

PARTNER POWER

Garry Flett liked the idea of teaming his aboriginal business group with private enterprise. *JV4*



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JOINT VENTURE WITH CANADIAN COUNCIL FOR ABORIGINAL BUSINESS



CCAB's Ron Jamieson and JP Gladu: Economic development commissions are giving aboriginals greater economic clout.

ECONOMIC POWER GROWS

Aboriginal economic development corporations (EDCs) are a growing force in Canada's economy, creating jobs and businesses that are reaching markets in Canada, the United States and around the world.

Their strength is reflected in the results of a new survey of aboriginal EDCs by the Canadian Council for Aboriginal Business (CCAB) and Environics. It shows respondents feel economic development will ultimately lead to self-sufficiency for First Nations communities — something that may not come by focusing strictly on job creation.

The study involved 130 First Nations communities across Ontario, where there are about 60 EDCs.

"These EDCs are valuable conduits between industry and government and the aboriginal communities," says JP Gladu, president and chief executive officer of the CCAB. "It is not only important for the aboriginal communities, but we are trying to build healthy and prosperous com-

munities through business. But it also acts as a platform for industry and governments to engage."

EDCs are as diverse as the First Nations communities that own them. About 20% are startups, while 29% have a history of 20 years or more. Just over half have been around for at least a few years. A large number include businesses related to mining, forestry, energy but many others involve less traditional businesses in the communications, services and construction sectors, the survey shows. Many are operating beyond First Nations borders.

Ron Jamieson, co-chair of the CCAB, says reaching beyond their communities is necessary for the EDCs, provided they don't forget where they came from.

"I am Mohawk and live at Six Nations and have always lived here but I have never been more excited about what is happening in our community ever," says Mr. Jamieson, who has been with the CCAB since its inception. He had been in charge of aboriginal banking and retired as a sen-

ior vice-president with the Bank of Montreal in 2006. He uses his experience with the bank dealing with the creation of aboriginal business to illustrate how communities can create wealth and prosperity. "We built the business from virtually nothing to a \$1.5-billion connection with the aboriginal community when I left," he says. "I think now it is probably \$2.5-billion."

A recent meeting with the National Aboriginal Capital Association (NACA), which represents many sources of capital for EDCs, showed NACA was also enthusiastic about the growth taking place, he says.

"[NACA's] biggest problem is not looking for opportunities, it is looking for capital. There is no question that there are employment opportunities with the EDCs and the [jobs] they are generating with their work in the resource sector, mining. What's exciting to me is that large mainstream corporations and others are recognizing this and saying, 'Let's go out and have a partnership with the aboriginal communities and offer

employment and training."

Mr. Jamieson says this benefits the communities and the corporations equally. "They are doing it for the right reasons. It is good business," he says. "It's profitable, plus you sleep well at night having done it."

The respondents to the CCAB survey clearly indicated their goal is self-sufficiency for First Nations communities. Most believed that would come through economic development rather than job creation.

One respondent said the effect of providing a grant to a community doesn't necessarily have long-term results: "We have to create an economy among ourselves so the dollars circulate among our own First Nations."

Another said communities have to think more like businesses. "Job creation as a metric for success is not the right way to look at it. Profitability and revenue should come first, and the jobs will follow."

EDCs are not looking to their future through rose-coloured glasses.

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Enbridge emphasizes education

Enbridge Pipelines Inc. has made developing relationships with Canada's aboriginal communities a key part of its business, but senior executives say there is still more that can be done.

Enbridge has achieved a silver level in the Canadian Council for Aboriginal Business Member Plus membership, which involves improving partnerships using the progressive aboriginal relations program (PAR).

Lyle Neis, director, aboriginal and stakeholder relations with Enbridge Pipelines Inc. in Edmonton, says those standards are shared among employees, the aboriginal community and anyone who does business with the company.

Mr. Neis downplays the company's achievements, saying far more has to be done.

"Enbridge is the first pipeline to receive certification of any kind and as a result has set a direction for further improvements by us. The silver level tells us not only where Enbridge ranks in terms of its peer companies, but it helps to set out that baseline data for further improvement," he says. "Our goal is to reach gold level status in 2015, but we have a lot of work to do in order to achieve that."

The extent of Enbridge's progressive aboriginal relations can be seen on its website, which has a comprehensive section about its work with aboriginal communities, including funding for community investment initiatives, skills development, education and scholarship programs and its efforts to facilitate aboriginal business opportunities.

Mr. Neis says the company wants to find more ways to improve relations with aborig-

Enbridge looks for more ways to strengthen ties with aboriginals

inal communities and new opportunities that can be shared. One of the ways it is doing that is through education.

Since 2009, Enbridge has worked alongside the Assembly of First Nations to support enrichment programming and extracurricular activities in more than 70 schools in communities near Enbridge pipeline routes and its wind farm in Ontario. So far, more than 10,000 aboriginal students have benefited from more than \$3-million in funding provided by the company.

