

Building Relationships  
Sharing Knowledge



ANNUAL REPORT  
**2008**

Canadian Council for  
**ABORIGINAL**  
BUSINESS





## ABOUT CCAB

The Canadian Council for Aboriginal Business (CCAB) was founded in 1984 by a small group of visionary business and community leaders committed to the full participation of Aboriginal people in Canada's economy. A national non-profit organization, CCAB offers knowledge, resources and programs to both mainstream and Aboriginal owned member companies that foster economic opportunities for Aboriginal people and businesses across Canada.

## MISSION

To foster sustainable business relations between First Nation, Inuit and Métis people and Canadian business.

## VISION

To be the recognized source for commercial opportunities between First Nation, Inuit and Métis people and Canadian business.

## CORE VALUES

- Respect for First Nation, Inuit, Métis culture and values.
- A high standard of business ethics.
- Open honest and transparent relationships with all stakeholders



# LETTER FROM THE CO-CHAIRS

Dear Friends of CCAB:

It is our pleasure to present this report on the Canadian Council for Aboriginal Business' 2008 agenda and initiatives. Remote First Nations, urban Aboriginal entrepreneurs, Inuit and Métis communities and corporate leaders, are what make the CCAB what it is. This organization is but the conduit to the people and capital that leverage Aboriginal Business in Canada. This Annual Report provides many examples of just how extensive CCAB's reach is into First Nations, Métis, and Inuit communities and businesses. Every step of the way, the CCAB proves that Aboriginal people are valuable contributors to the national economy as business partners, employers, employees, customers, and suppliers.

During the last year, CCAB seized the opportunity to develop meaningful initiatives pertinent to Aboriginal Business and faced a number of important decisions in the process. It was not a simple matter to review programs and services and consciously change strategic priorities – particularly in light of CCAB's successful 24 year history. Nevertheless, innovative thinking led to the establishment of a senior planning team and an indepth strategic planning process. Clint Davis, President and CEO, brought two new hires on board: Marlene Finn, Vice President of Business Development, and Hayden King, Director of Research. We would like to acknowledge the senior planning team by drawing your attention to a few highlights of 2008:

- Unveiled a plan to enhance the membership value to Aboriginal businesses;
- Introduced the concept of establishing CCAB partnerships with Aboriginal business associations and chambers of commerce;
- Invested in researching best practices from those who are committed to Aboriginal Relations;
- Showcased First Nations business partnerships at gala dinner fundraisers in Calgary and Vancouver;
- Increased public awareness of Aboriginal business issues and the tremendous potential in working with the Aboriginal market, as expressed through a major media campaign; and
- Updated the CCAB logo and corporate branding in all marketing materials to reflect a contemporary image of professionalism centred on business in the Aboriginal community.

We are proud of these accomplishments. We are convinced they add considerable strength to the local and regional Aboriginal economies and improve the quality of life in Aboriginal communities coast to coast.

Thank you to all of you who helped in these achievements. We know and have always known that CCAB is a leader in doing business in the Aboriginal marketplace, but now we proceed towards a new frontier. We hope you join us on this journey.



Sincerely,  
**Ron Jamieson,**  
CCAB Co-Chair



**Garry Knox,**  
CCAB Co-Chair and  
Chairman, Sodexo

# LETTER FROM THE PRESIDENT

Dear Members, Patrons and Potential New Supporters:

Building Relationships. Sharing Knowledge. That's what the Canadian Council for Aboriginal Business is all about. And at a time when the global economy is in turmoil, strong relationships are what sustain all of us. At CCAB, the wheels are in constant motion to develop opportunities to promote Aboriginal Business and provide real benefits to our members. 2008 was no exception.

Significant strides have been made thanks to the contributions of a large number of committed individuals: the Seven Generations Patrons; the National Members; the Regional Members; the Entrepreneur Members; the Gala Dinner and Golf Tournament Sponsors; the Private Donors; the Board of Directors; the Board Co-Chairs; the Board of Governors; the Aboriginal Business Advisory Circle; the FAAY Sponsors and Selection Committee; the PAR Members and the PAR Jury; the ABHF Sponsor and ABHF Jury; the Aboriginal Business Mentorship Program Sponsor; volunteers; and all those who attended our fundraisers. The professionalism and dedication of CCAB staff is clearly apparent and highly regarded. You are all thanked for your support and are invited to read this annual report to reaffirm your participation in the good works of CCAB.

