

The Aboriginal BUSINESS REPORT

A CCAB PUBLICATION

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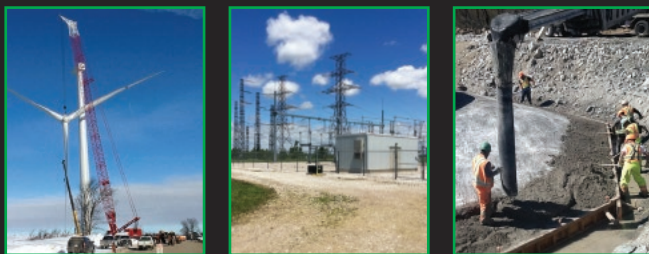
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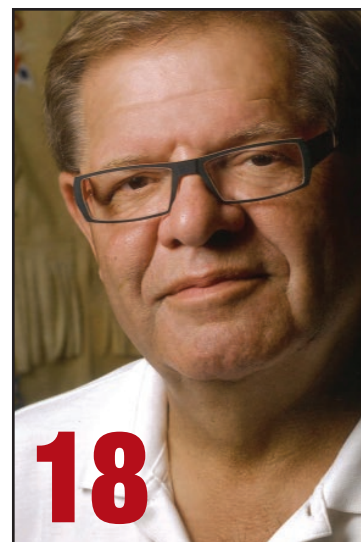
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Contents



Features

10 CALLING ALL CHAMPIONS:

CCAB rallies big business support for its new Strategy

By Matthew Bradford

14 SUPPLY-SIDE SUCCESS:

Aboriginal businesses add value to supply chains of Canadian corporations

By Andrew Brooks

18 PUSHING FOR CHANGE:

Mel Benson on why Aboriginal procurement is a 'must'

By Leyla Razeghi

20 LEADING BY EXAMPLE:

OPG, Bruce Power, and the City of Toronto help forge Aboriginal procurement

By Matthew Bradford

29 BUILDING POTENTIAL:

The government's PSAB program aims to stimulate Indigenous business growth

By Samantha Morton

30 AUSTRALIAN CASE STUDY:

Progressing reconciliation through the supply chain

By Josh Riley

34 LESSONS LEARNED:

Key take-aways from the First Nations procurement experience in B.C.'s liquid natural gas industry

By Kim Baird

Departments

7 MESSAGE FROM THE PRESIDENT

36 CCAB SNAPSHOT

38 UPCOMING EVENTS

42 PROFESSIONAL SERVICES DIRECTORY



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J.P. GLADU
PRESIDENT AND CEO

LET'S WORK TOGETHER TO SUPPLY THE CHANGE WE ALL NEED

We're thrilled to bring you this edition of the *Aboriginal Business Report*, which focuses on Aboriginal procurement – the path to economic reconciliation and self-sufficiency!

Over the past year, CCAB has been hard at work researching the needs and challenges faced by Aboriginal business and corporate Canada when undertaking Aboriginal procurement. We applied these findings to global best practices in order to develop CCAB's Aboriginal Procurement Strategy, which I introduced at our Toronto Gala in January.

The response to our Strategy has been overwhelming, and I say that in a good way!

At the time of writing, just nine weeks since announcing our new Aboriginal procurement initiative, 19 of Canada's leading organizations have already signed up to be Aboriginal Procurement Champions. These leaders have endorsed the idea of Aboriginal procurement as both beneficial to their own business success, as well as one of the

most practical ways to further reconciliation and self-sufficiency.

CCAB enhances Aboriginal supplier diversity through our Certified Aboriginal Businesses (CAB), the largest, fastest-growing community of certified Aboriginal businesses in Canada.

As you explore this edition, I'm sure you'll be inspired by what can be achieved when corporate Canada and Aboriginal businesses form a relationship through procurement. Using our supply chains is one of the most effective ways to "supply change." Each story is remarkable – and there is still much more that can be done. With Canada's 43,000 Aboriginal businesses vastly underrepresented in the supply chains of most Canadian corporations and governments, we need all stakeholders to come together and commit to addressing this issue by becoming Aboriginal Procurement Champions, now more than ever.

Through procurement, we can move the dial on economic reconciliation and see Aboriginal communities manage

The Aboriginal Business Report

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MESSAGE FROM THE PRESIDENT

wealth, not poverty. This is important for both the Aboriginal economy and the Canadian economy. I know that CCAB's CAB-certified businesses are eager to demonstrate the value they can contribute to the economy and to the supply chains of Canadian corporations and governments. It's up to all of us to work together to make progress, to "supply change."

In the spirit of working together, I am absolutely thrilled to have Mark Little, Suncor's chief operating officer, co-chair the Aboriginal Procurement Champions initiative with me.

Together, we'll be encouraging and challenging more corporations to engage even more Aboriginal businesses in their supply chains.

Mark and Suncor are incredible examples of what it means to champion Aboriginal procurement, and this was most recently exemplified in the historic partnership between Suncor and the Fort McKay and Mikisew Cree First Nations on the East Tank Farm Development project. It is our belief that the collective efforts of the Procurement Champions will not only make history, but will also make

economic reconciliation a reality. We look forward to undertaking this endeavour with you.

Enjoy our tenth, very special edition of the *Aboriginal Business Report*.

Chi Miigwetch,



J.P. Gladu
CCAB President & CEO

WORKING WITH ABORIGINAL COMMUNITIES

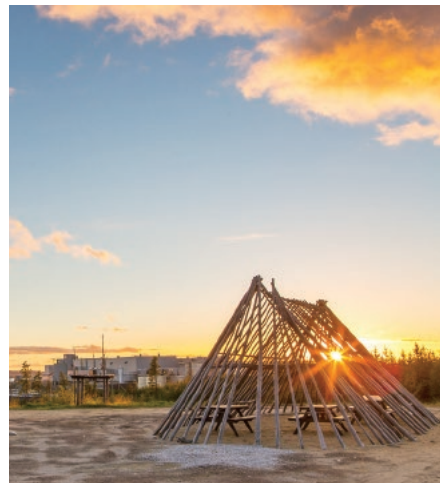
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PARTICIPATION IN
THE MARKETPLACE

BY MATTHEW BRADFORD

PHOTO: Collaborating on procurement:
Suncor Chief Operating Officer
Mark Little (left) with CCAB President
& CEO J.P. Gladu

We are stronger when we work together, and more prosperous when we build as one. Time and time again, partnerships between Canadian industry and Aboriginal businesses have proven to be rewarding for all sides. Yet surprisingly, Aboriginal businesses remain vastly under-represented in the supply chains of most Canadian companies and government enterprises.

CCAB is hoping that will soon change, thanks to the launch of a national Aboriginal Procurement Strategy it is spearheading, including a national campaign encouraging Canadian corporations to *Supply Change*. This multi-faceted Strategy was specifically designed to enhance Aboriginal participation in the procurement process.

"There are supply chains across the country that are not aware of Aboriginal businesses and the value we bring to the table," points out J.P. Gladu, CCAB's president and CEO. "But there are also companies like Suncor, Syncrude, and Imperial Oil, who collectively spent \$1 billion on Aboriginal businesses in Alberta in 2017 alone. So the interest is there, and we have success stories to share. Now is the time to push."

The idea for the Strategy was borne out of CCAB research into Aboriginal procurement in jurisdictions across Canada, as well as consultations with various companies, Aboriginal business leaders, CCAB members, and association partners.

