that would give further expression to the governance powers of Indigenous peoples and how they coexist with the powers of the federal, provincial and territorial governments.



Roundtable on Indian Moneys and Report on Recommendations on First Nations Access to Indian Moneys

Engagements with Indigenous peoples have demonstrated that Indian Moneys access and management provisions under the *Indian Act* are hindering the growth and development of First Nations communities and businesses.

In response to a recommendation provided by the Standing Senate Committee on Aboriginal Peoples on February 16, 2016, the National Aboriginal Economic Development Board and Indigenous and Northern Affairs Canada hosted a Roundtable to explore the issue of Indian Moneys. The roundtable was held at the Tsuut'ina Nation in Alberta on September 22, 2016.

Through the roundtable discussion on Indian Moneys, our Board heard an expression of resentment at the antiquated *Indian Act* system, which symbolically and economically hinders the growth and development of First Nations communities. The analysis provided during the roundtable provided the Board with insight into the gaps surrounding Indian Moneys, and led to the development and recent release of the report: *Recommendations on First Nations Access to Indian Moneys*. The report analyses the legislative framework for Indian Moneys, identifies legal provisions precluding better access to Indian Moneys, and provides five recommendations to grant First Nations with greater access to, and collection of, Indian Moneys. Specifically,

- The Board recommends INAC should make every effort to work with First Nations and First Nation institutions to overcome internal policy and legislative barriers that impede First Nation control over Indian Moneys, including streamlining processes and removing or changing the assessment of financial capacity and, where applications to take over its moneys are made, that First Nations should be afforded this opportunity.
- The Board recommends that First Nations who pass Financial Administration Laws and obtain financial performance certification under the *First Nations Fiscal Management Act* (FNFMA), be recognized by INAC as a proxy for other “financial capacity tests”, such as those under the *First Nations Land Management Act* (FNLMA), *First Nations Oil and Gas and Moneys Management Act* (FNOGMMA) and relevant INAC policies.
- The Board recommends INAC extend the FNLMA to include jurisdiction over the collection of capital moneys.
- The Board recommends enabling First Nations to include a direction in land designation votes that moneys derived from the designated lands be paid directly to the First Nation.
- The Board recommends that INAC renew this model in a nation to nation context with the objective of strengthening First Nation jurisdiction and control, including options that would result in First Nations having authority over the collection and expenditure of Indian Moneys.

Additions to Reserve: Lessons Learned from First Nations

In January 2017, the Board released a report which profiles the experiences of nine First Nations communities across Canada with the Additions to Reserve (ATR) process, entitled *Additions to Reserve: Lessons Learned from First Nations*. The Board undertook this study in order to better understand some of the barriers encountered by First Nations when adding land to reserve, and to provide first-hand accounts of experiences in the ATR process. This report builds upon the Board's previous work, which has identified success factors in ATRs, and profiled the economic and fiscal benefits generated by urban ATRs.

It is our hope that this most recent report from the Board will provide evidence from the field to inform decisions and facilitate greater conversation between all parties.

"One of our primary goals is to be self-sufficient. Right now, our current annual budget is \$35+ million, and we're down to about 17% attributed to Canada. So we've almost gotten rid of Canada as a funder."

-Raf De Guevara, Westbank First Nation

"Additions to reserve are what allow a First Nation to have a piece of reserve land, not necessarily contiguous to the reserve, but perhaps located in the place where they can take advantage of some type of economic development."

-Chief Patricia Bernard, Madawaska Maliseet First Nation

SPECIAL EVENTS

In addition to the Roundtable on Indian Moneys, and keeping with the 2016-2017 theme of reconciliation, the Board hosted the first of a series of three conferences on the topic of reconciliation and inclusive economic growth. The first event, outlined below, focused on First Nations; the second conference will focus on Métis; and the third, will focus on Inuit..




Conference panelists

Expanding the Circle: What Reconciliation and Inclusive Economic Growth Can Mean for First Nations and Canada

On February 15, 2017, the Board, in partnership with the Public Policy Forum, and the National Aboriginal Capital Corporations Association (NACCA) hosted a Conference, *Expanding the Circle: What Reconciliation and Inclusive Economic Growth Can Mean for First Nations*

and Canada.



Conference participants included Hon. Carolyn Bennett (Minister of Indigenous and Northern Affairs), Hon. Jody Wilson-Raybould (Minister of Justice), other participants of the Government of Canada, Indigenous organizations, academia and industry. (For a complete list of participants see Annex B: Conferences).