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“ One of the areas that we have been really focused on growing is our relationship, engagement and outreach with the aboriginal community ... It was a perfect fit for both our organizations to work together — Kathy Abusow, SFI Inc. chief executive officer

Forestry initiative aids relations

Sustainable Forestry Initiative Inc. has long been known for setting standards in forest management. But SFI is setting standards of an equally important kind in its dealings with Canada's aboriginal people. SFI and the Canadian Council for Aboriginal Business have signed a memorandum of understanding (MOU) for the two groups to work together through the CCAB's progressive aboriginal relations program.

“One of the areas that we have been really focused on growing is our relationship, engagement and outreach with the aboriginal community,” says Kathy Abusow, president and chief executive officer of SFI.

“We just thought it was a perfect fit for both of our organizations to work together. SFI Inc. has a forestry certification standard and CCAB has a verification program for progressive aboriginal relations, and we just felt this was a terrific way to further mutual interests.”

“The CCAB is thrilled to have SFI taking part in the program,” says president and chief executive officer JP Gladu. “SFI is an organization with a wide reach in the forestry sector and they're all about implementing best practices and getting market

recognition for them. There is a really great alignment between us because they are going to leverage our PAR verification to help interested SFI program participants, who are SFI-certified, raise the bar in their strategic relationships with aboriginal communities.”

Partnering with SFI also builds the brand of the CCAB's progressive aboriginal relations (PAR) program, he says. “When you look at products, a dual logo process is going to highlight both the SFI and PAR. It will be a sign that the product comes from responsibly managed forests that involved progressive Aboriginal relations. It's a good thing.”

Chief David Walkem, a SFI Board member and Chief of the Cooks Ferry Indian Band, said, “The CCAB and SFI are committed to sustainable forestry and aboriginal involvement in the forestry sector. Both are also encouraging sustainable relations among First Nation, Inuit, and Metis people and the Canadian business sector. The CCAB's Progressive Aboriginal Relations will provide a useful mechanism for SFI program participants who are interested in building upon the language already in the SFI Standard that is focused on the identification of traditional values, incorporating cultural sites in forest management and en-



CCAB president/CEO JP Gladu and Sustainable Forestry Initiative Inc. president/CEO Kathy Abusow.

gaging with Aboriginal communities.”

SFI's involvement will help spread the word about the aboriginal relations program in the forest sector; there are thousands of individuals and hundreds of organizations working with the SFI program. A glance at a long list of products will show its reach. SFI-labelled wood and paper products are available globally to help buyers meet their sustainability goals and promote responsible forest management.

SFI is an independent charitable organization that

promotes sustainable forest management. It works with landowners, forest product producers and buyers, government organizations and conservation groups to promote forest certification along the entire supply chain. Its forest certification standard includes measures to protect water quality, biodiversity, wildlife habitat, species at risk, and forests with exceptional conservation value. To date, about 100 million hectares of forest land has been certified to SFI's standards in Canada and the United States.

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Finding signs of success

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Almost all believe they have achieved some degree of success, although younger corporations in particular recognize room for improvement, especially in their relations with the federal government. Only 27% believed the federal government's support for EDCs was positive, while 32% were neutral and 41% had a negative impression of those past relationships. The view of government support increases relative to relations with the Ontario government, where 62% had a positive impression, 24% were neutral and only 14% rated them negatively.

The survey also looks at best practices for aboriginal corporations to ensure political independence, strong governance, community consultation, building networks and relationships and to ensure their overall vision and determination.

Mr. Gladu says those elements are extremely important for the success of the businesses. “There needs to be a clear separation between church and state,” he says. “The businesses have to be able to function as a business with a board of directors made up of a combination of community members and business leaders. They need to have the autonomy to be able to do that, while at the same time keeping in mind community interests.”

Some EDCs are generating significant revenues, such as

Chippewas of Sarnia Industrial Developments (CIDL) at the Aamjiwnaang First Nation. The CIDL owns an industrial park that is home to both aboriginal entrepreneurs and non-aboriginal businesses. The park exports products to the U.S., Turkey and the Middle East, realizing more than \$100-million in annual sales.

Other examples include the Naicatchewenin Development Corporation, which has become a success working both small projects and larger economic opportunities. Northern Ontario's Rainy River First Nation EDC has been in operation more than three decades and today is among the first group to be consulted in regional business matters.

Thunder Bay's Wasaya Group of companies has grown from a joint partnership to a wholly First Nations-owned firm operating in multiple sectors from petroleum, mining, forestry and airlines to world-class industrial manufacturing.

The report suggested EDC needs and priorities were based on education and capacity-building, access to financing and networking opportunities. There was general agreement on the need for greater sharing of expertise, knowledge and success stories among EDCs.

As one respondent said, “Some First Nations have been an inspiration. The more you hear about success stories, it drives the point home that if you get community buy-in and financing, you can get many years of success.”

