

2018 OPPORTUNITIES





Letter from the President & CEO

Canadians are awakening to the new reality that is the evolving Aboriginal business landscape and now more than ever are looking for opportunities to engage with Aboriginal communities and businesses.

The vision for the Canadian Council for Aboriginal Business (CCAB) is to grow a diverse and prosperous Aboriginal business community. This plays out through the partnerships, relationships and the business transactions of our CCAB membership across Canada in all sectors.

CCAB is here to facilitate practical and impactful change, increasing the use of Aboriginal business within the industry supply chain while encouraging all businesses to support the sustainable growth of Canada.

The recent work of the Truth and Reconciliation Commission has created a focus on reconciliation between Indigenous and non-Indigenous Canadians. Specifically, the calls to action have provided direction for Canadian society, government and business to genuinely develop tangible initiatives that can produce clear and measurable outcomes.

To this end, CCAB in partnership with progressive Indigenous political leadership and a range of Aboriginal and non-Aboriginal businesses, Not-for-Profits, and Universities will begin an initiative for economic reconciliation. The core of economic reconciliation is empowering Indigenous communities, no matter how small, so they have access to the resources and opportunities they need to succeed.

Through our programming (PAR, TFAB, and CAB), events, awards, and research, we provide businesses these valuable resources. CCAB also provides a network that delivers results that create better social and business outcomes for all Canadians, while fostering and supporting the broader work of sustainable reconciliation through Indigenous economic own-source revenue, job creation, and increased workforce participation.

Addressing economic disparity is a vital part of a sustainable solution. It's up to all sectors of the economy to find innovative partnerships and ensure that negative stereotyping and a history of marginalization don't hold Indigenous Canadians back from economic reconciliation and revitalization.

This is your opportunity to grow your business in concert with the evolving Aboriginal business community. By becoming a member of CCAB you are supporting and empowering Aboriginal businesses while creating business opportunities that will impact your bottom line. CCAB members continue to lead by example, enhancing Aboriginal business and building relationships with the fastest growing segment of the Canadian economy.

On behalf of the CCAB Board of Directors and the CCAB team, we thank you for your continued support and your contribution to the continuing growth of Canada's Aboriginal business community.

JP Gladu

President and CEO

Canadian Council for Aboriginal Business

About the Canadian Council for Aboriginal Business (CCAB)

CCAB builds bridges between Aboriginal and non-Aboriginal peoples, businesses, and communities through diverse programming, providing tools, training, network building, major business awards, and national events.

Awards

Aboriginal businesses and communities hold a central role in the future of Canada. CCAB gives awards that facilitate the growth of Aboriginal business, connects Aboriginal and non-Aboriginal businesses, and ensures life-long learning for Aboriginal entrepreneurs, and other Canadian business leaders. Celebrating Aboriginal business success from the Aboriginal Business Hall of Fame (ABHF) Lifetime Achievement Award and the Aboriginal Youth Entrepreneur of the Year Award is key to informing all Canadians that change is happening. The Aboriginal Economic Development Corporation Award celebrates strengthening prosperity and opportunity while the Award for Excellence in Aboriginal Relations recognizes the work of any individual in Canada who has made a contribution towards enhancing relationships between Aboriginal people and Canadian society. The newly created Indigenous Women in Leadership (IWIL) Award celebrates successful, accomplished committed Indigenous women and the leadership they have championed.

Events

CCAB prides itself in organizing unforgettable events that inspire and motivate. CCAB events like our annual Aboriginal Economic Development Conference and Awards Galas provide attendees with opportunities to share ideas, network, and interact with peers, colleagues and Aboriginal business leaders. Through our events, participants share practical business experiences and explore solutions to the challenges faced by today's Aboriginal and non-Aboriginal business leaders. By contributing to a national conversation about the Aboriginal economy in Canada, the CCAB regards itself and these events as a force for positive change.

Events are one of the main sources of revenue for the CCAB. Event sponsorship contributes to our day to day operations, enabling us to continue delivering quality programs and platforms for discussion that offer potential business opportunities, knowledge sharing and further mutual understanding between Canadian businesses and Aboriginal entrepreneurs and communities.

Governance

The Canadian Council for Aboriginal Business is governed by a national, voluntary Board of Directors representing CCAB Patrons, Aboriginal business members, and other senior industry leaders. CCAB is administered by a dynamic team in Toronto, Ontario.

Membership

A thriving membership is central to CCAB's mandate. By building relationships between Aboriginal and non-Aboriginal businesses and communities, CCAB helps to foster an equitable and sustainable economy across Canada.

Programs

CCAB positions Aboriginal business at the focal point for strengthening Aboriginal communities, promoting progressive and prosperous relationships, and growing a new economy based on mutual respect and shared prosperity.

CCAB provides an array of business development offerings, including certification for Aboriginal-owned businesses (CAB) and companies with Progressive Aboriginal Relations (PAR). Tools and Financing for Aboriginal Business (TFAB) connects Aboriginal entrepreneurs with tools, training and networks to strengthen and scale their businesses.

Research

CCAB research gives Aboriginal people and business owners, Canada's Government, Corporate and Academic communities insight into the state of Canada's emerging Aboriginal economy.

CCAB commissions and publishes regular reports to serve its members and enhance their ability to do business wisely. By staying current and continuously expanding shared findings and understanding, CCAB supports its membership in approaching the business landscape in an informed manner.

Sponsorship

Our sponsors make our work possible! Thanks to their contributions, CCAB continues to deliver quality programs, provide platforms for knowledge sharing, and foster potential business opportunities between Canadian business and Aboriginal entrepreneurs and communities. Become a sponsor and join the new economic landscape that is Aboriginal business.

Membership

Why Become a Member

The Canadian Council for Aboriginal Business (CCAB) is a national, non-partisan, member-based organization. Our member-companies comprise of both Aboriginal and non-Aboriginal companies operating in Canada, with the size of companies ranging in size from entrepreneurs with less than 20 employees to companies with more than 10,000 employees.

Why Become a CCAB Member

- 1. **Learn.** CCAB programs provide skills development, training, mentorship, networks and our CCAB business events create opportunities to share best practices and fresh ideas.
- 2. **Build.** CCAB membership and our Certified Aboriginal Business (CAB) designation helps our members build consumer confidence in their products or services and our Progressive Aboriginal Relations (PAR) Program assist Canadian businesses in building positive Aboriginal relationships.
- 3. **Network.** At CCAB events, our members can gain access to and build relationships with new customers, decision makers, and a strong network of successful businesses from across Canadian. Developing business relationships and access to decision makers are keys to any successful business.
- 4. **Leverage.** CCAB members enjoy discounts on all CCAB events and access to programs, tools, and research stimulating growth and development.