ABORIGINAL PROCUREMENT CHAMPIONS*

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According to Josh Riley, CCAB's director of innovation and entrepreneurship, findings from those studies reinforced the need for the organization to make Aboriginal procurement a core focus in all its initiatives moving forward. "Aboriginal businesses want to become more involved in industry supply chains and they've proven themselves to be an asset for companies who answer that call," he says. "That's why the drive to encourage Aboriginal procurement will be ingrained in everything CCAB does moving forward."

CHAMPIONING THE MESSAGE

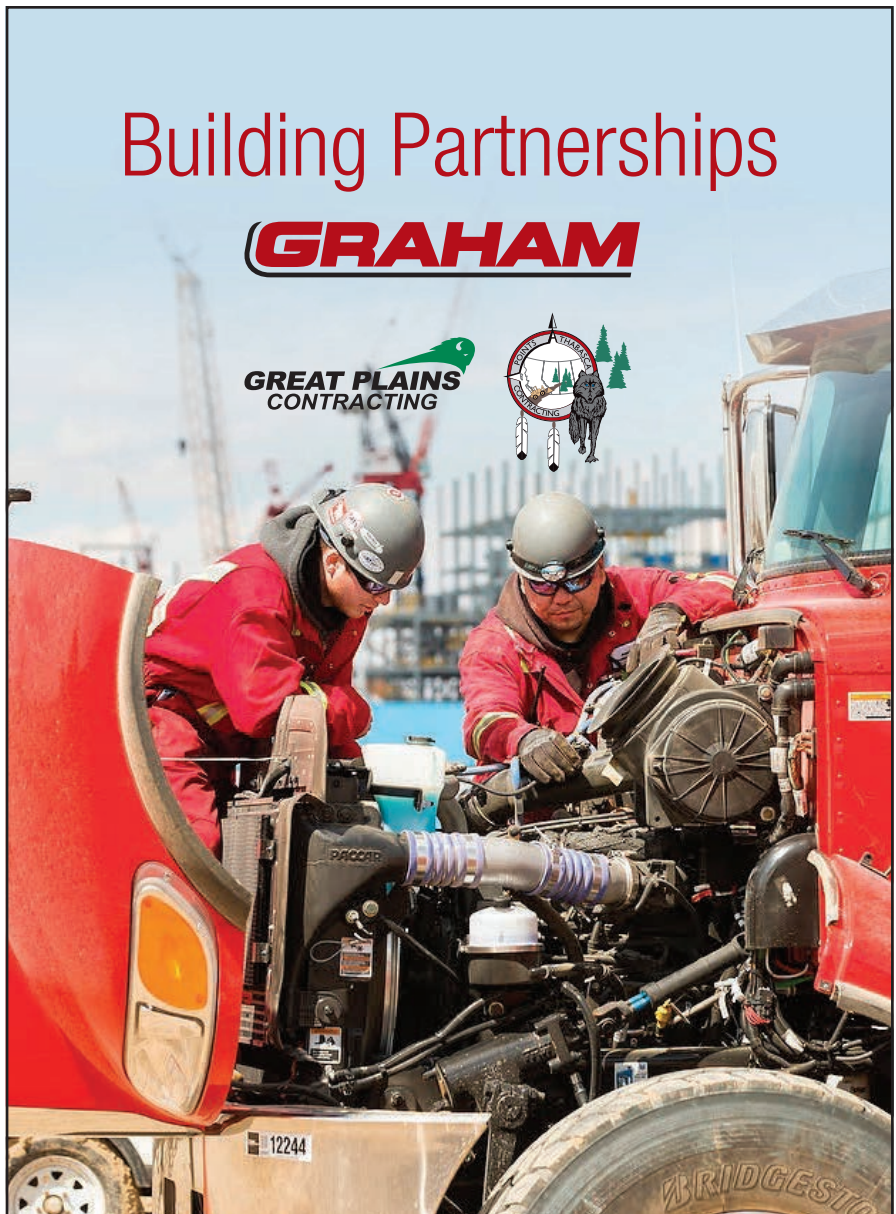
The cornerstone of the organization's Aboriginal Procurement Strategy is its Aboriginal Procurement Champions program. Chaired by Gladu and Suncor chief operating officer Mark Little, the Champions represent a high-profile group of Canada's leading companies committed to endorsing Aboriginal procurement, both within their operations and among their peers.

"It's one thing for me as an Indigenous person to say, "Supply Change and increase Aboriginal procurement outcomes," but it's another thing

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BEYOND THE HANDSHAKE

Opening doors for Aboriginal businesses in Canadian supply chains is a welcome move, but it is only the first step, say many Indigenous business leaders.

Isabell Ringenoldus is the owner and president of TAWS Security, a 100-per-cent Aboriginal-owned company. She says that truly engaging leaders like her means ensuring all Aboriginal businesses are invited to the table and that companies are genuine in their desire for Indigenous inclusion.

"Anything that gets us in the door and participating in the supply chain is great for our businesses and our communities," says Ringenoldus. "But companies need to look at their criteria for procurement, understand what an Aboriginal company means to them, and make sure they're opening that door for all Aboriginal businesses."

altogether for business leaders like Mark Little to turn those words into action," says Gladu. "That's why our Champions are so important to this program. We're asking them to help Aboriginal businesses that have been certified through our CAB (Certified Aboriginal Business) program find opportunities within their supply chains and to actively encourage other companies and governments to do the same so we can get everyone pulling in the same direction."

For Little, agreeing to co-chair CCAB's Procurement Champions program was a natural next step in Suncor's decades-long effort to engage local Aboriginal communities in its Canada-wide projects. Over the past 20 years, the energy leader has spent over \$4 billion on contracts with Aboriginal businesses. It spent \$500 million with nearly 200 Aboriginal businesses in 2017 alone. "When we first started working with Aboriginal communities over 40 years ago, our early efforts were focused on trying to address challenges and issues. We have evolved and now realize that including Aboriginal businesses in Suncor's supply chain helps us build stronger relations – and allows Aboriginal entrepreneurs and communities the opportunity to participate in and benefit from our operations. Today, we engage with more Aboriginal organizations through sharing ideas, procuring from their businesses and partnering in the development of new ventures," says Little.

It's been a journey and one that has generated lasting benefits for all involved. One highlight was Suncor's collaboration with Fort McKay First



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Nation and Mikisew Cree First Nation, which resulted in the largest First Nation bond in Canada's history to purchase 49 per cent of the East Tank Farm Development – a move that secured revenue for the Fort McKay and Mikisew Cree communities for the next 25 years.

Reflecting on this and other partnerships in Suncor's portfolio, Little offers, "This has been a win-win situation for both the First Nations communities and Suncor. When you engage Aboriginal peoples in your projects, you provide both an opportunity for that business to grow, learn and contribute to their community while also securing access to the goods you need and a skilled local workforce that is ready and eager to contribute."

Through CCAB's Champions initiative, Little hopes to raise awareness for Aboriginal procurement by sharing Suncor's experiences with Aboriginal businesses, its lessons learned, and the company's passion for building fruitful and sustainable relationships. "The ultimate goal is to get others to join us on this journey and I'm confident we will do that," he says. "There's a real passion within the business community about making tomorrow better and advancing reconciliation. I believe there are a lot of companies like us out there who want to engage, but don't know where to start. That's where the Champions program comes in."