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Good for Our Forests, Good for Your Business

The Sustainable Forestry Initiative® Inc. recognizes that First Nations rely on forests to meet their needs as well as to support cultural and spiritual traditions.

More than 1.85 million hectares of lands held by or managed for Aboriginal communities have been certified to the SFI forest management standard in North America – and SFI continues to look for ways to work with Aboriginals such as the recent **Memorandum of Understanding** with the **Canadian Council for Aboriginal Business**.

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SFI program supports North America's forest communities and workers.

SFI program supports Aboriginal peoples' forest values for cultural, spiritual and material needs.

“We thought it was a perfect fit for both of our organizations to work together. SFI Inc. has a forestry certification standard and CCAB has a verification program for progressive aboriginal relations, and we just felt this was a terrific way to further mutual interests.”

Kathy Abusow, President & CEO, Sustainable Forestry Initiative Inc.

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SFI-00001

Canadian Council for ABORIGINAL BUSINESS

“The CCAB is thrilled to have SFI taking part in the program. SFI is an organization with a wide reach in the forestry sector and they're all about implementing best practices and getting market recognition for them. There is a really great alignment between us.”

JP Gladu, President & CEO, Canadian Council for Aboriginal Business

“ [The Scotiabank] aboriginal financial services strategy is something I feel very passionate about. Embracing diversity is one of the things that makes this a great place to work — Lee Walker, Scotiabank national director of aboriginal banking services

Scotiabank boosts entrepreneurship

For corporations looking to do business with First Nations in 2013, Kelly Lendsay has some advice: Assume you've left the country. "Let's be honest here — there's a lot of distrust out in First Nations communities," says Mr. Lendsay, president and chief executive officer of the Aboriginal Human Resources Council. "It grows out of a history of exclusion. It's like working in a foreign country — you need to build up that partnership, a basis of trust, before you can move forward. Not all corporations get that. Scotiabank gets it."

For Scotiabank, engaging with First Nations communities involves a lot more than opening branches on reserves. That said, it was the first Canadian chartered bank to open an on-reserve branch in 1971 and operates 27 banking centres in aboriginal communities, four of them on-reserve.

The bank is one of a handful of Canadian corporations to hold a Gold Level Progressive Aboriginal Relations (PAR) certification from the Canadian Council for Aboriginal Business, something Lee Walker, Scotiabank's national director of aboriginal banking services, takes a great deal of pride in.

"I'm First Nations myself — Pikwàkanagàn — and our aboriginal financial services strategy is something I feel very passionately about," she says.

"Embracing diversity is one of the things that makes this a great place to work."

Scotiabank's approach to engaging First Nations communities involves a lot of what is known as 'social capital': sponsoring local hockey teams, powwows, language and cultural conferences — things that have little to do with business but everything to do with the life of a community.

"[Organization for Economic Co-operation and Development] research has shown that nations which invest in such social capital have better, stronger attachments to the labour market," says Mr. Lendsay.

But the bank's most significant contribution to First Nations communities is in education. According to the Martin Aboriginal Education Initiative, the dropout rate among First Nations youth is roughly 60% on-reserve, 43% off-reserve. Only 7% of First Nations high school grads go on to university; the rate is 23% among non-aboriginal Canadians.

And among the ones who do graduate high school and move on to post-secondary, the prospect of a career in financial services barely registers.

"You tend to see far more First Nations youth considering careers in health services or law than pursuing MBAs or commerce degrees," says JP Gladu, president and CEO of the Canadian Council for Aboriginal



Former Prime Minister Paul Martin boosts the Martin Initiative, designed to encourage entrepreneurship.

Business. "That may be due in part to the fact that very few people on reserves can leverage their homes — not much use for mortgage specialists."

Last year, Scotiabank partnered with the Martin Initiative to launch an entrepreneurship program through the Opaskwayak Educational Authority (OEA) in northern Manitoba. The first cohort went through the program with an 80% graduation rate.

"At the Grade 11 level, the kids get a working knowledge of what it's like to be an entrepreneur," says Bev Fontaine, director of education with the OEA. "They learn leadership skills, how to create a business plan, business ethics. The Martin people will even provide seed money for startups, but so far our students are just doing mock business plans."

The program is to pave over a gap in the First Nations economy: a lack of local knowledge. The resource boom has been good to a lot of First Nations; a TD Canada report forecasts total aboriginal income will top \$32-billion by the end of 2016.

First Nations are sitting on resources the world wants. Their success in accessing and developing those resources for the benefit of their own people

will depend in part on how well they know the business world.

"Deciding on an outside investment proposal depends on the advice of a financial professional. Is this a good or bad investment? It takes training to know," says Terry Goodtrack, president and CEO of the Aboriginal Financial Officers Association of Canada. "You can pay someone to come in and do it for you but it's very expensive. Pride comes with elevating the community through your work — making money and lifting up your neighbours, helping everyone move beyond dependency. It's about engaging with corporate Canada as equals."