"CN values the importance of working alongside Aboriginal communities and maintaining respectful and mutually-beneficial relationships with all Aboriginal people across its network. Becoming a CCAB Patron Member and being PAR committed gives us the chance of being part of a program that builds new and diversified opportunities between non-Aboriginal and Aboriginal businesses and organizations and thus having a positive impact on the prosperity of Aboriginal communities."

- Mélanie Allaire, Senior Counsel, Environmental and Aboriginal Affairs, CN, CCAB Patron Member

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"The CCAB has been a powerful experience for Scarlet Security Group. We have observed the positive transformation Aboriginal businesses are experiencing by engaging industry and business opportunities they present. The relationship Scarlet has formed with CCAB has been both symbiotic and personal. By attending CCAB sponsored events we have increased our visibility to opportunities in security services and C suite engagements at the same time strengthened relationships in our current partnerships."

Robert Carroll, VP Business Development & Aboriginal Liaison,
 Scarlet Security Group Ltd., CCAB Business Member

Why Become a CCAB Patron

CCAB Patrons are the innovators who have made the commitment to bridging the gaps between Aboriginal owned business, Aboriginal Economic Development Corporations and corporate Canada.

"By encouraging other companies to get involved with the network CCAB provides, we can help assist Aboriginal business development, enter into strategic Aboriginal business partnerships, create healthier and vibrant Aboriginal communities and increase the number of Aboriginal people employed in Canada and specifically in Ontario,"

– Harry Hall, Bruce Power, Vice President of Supply Chain, Patron Member

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"We're proud to become Patron Members, continuing our commitment to support CCAB in delivering the wonderful services that they provide for both Aboriginal and mainstream businesses in Canada."

- Randy Moore, Bee-Clean Building Maintenance, Vice President of Strategic Development, Patron Member

Thank you to our Patron Members











































2018 Member Benefits

	Member Categories							
ABM	Aboriginal Business Member 20 employees or less	BM+	Business Member Plus 2,500 employees to 4,999 employees					
ABM+	Aboriginal Business Member Plus 21 employees and/or community owned Aboriginal economic development corporations (AEDCs)	PM	Partner Member 5,000 employees 9,999 employees					
SBEM	Small Business Enterprise Member 5 employees or less or non-profit organizations/charities	PM+	Partner Member Plus More than 10,000 employees					
вм	Business Member 6 employees to 2,499 employees	Patron	Patron Member Unlimited employees					

Membership Benefits & Annual Fees	ABM \$350	ABM+ \$1,000	SBEM \$1,000	BM \$2,500	BM+ \$5,000	PM \$7,500	PM+ \$10,000	Patron \$25,000
Visibility & Recognition								
Website listing in the Member Directory	V	~	~	V	V	V	~	~
Website platform for Members to share their success stories	~	~	~	~	~	~	~	~
Annual Report	V	~	~	V	V	V	~	~
Advertising opportunities – CCAB Aboriginal Business Report magazine	~	~	~	~	~	~	~	~
List tools and services on Tools & Financing for Aboriginal Business (TFAB) website	~	~	~	~	~	~	~	~
Social Media & CCAB e-news recognition	V	~	~	V	V	V	~	~
Access to Exceptional Programs								
Progressive Aboriginal Relations (PAR)	~	~	~	~	~	~	~	~
Tools and Financing for Aboriginal Business (TFAB)	~	~	~	~	~	~	~	V
Aboriginal Business Mentorship (ABMP)	~	~						
Discounted Rates for Aboriginal Members								
Procurement Tool	~	~						
Discounted Rates for CCAB Events								
Galas (Toronto, Calgary and Vancouver)	~	~	~	~	~	~	~	✓
Indigenous Women in Leadership (IWIL)	~	~	~	~	~	~	~	V
Aboriginal Economic Development Conference (AEDC)	~	~	~	~	~	~	~	✓
Free Events for Members								
TFAB Aboriginal Business Networking Events	~	~	~	~	~	~	~	~
TFAB Business Skills Development Webinars	V	~	~	V	V	V	~	~
Member Receptions	V	~	~	V	V	V	~	~
Research								
Participation in CCAB research projects & roundtables	~	~	~	~	~	~	~	✓

Discounted Member Rates for CCAB Events

Aboriginal Business Member Rates

• Galas - Maximum of two (2) registrations purchased at the ABM rate, limited availability. All remaining tickets must be purchased at the Business Member rate.

Complimentary Benefits for Partner Member & Partner Member Plus categories:

- AEDC 2 complimentary registrations to the AEDC
- Indigenous Women in Leadership Award 3 complimentary registrations

Complimentary Benefits for Patron Member categories:

- Toronto Gala, Calgary Gala or Vancouver Gala 1 complimentary well-placed table of ten
- Indigenous Women in Leadership Award 2 complimentary registrations
- Aboriginal Economic Development Conference 2 complimentary registrations
- Prominent logo recognition in all event programs

- $\bullet \ \ \textit{Prominent logo recogntion in CCAB staff email signatures}$
- First opportunity to sponsor CCAB events, programs and research





Become an Event Sponsor

Events are one of the main sources of revenue for the Canadian Council for Aboriginal Business. Sponsorship of events contribute to CCAB's day-to-day operations. Sponsorship enables CCAB to continue to deliver quality programs, and provide platforms for discussion, knowledge sharing, understanding and potential business opportunities between Canadian businesses and Aboriginal entrepreneurs and communities.

CCAB prides itself in organizing unforgettable events that inspire and motivate. Our annual Aboriginal Economic Development Conference and Awards Galas provide attendees with opportunities to share ideas, network, and interact with peers, colleagues and Aboriginal business leaders.

Through our events, participants share practical business experiences and explore solutions to the challenges faced by today's Aboriginal and non-Aboriginal business leaders.

By contributing to the national conversation about the Aboriginal economy, CCAB events are a force for positive change in Canada.

For more information on CCAB Sponsorship & Events go to www.ccab.com/events.