Perhaps most significant in 2008 was the development of a new strategic plan for CCAB. Collectively, the Board of Directors, CCAB staff, the new Aboriginal Business Advisory Circle and a number of supporters helped generate a 3 year strategic plan and ensuing new mission, vision, and core values.

An incredible number of resources were devoted to opening the lines of communication with our stakeholder groups during 2008 in the implementation of the strategic plan. Major outcomes include BC Hydro's commitment to join PAR that assisted in its ongoing strategy to develop progressive Aboriginal community relations; the launch of the CCAB Aboriginal Business Mentorship Pilot Project; the establishment of CCAB's first ever business research initiative; the establishment of a number of business partnerships with CCAB; the establishment of a new CCAB membership structure and benefits; and a corporate brand refresh.

This annual report demonstrates our firm resolve to show you your return on investment in the CCAB. There is much more to come in 2009 and I truly believe that with you on our side, we will weather the economic storm together and implement our strategic plan with continued confidence.

Sincerely,



Clint Davis,  
*President & CEO*

## FISCAL YEAR AT A GLANCE:

- Aboriginal students who received FAAY scholarships and/or bursaries: 140
- Total amount of education funding disbursed: \$312,000
- Supporters at our Gala Dinners and Golf Tournaments: 2,089
- Companies that achieved Gold Level Status in Progressive Aboriginal Relations: 4



# A NEW OUTLOOK FOR CCAB

2008 was a banner year for growth at CCAB in terms of new program and service development and improved stakeholder relations in the Aboriginal community and Canadian business at large.



Gala dinner themes were introduced to CCAB's annual fundraisers so as to provide attendees with additional insights into Aboriginal business. This was accomplished by showcasing success stories in First Nation business partnerships both in British Columbia and Alberta. The high caliber of speakers coupled with a year long media campaign and CCAB's participation in Aboriginal business events from coast to coast succeeded in attracting significant public interest to Aboriginal business issues.

CCAB continues to be self-sustaining. Annual dues from Seven Generations Patrons, Progressive Aboriginal Relations (PAR) members, and other CCAB members, as well as program sponsorships of the Foundation for the Advancement of Aboriginal Youth (FAAY), the Aboriginal Business Hall of Fame (ABHF), and a newly introduced Aboriginal Business Mentorship program supplemented this event based revenue to provide operating funds for the organization.

A new Aboriginal Business Mentorship program was piloted in 2008 through the generous support of Compass Group Canada, enabling CCAB to partner five Ontario-based mentors with protégés seeking guidance and direction to develop effective business strategies. CCAB changes did not stop there.

CCAB embarked on a strategic planning process in 2008 that resulted in a three year plan based on four new priorities including:

1. Becoming the recognized Canadian leader on Aboriginal business opportunities in Canada;
2. Offering quality programs and services, not found elsewhere, that help foster sustainable relations between First Nation, Inuit and Métis people and the business sector;
3. Providing relevant business research and resources for engaging Aboriginal people and the business sector; and
4. Increasing membership across industry sectors and the Aboriginal business community.

Also new in 2008 was the creation of CCAB's new research series on Progressive Aboriginal Relations featuring PAR data and best practices on building and sustaining positive relations with First Nation, Inuit and Métis individuals and communities.

New membership levels were created in 2008 to be launched at the start of 2009 in order to enhance the value proposition for current members and increase opportunities to attract new members. The new pricing and benefits are designed to facilitate relationships between Aboriginal businesses and communities with the corporate sector. Read more about the positive outcomes of CCAB's great year of change in the pages that follow.