But addressing the entrepreneurship gap in First Nations communities is about a lot more than pride, says Mr. Lendsay. Healthy economies generate their own work; what aboriginal Canada needs, he said, is a robust middle class.

"Think of what's happened with women's rights in this country," he says. "They won the right to work, to vote, to have careers. Now they're working on being represented in the boardrooms. It took time, but it happened. We see aboriginal business as being on the same trajectory."

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Students encouraged to stay in school

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By giving those students programs they would not otherwise be able to access, it encourages them to stay in school longer.

Teachers in eligible schools can apply for financial support of up to \$20,000 per year in the program, which was expanded in 2010 to include Metis and urban aboriginal communities.

The company also sponsored a recent announcement in Fort Simpson in the Northwest Territories, where the Enbridge school plus program functions in partnership with the Martin Aboriginal Education Institute.

Starting in January of this year, the Thomas Simpson School, a Grade 7 to 12 school serving the village of 1,200 and surrounding region, became the first in the Northwest Territories to introduce the Aboriginal Youth Entrepreneurship Program, thanks in part to sponsorship from Enbridge.

Teacher Jim Broomfield says his students discuss entrepreneurship and learn the basics of running a successful business.

Enbridge also recently donated \$100,000 to the First Nations University of Canada, which offers undergraduate and graduate degrees.

The donation will assist

existing programming and new initiatives in First Nations-oriented and standard areas of study.

"Aboriginal youth are the fastest growing segment of Canada's population so, in many ways, our future depends on investing in them — and in their education," says Teresa Homik, Enbridge manager of aboriginal affairs, national policy and programs.

"At Enbridge we see education as one of the key building blocks for a sustainable community. This contribution will help prepare First Nations youth for the role they will play in revitalizing their communities."

Mr. Neis says these kinds of announcements contribute to the pride he and his team at Enbridge feel for being part of the aboriginal support programs.

"We are making a difference with the aboriginal business community across Canada. Last year alone our companies generated \$89-million in employment and business opportunities alone for aboriginal communities that are located near our projects and operations," he says.

"We are also very committed to continuing growing in the field of aboriginal relations and well do that through meaningful community engagement, investments in communities, employment and development."

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A partnership built on heritage

Scotiabank is proud to be Gold certified by the Canadian Council of Aboriginal Business (CCAB) and their Progressive Aboriginal Relations program.

We have a deeply rooted history in serving First Nations, Métis, and Inuit people — helping individuals, bands, tribal councils, education authorities, and small businesses reach their financial goals.



Lee Walker
Director, Aboriginal Financial Services
Scotiabank

Learn about PAR certification for your own firm, ccab.com/, or more about Scotiabank's financial solutions for aboriginal peoples at scotiabank.com/aboriginal.



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“We support responsible development. The aboriginal population is growing fast but we don’t always have the capital we need to do the work that needs doing — Garry Flett, ACFN business group chief executive officer

Partnerships spur First Nations business growth

The way Garry Flett remembers it, the whole thing happened rather suddenly. It was spring, 2012, he was in Toronto on business — so was Randy Moore. And Mr. Moore had a problem.

“He approached me, said Bee-Clean wanted to grow their business in the oilsands but he didn’t know how,” says Mr. Flett, president and chief executive officer of the ACFN business group, the umbrella group for the Athabasca Chipewyan First Nation’s business ventures in northern Alberta.

He recognized that regional aboriginal stakeholders had long-term benefit agreements in place with industry, and industry was obligated to provide the local communities with business opportunities and employment. Recognizing that Bee-Clean was not an aboriginal business, Randy needed an aboriginal partner.

“I said, ‘Come talk to us.’ I think this surprised him — his eyes opened wide and he said, ‘Sure.’”

Why was Mr. Moore surprised? Maybe because his company, Bee-Clean, was vying for a slice of the vast service sector supplying one of the largest

resource ventures in Canadian history — and his biggest competitor, the company with a lock on the work, was welcoming him in.

It may be a trend in First Nations business circles — an emphasis on cooperation over direct competition, maintaining local control while taking on outside help and capital. Bee-Clean had the benefit of being committed to Progressive Aboriginal Relations (PAR) certification from the Canadian Council for Aboriginal Business — an essential calling card for non-aboriginal companies looking to do business on traditional territory these days.

“We went in for a PAR certification a few years back because we were getting pretty heavily involved in work in aboriginal communities and we like to re-invest in the communities where we do business,” says Mr. Moore, Bee-Clean’s vice-president. “The CCAB is an association with a very good reputation.

“If you go into direct competition with First Nations on those projects, you’re going to be at a disadvantage. Oil companies will do business with them, not you. We’d have beaten our heads and bloodied our



Garry Flett says the partnership between Bee-Clean and the ACFN business group has been a successful venture for both.

knuckles against a brick wall forever, getting nowhere.”