Why Sponsor CCAB Events

- CCAB provides your company exposure to events that attract 100 400+ delegates per event;
- · CCAB events create networking opportunities with Aboriginal peoples and businesses across Canada; and
- Support CCAB work that builds prosperity in Aboriginal communities.

"Stratos regularly tries to attend CCAB events, whether topic specific seminars, annual galas or events to honour exceptional Indigenous leaders or businesses. CCAB has great convening power to bring people together and their events provide a forum to network and connect with people interested in supporting and building Indigenous businesses across Canada. The galas also recognize non-Indigenous businesses that are committed to participating in important programs like CCAB's Progressive Aboriginal Relations or PAR program which help drive improved performance in companies across a range of sectors. Stratos is a management consultancy that supports organizations in this work and we've made many useful connections through CCAB's events."

- Julie Pezzack, Vice President, Stratos Inc. CCAB Business Member

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"As the founding sponsor of the Aboriginal Business Hall of Fame, ESS Support Services has the privilege of presenting awards to ABHF inductees each year at the CCAB Toronto Gala. These events are an incredible opportunity for Aboriginal businesses of all sizes to meet, share ideas, and form partnerships. Each event affirms the significant role that Aboriginal businesses and leaders play in Canada's economy."

- Michael Hachey, President, ESS North America, A division of Compass Group, CCAB Patron Member

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"I found coming to this event highly beneficial. Since the advent of the TRC and 94 calls to action, it is important to not only build relationships among each other, but rather, take it a step further and integrate the knowledge we gain from each other. Personally, this event has stimulated, opened up new ideas and interest all the while in engaging in discourse among each other. Thank you very much and I look forward to a future event."

- Marcello Nesca, B.A. (Hons) Psychology, University of Manitoba

2018 Events at a glance

Date	Event	City	Venue	Торіс
January 31	TFAB Aboriginal Business Networking Event	Toronto	Beanfield Centre	Following the success of 2017's sold out inaugural TFAB Aboriginal Business Networking Event, the 2018 Toronto Networking Event will be taking place ahead of the Toronto Gala to ensure a diverse range of industries are represented at this fantastic networking opportunity.
January 31	Toronto Gala	Toronto	Beanfield Centre	The 20th Annual Toronto Gala will honour and celebrate the 2018 Aboriginal Business Hall of Fame inductees: • Lifetime Achievement Award • National Youth Aboriginal Entrepreneur Award Event Lead Sponsor, Bruce Power. Founding and Exclusive Award Sponsor, ESS Support Services Worldwide, a division of Compass Group.
TBD	Indigenous Women in Leadership Award and Keynote (IWIL)	TBD	TBD	The 2nd Indigenous Women in Leadership Award and Keynote celebrates successful, accomplished and committed women with an award that serves as not only a national recognition but as a platform to the future and a role model for young indigenous women.
March 14	TFAB Aboriginal Business Networking Event	TBD	TBD	Our TFAB program's Aboriginal Business Networking Events create a space for Aboriginal entrepreneurs and CCAB corporate members to grow their networks and relationships. Each event features an incredible keynote speaker.
May 9	TFAB Aboriginal Business Networking Event	Calgary	The Westin Calgary	Following the success of the sold out 2017 Calgary Aboriginal Business Networking Event, the 2018 Networking Event will take place on the eve of the Aboriginal Economic Development Conference and Calgary Gala, with a special focus on Aboriginal procurement.
May 10	Aboriginal Economic Development Conference	Calgary	The Westin Calgary	The 4th Annual Aboriginal Economic Development Conference will focus on "Buy Aboriginal! The Power of Procurement in the Age of Economic Reconciliation". Event Lead sponsor, CIBC.
May 10	Calgary Gala	Calgary	The Westin Calgary	Celebrating the achievements of Aboriginal Economic Development Corporations. Event Lead Sponsor, Founding and Exclusive Award Sponsor, Sodexo Canada.
June 14	TFAB Aboriginal Business Networking Event	TBD	TBD	A space for Aboriginal businesses and CCAB corporate members to grow networks, profile and relationships. Each event features an incredible keynote speaker.
September 27	PAR Luncheon	Richmond	River Rock Casino and Resort	Bringing together Canadian companies committed to promoting and developing partnerships with, and investing in, Aboriginal businesses and communities.
September 27	Vancouver TFAB Aboriginal Business Networking Event	Richmond	River Rock Casino and Resort	The 2018 Vancouver Aboriginal Business Networking Event will be taking place ahead of the Vancouver Gala to ensure a diverse range of industries are represented at this fantastic relationship building opportunity for Aboriginal businesses and CCAB corporate members.
September 27	Vancouver Gala	Richmond	River Rock Casino and Resort	The 16th Annual Vancouver Gala will celebrate and honour the recipient of the Award for Excellence in Aboriginal Relations as well as recognize the CCAB Progressive Aboriginal Relations (PAR) certified and committed companies.
October 30	TFAB Aboriginal Business Networking Event	TBD	TBD	Featuring an incredible keynote speaker, our TFAB Aboriginal Business Networking Events create a space for Aboriginal entrepreneurs and CCAB corporate members to grow their networks and relationships.
November 22	TFAB Aboriginal Business Networking Event	TBD	TBD	TFAB Aboriginal Business Networking Events are held in a variety of locations across Canada to provide Aboriginal businesses with the opportunity to grow their professional networks and profile among Canada's leading brands. Each event features a special keynote speaker.

Progressive Aboriginal Relations (PAR) and Tool and Financing for Aboriginal Business (TFAB) Webinars

Date	Webinar	Time (EST)
January 10	PAR Info and Training Session	12:00 pm – 1:30 pm
January 18	TFAB Business Skills Development Webinar	2:00 pm – 3:00 pm
February 8	PAR Info and Training Session	12:00 pm – 1:30 pm
February 15	TFAB Business Skills Development Webinar	2:00 pm – 3:00 pm
March 8	PAR Info and Training Session	12:00 pm – 1:30 pm
March 21	TFAB Business Skills Development Webinar	2:00 pm – 3:00 pm
April 12	PAR Info and Training Session	12:00 pm – 1:30 pm
April 18	TFAB Business Skills Development Webinar	2:00 pm – 3:00 pm
May 23	PAR Info and Training Session	12:00 pm- 1:30 pm
May 30	TFAB Business Skills Development Webinar	2:00 pm – 3:00 pm
June 20	PAR Info and Training Session	12:00 pm – 1:30 pm
September 5	PAR Info and Training Session	12:00 pm – 1:30 pm
September 12	TFAB Business Skills Development Webinar	2:00 pm – 3:00 pm
October 11	PAR Info and Training Session	12:00 pm – 1:30 pm
October 17	TFAB Business Skills Development Webinar	2:00 pm – 3:00 pm
November 15	PAR Info and Training Session	12:00 pm – 1:30 pm