GAINING TRACTION

The Strategy may still be in its infancy, but it's already gaining traction. At the time of print, CCAB had brought other prominent Champions into the fold, including RBC. Commenting on the move, Kiruba Sankar, director CSR, global procurement with RBC, says: "At RBC, we strive to have an inclusive supply chain. Our goal is to advance equality of opportunity for Aboriginal business owners. Being a Procurement Champion at CCAB will allow RBC to reach our goal and help to educate the Aboriginal business community about supplier diversity and business opportunities at large corporations."

With more talks underway, the momentum is building. And that, insists Little, is a good thing for everyone. "The fact is that Aboriginal communities represent the fastest growing population in Canada. We need them and they need us, so now is the time to create economic reconciliation in this country by working

together and working towards mutually beneficial outcomes."

CCAB will unveil the first companies to become Aboriginal Procurement Champions and kick off the Supply Change campaign at its Aboriginal Economic Development Conference on May 10. CCAB then hopes to piggyback on its success to develop future initiatives designed to bridge the gap between Canadian companies and Certified Aboriginal Businesses, as well as to share Aboriginal procurement success stories with the industry.

In the meantime, the priority is to partner with companies like Suncor, RBC, Bruce Power, Aecon and Sodexo to raise awareness and get people talking. "Fortunately, we already have a number of Aboriginal businesses ready and willing to contribute significantly to Canada, so we need to embrace that," says Gladu. "Having more Aboriginal businesses in supply chains is not only the right thing to do, it makes good business sense. A stronger Indigenous economy is a stronger Canada." ■



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A Civeo build: the company regularly contracts Aboriginal businesses for everything from security to waste disposal



SUPPLY-SIDE SUCCESS

ABORIGINAL BUSINESSES ADD VALUE TO THE SUPPLY CHAINS OF CANADIAN CORPORATIONS

BY ANDREW BROOKS

When Fort McKay and Mikisew Cree First Nations completed the \$503-million acquisition of a 49-per-cent ownership stake in Suncor's East Tank Farm Development last November, it gave some idea of just how far Aboriginal business had come in Canada in just a couple of decades. It also provided a resounding demonstration of the value Aboriginal suppliers can contribute to some of corporate Canada's biggest players.

One of Mikisew Cree First Nation's best-known members is Dave Tuccaro, president and CEO of the Tuccaro Group of Companies. Described as a "rock star" of Aboriginal business in Canada, Tuccaro is at the helm of a large business network involved

in providing goods and services to natural resources companies operating in Alberta's oil sands and beyond. Tuccaro companies specialize in providing services to remote camps at natural resources extraction sites in northern Alberta. They supply everything from water haulage, wastewater disposal and road building to heavy equipment, safety gear and food. Tuccaro also has substantial holdings in real estate.

Dave Tuccaro has been an Aboriginal entrepreneur for decades, so he has seen firsthand the massive changes that have happened as Aboriginal business has come of age. "I helped to start an Aboriginal business association in Fort McMurray 20 years ago," he recalls. "Back then, there were

only eight native businesses supplying goods and services to the oil sands. We estimated that we collectively generated about \$20 million in annual revenue. Today, there are 130 businesses and over a billion dollars in revenue."

Tuccaro credits visionary corporate leadership and the role it plays in giving Aboriginal companies like his own the opportunity to participate in the supply chain. It's still an important factor today, and it was even more important back then. "One of the things I faced early in my career was the challenge that Aboriginal people had to access procurement opportunities in corporate Canada," he says. "For me, it was mostly oil companies – Syncrude, Suncor, Shell. And initially

it was Syncrude that really 'got it.' They gave us the chance to access contract opportunities."

Thanks to a forward-thinking Syncrude CEO, Tuccaro was able to land some of his first work and get his start on the path to success. He considers himself lucky because most of corporate Canada didn't work that way. "They (Syncrude) were a leader in ensuring Aboriginal people had an opportunity to contract with their company. And after we contracted with them, we proved that we were just as good as other contractors coming in from the south," he says.

At the same time, Tuccaro believes the company's leadership also realized that Aboriginal suppliers possess some natural advantages. "We're already right there, in the region where these companies are developing the resources," he explains. "Aboriginal suppliers offer the best potential long-term contract you're going to find. They don't have to relocate, they don't need the camps that other suppliers do if they're coming in from somewhere else. In other words, they don't add to the expenses of a project."

TOP-LEVEL SUPPORT

The importance of having top leadership support for Aboriginal procurement is still critical if Aboriginal suppliers are to get a chance at some of the bigger opportunities. This type of support has been the norm at Civeo, a company that specializes in workforce accommodation, primarily in the oil sands.

Civeo has had an active strategy for engaging Aboriginal companies in its supply chain for several years, says its senior manager of Aboriginal Business Development Trevor Gladue. "Our supply chain policy has been endorsed by our senior executive team and is driven down into the supply chain team," he notes. "Our team is extremely active in engaging with Indigenous subcontractors and communities and obtaining their services for the work we do."

Civeo's main areas of Aboriginal spend are security, snow removal, water and wastewater hauling, staff transportation and waste disposal. Gladue says the


company uses a scorecard when evaluating potential Aboriginal suppliers.

"Number one is safety, absolutely," he explains. "But the supplier has to be cost-competitive and has to demonstrate an ability to perform the work. One of the check marks is 'Are you CCAB PAR-certified?' We put that out to all of our subcontractors. We're quite proud of that. If you're PAR-certified or in the process of getting certified, that gives you an advantage."


COMMUNITY APPROACH

Business is business, but a sense of community still sets Aboriginal business apart. A perfect example is Dave Tuccaro's pride in seeing entrepreneurs he helped get started turn into contenders for contracts his own company bids on. While a competitive spirit is inevitable, he ultimately wants to see other Aboriginal businesses succeed.

For its part, Civeo regularly helps fledgling Aboriginal suppliers who



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Tuccaro in action: the company provides goods and services to natural resources companies in the Oil Sands and beyond

may be bidding on work for the first time. "We have an incubator process where our specialized in-house experts will work directly with the business, or with the community if it's community-owned," Gladue says. "We may start them off at a smaller scale and help them get established processes in place. We've done that in snow removal, where we gave the company a small contract so they could build their experience."


Gladue stresses that it's all about helping Aboriginal business grow and develop across Canada. "A lot of it is working directly with Aboriginal suppliers," he explains, "giving them support to build their capacity, their capital, so they can make the investments that will sustain their business growth and keep them in the business."

In the oil sands, for instance, safety standards are very rigorous, and a

start-up Aboriginal supplier may find they can't even get on the work site if they don't get their safety act together first. Civeo works closely with the supplier to make sure they understand and meet all the safety requirements up-front.

A high proportion of Aboriginal suppliers are still focused on the natural resources supply chain. But that's slowly changing. A businessman like Tuccaro, who is good at big-picture thinking, believes the successful model he helped to develop can work in any sector of the economy. But that vision, he says, will only become a reality if more of corporate Canada establishes Aboriginal procurement policies the way a company like Civeo has.