The Conference focused on advancing issues relating to inclusive economic growth in the spirit of reconciliation. Topics discussed included: First Nations inclusion in the Canadian economy; community economic growth; as well as the potential actions for reconciliation and inclusive economic growth.

A highlight of the Conference was a presentation by Karen Mundine, Deputy CEO of Reconciliation Australia, who provided insights on the Australian reconciliation process. Ms. Mundine's presentation illustrated how, unlike the Canadian reconciliation experience which is government driven, the Australian reconciliation process has been a bottom-up experience. In particular, Ms. Mundine described Reconciliation Australia's direct partnership with large corporations in the development of Reconciliation Action Plans, and the targeted spread of reconciliation in the corporate sector. Her presentation provided the Conference participants with important lessons learned that could be applicable to our own reconciliation journey. For example, Australia has developed a reconciliation barometer, which assesses the status and progress of reconciliation between Aboriginal and Torres Strait Islanders and non-Indigenous Australians through five dimensions: 1) historical acceptance, 2) race relations, 3) institutional integrity, 4) equality and equity, and 5) unity.

Overall, the Conference received significant media coverage across the country and, thanks to a live-stream on Facebook and live-tweeting of the event by the Public Policy Forum, generated a significant amount of traction on Twitter.



Hon. Jody Wilson-Raybould, Minister of Justice and Attorney General of Canada

PROVIDING RELEVANT AND TIMELY ADVICE

Partnerships and collaboration are among the most important activities of the Board, ensuring that a wide array of voices, perspectives, and evidence are brought to bear on all Board policy recommendations. In 2016-2017, the Board was pleased to hear from several federal ministers, from National Indigenous Organizations, community representatives, municipal representatives, and international visitors.

Working with Indigenous Communities and Organizations



Perry Bellegarde, National Chief of the Assembly of First Nations

The Board continued to collaborate with national, regional and local Indigenous organizations and communities in 2016-2017.

We have collaborated with different National Indigenous Organizations (NIOs) including the Assembly of First Nations (AFN), the Métis National Council (MNC), the Atlantic Policy Congress (APC), and the Inuit Tapiriit Kanatami (ITK). These connections with organizations and communities provide the Board with important perspectives that help shape advice to the Government of Canada. A full list of organizations, communities and governments

that the Board engaged with during 2016-17 can be found in Annex A.

Working With Our Federal Partners

In addition to the presentations of Ministers Bennett and Wilson-Raybould at the Conference, *Expanding the Circle: What Reconciliation and Inclusive Economic Growth Can Mean for First Nations and Canada*, the Board was pleased to welcome Minister Patty Hajdu from Employment and Social Development Canada (ESDC) to its February meeting in Ottawa. Minister Hajdu is the first Minister from ESDC to meet with the Board. She spoke about how social inclusion is critical to community success. Minister Hajdu emphasized her excitement about the future of Indigenous labour market programming, such as the *Aboriginal Skills and Employment Training Strategy* (ASETS). She also emphasized the importance of enhancing links with employers, increasing support from Service Canada, and enhancing the coordination of employment programs with economic development efforts.



On June 13, 2016, Dawn Madahbee Leach, Interim Chair of the Board, along with other Indigenous peoples representatives, participated in a meeting of Federal, Provincial and Territorial Ministers, hosted by Minister Navdeep Bains from Innovation, Science and Economic Development (ISED) in Ottawa.



Minister Patty Hajdu from Employment and Social Development Canada

Ms. Madahbee Leach, Keith Henry (Aboriginal Tourism Association of Canada), and Jean Paul Gladu (Canadian Council for Aboriginal Business) shared their perspectives on Indigenous innovation and economic development. Participants of the meeting described it as very positive, where Ministers were engaged and interested in the work of all three organizations. Ms. Madahbee Leach made a passionate call to action for Ministers to create a reconciliation action plan which includes key strategies to support economic development.

Working with federal Ministers is an important step in renewing the nation to nation relationships. The Board looks forward to continued work with federal partners to encourage a whole-of-government approach to advancing Indigenous economic development.




The Board with Karen Mundine (centre), Deputy CEO of Reconciliation Australia.