Bee-Clean is Canada’s largest independently owned cleaning company. It employs 12,000 people and cleans over 275 million square feet per day. The ACFN group employs over 1,400 people in 16 companies, five of them wholly-owned by the First Nation. They cover a wide range of services and products, from work camp maintenance to tire recycling, ultrasonic component cleaning to waste management.

As it turned out, Mr. Flett had a problem of his own at the

time. “Janitorial is not an easy business to be successful at,” he said. “To most businesses janitorial service is a necessary evil. They can’t live without it — but they don’t want to pay a lot for it. So margins are narrow and, from 2009 to 2011, profits were not great.

“Bee-Clean is a sole-source custodial business — it’s what they do and, to be frank, they know how to do it right. When Randy asked me for advice, I was interested.”

So Mr. Flett “bundled up” the office cleaning section of his group — 680 employees — and

he and Mr. Moore put together a joint company, 51% owned by the Athabasca Chipewyan First Nation, to do the work. The business started to benefit from Bee-Clean’s superior economies of scale. Profits started to improve. “They’re making more money, we’re making more money and the business has grown,” Mr. Moore says. “Win-win.”

Expect to see more such joint ventures; Bee-Clean has already established another First Nations partnership with the Primco Dene business group in Cold Lake, Alta.

“Corporations are starting to see the very real benefits of working with us,” says J.P. Gladue, president and CEO of the Canadian Council for Aboriginal Business. “It’s also the right thing to do.”

It’s not the image many Canadians have of the relationship between First Nations and corporate Canada — it’s based on cooperation, not conflict. Both Flett and Moore say successful First Nations business ventures manage to keep political and commercial interests separate.

“In my opinion, the media tends to capitalize on disputes between oil companies and First Nations,” Mr. Flett says. “But disputes are resolved through negotiations. It happens all the time.

“We support responsible development. The aboriginal population is growing fast but we don’t always have the capital we need to do the work that needs doing.”

Mr. Moore points out that their First Nation partner still clashes with oilsands firms from time to time — the band recently lost a bid to get the Supreme Court to block Shell’s Jackpine mine expansion — but still manages to preserve a separation between business and politics that allows the community’s wealth and autonomy to grow.

Mr. Moore sees his company’s joint venture with ACFN as a model for other firms to follow. “Isn’t this the smart way to do business with anyone, anywhere?” he says. “They’re there, they’re going to be part of your future. The smart move is to make them a partner. The business community seems to just be waking up to that.”

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“It’s a good relationship with OPG. It’s the approach we always wanted to take to these projects. The land is ours — let’s share the profits — Peter Wesley, executive director of the Moose Cree First Nation

SHARING THE LAND AND THE FUTURE

Deep in the heart of Ontario’s boreal zone, about 70 kilometres north of Kapuskasing along a logging road that cuts through muskog bogs and forest, there’s a small town exactly where you wouldn’t expect to find one.

About 1,200 people live here off and on, out of a workforce of 1,800, in four camps. They have TV, the Internet, a gym, a large cafeteria. Ignore the signs of massive construction — and the blackflies — and you could be looking at a university dorm.

This is the Lower Mattagami River hydroelectric project. When Ontario Power Generation finishes the work in June 2015, it will boost the output of the Mattagami’s existing hydro dams by about 438 megawatts, bringing it up to 924 MW.

It’s a complex, sprawling, classic Canadian megaproject in every way but one: It’s partly owned by the people who live there.

“We never surrendered this land,” says Peter Wesley, executive director of the Moose Cree First Nation. “Back in [the 1920s], they built the first dam up here. They pushed the people out and bulldozed the cabins so they could flood the land. But we never surrendered it.”

The Lower Mattagami is



Partnerships between First Nations bands and Ontario Power Generation are producing more than power — they are generating value for both sides.

evidence of a fundamental shift in the relationship between First Nations and corporate Canada. When OPG paid the Moose Cree compensation for flooding their land, the band turned around and leveraged the sum into a 25% stake in the Lower Mattagami expansion — a \$2.6-billion project.

The Moose Cree have gone from petitioners to partners — and it’s working.

“The partnership with OPG has opened the door for Moose Cree First Nation member- and band-owned businesses to bid on and win a good number of contracts on the project itself, as well as the opportunity to joint-venture with international corporations such as ATCO Structures, Kiewit and others,” says Moose Cree Chief Norm Hardisty Jr.

“Times have changed,” says Joe Heil, director of First Na-

tions and Metis relations at OPG. “The legal landscape shifted with [the Supreme Court decisions] establishing ‘duty to consult’. We established a policy and spent years settling historic grievances through compensation.

“Our model is quite simple. Deal with the past first, get old grievances settled. Then move forward.”