# ATTAINING NEW HEIGHTS IN ABORIGINAL RELATIONS



Community relations is but one element of building strong Aboriginal Relations. Employment, business development, and individual capacity development are equally important to companies' strategies for engaging with Aboriginal stakeholders. CCAB's unique Progressive Aboriginal Relations (PAR) program helps guide companies through the process of developing Aboriginal Relations strategies by assisting companies to benchmark performance and recognize success in building positive relations with Aboriginal people and communities.

Launched in 2001, 38 companies have committed to applying the principles of Progressive Aboriginal Relations throughout their organizations. By joining PAR, they have risen to the challenge to:

- Open opportunities to, and access the growing pool of, qualified Aboriginal candidates for employment;
- Increase opportunities for Aboriginal suppliers, contractors, subcontractors, and other businesses;
- Help Aboriginal people, who may or may not be current employees, develop their individual skills and expertise;
- Open a dialogue with, and hear feedback from, Aboriginal communities; and lastly,
- Communicate these policies to all internal and external stakeholders.

Five participants in PAR achieved advanced standing in 2008, as verified by the National Quality Institute and confirmed by the PAR Jury.

- BC Hydro, the first utility company in Canada to participate in PAR, was awarded a silver designation in its first year in PAR;
- IBM Canada achieved its first Gold Level;
- Canada Post, one of Canada's 10 largest employers, certified at the Gold Level;
- Alberta-Pacific Forest Industries Inc. (Al-Pac) recertified at the PAR Gold Level; and
- Syncrude Canada Ltd. earned its PAR Gold Level accreditation for a record fourth time.

"Achieving Progressive Community Relations: Key Findings from CCAB" was the study initiated by CCAB in 2008. The focus of the study identifies the common elements to establishing positive Community Relations.



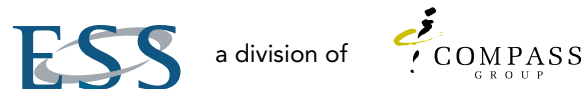
# LEAVING A TRAIL FOR OTHERS TO FOLLOW



One thing Aboriginal communities believe in wholeheartedly is the critical need to provide youth and entrepreneurs with positive role models. The Aboriginal Business Hall of Fame Award celebrates the accomplishments of individual Aboriginal business leaders and their contributions to sustainable economic development in Aboriginal communities across Canada.

The ABHF was created in 2004 to recognize the outstanding achievements of Aboriginal business people. The ABHF Award is given to those leaders who have demonstrated exceptional foresight, determination, and resilience in their business ventures. More importantly, Hall of Fame laureates serve as an example and inspiration to others. Two laureates are chosen annually through an adjudication process based on nominations. To date, nine laureates have been inducted into the Hall, representing various industries.

The 2008 Laureates are Ron Jamieson, a Mohawk from Six Nations in Ontario and former Senior Vice President of Aboriginal Banking at the Bank of Montreal, and Nellie Cournoyea, Chair and CEO of the Inuvialuit Regional Corporation and former Premier of the Northwest Territories. The laureates were selected based on four criteria: business leadership and excellence; contribution to community; commitment to building capacity; and measurable results. Biographical videos of the laureates are posted on our website.



ESS, a division of Compass Group Canada, is the founding and lead sponsor for the Aboriginal Business Hall of Fame. The Canadian Council for Aboriginal Business Council is grateful for this tremendous support.



Below: Jack MacDonald, CEO, Compass Group Canada and ESS North America, presenting ABHF Award to Nellie Cournoyea.

# PROVIDING ABORIGINAL STUDENTS WITH EDUCATIONAL OPPORTUNITIES



Over the last 15 years, CCAB has received close to 10,000 applications from Aboriginal students seeking financial aid. Every form of financial support makes a difference in the educational opportunities afforded Aboriginal students.



Launched in 1994, the Foundation for the Advancement of Aboriginal Youth (FAAY) is a national scholarship and bursary program administered by CCAB that responds to the critical need to assist Aboriginal high school and post secondary students with bursaries and scholarships – through the generous support of program sponsors. Since its inception, FAAY has awarded \$2.6 million directly to First Nation, Inuit and Métis students.