Even more important, however, will be getting the federal government to follow through on public sector set-asides for Aboriginal procurement, emphasizes Tuccaro. While the commitments have been made, getting action is another thing altogether. "Twenty years ago, Ottawa said they were going to work on a set-aside program for Aboriginal people in business," he says. "If they actually follow through, and then you add provincial governments and municipalities, every city or town in Canada... If they all had the same mindset, imagine where we could be today. Imagine what a better place Canada would be." ■



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PUSHING FOR CHANGE

BY LEYLA RAZEGHI

LONG-TIME ABORIGINAL BUSINESS LEADER,
MEL BENSON, ON WHY ABORIGINAL
PROCUREMENT IS A 'MUST' IN
TODAY'S MARKETPLACE

The Canadian Council for Aboriginal Business (CCAB) recognizes that Aboriginal businesses are underrepresented in the supply chains of corporate business and government in Canada. Hopefully, that's about to change.

Through its new Procurement Champions initiative, CCAB is looking to strengthen connections between the corporate sector, government and Aboriginal businesses. The goal is to allow Canada to discover the value that progressive Aboriginal procurement adds to companies and Indigenous communities. Economic reconciliation, says CCAB president and CEO J.P. Gladu, is about Aboriginal communities managing wealth by leveraging their assets (including people, innovation and land) through businesses, and the business community ensuring access to procurement.

Mel Benson, an international consultant and long-time champion of Aboriginal procurement, shares this view.



Mel E. Benson, Mel E Benson Management Inc.

As part of the Suncor Energy Board of Directors, Benson stands at the forefront of change in this area. In recognition of his tremendous work, CCAB awarded him its 2015 Aboriginal Business Hall of Fame (ABHF) Lifetime Achievement Award. Benson was also honoured with a Red Cross Service Award, an Alberta Aboriginal Recognition Award and a Business Development Award. In addition, he received the Alberta Justice Crime Prevention Recognition Award and was recognized for his contributions to the community by the Government of the Northwest Territories.

A 'MUST'

Aboriginal Business Report recently sat down with Benson to hear his thoughts on Aboriginal procurement. Aboriginal people must be part and parcel, i.e., owners of and participants in, the Canadian economy, he said, because Aboriginal procurement is a 'must,' not a choice. Procurement provides sourcing opportunities for Aboriginal people, and it is Benson's belief that these opportunities will create great results. They will get Aboriginal people to the starting line so they can show the broader business community that they can skillfully compete with other suppliers.

Benson applauds CCAB's affirmation that "Aboriginal people will participate." Together, we can make this a better place for Aboriginal people and all Canadians, he said. It is high time because Aboriginal businesses are still woefully underrepresented in the supply chains of most corporations and governments. The system was

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historically designed that way and that needs to change. Governments have consciously avoided the buying and selling power of Aboriginal peoples, while private businesses haven't had a clear incentive to partner with them. As a result, they have not yet recognized the true business power of the Aboriginal community.

ABORIGINAL BUSINESSES BRING A NEW PERSPECTIVE TO THE TABLE, ONE THAT HAS LONG BEEN UNDERREPRESENTED

Like Gladu, Benson too feels it is important for Canada's leading brands to be involved in Aboriginal procurement in order to level the playing field. CCAB's Procurement Champions initiative will create that change on a national level and get Aboriginal companies to a place where they can show the business world that they can compete. Conversely, increasing their access to procurement will give the business community an opportunity to recognize and better understand Aboriginal buying and selling power.

Perhaps most importantly, the CCAB initiative will reassure the Aboriginal community that: "We are good, we are equal, we have buying power and selling power, and we can compete." Worth remembering is that Aboriginal businesses bring a new and different perspective to the table, one that has long been underrepresented. The Procurement Champions initiative will help get this message to a wider audience. There will also be a greater understanding at the boardroom level on why Aboriginal communities need to be part of the decision-making process on anything that impacts them.

It is time, said Benson, for Aboriginal people to be recognized as a buying and selling power that today represents almost seven per cent of the Canadian population. He is confident that CCAB's Procurement Champions will help make that happen. ■



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Ribbon cutting for Bruce Power's new Port Elgin office, from left, Mike Rencheck, Bruce; Marina Oeyangen, OCNI; Chief Greg Nadijwon of Chippewas of Nawash; Ron Oberth, OCNI; Mike Smith, Saugeen Shores Mayor

LEADING BY EXAMPLE

OPG, BRUCE POWER, AND
THE CITY OF TORONTO
HELP FORGE THE PATH
FOR ABORIGINAL
PROCUREMENT

BY MATTHEW BRADFORD

The bonds of trust and cooperation are slowly building between Aboriginal businesses and Canada's market leaders. For some companies, it's a new learning experience; for others, they are well on their way. They are the leaders who have laid the groundwork for those who follow, and who have a head start in benefiting from the goods and services provided by Indigenous companies.

Those players include Ontario Power Generation (OPG), a crown corporation that has gone above and beyond to bring Aboriginal businesses into its supply chain. According to Ian Jacobsen, OPG's director of Indigenous relations, "We've had tremendous success in working with Indigenous communities and businesses to maximize opportunities for economic participation. Our approach stems from the recognition that all of our operations

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take place on the traditional territories of various Indigenous communities across Ontario.”

OPG achieved Silver certification through CCAB’s Progressive Aboriginal Program (PAR) program in 2015; two years later, it launched its Indigenous Business Engagement Initiative (IBE). This initiative takes a multi-faceted approach to endorsing Aboriginal procurement. It identifies opportunities for Indigenous partners in contracts and includes criteria in RFPs that relate to a supplier’s ability to engage or partner with Indigenous people or business. It regularly invests in its relationship-building efforts with Indigenous communities.

“Since launching the IBE, we’ve had a growing number of Indigenous businesses identified in our database of suppliers through our Indigenous Business Declaration forms. Our supply chain department can now search specifically for Indigenous businesses and track associated



OPG’s Peter Sutherland Sr. Generating Station project on the New Post Creek

spending,” says Jacobsen. “We’ve also seen more proposals come through our RFP process that engage Indigenous businesses on a variety of different levels and we’ve witnessed

larger businesses partnering with and promoting Indigenous businesses by ‘unbundling’ contracts. That allows smaller companies to be subcontracted for different work.”

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From left: Mike Martelli, OPG's President of Renewable Generation; Dwight Sutherland, (former) Taykwa Tagamou Nation Chief; and Jeff Lyash, OPG's President and CEO

More promising still, notes Jacobsen, is that OPG sees interest growing for Aboriginal procurement among many of its larger non-Indigenous suppliers. "I've received calls and inquiries from a number of companies looking for advice on how they can connect and engage with local Indigenous businesses," he says.

OPG has collaborated with Indigenous communities on several successful projects. In 2009, it partnered with Lac Seul First Nation to complete the 12 MW Lac Seul (Obishikokaang Waasiganikewigamig) Generating Station in Ear Falls, Ontario. As part of this collaboration, Lac Seul First Nation became a 25 per cent owner in the station.

In 2014, OPG completed the Lower Mattagami River Project (LMRP) with Moose Cree First Nation, which today holds a 25 per cent partnership interest in the new hydroelectric generating units through its wholly owned company Amisk-oo-Skow Finance Corporation. The project employed over 250 Aboriginal workers and included approximately \$350 million in contracts with local Aboriginal businesses for goods and services such as catering, security, surveying, electrical work, road construction, and transportation.

More recently, OPG partnered with Taykwa Tagamou Nation's Coral Rapids Power LP (CRP) to complete the Peter Sutherland Senior (PSS) Generating Station. A total of \$52.5 million in goods and services contracts were awarded to local Aboriginal businesses and partnerships. As part of the project agreement, CRP now has one-third partnership interest in the new facility.