Unlike resource projects that drop large sums of cash

on the community before moving on, the Lower Mattagami is a long-term investment for the Moose Cree; hydroelectric projects can remain operational for up to a century. OPG partnered with the Lac Seul First Nation on similar terms for a hydro expansion north of Kenora, completed in 2009. Other such partnerships are in the works.

“When you simply pay First Nations for the use of the land under something like an Impact Benefit Agreement, they have no incentive to see the project succeed,” says Mr. Heil, a member of the Oneida of the Thames First Nations. “But if they’re partners, they’re working with you.”

As part of its agreement with the Moose Cree, OPG guaranteed the band 200 person/years of employment. “We exceeded that, actually. We’re at 300 person/years already, two years ahead of schedule,” Mr. Heil says.

OPG works closely with the Moose Cree Sibi employment office to find the employees it needs locally. “Sibi keeps an inventory of employable aboriginal workers and their skills, puts them through training, upgrades to Grade 12, apprenticeships, whatever they need,” he says.

“It has a greater than 95% success rate in getting people trained.

“It will also leave behind a

trained workforce for future projects. When we’re finished on the Lower Mattagami, there are still going to be a lot of resource companies in the area looking for people, and Moose Cree will employ a lot of these people to work on their own infrastructure projects.”

At the end of the day, the Moose Cree get two things many First Nations lack: a steady source of public income and a trained workforce.

The latter makes the band attractive to other resource companies looking to hit the ground running. They are already working with a gold mining company northeast of Cochrane, Ont.

The former gives them the means to build their community and keep their people together.

“We just finished consulting the community about projects they want to see built,” says Mr. Wesley.

“Right now, when our elders can’t live alone any more they have to get shipped south to Timmins. That’s an \$800 return flight for their family members. If we had a care facility we could keep our families together.

“It’s a good relationship with OPG. It’s the approach we always wanted to take to these projects. The land is ours — let’s share the benefits.”

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EXCUSE US WHILE WE UNDERGO A LITTLE CONSTRUCTION.



Construction is well underway on the Lower Mattagami hydroelectric project in Northeastern Ontario. Along with creating jobs, this \$2.6 billion dollar project promises to deliver 438 megawatts of clean, renewable power for decades to come.

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“In the communities, your word is your integrity and is held in high esteem. A handshake, an acknowledgement, an agreement to do something is in fact an absolute guiding responsibility. It is pure, pure trust — Erin Meehan, ESS North America president

Living the code of honour

Doing business with aboriginal communities across Canada is about more than spreadsheets and the bottom line. It is also about forging relationships based on a code of trust and honour, says Erin Meehan, president of ESS North America. That element of mutual respect is one of the things that has helped ESS grow in Canada.

“There is a huge amount of learning that we take from the aboriginal communities,” Ms. Meehan says from her office in Mississauga, Ont.

“In the communities, your word is your integrity and is held in high esteem. A handshake, an acknowledgment, an agreement to do something is in fact an absolute guiding responsibility. It is pure, true trust.”

ESS (a division of Compass Group Canada) provides food and support services to clients in the oil and gas, mining, construction, coastal logging, military and defence sectors. The company has significant involvement with aboriginal people in remote sites, typically mining and resource developments.

Compass Group Canada is the nation's leading food services and support services company with revenues of \$1.5-billion in 2012. Employing more



ESS North America president Erin Meehan: Success is built on mutual respect.

than 25,000 associates across the country, they specialize in vending, sports and leisure, business and industry, cultural and entertainment, catering, education, health care and senior living, defence, offshore operations, remote camps, drilling, mining and purchasing.

The company has more

than 35 active joint ventures with aboriginal business partners in Canada, for the most part involving remote businesses in the mining, oil and gas and infrastructure sectors. Both parties are contributing members to the partnership and are governed by a board of directors with rotating chairmen serving two-year

terms. They have monthly reports and follow strict governance procedures.

“While ESS may do the actual operations of the remote sites, we do the food service, the housekeeping, and the maintenance, but the governance and budgets, the structure and operating premise is agreed to by our joint venture

business model. The goal being that together, our team delivers what the client wants.”

That model, she said, has been successful with some of the ventures for 40 years.

“Success breeds success, so for a community to build more businesses and be more sustaining, their families create more businesses. The best part is they do get to stay in their own community.”

There are many entrepreneurs who are working successfully in these remote communities, says Ms. Meehan, who is also co-chair of the Canadian Council for Aboriginal Business.

She says it's often overlooked that companies can buy goods and services in remote communities because of aboriginal vendors. She cited Fort McMurray, Alta., where the aboriginal community worked with energy company Suncor to create the Incubator Program. The program mentors local aboriginals to become successful in businesses supplying companies like ESS.

“If we engage the local communities for the services that they are able to offer, we are able to operate our business with a lower cost base,” she says.

ESS has added two staff members devoted to dealing with aboriginal communities. Manager David Cabral has

been hired to ensure promises are fulfilled.