FAAY is the only national education bursary program for Aboriginal high school students, and there are no age restrictions for post secondary students though scholarships apply to studies in Canada only. In 2008 FAAY awarded 45 Aboriginal high school student bursaries and 95 Aboriginal post secondary student scholarships in the amount of \$312,000.

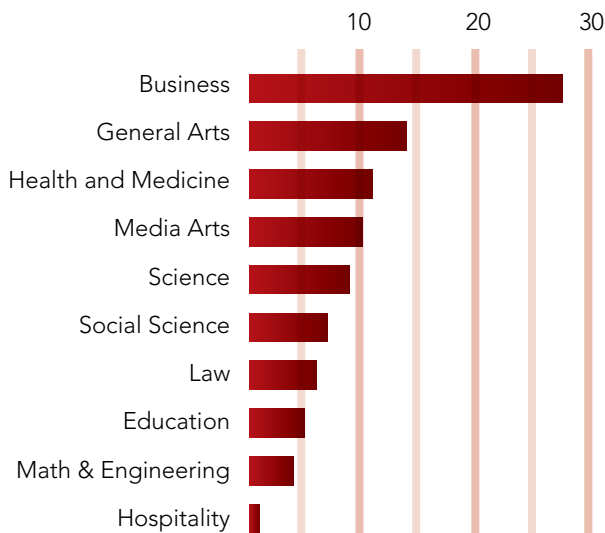
## FAAY STUDENT SCHOLARSHIP AND BURSARY AWARD REGIONS 2008

	STATUS FIRST NATION	NON-STATUS FIRST NATION	MÉTIS	INUIT
BC	20	2	8	1
AB	9	1	7	0
SK	6	0	3	0
MB	9	0	8	1
ON	25	2	6	3
QC	7	0	2	1
Maritimes	5	4	6	0
NT	2	0	1	1
<b>TOTAL</b>	<b>83</b>	<b>9</b>	<b>41</b>	<b>7</b>

Post secondary students awarded FAAY scholarships in 2008 are represented in a wide variety of disciplines. Photos and biographies of the students awarded by FAAY are posted on the CCAB website at [www.ccab.com/faay](http://www.ccab.com/faay).

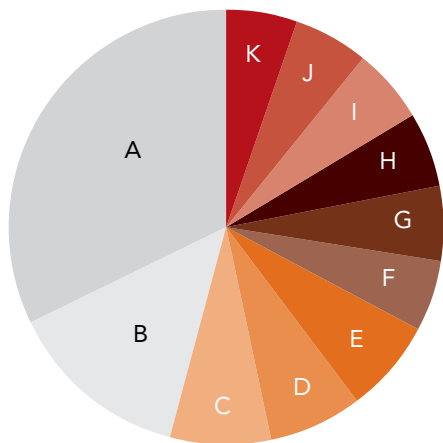


## FAAY POST SECONDARY STUDENT AREAS OF STUDY 2008



Program sponsors are compelled to support Aboriginal students when they learn of the personal challenges FAAY applicants express in their application essays – challenges like being a single parent, finances, and being away from their community. Sponsors demonstrate ongoing commitment to Aboriginal educational attainment; they recognize the importance of removing obstacles in the path to higher education and eventual employment and community development. **The CCAB is forever grateful for their kind consideration and genuine concern for the well-being of the Aboriginal community.**

## FAAY SCHOLARSHIP AND BURSARY FUNDING SOURCES 2008



Despite the tremendous support awarded by FAAY to Aboriginal students to continue their studies in high school through post secondary studies, the CCAB received 723 applications in 2008 and was able to fund only 140 students. This represented less than 20% of the applicants seeking support. The Canadian Council of Aboriginal Business continues to seek the support for companies willing to dedicate financial resources to the Foundation for the Advancement of Aboriginal Youth.