International Collaboration

In February of 2017, Karen Mundine (Deputy CEO, Reconciliation Australia) attended the Board's meeting in Ottawa in addition to the *Expanding the Circle* Conference event. Her presentation to the Board meeting provided an in-depth understanding of Indigenous socio-cultural realities in Australia and that country's reconciliation process.

Ms. Mundine highlighted the vast array of reconciliation tools developed and



implemented by Reconciliation Australia to facilitate and support the reconciliation process, including:

- creating online resources to raise awareness on reconciliation;
- improving the education curriculum of elementary and secondary schools to increase respect;
- reducing prejudice and strengthening relationships;
- supporting organizations in developing business plan which document their commitments.

Of special interest was Australia's current campaign *Recognise* which raises awareness about the need to recognize Aboriginal and Torres Strait Islander peoples and to end racial discrimination in the Australian Constitution.

During her stay in Ottawa, Ms. Mundine also met with Perry Bellegarde, National Chief of the Assembly of First Nations; and with Michael Wernick, Clerk of the Privy Council, to discuss reconciliation issues and priorities.

Working with our Provincial and Municipal Partners

The Board has continued working with provincial and municipal Partners to understand on-the-ground activities and initiatives in aid of Indigenous economic development. This year, the Board heard from Assistant Deputy Minister Christian Kittleson from the Ministry of Aboriginal Relations and Reconciliation of British Columbia; Bruce Hancock, Director of Aquaculture from the Department of Fisheries and Aquaculture of Nova Scotia; Richard Pootmans, Deputy Mayor of the City of Calgary; and Cecil Clarke, Mayor of Cape Breton Regional Municipality.

During the Board's meeting in Victoria, British Columbia, Assistant Deputy Minister Kittleson spoke about the different pillars of B.C.'s strategy with First Nations, including: economic reconciliation and treaty agreements, and closing socio-economic gaps through economic growth. He highlighted that treaties could deliver more than \$10 billion in economic growth because of the certainty they provide about ownership and control of lands and resources. Mr. Kittleson also explained how the B.C. government is working to ensure First Nations benefit from job creation, economic growth and environmental stewardship projects from the Liquefied natural gas (LNG) sector.

Mr. Hancock, from the Department of Fisheries and Aquaculture in Nova Scotia, delivered a presentation on provincial priorities in aquaculture, emphasizing that Nova Scotia and the Mi'kmaq are uniquely positioned to capitalize on growth in the aquaculture industry. Mr. Hancock noted that Indigenous peoples could benefit from building public trust and investment confidence, accessing productive sites, and using appropriate business tools.

At the municipal level, Mr. Pootmans indicated that the City of Calgary is taking a holistic approach when it comes to economic development by building a strategy that focuses on the energy of



people and community. He highlighted that the City is focusing on a three-stage process to drive innovation in education, business, and government.

Cape Breton Mayor Cecil Clarke's presentation to the meeting in Membertou, Nova Scotia, focused on increasing economic opportunities for Indigenous peoples as a result of partnerships and relationship building/strengthening. He provided the example of a partnership between the communities of Sydney and Membertou—which are working together on Addition to Reserves, land transfers, and other arrangements. The partners have also developed shared programming for youth at risk, and Membertou is considering having a liaison officer in the community to enhance collaboration.

LOOKING AHEAD

2016-2017 has been an exciting year. Our reports: *Recommendations on First Nations Access to Indian Moneys*; *Additions to Reserve: Lessons Learned from First Nations*; and *Reconciliation: Growing Canada's Economy by \$27.7 Billion* demonstrated that despite the barriers that Indigenous peoples still face, progress toward reconciliation is slowly being made. The Board is convinced that our recommendations can help write a national story, wherein Indigenous communities:

- are ready for economic opportunities;
- have access and management capabilities over capital, land and natural resources;
- build and manage their own businesses; and
- participate in a development that sustainably promotes and balances their own, self-determined, economic, social and cultural, and environmental goals.

In the coming year, the National Aboriginal Economic Development Board is looking forward to addressing current and emerging issues such as food security, and Indigenous Women's Entrepreneurship as we advance on the path to reconciliation.

The Board will continue providing timely research, strategic advice, and bold recommendations to ensure Indigenous peoples are in a position to contribute to and benefit from one of the world's wealthiest economies.

"The Indigenous and Non-Indigenous Peoples of Canada have begun our own new walk together. And together we've taken the first steps in what we all know is going to be a multi-generational journey."