“His sole responsibility is to see that commitments made to our partners, from the point it is made until it is closed is done to the satisfaction of both organizations,” Ms. Meehan says. “David is responsible for ensuring the voice of our partners is in every internal meeting and he takes that responsibility seriously.”

The other new addition is Brenda Nystrom, the director of aboriginal affairs for ESS North America. Ms. Nystrom leads not only the entire portfolio of aboriginal affairs for ESS, she is also leading a manager-in-training program that will guarantee management jobs to members from our community partners.

“I'm quite excited to move past giving people entry-level positions. Anybody can do that. I want to be better than that and ensure we are delivering managerial positions that have a career path and succession planning, and that it actually gives employees and associates opportunities to grow and move into the most senior levels of management.”

“I think it is very likely there will eventually be an aboriginal person who replaces me in this position and probably do twice the job I've done in this role,” Ms. Meehan says.

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ESS is the market leader in providing food, hospitality and support services to the oil and gas, mining and construction industries and the defence sector, operating in 50 countries around the world.

Our services support every aspect of daily community life in the large-scale accommodation centres at remote locations, offshore installations and defence sites which are 'home' to thousands of workers – 365 days a year, 24 hours a day.

- Health, Safety & Environment: *HSE* is our number one operational priority - we place it first in everything we do.
- Committed to the interests, training and development of aboriginal communities through our Joint Venture partnership model.
- Diversity & Inclusion: We are committed to creating an inclusive environment that values our diverse associates, clients and customers.
- Responsibility: *Everyone, Everyday, Everywhere* - we look to make a positive contribution to the health and wellbeing of our customers, the communities we work in and the world in which we live.

Support Services Worldwide

Progressive
Aboriginal
RELATIONS

GOLD
LEVEL

Canadian Council for
Aboriginal Business

“What mattered most to us about Bouchier was that it’s a well-run company. We’re doing work together that neither of us could have tackled on our own — John MacCuish, Carillion Canada senior vice-president, services

Multinational, independent perfect match

Everybody’s familiar with the big-box model of business. Find a market. Invade, undercut the local competition with volume. It’s simple, effective — Darwinian.

Except it doesn’t always work — and in Canada’s resource sector, where the things markets want are very often within First Nations traditional lands, the predatory approach sometimes earns you a black eye.

The relationship between the Bouchier Group — a relatively small, aboriginal-owned construction and service company based in Fort McKay, Alta. — and the vast, multi-billion-dollar enterprise Carillion is a departure from business as usual. It’s a true partnership in every respect, one in which the local, aboriginal management gets access to globe-trotting capital without abandoning control.

“We get a lot of offers for joint ventures — we’ve got companies banging on the door all the time,” says Nicole Bourque-Bouchier, chief executive officer and co-owner with her husband David

Bouchier of the Bouchier Group.

“We realized the region was entering a new stage of growth and if we wanted to keep up, we needed a partner. And Carillion was just a good fit.”

The Carillion-Bouchier deal is a standout in several respects, starting with how it came about: Bouchier courted Carillion. Usually it’s the other way around.

The Bouchier group has been around since 2004. Its three divisions — Bouchier Construction, Bouchier Site Services and Bouchier Management Services — handle everything from road maintenance and snow removal to property cleaning and oil-patch site services.

It employs about 500 people, 70% of them aboriginal. David Bouchier is a councillor with the Fort McKay First Nation and Nicole Bouchier is a member of the Mikisew Cree First Nation.

The Carillion Group is a \$9-billion multinational trading on the London Stock Exchange and active in the United Kingdom, North Africa, the Middle East and



Bouchier Group principals Nicole Bourque-Bouchier and David Bouchier are pleased with the relationship with Carillion.

Canada. It specializes in facility design, construction, financing and maintenance, and has been in Canada for 60 years. It built and maintains the Royal Ottawa Mental Health Centre, for example. It also maintains roughly 18,000 kilometres of roadways in Alberta and Ontario. It’s a member of the Canadian Council for Aboriginal Business and is about 12 months away from completing its Progressive Aboriginal Relations (PAR) certification.

A PAR ticket is one of the essentials of corporate-aboriginal business relationships: It gets you in the door. For Ms.

Bourque-Bouchier, however, it didn’t seal the deal on its own. “I had to make sure their ethics were a good match with ours. Carillion puts a heavy emphasis on the environment — that’s important to us, and important to the community.”

“We have a very robust sustainability program,” says John MacCuish, Carillion Canada senior vice-president services.

“Our carbon offset measures, the environmental risk assessments we do at every one of our operations every year — it’s in the fabric of our business.”

The deal between Bouchier

and Carillion gives the larger partner a 49% stake in the smaller. The company now answers to a board, but the Bouchiers maintain their positions in the corporate structure and overall control.