- A. \$117,488 – BMO Capital Markets
- B. \$50,000 – BMO Financial Group  
Ron Jamieson Scholarship
- C. \$27,000 – Canwest
- D. \$25,000 – Sun Life Financial
- E. \$25,000 – Davis + Henderson

- F. \$20,000 – TD Bank Financial Group
- G. \$20,000 – Sodexo Canada
- H. \$20,000 – The Great-West Life Assurance Company
- I. \$20,000 – EnCana Corporation
- J. \$20,000 – ESS, a division of Compass Group
- K. \$20,000 – BMO Financial Group

# AUDITORS' REPORT

To the Members of  
the Canadian Council for Aboriginal Business  
le Conseil Canadien pour le Commerce Autochtone

The accompanying summarized statements of financial position, operations and changes in net assets are derived from the complete financial statements of the Canadian Council for Aboriginal Business as at December 31, 2008 and for the year then ended on which we expressed an opinion without reservation except as explained in the following paragraph in our report dated March 25, 2009. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In common with many not-for-profit organizations, the Council derives a portion of its revenue and net asset additions from the general public in the form of donations and endowments, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of this revenue was limited to the amounts recorded by the Council and we were not able to determine whether any adjustments might be necessary to donations revenue, excess of revenue over expenses, and net assets.

In our opinion, except for the effect of adjustments, if any, which we might have determined to be necessary had we been able to satisfy ourselves concerning the completeness of donations revenue referred to in the preceding paragraph, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity's financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Toronto, Canada  
March 25, 2009

"Segal LLP"  
Chartered Accountants  
Licensed Public Accountants

# FINANCIAL STATEMENTS 2008

## SUMMARIZED STATEMENT OF FINANCIAL POSITION As at December 31

### ASSETS

Current – Cash	\$ 851,816	\$1,203,703
Short term investments at market value	101,611	–
Accounts receivable	41,641	126,408
Prepaid and deferred expenses	53,465	17,111

	1,048,533	1,347,222
Property and equipment	67,041	22,560
Domain name	7,400	7,400

	\$1,122,974	\$1,377,182
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### LIABILITIES

Current – Accounts payable and accrued liabilities	\$ 53,401	\$ 46,760
Deferred revenue	55,250	268,750

### NET ASSETS

	108,651	315,510
	1,014,323	1,061,672

	\$1,122,974	\$1,377,182
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## SUMMARIZED STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS For the Year Ended December 31

### REVENUE

2015 events	\$ 803,178	\$ 859,691
Membership fees and donations	733,100	577,274
Foundation for the Advancement of Aboriginal Youth	309,814	339,500
Other income	85,713	136,345

	1,931,805	1,912,810
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### EXPENSES

	1,744,077	1,721,746
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Excess of revenue over expenses before undernoted	187,728	191,064
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### Other expense

Retirement allowance	280,240	–
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Excess (deficiency) of revenue over expenses for the year	(92,512)	191,064
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Endowment contributions	45,163	81,625
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Net assets – beginning of year	1,061,672	788,983
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Net assets – end of year	\$1,014,323	\$1,061,672
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# THE FUTURE

What is next in building sustainable relations between Aboriginal communities and Canadian business?



The priorities for the year ahead at CCAB are to continue research on PAR best practices; to expand membership benefits, promotions and communications; to extend the sharing of knowledge through online learning sessions, the website, and E-Blasts; to broaden the Aboriginal Mentorship program to a national level; to increase CCAB's presence in the business community; to partner with Aboriginal and non-Aboriginal business associations; to develop more meaningful ways of recognizing the contributions of our patrons, members and program sponsors; and to represent Aboriginal business interests to all levels of government and Corporate Canada.

With any new ventures there is always the necessity to assess how things are going. While CCAB continues to implement programs and services in keeping with the new strategic plan in 2009, progress reviews will be undertaken quarterly.