The company is currently engaged in its fourth Indigenous partnership for the Nanticoke Solar project. Working with the Six Nations of the Grand River Development Corporation, OPG hopes to develop a 44 MW solar facility on and near the Nanticoke Generating Station site by spring 2019. "Promoting Indigenous procurement and creating fair and equitable access to procurement opportunities is one way we can support the economic self-reliance and prosperity of Indigenous communities," explains Jacobsen. "As an additional benefit, we are also growing and diversifying our potential supplier base across the province, which just makes good business sense."



At OPG's Lower Mattagami River project, which the company completed with Moose Cree First Nation

BUILDING RELATIONSHIPS

Bruce Power is another industry leader making inroads with Canada's Indigenous communities. A Gold-certified participant in CCAB's PAR program for four years running, the utility provider launched several promising initiatives incorporating more Aboriginal business involvement. This includes coordinating Bruce Power suppliers into a working committee focused on contracting, procurement, and joint ventures with local Indigenous communities. The company also revised its procurement practices to encourage Indigenous involvement in its supply chain and created measurable goals for Indigenous inclusion in its procurement process.

One of Bruce Power's most impactful initiatives to date, however, has been the development of its Indigenous Relations Supplier Network (IRSN). Launched in June 2017, the network aims to increase Aboriginal employment and to leverage potential business development opportunities to help create or support existing Indigenous-owned local businesses. "The establishment of the IRSN is focused on a coordinated and collaborative approach to community investment, training, education, and employment, as well as supporting business development," explains James Scongack, Bruce Power's vice president, corporate affairs and environment. "It is part of our commitment to increase employment and leverage a range of potential business development opportunities as a way to create new, and support existing, Indigenous-owned local businesses."

On a similar note, Bruce Power is developing economic development MOUs with local indigenous communities. The idea is to provide

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a framework to move forward on business development, procurement, employment and training initiatives. "We recognize the value of engaging local Indigenous communities and ensuring they reap the benefits of the anticipated economic growth from our current and future operations," says Scongack. "That's why we're committed to investing our efforts – and those of our suppliers – to supporting Indigenous involvement in our supply chain."

PROCUREMENT IN THE CITY

The City of Toronto is an example of a municipality that has championed stronger Aboriginal participation in its procurement process. Recently, Toronto launched its Social Procurement Program to create project opportunities for underrepresented players like Aboriginal businesses. The program is comprised of two components: workforce development and supply chain diversity. The latter promotes diversity among suppliers in the city's supply chain and applies to divisional purchase

orders that range from \$3,000 up to \$100,000.

"Studies have shown that on getting to economic equity, Aboriginal and minority-owned businesses are more likely to create jobs in their communities than [are] large corporations," says Josefina Lopez, the city's social procurement coordinator. "Through the procurement process, the city awards an average of \$1.8 billion of goods and services, professional services, and construction services every year. Increasing opportunities for groups that may face barriers in accessing the labour market can also lead to further economic and social benefits for Toronto as a whole."

Toronto has also been a long-time champion of CCAB initiatives. It supports various activities run by the Council, i.e., webinars; helps to promote procurement opportunities among CCAB's members; and participates in networking events. "All this support allows Aboriginal peoples with equitable access to compete for city procurement processes," says Lopez.

OPG, Bruce Power, and the City of Toronto represent just a sampling of business players turning the tide on Aboriginal procurement in the larger Canadian marketplace. That said, nationally, there is still much progress to be made to ensure Aboriginal businesses have equal opportunity in the supply chains of Canadian corporations and governments. Everyone stands to benefit from taking time to engage with Aboriginal communities, as demonstrated through the leading examples of OPG, Bruce Power and the City of Toronto.

"There are a lot of best practices out there to follow," offers Jacobsen. "By establishing a clear vision for Indigenous procurement, setting achievable goals, and investing adequate time and resources in proactive engagement with Aboriginal businesses, that work will ultimately lead to successful outcomes and shared benefits for both Indigenous and non-Indigenous partners." ■

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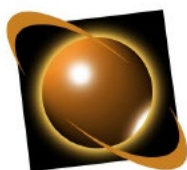
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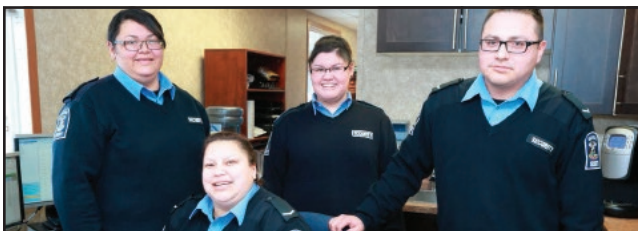
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BY SAMANTHA MORTON

BUILDING POTENTIAL

THE FEDERAL GOVERNMENT AIMS TO STIMULATE INDIGENOUS BUSINESS GROWTH THROUGH ITS PSAB PROGRAM

Prime Minister Justin Trudeau has committed to renewing the fiscal relationship between Indigenous peoples and the federal government, prioritizing this relationship as the most important one for his government. Ensuring Indigenous peoples play a meaningful and substantial role in the economy is critical to laying the foundation for both healthy Indigenous communities and reconciliation nationally.

Recent data demonstrates that the Indigenous private economy in Canada is growing at an impressive rate. It now accounts for more than 43,000 Indigenous entrepreneurs. The Indigenous population forms the youngest and fastest growing demographic in Canada, with more than 46 per cent reporting to be under the age of 25. The Indigenous population also contributes a combined market income of over \$30 billion, as projected by TD Economics in 2016.

Through its research over the last five years, the Canadian Council for Aboriginal Business (CCAB) has seen a 15 per cent increase in the number of profitable Indigenous businesses, as well as an increase in the overall profitability of Indigenous businesses and continued optimism about the potential for future growth.

The federal government recognizes the significant potential of the Indigenous economy and, through its Procurement Strategy for Aboriginal Business (PSAB), has been stimulating growth through procurement and fostering business opportunities for Indigenous firms since 1996. In 2014, federal government procurement set-asides for Indigenous businesses reached approximately \$227 million. While this demonstrates an investment into Indigenous businesses across the country, the federal leadership is always looking for ways

to improve and adapt strategies to ensure continued growth for Indigenous chains.

In 2017, the government held a preliminary meeting to discuss potential changes and improvements to the current PSAB. CCAB, along with other relevant stakeholders and corporate leaders in procurement from across Canada, were invited to participate in the assessment and provide recommendations for changes to the strategy. This first step is one of many that will be taken towards creating a more robust, inclusive strategy that will continue to adapt to support the growth and success of Indigenous businesses for years to come.

The government has also been supporting CCAB's own efforts to increase and advance Indigenous procurement across the country. Indigenous and Northern Affairs Canada (INAC) has provided support for CCAB's ongoing research to ensure policy is reflective of the realities of the Indigenous economy today.

In addition to research, INAC's support has been crucial to the development of the Aboriginal Procurement Champions initiative, a key element of CCAB's Aboriginal SUPPLY CHANGE procurement strategy. This important effort aims to create an unprecedented national approach to Indigenous supplier diversity in the private sector. With a comprehensive approach, we can accomplish greater and better things. ■



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AUSTRALIAN CASE STUDY

BY JOSH RILEY

PROGRESSING RECONCILIATION THROUGH THE SUPPLY CHAIN:
WHAT WE CAN LEARN FROM THE AUSTRALIAN EXAMPLE

In countries across the world, there is a growing emphasis on the importance of ensuring that Indigenous businesses are represented in the supply chains of corporations and governments. This presents an opportunity for

the various players in Indigenous procurement ecosystems to learn from the practices of their peers in other geographies. Australia is an example of one country that has had tremendous success in this area.