Carillion brings two things to the table: capital and reach. Its international relationship with Shell, for example, gave the Bouchier Group a piece of a \$10-million site remediation project at Albion Village at the Jackpine Mine, 82 kilometres north of Fort McMurray.

The Bouchiers bring local knowledge and legitimacy. The joint venture is bidding on a \$30-million redevelopment

ment project through the Regional Municipality of Wood Buffalo to build a pedestrian bridge from downtown Fort McMurray to MacDonald Island Park.

“We brought in a world-class bridge architect. Bouchier assembled a group of local people to give advice on the design and to make sure that it reflects local culture and history,” says Mr. MacCuish. “What mattered most to us about Bouchier was that it’s a well-run company. We’re doing work together that neither of us could have tackled on our own.”

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MAKING TOMORROW A BETTER PLACE

CARILLION CANADA

Making tomorrow a better place—that’s Carillion’s vision, and we can only accomplish it working with our clients and becoming the partner of choice.

A leading integrated support services & construction company:
**design / build / finance
maintain / transform**



- OPENNESS
- COLLABORATION
- MUTUAL DEPENDENCY
- PROFESSIONAL DELIVERY
- SUSTAINABLE PROFITABLE GROWTH
- INNOVATION

A SPECIAL ADVERTISING FEATURE

Enbridge is working to make a difference in Aboriginal communities.



Under its Aboriginal and Native American Policy, Enbridge is committed to hiring—and providing training for—Aboriginal employees.

CREATING OPPORTUNITIES IN ABORIGINAL COMMUNITIES

Eleven years ago, Enbridge implemented an Aboriginal and Native American Policy based on mutual respect and trust to help Aboriginal communities—and Enbridge—realize their aspirations.

“The policy and what it represents have long been part of our corporate culture,” says Lyle Neis, Enbridge’s Director, Aboriginal and Stakeholder Relations. “It aligns with our values—particularly in terms of integrity, respect and supporting communities.”

Among other important aspects, the policy sets out our commitment to work with Aboriginal and Native American peoples to achieve sustainable benefits resulting from Enbridge projects and operations, including opportunities in employment and business, housing and education.

EMPLOYMENT AND BUSINESS OPPORTUNITIES

Enbridge is making a difference with the Aboriginal business community across Canada. In fact, last year alone the company generated over \$89 million in employment and business opportunities for Aboriginal communities near its areas of projects and operations.

“In a nutshell, our practice is to work with and support competitive and qualified Aboriginal businesses,” says Jamie Honda-McNeil, Manager, Aboriginal Affairs. “And we’re walking the talk.”

HOUSING OPPORTUNITIES

Enbridge is also “walking the talk” in the challenging area of Aboriginal housing. It seized the opportunity to make a difference by supporting a groundbreaking affordable housing partnership between the Elizabeth Metis Settlement in northeastern Alberta and Habitat for Humanity.

In May 2013 Enbridge greatly expanded its commitment to Aboriginal housing with a \$1 million investment in Habitat for Humanity Canada’s Enbridge Aboriginal Home Program.

EDUCATIONAL OPPORTUNITIES

Enbridge is also helping to create more opportunities for Aboriginal people through education in traditional language initiatives, programs to teach teachers, scholarships and stay-in-school programs.

Canadian Aboriginal youth in grades K-12 participate in Enbridge’s School Plus Program, which engages them in their education and encourages them to stay in school.

PAR CERTIFICATION

Because of its progressive Aboriginal policies, Enbridge earned a prestigious PAR (Progressive Aboriginal Relations) silver-level certification from the Canadian Council for Aboriginal Business (CCAB) in 2012.

“Enbridge is going through a rigorous process to get feedback about their progress in building progressive Aboriginal relationships,” says JP Gladu, CCAB President and CEO. “They want to improve. Enbridge is not content with the status quo.”

Honda-McNeil agrees. “We appreciate the full significance of this award while recognizing we still have a lot of work to do. We’re setting our sites on the gold—to continue to create opportunities for Aboriginal communities and to set the standard for Aboriginal relations in the industry.”

Best 50 Corporate Citizens in Canada
Canadian Council for Aboriginal Business – Silver Level PAR Certification
Canada’s Greenest Employers
Canada’s Top 100 Employers
Dow Jones Sustainability Index (North America)
Dow Jones Sustainability Index (World)
Forbes 100 Most Trustworthy Companies in America (Enbridge Energy Partners)
FTSE4Good Index
Global 100 Most Sustainable Corporations in the World
Global 500 Carbon Disclosure Leadership Index (Carbon Disclosure Project)

BEST 50 CORPORATE CITIZENS

Canada's Top 100 Employers
 FTSE4Good

CARBON DISCLOSURE PROJECT

Most Sustainable Corporations in the World
GLOBAL100

Dow Jones Sustainability Indexes
Monitor 2012/13

Progressive Aboriginal Relations
SILVER LEVEL
Canadian Council for Aboriginal Business