## BUY ABORIGINAL

CCAB supported Aboriginal business by buying close to \$100,000 worth of products and services from exceptional Aboriginal organizations in 2008. Aboriginal suppliers to CCAB were:

- 4Sight Consulting
- Amberlight Productions
- AMMSA
- Anishnabe Printing
- Big Soul Productions
- Competitive Edge
- First People Group
- Kimberly Thomas Professional Corporation
- Marlene Finn Consulting
- Nation Media
- NationTalk
- Ontario Federation of Indian Friendship Centres
- Partnering First Solutions
- Symbiotic Group

# MEMBERS

## CCAB SEVEN GENERATIONS PATRONS



## NATIONAL MEMBERS

Acklands-Grainger  
ARAMARK Canada  
Canada Post Corporation  
Compass Group Canada  
Davis + Henderson  
EDS Canada  
The Great-West Life Assurance Company  
Scotiabank  
Sun Life Financial Inc.

## REGIONAL MEMBERS

Alberta-Pacific Forest Industries Inc.  
ATCO Frontec Corporation  
BC Hydro  
Cameco Corporation  
Canwest  
Clemmer SteelCraft Technologies  
Diavik Diamond Mines  
Manitoba Lotteries Corporation  
Nasittuq Corporation  
Ontario Power Generation  
Pitblado LLP  
Primco Dene Limited  
Red River College  
SaskTel  
Savanna Energy Services Corporation  
SNC-Lavalin Group Inc.  
TD Bank Financial Group  
The Koffler Foundation

## ENTREPRENEUR MEMBERS

4Sight Consulting  
A.J. Doxtdator & Associates  
Aboriginal Chamber of Commerce  
Acosys Consulting Services Inc.

Aerocomm Publishing Inc.  
Calnash Trucking  
Canadian Aboriginal Mat Corporation  
Canadian Energy Pipeline Association  
Competitive Edge Media Group  
David Wolfman  
EarthLore Communications  
Higgins International  
K & P Auto & Marine Electric  
Kootenay Knitting Company Ltd.  
NationTalk  
Northern Winch & Tractor Inc.  
Partnering First Solutions  
Qikiqtaaluk Environmental Inc.  
Spirit Creative Advertising & Promotion  
Stonecircle Consulting  
Symbiotic Group  
The O.I. Group of Companies  
Turtle Island News  
World Wildlife Fund

## PAR MEMBERS (CONT'D ON PG12)

Alberta-Pacific Forest Industries Inc.  
BC Hydro  
BMO Financial Group  
Cameco Corporation  
Canada Post Corporation  
Compass Group Canada  
Diavik Diamond Mines Inc.  
EDS Canada  
Higgins International Inc.  
IBM Canada  
Manitoba Lotteries Corp.  
Nasittuq Corporation  
Pitblado LLP  
Red River College  
SaskTel  
Savanna Energy Services Corporation

## PAR MEMBERS (CONT'D FROM PG11)

Scotiabank  
Sodexo Canada  
Syncrude Canada Ltd.  
World Wildlife Fund  
Xerox Canada Ltd.

## PAR JURY

Chair, Albert Diamond, Air Creebec  
Beatty, Hon. Perrin, Canadian  
Chamber of Commerce  
Bertolin, Cynthia  
Dunn, Wayne, Dunn & Associates  
Lendsay, Kelly, Aboriginal Human  
Resource Council

## ABHF SELECTION COMMITTEE

Chair, Peter Godsoe, Scotiabank  
Barraclough, Don, NationTalk  
Crann, Heidi, EDS Canada  
MacDonald, Jack, Compass  
Group Canada  
Smith, Tracee, Outside Looking In

## BOARD OF DIRECTORS

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Co-Chair, Garry Knox  
  
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Secretary, Howard Morry, Pitblado LLP  
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Ceridian Canada Limited  
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Fellows, Bob, Travelers  
Flynn, Kara, Syncrude Canada Ltd.  
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Grice, Tony, Tony Grice & Associates  
Javor, Nick, Tim Hortons  
LaRose, Brenda, Higgins International Inc.  
Lee, Emile, SAP Canada Inc.  
Martino, Tony, Xerox Canada Ltd.  
Pin, Cathy, BMO Financial Group  
Popko, Andy, EnCana Corporation  
Summers, Paul, Clemmer SteelCraft  
Technologies Inc.  
Waite, Robert, Canada Post Corporation

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Siddon, Hon. Tom, P.C.  
Strong, Maurice  
Wilson, Hilda







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