The two key organizations driving Indigenous procurement in Australia are Reconciliation Australia and Supply Nation. Both have demonstrated that facilitating Indigenous procurement enhances economic development for the First Peoples of Australia, Aboriginal and Torres Strait Islander peoples. It also shows that Indigenous procurement provides an excellent opportunity to advance reconciliation.

The Reconciliation Action Plan (RAP) program, led by Reconciliation Australia, the country's national expert body on reconciliation, is a key vehicle for driving Indigenous procurement. The RAP program was launched in 2006 by Prime Minister John Howard and Professor Mick Dodson, providing a framework for organizations to support the national reconciliation movement. Today, there are over 1,000 RAPs. According to the 2016 RAP Impact Measurement Report, 6,658 current partnerships between RAP organizations and Indigenous communities have been facilitated through the program.

RAPs play a similar role in the Australian corporate sector to that of CCAB's Progressive Aboriginal Relations (PAR) program in Canada. The key difference is that RAPs focus on organizations publicly committing to actions they will take to progress reconciliation, whereas PAR certifies an organization's past performance in Aboriginal relations.



Michael McLeod, a driving force behind Supply Nation, with the organization's CEO Laura Berry

SUPPLY NATION

Commitments to increase spend on Indigenous businesses are common in RAPs, driving engagement with Supply Nation, the Australian leader in supplier diversity. Originally known as the Australian Indigenous Minority Supplier Council (AIMSC), Supply Nation is the only organization in the world solely focused on Indigenous supplier diversity.

The origin of Supply Nation can be traced back to 2008 when Indigenous entrepreneur Michael McLeod and his non-Indigenous business partner Dug Russell formulated the creation of AIMSC, drawing inspiration from the success of the National Minority Supplier Development Council (NMSDC) in the U.S. McLeod and Russell presented AIMSC to the Standing Committee on Aboriginal and Torres Strait Islander Affairs, and in September 2009, the Australian Government announced it would pilot AIMSC over three years, providing an investment of \$3 million. Once the pilot was successfully completed, AIMSC rebranded to become Supply Nation.

Today, Supply Nation's Indigenous business directory contains 1,463 businesses covering every Australian state, territory and industry sector. The group's membership has grown to 327 organizations consisting of corporate buyers, not-for-profits and government buyers at the federal, state and local level. Since 2009, Supply Nation's members have increased spend with Indigenous businesses by an average of 20 per cent per quarter. This translates into a significant positive impact for Indigenous communities, with Supply Nation



Supply Nation Chair Leah Armstrong with Nigel Scullion, Australia's Minister for Indigenous Affairs



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has influenced Indigenous procurement initiatives the world over, including those at CCAB and the Australian Government.

INDIGENOUS PROCUREMENT POLICY

In July 2015, the Australian Government launched its revised Indigenous Procurement Policy (IPP), which enables government buyers to purchase directly from Indigenous small to medium enterprises for contracts of any size and value via the Indigenous business exemption.

This means that Australian Indigenous businesses don't have to complete costly tender processes, which gives them a significant advantage.

The IPP consists of three key parts. The first is a target of three per cent of new domestic contracts awarded to Indigenous businesses by the end of the 2020 budget year, with annual interim targets to drive and track performance. The second is a mandatory set-aside of contracts for Indigenous businesses that applies to all contracts in remote areas, regardless of value, and all other domestic contracts valued between \$80,000 and \$200,000. To satisfy the set-aside, government buyers must first search Supply Nation's Indigenous business directory for a business to deliver such contracts.

The final element of the IPP stipulates mandatory minimum requirements for contracts delivered in Australia valued at \$7.5 million or more, where the majority of goods or services fall into one of eight specified industries:

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For such contracts, either a contract-based or organization-based requirement applies. The contract-based requirement is to achieve at least four per cent Indigenous employment and/or supplier use, on average, over the term of the contract. The organizational-based requirement is to achieve three per cent Indigenous employment and/or supplier use across the organization, on average, over the term of the contract.

Not only has the IPP set ambitious targets, it is surpassing them. In

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February 2018, the Australian Government announced that over \$1 billion had been spent with Indigenous businesses since the IPP was announced in July 2015. To understand the magnitude of this outcome, you only have to look back to the 2013 budget year, when Australian Government spend on Indigenous business was only \$6.2 million.

Leah Armstrong, chairperson of the Supply Nation Board, says the policy is good for both the Indigenous, and Australian economy. "The policy is creating shared value through government diversifying their supply chain, which brings innovation," she notes. "With Indigenous businesses being more profitable, they are 100 times more likely to employ Indigenous people, which increases tax revenue and [results in] less reliance on government social services."

RAISING THE BAR

While significant progress has been made in Australian Indigenous procurement since Supply Nation was founded in 2009, Australian organizations are nonetheless setting their sights on the work ahead.

November 2017 marked the commencement of the Raising the Bar program, a joint initiative between Supply Nation and the Business Council of Australia, whose membership is comprised of CEOs of Australia's largest companies. Raising the Bar is designed to grow the Indigenous procurement capability and impact of Business Council companies. Twenty-one companies representing an annual procurement spend of over \$40 billion dollars have opted in to the program to co-design a target-setting model for the Business Council, while also refining or developing their own Indigenous procurement targets.

The program offers an opportunity for the Business Council to help develop a thriving Indigenous business sector, while fostering improved social and economic outcomes in Aboriginal and Torres Strait Islander communities. The goal is to develop a robust model for Indigenous supplier diversity target-setting that can be adopted by all industries to

advance reconciliation through the supply chain.

The Australian case study shows just what can be achieved for Indigenous communities, corporations and governments through organizational commitments, clear and measurable targets, and an active community that brings together buyers and Aboriginal businesses.

CCAB's recently launched Aboriginal Procurement Strategy is applying these and other insights to the needs of Aboriginal businesses and corporations in Canada. By connecting organizations committed to championing Aboriginal procurement to CCAB's Certified Aboriginal Business (CAB) directory, the Strategy provides a way for Aboriginal business to be represented and to thrive in the supply chains of Canadian corporations and governments. ■

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LESSONS LEARNED

BY KIM BAIRD

KEY TAKE-AWAYS FROM THE FIRST NATIONS PROCUREMENT EXPERIENCE IN B.C.'S LIQUID NATURAL GAS INDUSTRY

Although liquid natural gas (LNG) development is now largely on hold in British Columbia, at its height companies were advancing huge projects that benefited First Nations in many ways, including providing procurement opportunities for Indigenous business.

I recently drafted a report on this topic for the First Nations LNG Alliance. Titled Report on Indigenous Procurement Opportunities for LNG, it identified common barriers and best practices and opportunities tied to the procurement of Indigenous suppliers. Summarized here are some of the report's key findings.

TRUST & COMMITMENT

Everyone knows there are many barriers faced by First Nation businesses, including access to training and capital. But the report acknowledged that, in the LNG industry in B.C., a foundation of trust and commitment was just as important. Ultimately, trust proved to be the best foundation for success.