— Justin Trudeau, Prime Minister of Canada,
Address to the Assembly of First Nations, December 6, 2016




Annex A: Our Partners

Board Meeting Special Guests

In 2016-2017, the Board held four Board Meetings - in Songhees First Nation (British Columbia), Tsuut'ina First Nation (Alberta), and Membertou (Nova Scotia) and Ottawa (Ontario) - where the Members heard from a number of experts, and engaged with Indigenous and non-Indigenous business and community leaders, policy makers, legislators, and government departments to provide counsel, receive advice, and collaborate on matters pertaining to Indigenous economic development.

Working with Indigenous Communities and Organizations

- *Aboriginal Aquaculture Association*
- *Aboriginal Tourism Association of British Columbia*
- *Aboriginal Tourism Association of Canada*
- *Alberta Lands and Economic Development Advisory Committee (Alberta LEDAC)*
- *Alberta Women Entrepreneurs*
- *Aquaculture Association of Nova Scotia*
- *Assembly of First Nations*
- *Atlantic Policy Congress of First Nations Chiefs Secretariat*
- *Calgary Chamber of Commerce*
- *Canadian Council for Aboriginal Business*
- *Community of Membertou*
- *Cape Breton University*
- *Eskasoni First Nation*
- *First Nations Finance Authority*
- *First Nations Financial Management Board*
- *Fiscal Realities Economists*
- *First Nations Tax Commission*
- *Kisik Environmental Services*
- *Lumos Energy*
- *MacKintosh Canada and ATHAPASKA Group of Companies*
- *Métis Settlements General Council*
- *Métis National Council*
- *Mining Association of Canada*
- *National Aboriginal Capital Corporations Association (NACCA)*
- *Saskatchewan First Nations Natural Resource Centre of Excellence*
- *Songhees First Nation*
- *Tarpon Energy Services Ltd.*
- *Ulnooweg Development Group*

- 
- *Westaway Law Corporation*
 - *Western Economic Diversification Canada*

Working With Our Federal Partners

- *Employment and Social Development Canada (ESDC)*
- *Indigenous and Northern Affairs Canada (INAC)*
- *Indian Oil and Gas Canada (IOGC)*
- *Innovation, Science and Economic Development Canada (ISED)*
- *National Bank of Canada (NBC)*

Working with our Provincial and Municipal Partners

- *Aboriginal Relations and Reconciliation, Government of British Columbia*
- *Department of Fisheries and Aquaculture, Province of Nova Scotia*



Annex B: Conference Speakers

Expanding the Circle: What Reconciliation and Inclusive Economic Growth Can Mean for First Nations and Canada

- *Andrew Leach* (CEO, Andrew Leach & Associates; Chair, NACCA)
- *Carol Anne Hilton* (CEO, Transformation International; member of the Federal Advisory Council on Economic Growth)
- *Chief Darcy Bear* (Whitecap Dakota First Nation)
- *Chief Ian Campbell* (Squamish First Nation)
- *Chief Lynn Acoose* (Sakimay First Nation)
- *Chief Reginald Bellerose* (Muskowekwan First Nation)
- *Dawn Madahbee Leach* (Interim Chair, NAEDB)
- *Dr. Ken Coates* (Canada Research Chair in Regional Innovation, Johnson-Shoyama Graduate School of Public Policy)
- *Dr. Marie Delorme* (CEO, The Imagination Group of Companies; NAEDB board member)
- *Dr. Wilton Littlechild* (former Commissioner, Truth and Reconciliation Commission)
- *Elder Claudette Commanda* (Algonquin Anishinabe)
- *JP Gladu* (CEO, Canadian Council on Aboriginal Business)
- *Hon. Carolyn Bennett* (Minister of Indigenous and Northern Affairs)
- *Hon. Jody Wilson-Raybould* (Minister of Justice and Attorney General)
- *Karen Mundine* (Deputy CEO, Reconciliation Australia)
- *Karen Restoule* (PPF Fellow; Vice-Chair of the Safety, Licensing Appeals and Standards Tribunals Ontario (SLATO); former senior advisor, Chiefs of Ontario)
- *Kim Baird* (former chief of Tsawwassen First Nation; PPF board member)
- *Manny Jules* (Chief Commissioner, First Nations Tax Commission)
- *Michelle Kovacevic* (Assistant Deputy Minister, Finance Canada)
- *National Chief Perry Bellegarde* (Assembly of First Nations)
- *Shannin Metatawabin* (CEO, NACCA)