Aboriginal Economic
Development Conference



Calgary Gala



2018 Galas

Date	Venue Location	Торіс	Lead Sponsor	Award Sponsor	Awards
Toronto Gala					
January 31	Beanfield Centre	The 20th Annual Toronto Gala will honour and celebrate the 2018 Aboriginal Business Hall of Fame inductees: • Lifetime Achievement Award • National Youth Aboriginal Entrepreneur Award	Bruce Power Innovation at work	The awards are founded and exclusively sponsored by ESS Support Services Worldwide, a division of Compass Group.	Aboriginal Business HALL OF FAME LIFETIME Achievement Aboriginal Business HALL OF FAME National Youth ENTREPRENEUR
Calgary Gala					
May 10	The Westin Calgary	The Annual Calgary Gala will honour and celebrate the achievements of the Aboriginal Economic Development Corporation Award recipient.	SOCE OUALITY OF LIFE SERVICES	The award is founded and exclusively sponsored by Sodexo Canada.	Aboriginal Business A W A R D ECONOMIC DEVELOPMENT CORPORATION
Vancouver Gala					
September 27	River Rock Casino and Resort	The 16th Annual Vancouver Gala will celebrate and honour the recipient of the Award for Excellence in Aboriginal Relations as well as recognize CCAB Progressive Aboriginal Relations (PAR) certified and committed companies.	Scotiabank °		Aboriginal Business A W A R D EXCELLENCE IN ABORICINAL RELATIONS



2018 Galas - Sponsorship Levels

Sponsorship Level	Lead	Supporting	Networking Reception	Sponsor	Coat Check	Contributor
Sponsorship Fee	\$25,500	\$12,500	\$10,500	\$4,500	\$2,500	\$2,000
Availability	1	Unlimited	1	Unlimited	1	Unlimited
Benefits						
Sponsor logo on event web page	Most prominent	2nd most prominent	V	~	~	V
Sponsor logo included in CCAB event marketing materials	Most prominent	2nd most prominent	✓	~	~	✓
Sponsor logo on e-newsletters and e-event reminders	Most prominent	2nd most prominent	✓	~	✓	✓
Sponsor Logo in CCAB Aboriginal Business Report – 3000 distribution	Most prominent	2nd most prominent	✓	~	✓	✓
Exclusive opportunity to address Gala attendees	V	Vancouver Gala Only. Must be a PAR Company				
Sponsor logo on cover of Gala program	V					
Gala program ad	1 page	1/2 page	1/4 page			
Sponsor logo in Gala program	Most prominent	2nd most prominent	✓	~	Name listing (no logo)	Name listing (no logo)
Sponsor logo on event signage	Most prominent	2nd most prominent	✓	~	Name listing (no logo)	Name listing (no logo)
Sponsor logo on table cards	Most prominent	2nd most prominent	✓			
Sponsor logo on cocktail napkins			~			
Sponsor logo on coat check tickets					V	
Sponsor logo on coat check signage					V	
Sponsor logo on projection screens	Dedicated slide	Dedicated slide	Dedicated slide	V	Name listing (no logo)	Name listing (no logo)
Recognition by master of ceremonies from podium	~	~	✓	~	✓	~
Social media mentions – Min. 2	~	V	✓	V	V	V
Complimentary Gala tickets	1 table (10 tickets)	5 tickets	3 tickets	1 ticket		
VIP Reception tickets (private event)	5 tickets	3 tickets	2 tickets	1 ticket		





Indigenous Women in Leadership (IWIL) Award Keynote and Reception

Date: TBD Location: TBD

The CCAB Indigenous Women in Leadership Award celebrates successful, accomplished, committed Indigenous women with an award that serves as not only a national recognition but as a platform to the future and a role model for young Indigenous women. A future where Indigenous woman take their rightful place at the table among men and women of all cultures in true celebration of lives well lived from tradition to academia, family to prosperity they continue to lead the way.

In keeping with the changing times, CCAB, with support from our founding sponsor TD Bank, wish to send a strong message of national support for Indigenous women and the leadership they have championed through this exciting new award.



Photo Credit: Erich Saide Photography

The Honourable Jody Wilson-Raybould Inaugural laureate of the Indigenous Women in Leadership Award

Aboriginal Business A W A R D INDIGENOUS WOMEN IN LEADERSHIP

Sponsorship Levels

Sponsorship Level	Lead	Supporting	Networking Reception	Sponsor	Coat Check	Contributor
Sponsorship Fee	\$25,500	\$12,500	\$10,000	\$4,500	\$2,500	\$2,000
Availability	1	Unlimited	1	Unlimited	1	Unlimited
Benefits						
Sponsor logo on event web page	Most prominent	2nd most prominent	~	~	~	V
Sponsor logo included in CCAB event marketing materials	Most prominent	2nd most prominent	V	V	~	V
Exclusive opportunity to address attendees	✓					
Sponsor logo on cover of program	✓					
Gala program ad	1 page	1/2 page	1/4 page			
Sponsor logo in program	Most prominent	2nd most prominent	~	~	Name listing (no logo)	Name listing (no logo)
Sponsor logo on event signage	Most prominent	2nd most prominent	✓	~	Name listing (no logo)	Name listing (no logo)
Sponsor logo on table cards	Most prominent	2nd most prominent	~			
Sponsor logo on cocktail napkins			✓			
Sponsor logo on coat check tickets					✓	
Sponsor logo on coat check signage					~	
Sponsor logo on projection screens	Dedicated slide	Dedicated slide	Dedicated slide	~	Name listing (no logo)	Name listing (no logo)
Recognition by master of ceremonies from podium	✓	V	✓	~	✓	✓
Social media mentions	✓	✓	✓	V	✓	V
Complimentary event tickets	5 tickets	3 tickets	2 tickets	1 ticket		

Aboriginal Economic Development Conference

Buy Aboriginal! The Power of Procurement in the Age of Economic Reconciliation

Date: May 10, 2018

Location: The Westin Calgary

This year's theme centres on enhancing your relationship through Aboriginal business and the potential of procurement. Procurement has the power to build stability while creating business certainty.