LNG companies in the province often negotiated impact agreements that outlined procurement and employment opportunities. But this alone did not

ensure these commitments were met. The agreements often encompassed the work of subcontractors who weren't party to any agreement reached between First Nations and LNG companies. As a result, implementing the agreements turned out to be far more difficult than negotiating them.

In the absence of relationships built on trust, drafting strong contracts was key: comprehensive contracts that outlined expectations, outcomes, and constant oversight by all parties. Industry needed to lead the charge to ensure First Nation businesses had every opportunity to succeed. How else could they overcome barriers such as industry bias against new, unknown companies?

Corporate Canada also had a lot of capacity and expertise to share, but a successful outcome could only be guaranteed if built on a strong relationship. Only then were parties able to move from a strictly legal-compliance approach to one that focused on collaboration and the spirit and intent of the agreement.

Other successful strategies employed by B.C. stakeholders included ensuring all parties had realistic expectations and a solid understanding of what

could be achieved. Everyone needed to be aware of the full range of opportunities and they needed to have a complete inventory of Indigenous businesses and skills so they could match the right people to the right opportunities and prepare them properly.

As well, those organizations with dedicated staff for procurement and business development were far more likely to succeed – whether a First Nation economic entity or an LNG company. Also important was having staff with roles and responsibilities dedicated to ensuring targets were being met.

The report revealed that groups with review-and-measurement processes in place were far more likely to succeed. The use of contracting tools was critical, i.e., tools to input targets or budget amounts, penalize subcontractors who failed to meet procurement targets, or award bonuses to those companies that achieved their targets. Another take-away was that when multiple First Nation groups worked together on a project, their opportunities increased exponentially.

AREAS OF IMPROVEMENT

There is much to be learned from the LNG experience in B.C. and I was able to identify key areas in

need of improvement, as well as the critical role Indigenous communities, industry and government could play in improving the success of Indigenous procurement. One area that stood out was education. It was encouraging to hear industry stakeholders say they needed continuing education on issues tied to Indigenous reconciliation within their own companies.

The report also revealed that First Nations' opportunities were often limited to low-skilled employment like security or janitorial services. While this was partly due to skill level, it was also tied to how bid packages were bundled. Overall, it was clear that consistent and stable capacity for First Nation businesses regularly led to better outcomes and results. Governments had – and continue to have – opportunities to assist First Nations businesses. They can bring

together various players to share their success stories and help others with their capacity for specialized bidding.

This applies to all levels of government. In fostering First Nations procurement, governments can reduce red tape and provide process certainty for parties affected by regulatory processes. They can also make a difference by leading by example, introducing procurement targets and support, and incubating Indigenous business development.

In conclusion, there is much to be learned from the First Nations procurement experience in the B.C. LNG industry. Above all, strong relationships are the foundation to success and require a willingness by all parties to learn about each other.

On this note, I would like to add that we often hear about companies needing to learn about First Nation culture, but I believe just as strongly that Indigenous groups need to learn

about the culture of business, especially if they want to participate in economic opportunities.

We must remember that new approaches require tolerance – both for risk and failure. Entrepreneurs often fail several times before they succeed. For innovation to happen, risks must be taken. Learning from successful and failed approaches is an important ingredient for success. ■

Kim Baird is the owner of Kim Baird Strategic Consulting, which offers First-Nation-related and strategic advice to industry, government and First Nations. While Chief of the Tsawwassen First Nation, Baird negotiated and implemented British Columbia's first urban treaty. She serves on several boards, including the Infrastructure Bank of Canada, and is the recipient of both the Order of Canada and British Columbia. She holds an Institute of Corporate Directors designation.

THE REPORT

The Report on Indigenous Procurement Opportunities for LNG was written by Kim Baird, owner of Kim Baird Strategic Consulting, for the First Nations LNG Alliance, a group of like-minded B.C. First Nations groups that support the sustainable development of the liquid natural gas (LNG) industry.

Western Economic Diversification Canada retained the First Nations LNG Alliance to interview First Nations, First Nation enterprises, LNG companies and their engineering, procurement and construction subcontractors to talk about the procurement of Indigenous suppliers in B.C. during the development of the province's LNG industry at its peak. It examines key themes surrounding relationships, education and training, capacity, implementation and First Nation economic governance.

To read the entire report, please visit <http://bit.ly/2mLX6DL>.

It's about doing what's right.

"It's important to me to work for a company that values different cultural perspectives and works to identify opportunities for Indigenous businesses across the great lands where we operate."

Peter Knight
Indigenous and Community Liaison
Wildrose Region, TransCanada



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20TH ANNUAL TORONTO GALA

JANUARY 31, 2018

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**Aboriginal Business
A W A R D**

INDIGENOUS
WOMEN
IN LEADERSHIP



On January 31, 2018, CCAB's sold-out 20th Annual Toronto Gala was hosted by Stephanie Pangowish and D.B McLeod of Manifest Destiny's Child, a collective of Indigenous women stand-up comedians. The night opened with entertainment from two members of the Métis Fiddler Quartet, Alyssa and Conlin Delbaere-Sawchuk, followed by a prayer provided by Elder Bob Phillips. After dinner, the crowd enjoyed an engaging performance by Inuit Throat Beat Boxer Nelson Tagoona. The night continued with speeches from National Chief Perry Bellegarde and Métis National Council President Clement Chartier. CCAB's 20th Annual Toronto Gala honoured the accomplishments of Harry Flaherty, recipient of the 2018 Lifetime Achievement Award, and Jordan Jolicoeur, recipient of the National Youth Aboriginal Entrepreneur Award.

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From left to right: Michael Hachey, President of ESS, Founder and Exclusive Award Sponsor; National Youth Aboriginal Entrepreneur Award recipient Jordan Jolicoeur; Aboriginal Lifetime Achievement Award recipient Harry Flaherty; CCAB President & CEO J.P. Gladu



Christine John of Bruce Power, Lead Sponsor of the 20th Annual Toronto Gala



Entertainment: Métis Fiddler Quartet members Alyssa and Conlin Delbaere-Sawchuk



Hosts Stephanie Pangowish and D.B. McLeod of Manifest Destiny's Child

FIRST NATIONS EXPORT FORUM:

SUPPORTING EXPORT DEVELOPMENT IN ONTARIO

MARCH 8, 2018

WESTIN HARBOUR CASTLE | TORONTO, ON

On March 8, 2018, CCAB presented the First Nations Export Forum: *Supporting Export Development in Ontario*, in partnership with the Ontario Ministry of International Trade. Following an opening prayer from Elder Dr. Bob Phillips, the morning featured an in-depth presentation from Ontario's Export Support Unit and remarks from the Honourable Michael Chan, Ontario Minister of International Trade, and the Honourable David Zimmer, Minister of Indigenous Relations and Reconciliation, as well as Chief Trade Commissioner of Canada, Ailish Campbell. The afternoon session, which was also presented in a CCAB



Panelists: (Back row, from left) Sara Mainville, Wayne Garnons-Williams, Max Skudra, Risa Schwartz; (Front row, from left) Michael Fox, Nathan Wright, Sam Damm

Webinar, welcomed Regional Chief Isadore Day and a panel discussion with subject matter experts. The event aimed to build export capacity among First Nations businesses in Ontario and increase awareness on Ontario's existing export development programs.