Sponsorship Levels

Sponsorship Level	Lead Sponsor	Morning Session Lead	Afternoon Session Lead	Lunch Sponsor	Supporting Sponsor	Sponsor	Coat Check	Contributor
Sponsorship Fee	\$25,500	\$15,000	\$15,000	\$10,000	\$7,500	\$4,500	\$2,500	\$2,000
Availability	1	1	1	1	Unlimited	Unlimited	1	Unlimited
Benefits								
Sponsor logo on event web page	Most prominent	~	V	~	V	~	Name listing (no logo)	Name listing (no logo)
Sponsor logo included in CCAB event marketing materials	Most prominent	V	V	V	V	V	Name listing (no logo)	Name listing (no logo)
Opportunity to address keynote attendees	Morning and Afternoon	Morning Only	Afternoon Only	Lunch Only				
Sponsor logo on cover of AEDC program	~							
AEDC program ad	1 page	1/2 page	1/2 page	1/3 page	1/4 page			
Sponsor logo in AEDC program	Most prominent	~	~	~	~	~	Name listing (no logo)	Name listing (no logo)
Sponsor logo on event signage	Most prominent	~	~	~	~	~	Name listing (no logo)	Name listing (no logo)
Sponsor logo signage pertaining to level	~	~	V	~				
Sponsor logo on table cards	~							
Sponsor logo on projection screens	Dedicated slide	Dedicated slide	Dedicated slide	Dedicated slide	v	~	v	~
Sponsor logo on name badge	~	•	V					
Recognition by master of ceremonies from podium	V	V	V	V	V	V	V	V
Sponsor logo on coat check ticket							~	
Sponsor logo on coat check signage							v	
Social media mentions	~	✓	~	~	✓	~	✓	V
Complimentary AEDC tickets	1 table (8 tickets)	5 tickets	5 tickets	4 tickets	3 tickets	2 tickets		

Awards

Aboriginal Business HALL OF FAME



Aboriginal Business Hall of Fame: Lifetime Achievement Award

The Lifetime Achievement Award is part of CCAB's Aboriginal Business Hall of Fame (ABHF), which recognizes Aboriginal persons whose business leadership has made a substantive contribution to the economic and social well-being of Aboriginal people over a lifetime. The inaugural award was given in 2005

and there have been over 24 laureates since then. Past laureates include Dr. Herb Belcourt, Chief Darcy Bear, Mel Benson, Manny Jules, Chief Clarence Louie, and Chief Jim Boucher. The recipient is recognized at CCAB's Annual Toronto Gala.

Nomination deadline: September 15, 2018

More information: www.ccab.com/awards/abhf-lifetime-achievement-awards/

Aboriginal Business HALL OF FAME

Aboriginal Business Hall of Fame: National Youth Aboriginal Entrepreneur Award



CCAB calls for self-nominations from up-and-coming Aboriginal entrepreneurs ages 19 to 35. These nominations require the nominee to produce a 30 to 60 second

video about themselves, their business and why they should receive this award. The recipient receives a \$10,000 financial award. Past laureates include, Isabell Ringenoldus, Jacob Pratt, Kendal Netmaker, and Savannah Olsen. The recipient is recognized at CCAB's Annual Toronto Gala.

Nomination deadline: September 15, 2018

More information: www.ccab.com/awards/abhf-national-youth-entrepreneurship-award/

Aboriginal Business AWARD





Aboriginal Economic Development Corporation Award

The annual Aboriginal Economic Development Corporation (AEDC) award goes to an outstanding AEDC and affirms the substantial value AEDCs bring to Aboriginal communities by way of employment, business development and revenue generation. AEDCs are valuable conduits between industry, government and

Aboriginal communities. By showcasing their initiative CCAB points to a vision of shared prosperity and progress. Past laureates include. Six Nations of the Grand River Development Corporation. Tsuu T'ina Nation, Penticton Indian Band Development Corporation, and Membertou Development Corporation. The recipient is celebrated at our Annual Calgary Gala.

Nomination deadline: February 2, 2018

More information: www.ccab.com/awards/aboriginal-economic-development-corporation-award/

Aboriginal Business AWARD



Award for Excellence in Aboriginal Relations

The Award for Excellence in Aboriginal Relations recognizes a Canadian who has contributed, through professional and voluntary commitments, to building bridges between Aboriginal peoples and Canadian society. Their efforts will have made a substantial impact across Canada and across sectors, including the

business sector. Past winners include Senator Murray Sinclair, Willa Black, Mary Simon, Phil Fontaine, and the Right Honourable Paul Martin. The recipient is celebrated at our Annual Vancouver Gala.

Nomination due: April 13, 2018

More information: www.ccab.com/awards/award-for-excellence-in-aboriginal-relations/

Aboriginal Business WARD



Indigenous Women in Leadership Award

The CCAB Indigenous Women in Leadership Award (IWIL) celebrates successful, accomplished, committed Indigenous women with an award that serves as not only a national recognition but as a platform to the future and a role model for young Indigenous women. A future where Indigenous woman take their

rightful place at the table among men and women of all cultures in true celebration of lives well lived from tradition to academia, family to prosperity they continue to lead the way.

The inaugural IWIL award recipient honoured at the gala reception in Toronto was the Honourable Jody Wilson-Raybould, Minister of Justice and Attorney General of Canada.

Nomination due: December 1, 2017

More information: www.ccab.com/awards/indigenous-women-in-leadership-iwil-award/



Dr. Herbert Belcourt, CM. LLD 2017 ABHF Lifetime Achievement Award Laureate



Isabell Ringenoldus 2017 ABHF National Youth Aboriginal Entrepreneur Award Laureate



Six Nations of the Grand River Development Corporation 2017 AEDC Award Recipients



Dr. Ken Coates 2017 Award for Excellence in Aboriginal **Relations Laureate**



The Honourable Jody Wilson-Raybould Inaugural laureate of the Indigenous Women in Leadership Award

Become an Exclusive Award sponsor

In the coming years, new leaders will emerge as Canadians embrace constructive economic reconciliation moving toward the timely fulfillment of Recommendation 92 in the Truth and Reconciliation Report:

"Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects."