Hon David Zimmer, Ontario's Minister of Indigenous Relations and Reconciliation, and Hon Michael Chan, the province's Minister of International Trade



From left to right: Chief Trade Commissioner of Canada, Ailish Campbell; CCAB President and CEO J.P. Gladu



Ontario Regional Chief Isadore Day

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FOR MORE INFORMATION AND REGISTRATION GO TO WWW.CCAB.COM/EVENTS

Progressive Aboriginal Relations (PAR) Information and Training Session Webinars



The Progressive Aboriginal Relations (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, 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.

The PAR framework underwent redevelopment in 2016 to create increased access for program participation for companies that identified challenges with its framework. The frameworks have been modified to a phased approach to allow companies to achieve sustained and successful outcomes.

Committed Level – Overview Session

- PAR Committed Level Criteria
- Certified Criteria (high level)
- Submission/Review process

Please join us in an upcoming PAR Information and Training session listed below. The session will discuss the PAR Program's new criteria, for the Committed and Certified levels.

Upcoming PAR Information and Training sessions

(all sessions will be held at 12:00 pm -1:30 pm EST)

- May 23, 2018
- June 20, 2018
- September 5, 2018
- October 11, 2018
- November 15, 2018

Upon confirmation of your registration, you will be provided with a webinar link.

For more information or to register,
please contact Luanne Whitecrow at
lwhitecrow@ccab.com or call 416.961.8663.

Progressive Aboriginal
RELATIONS

Canadian Council for
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ABORIGINAL ECONOMIC DEVELOPMENT CONFERENCE

SUPPLY CHANGE! THE POWER OF PROCUREMENT IN THE AGE OF ECONOMIC RECONCILIATION

MAY 10, 2018 | 8:00 AM - 4:30 PM

THE WESTIN CALGARY | CALGARY, AB

The focus on Aboriginal procurement has grown significantly in recent times. This increase has resulted in a demand for procurement outcomes, particularly from Aboriginal businesses. Canadian corporations and Governments are also seeking opportunities to enhance their outcomes in the supply chain. The unique needs that Aboriginal businesses face when looking to engage in supply chains require innovative solutions. There is a strong rationale for Aboriginal procurement in Canada and some companies are setting a positive example, however no formal process or policy exists to date. The recognition and expansion of a procurement scorecard at all levels of engagement could be the answer to ensuring a better functioning, more inclusive, and more sustainable Aboriginal economy in Canada.



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ANNUAL CALGARY GALA

MAY 10, 2018 | 5:30 PM - 9:30 PM

THE WESTIN CALGARY | CALGARY, AB

The Annual Calgary Gala will honour and celebrate the achievements of Fort McKay First Nation, the 2018 Aboriginal Economic Development Corporation Award recipient.



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FIRST NATION

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PAR (PROGRESSIVE ABORIGINAL RELATIONS) LUNCHEON

SEPTEMBER 27, 2018 12:00 PM - 2:00 PM

RIVER ROCK CASINO AND RESORT | RICHMOND, BC

The 2018 Progressive Aboriginal Relations Luncheon brings together PAR Gold companies committed to promoting and developing partnerships with, and investing in, Aboriginal businesses and communities.

Please join us in a thought leadership discussion on best practices around PAR's four drivers: Leadership Actions, Employment, Business Development and Community Relationships.

**Progressive Aboriginal
RELATIONS**

Canadian Council for
Aboriginal Business



ANNUAL VANCOUVER GALA

SEPTEMBER 27, 2018 | 5:30 PM - 9:30 PM

RIVER ROCK CASINO AND RESORT | RICHMOND, BC

The 16th Annual Vancouver Gala will celebrate and honour the recipient of the Award for Excellence in Aboriginal Relations as well as CCAB Progressive Aboriginal Relations (PAR) certified and committed companies.

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A W A R D

EXCELLENCE IN
ABORIGINAL
RELATIONS



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



Dr. Evan Adams, 2017 Host

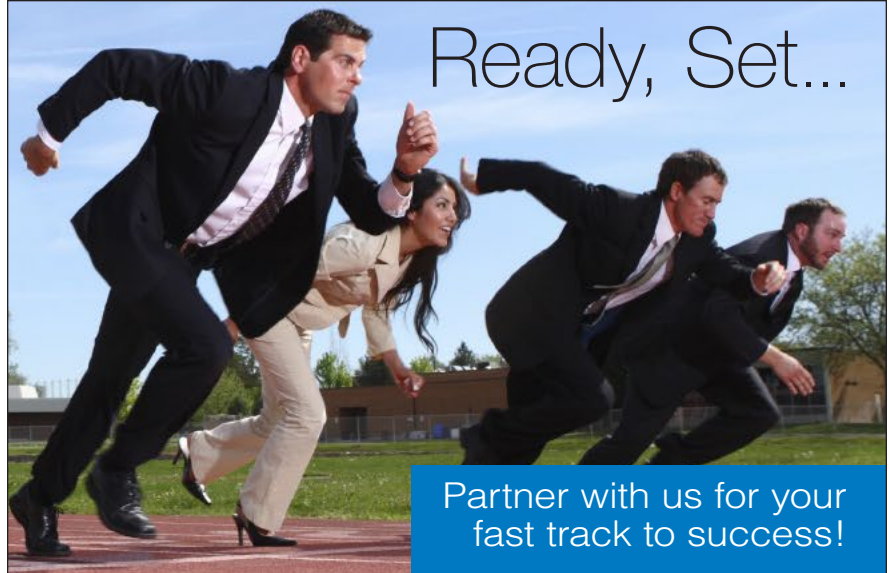
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2018/ 2019 CALL FOR NOMINATIONS

Aboriginal Business HALL OF FAME

LIFETIME Achievement



The Lifetime Achievement Award is part of CCAB's Aboriginal Business Hall of Fame, 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 Jim Boucher to name just a few. The winner is recognized at CCAB's Annual Toronto Gala in January.



Nomination deadline: September 13, 2018

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

Harry Flaherty

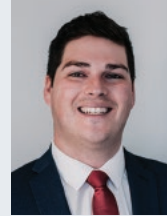
2018 ABHF Lifetime Achievement Award Recipient

Aboriginal Business HALL OF FAME

National Youth Aboriginal ENTREPRENEUR



CCAB calls for self-nominations from up-and-coming Aboriginal entrepreneurs under the age of 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 winner is recognized at CCAB's Annual Toronto Gala in February.



Nomination deadline: September 13, 2018

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

Jordan Jolicoeur of Carvel Electric

2018 ABHF National Youth Aboriginal Entrepreneur Award Recipient

Aboriginal Business A W A R D

INDIGENOUS WOMEN IN LEADERSHIP



Indigenous Women in Leadership Award

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 women 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 and from family to prosperity.

Nomination deadline: December 2, 2018

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



Roberta L. Jamieson
O.C., I.P.C., LL.B., LL.D. (Hon)
2018
Indigenous Women in
Leadership Award Recipient

Aboriginal Business A W A R D

ECONOMIC DEVELOPMENT CORPORATION



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 winner is celebrated at our Annual Calgary Gala in May.

Nomination deadline: February 1, 2019

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



Fort McKay First Nation (FMFN) Fort McKay Group of Companies (FMGOC)
2018 AEDC Award Recipients

Aboriginal Business A W A R D

EXCELLENCE IN ABORIGINAL RELATIONS



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 Paul Martin. The winner is celebrated at our Annual Vancouver Gala in September.

Nomination deadline: April 12, 2019

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



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

For more information, please contact visit
www.ccab.com/awards/

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The Aboriginal BUSINESS REPORT



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