By coming on board as an exclusive CCAB award sponsor your company will be aligning itself with an exciting progressive national brand that is taking its rightful place on the national stage. With over 43,000 Aboriginal businesses across Canada contributing an estimated \$12 billion to the Canadian economy, you will be part of Canada's new economic landscape. Furthermore, you will be showcased regionally, provincially and nationally at our Annual Galas in Toronto, Calgary, and Vancouver.

This is your opportunity to connect to Aboriginal business and the winning corporate and entrepreneurial partners already benefiting from new relationships and business potential that is increasing bottom lines across the country.

Rights and Benefits

Name and logo on award

Prominent signage at the gala dinner

Opportunity to address attendees and introduce award recipient(s)

Key role in facilitating the selection of the award recipient, and assuming the role of award committee chair if desired

Visible representation of logo and website link in Gala materials and on associated CCAB web pages

Promotion and prominent mention of sponsorship in all advertisements, press releases, CCAB event e-blasts, e-newsletters, CCAB Business Report Magazine, and other award communications

Table of 10 at the gala dinner and two seats at the head table



Certified Aboriginal Business (CAB)

CERTIFIED Aboriginal Business



Certification as an Aboriginal-owned business can help you access opportunities, as it is a requirement of many corporate supplier diversity programs. CCAB certifies Aboriginal owned businesses, connecting these businesses to procurement opportunities with a diverse range of corporations across Canada.

What certification can offer you?

Greater return on your investment: being certified opens business opportunities and access to 97% of Fortune 500 companies;

- Formal networking opportunities with company decision makers;
- Opportunity to connect with other Aboriginal-owned suppliers for strategic alliances, B2B opportunities, build relationships and gather market intelligence;
- Advocacy, mentorship opportunities, training and educational webinars.

Take advantage of all of the benefits of certification, including networking events, webinars to learn more about the strategic sourcing and corporate contracting process, and how to best position your business for private and public sector business opportunities.



Progressive Aboriginal Relations (PAR): Value and Benefits

Why Progressive Aboriginal Relations (PAR)?

The PAR program encourages companies to evolve and participate in a growing Aboriginal business economy across Canada. The fastest growing segment of Canada's population comes within its Aboriginal community, which is also becoming increasingly urbanized. The four performance areas of **Leadership Actions**,

Progressive Aboriginal RELATIONS

Canadian Council for Aboriginal Business



Employment, Business Development, and Community Relationships provide a foundation for the PAR program and represent the core components to successful positive business relations with the Aboriginal community.

Benefits Overview

PAR was designed to benefit both companies and communities.

The PAR framework evaluates companies on four PAR performance areas known as the PAR drivers, which are designed to ensure comprehensive business engagement with a community. The four PAR drivers are Leadership Actions, Employment, Business Development, and Community Relationships. PAR companies recognize the importance of Aboriginal participation in the Canadian economy and have demonstrated their commitment to working across cultures.

Benefits to PAR Companies

How does becoming PAR certified benefit your company?

Canada is experiencing a new social and political environment as it pertains to Aboriginal people. Aboriginal issues are top of mind for the Canadian public, more than any other time in history. In light of this new social reality, more and more Canadian businesses are becoming interested in the opportunities of working and doing business with Aboriginal people. The experiential growth of Aboriginal entrepreneurialism reveals a sophisticated and ambitious business person that is looking to partner, collaborate and succeed. Couple this with the groundswell of international support for Corporate Social Responsibility and Sustainability and it is easy to see the future is bright for Aboriginal business. Through strategic sourcing and corporate contracting process, companies learn how to best position their business for private and public sector business opportunities.

CCAB is strategically positioned to have an impact on facilitating positive and sustainable relations between the business sector and Aboriginal business communities. As the only national organization committed to Aboriginal business, the Canadian business reality is an environment that is favorable for CCAB in its pursuit of success.

PAR is the premier certification program of its type in the world; assisting companies achieve greater results. PAR evaluates current programs and helps guide the development of new and effective programs. In short, PAR is both an opportunity to reflect on your own values as a company and demonstrate your commitment to working across cultures.

Competitive Advantage

PAR certification is a competitive advantage in establishing your reputation in Corporate Social Responsibility (CSR). PAR certified companies are leading corporate citizens that have proven the business case for sustainable Aboriginal relations. PAR certification differentiates an organization from its competitors. PAR companies can raise their profile, and promote their Aboriginal relations success with the use of the PAR logo through mediums such as:

- Company letterhead, envelopes, faxes and other stationary
- Company promotional materials, including recruitment, and marketing materials
- Company website and providing links to CCAB's PAR webpage
- Annual, CSR and sustainable report
- Business cards
- Advertisements such as print, online, radio, and television
- Email signature
- Promotional items distributed at Aboriginal trade shows
- Promoted through CCAB staff through speaking engagements

Relationship Building

PAR companies with effective Aboriginal relations that practice continual improvement and have good community feedback processes in place are in a better position to receive greater certainty for their operations. PAR companies benefit in the following ways:

- Leadership and employees of PAR companies develop an increased understanding of Aboriginal culture, tradition, and values.
- PAR certified companies provide a public demonstration of their commitment to progressive Aboriginal relations. More specifically, the companies are:
 - Good business partners
 - Great places to work
 - Committed to prosperity in Aboriginal communities

Strategic Planning, Employment and Procurement Opportunities

PAR is a management tool that includes a strategic framework involving vision, principles, policy, strategies, goals, targets, and action plans.

- Targets and action plans are tracked, monitored and measured to assess levels of achievement
- PAR companies can have access to a local fast growing and comparatively young Aboriginal labour market.
- PAR companies are externally verified through interviews with Aboriginal stakeholders to obtain an outside perspective within the four PAR drivers:
 - Leadership Actions
 - Business Development
 - Employment
 - Community Relationships

Detailed feedback from the online submission review, company on-site and community stakeholder interviews by the PAR verifier.

A PAR jury of Aboriginal business leaders conduct a review, assessment, and designate standing to each company of the appropriate certification at the bronze, silver, or gold levels.

Benefits to Aboriginal Communities

How does partnering with a PAR certified company benefit your community?

PAR companies are required to maintain or improve upon their key performance areas resulting in increased:

- Employment opportunities including recruitment, retention, advancement
- Education, training and skill development opportunities
- Business Development, contracting opportunities
- Preferential procurement initiatives
- · Understanding of industry and corporate Canada
- Mentorship and capacity building to support the overall Aboriginal business community
- Establishment of agreements, joint ventures and partnerships
- Investment in Aboriginal business communities including scholarships, bursaries and apprenticeships

PAR Assurance

PAR companies are certified at the committed, bronze, silver or gold levels. PAR companies undergo an independent external verification, and juried review of their performance in Aboriginal relations, which provides a high level of assurance to communities that a certified company is committed to the prosperity of Aboriginal communities, businesses, and individuals.

- PAR assurance is derived from the following:
 - o PAR has been certifying leadership in Aboriginal relations for over a decade and a half
 - o PAR verification provides an independent opinion of the level of performance of companies
 - The Aboriginal community (leaders, business owners, and labor force) look for the PAR logo to demonstrate leadership in improving economic wealth in Aboriginal communities
 - o PAR provides a management system and toolkit to support corporate Canada's response to the increased significance of Aboriginal business and communities to the economic prosperity of Canada
 - O PAR is the premier certification program of its type in the world

Summary

PAR is Canada's premier program for Aboriginal Relations. The four performance areas of PAR help companies assess and improve their Aboriginal relations policies and signal to communities that they are committed to prosperity in Aboriginal communities. Join the growing number of companies who recognize the importance of Aboriginal participation in Canada's economy by becoming PAR certified.

Already a CCAB member? Contact the CCAB office and we can help you begin the process of becoming PAR Certified



PAR Levels

























"A key pillar to our business strategy has been our commitment to progressive relationships with Aboriginal businesses and communities. PAR has provided us with a platform to evaluate our impact, consider new opportunities, and to be recognized for our success. With the call for reconciliation, this is the perfect time to demonstrate to the Aboriginal community and the rest of Canada that your business or organization is ready to take action and not just think or talk about it."

- Brock Higgins & Brenda LaRose, Managing Partner & Partner and Founder, Higgins Executive Search
PAR Gold Level Company

• • •

"The new PAR foundation criteria and questions are clearer and have allowed us to take our approach to proactive and positive Aboriginal engagement to the next level. The questions have truly helped us be more strategic and benchmark our progress over the past year."

- Andra Syvanen, Counsel, Environment and Aboriginal Affairs, CN PAR Committed Level Company

. . .

"CDN Controls believes that business has a role to play in the reconciliation process between Government, non-aboriginal Canadians, and Aboriginal communities across the country. Working with the CCAB and within the PAR Program we have made building relations with Aboriginal communities and peoples a part of our corporate culture. As a company that works in the natural resource extraction sector we are proud of the work we have done through PAR to ensure Aboriginal communities and peoples are active participants in our industry so they may share in our success."

Alexander Fanni, Community Relations Coordinator, CDN Controls
 PAR Committed Level Company

PAR Program Fee Description	Cost Per Activity
PAR Program Annual Fee	\$1,000 / Year
PAR Committed Level Verification Fee	\$1,000 / Level
PAR Certification / Recertification Verification Fee	\$4,500
Certified Level Verifier Feedback (OPTIONAL)	\$1,000 / Year

Current PAR Companies and Levels

GOLD LEVEL



































SILVER LEVEL

















BRONZE LEVEL

























COMMITTED LEVEL























































TFAB – Tools and Financing for Aboriginal Business

Enhancing Aboriginal business in Canada

TFAB is an exciting, new initiative that enhances Aboriginal entrepreneurship by providing business expertise, development and networks through an easy to access, online portal. Through TFAB, Aboriginal businesses and entrepreneurs have access to:

- A library of practical business tools and resources
- Business Skills Development Webinars
- A directory of CCAB member services and programs
- Aboriginal Business Networking Events held across Canada
- Procurement opportunities
- · Business mentorship

For CCAB members, TFAB also provides a platform for direct engagement and relationship building with Aboriginal businesses.

How TFAB works

Business expertise, services and development across six key business functions



Provided by CCAB members and made available to Aboriginal entrepreneurs through the TFAB online platform.

CCAB Members

Contribute

- Business tools, resources and guides
- List services for Aboriginal businesses
- Deliver webinars¹
- Host Networking Events¹
- List procurement opportunities
- Provide mentors
 - ¹ TFAB sponsor benefit

Receive

- Direct connections to Aboriginal business partners, clients and suppliers
- Enhanced brand recognition and reputation within Aboriginal community
- Increased Aboriginal supplier diversity
- Outcomes for PAR certification reporting
- Fulfilment of Aboriginal relations/CSR commitments

TFAB

Practical Business Tools Business Services Directory Business Skills Development Webinars Aboriginal Business Networking Events

Procurement Opportunities Aboriginal Business Mentorship Program

Access to

- Business tools, services and expertise
- Supply chain opportunities
- Business growth
- Professional development
- Business networks

Aboriginal entrepreneurs and communities

TFAB highlights

January 10 - July 10, 2017

8343 unique pageviews



2nd most popular landing page on CCAB website (after ccab.com homepage) 627 TFAB tool downloads



227
Networking
Event
attendees

ATTENDEE CAPACITY REACHED at all TFAB Networking Events 142 Webinar attendees

Sponsorship

In 2016, an estimated 43,000 Aboriginal businesses contributed \$12 billion to national income. TFAB sponsorship opportunities are a great vehicle for organizations to enhance their relationships and reputation with Aboriginal businesses across Canada. In addition to receiving branding assets and recognition, TFAB sponsors receive reserved opportunities to directly engage with Aboriginal businesses through delivering TFAB Business Skills Development Webinars and hosting Aboriginal Business Networking Events.

The "Powered By" Partner is ideal for an organization ready to display leadership by partnering with TFAB to enhance Aboriginal business in Canada. In recognition of this leadership, the Sponsor receives the prime "Powered By" branding asset on the TFAB online portal, all marketing collateral and all Webinars and Networking Events. The "Powered By" Partner also receives the greatest number of opportunities to directly engage with Aboriginal businesses.

TFAB Business Function Partnerships are ideal for organizations looking to demonstrate their area of expertise through focusing their contributions to Aboriginal entrepreneurship on one of the following TFAB Business Functions:

- Finance
- Operations
- Human Resources
- Legal & Regulatory
- Marketing & Communications
- Technology

TFAB Business Function Partners are recognized on the landing page of the respective area of the TFAB online portal as well as in marketing collateral related to Webinars and Networking Events focused on the TFAB Business Function they support.

TFAB Sponsorship Packages

Sponsorship Level	"Powered By" Partner	Business Function Partner
Sponsorship Fee	\$40,000	\$25,000
Availability	1	6
Benefits		
Sponsor name and logo on TFAB website	TFAB homepage	Landing page of sponsored TFAB business function (e.g. Technology)
Video profiling Sponsor's commitment and services to Aboriginal communities	Video on TFAB homepage	Video on landing page of sponsored TFAB business function (e.g. Technology)
Right to present live TFAB Webinar(s)	Present TWO (2) Webinars	Present ONE (1) Webinar
Sponsor recognition during live TFAB Webinars and on online recordings	Every TFAB Webinar	Webinar related to sponsored TFAB business function (e.g. Technology)
Right to host TFAB Networking Event(s) for Aboriginal entrepreneurs	Host TWO (2) Events	Host ONE (1) Event
Sponsor recognition throughout TFAB Networking Events	Every Networking Event	Networking Event related to sponsored TFAB business function (e.g. Technology)
Speaking opportunity for Sponsor at TFAB Networking Event(s)	At TWO (2) "Powered By" Sponsor hosted Networking Events	At ONE (1) Networking Event related to sponsored TFAB business function (e.g. Technology)
Volunteering opportunities for Sponsor's employees at Networking Events	Every Networking Event	Networking Event related to sponsored TFAB business function (e.g. Technology)
Sponsor name and logo on registration sites and confirmation emails for TFAB Webinars and Networking Events	Every TFAB Webinar and Networking Event	Webinar and Networking Event related to sponsored TFAB business function (e.g. Technology)
Recognition of Sponsor in social media posts promoting relative TFAB Webinars and Networking Events	✓	V
Non-exclusive right to develop branded tools for all areas of the TFAB online platform	✓	~
Sponsor logo featured in sponsors footer of TFAB homepage	Most prominent	✓
Recognition of Sponsor in CCAB annual report	Most prominent	V
Recognition of Sponsor in TFAB media releases	Most prominent	✓

Research

The Best Insights on the Aboriginal Economy in Canada

We are Canada's leading Aboriginal research institution focused on business development, building solutions to further economic development for Aboriginal Peoples backed by evidence-based data.

What We Do

Our team is specialized in conducting field research on Aboriginal communities and businesses while staying connected to public policy and industry trends to ensure Aboriginal economic development interests are properly advocated for across Canada.

The deep knowledge and connections we have with Aboriginal communities and businesses uniquely positions CCAB Research for creating data-driven projects that will meaningfully impact Aboriginal economic prosperity.

Milestones

Economic Development
Fund (IEDF) is
investing \$95 million
over ten years in
Aboriginal businesses
and Indigenous
communities
in Ontario

We interviewed
1,101 Aboriginal
businesses across
Canada in 2015;
results of our findings
can be found in the
2016 Promise &
Prosperity report on
our website

Identified Aboriginal
economic development
as an important area
of study in Social
Science and Humanities
Research Council
'Future Challenges'

We have the largest directories of Aboriginal businesses in Canada

What We Can Do For You

CCABs research team provides value for Aboriginal and non-Aboriginal businesses as well as government and academic partners. We are always interested in developing new projects that would help your organization better understand the Aboriginal economy and find Indigenous businesses.

Market Intelligence

Our team will help your company increase the procurement of Aboriginal companies with bespoke projects tailored to your needs. We will conduct a supply chain analysis to understand where Aboriginal firms will be most likely to bid for projects with your firm, and then identify which Aboriginal companies will be able to provide high quality service at a competitive cost to your company.

Public Policy & Academic Thought Leadership

Our public policy research provides some of the best data on Aboriginal economics in Canada. With the largest list of Aboriginal companies in Canada and years of existing data and analysis, CCAB is well positioned to support data driven policy decisions, corporate strategies and academic insights.

Partners



















CCAB Research

The CCAB research department produces cutting edge data and insight into the Aboriginal economy. Our projects are supported in partnership with corporate Canada, the Provincial and Federal governments, and academia to impact meaningful change for Aboriginal business and communities across the country.

Our research team is specialized in conducting field research on Aboriginal communities and businesses while staying connected to public policy and industry trends to ensure Aboriginal economic development interests are properly advocated for across Canada.

The deep knowledge and connections we have with Aboriginal communities and businesses uniquely positions CCAB Research for creating data-driven projects that will positively impact Aboriginal economic prosperity.

Research Methodologies include:

- Surveys
- Forums
- Focus Groups
- Contextual Inquiries

- In-depth Interviews
- Roundtables
- Workshops

Research Series

Promise and Prosperity

Provides insight into the profile of Aboriginal businesses—where they operate, who their clients are and who they employ. It explores their business goals and outlook for the future, asks what is holding them back and who they are reaching out to, and suggests what governments and other supporters can do to help more Aboriginal businesses achieve success.

4 Reports:

2010: The Aboriginal Business Survey

2014: The Aboriginal Business Survey

2016: Qualitative Research on Aboriginal Businesses in Ontario

2016: The Aboriginal Business Survey

Community & Commerce

Exploring how community owned businesses drive opportunity for Aboriginal entrepreneurs/communities, and Canada's economy.

3 Reports:

2011: National Survey of Aboriginal Economic Development Corporations

2013: Survey of Aboriginal Economic Development Corporations in Ontario

2015: Survey of Aboriginal Economic Development Corporations in Ontario

Relationships and Reciprocity

How are Aboriginal business relationships developed and structured? What stages do they go through, what obstacles do they face, and how might we create more opportunities for vital relationships to occur?

1 Report:

2016: Exploring Aboriginal Business

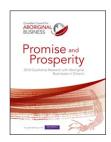
Collaboration Series

TD Bank

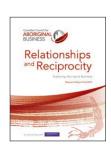
- Aboriginal Businesses Increasingly Embracing Innovation
- Aboriginal Economic Prosperity
- Debunking Myths Surrounding Canada's Aboriginal Population
- Economics Estimating the Size of the Aboriginal Market

Engineers without Borders – Mining Shared Value

 Partnerships in Procurement: Understanding Aboriginal business engagement in the Canadian mining industry









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CCAB is a national member-based organization. We are a business catalyst: we make great things happen for business. Our members include Aboriginal businesses, community owned Economic Development Corporations, and companies operating in Canada.

CCAB is a non-partisan/non-profit organization. It is largely supported through corporate funding, event sponsorship, and membership dues, with some support from Government for Research and Program Development.

Charitable taxation # - 11921 8865 RR0001

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