

# The Aboriginal BUSINESS REPORT

A CCAB PUBLICATION

Canadian Council for  
**ABORIGINAL**  
BUSINESS



**THE ART OF  
BUILDING  
BETTER  
COMMUNITIES**

## INVESTING IN INFRASTRUCTURE

*Fort McKay First Nation Chief Jim Boucher*

**POWERING THE FUTURE:  
PARTNERING WITH THE  
ELECTRICITY SECTOR**

**DISCUSSING  
INFRASTRUCTURE  
WITH JUSTIN TRUDEAU**

**CONSIDERING THE P3  
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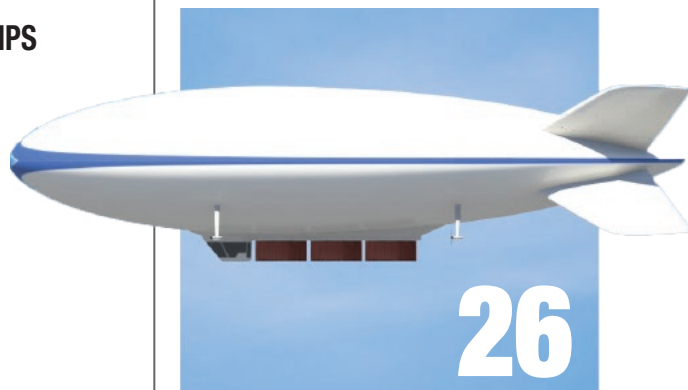
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J.P. GLADU  
PRESIDENT AND CEO

**T**he focus of this edition of *The Aboriginal Business Report* is infrastructure and the important role it plays in the lives of all Canadians. Infrastructure may not sound terribly exciting for some, but for Aboriginal business, peoples and communities, infrastructure represents the future.

Today, the changing political and economic landscape is opening up exciting new avenues of communication and opportunity. To take advantage of these opportunities, we need to bring the infrastructure of our communities in line with 21<sup>st</sup> century standards, and we need partnerships to get the job done. The infrastructure of our Aboriginal communities has lagged behind mainstream Canadian communities far too long.

In this edition, we explore Aboriginal business challenges and success through the infrastructure lens. We look at the novel Connected North program, and how it's harnessing the power of interactive video technology to link Aboriginal students to mentors across the globe. We look at how the electricity sector and Indigenous communities can partner to rebuild the country's energy grid infrastructure, and we also examine how the public-private partnerships (P3) model can improve infrastructure in our communities.

We share the extraordinary success of Chief Jim Boucher in growing business opportunities at Fort McKay First Nation, and show how these activities support the community's infrastructure and finance its operations. We also

shine a spotlight on LTA Aerostructures' cutting-edge airships that will revolutionize transport to the far north and, closer to home, we examine CCAB's recent partnership with OMX to give Aboriginal businesses access to large government contracts.

We have spent the past 35 years at CCAB working to support partnerships and opportunities through our programs and events. While there is more work to be done, we have come a long way. In particular, we have our highly successful Progressive Aboriginal Relations (PAR) program, which encourages companies to build relationships with and include Aboriginal communities and companies in their business plans and ventures.

And now we also have our newly launched Tools and Financing for Aboriginal Business (TFAB) platform, which allows Aboriginal entrepreneurs to access resources in key business areas through our business mentorship program, free networking events and webinars. Through TFAB, we help support fledgling Aboriginal business endeavours and provide a vital link to future infrastructure opportunity.

At CCAB, we believe infrastructure can indeed be very exciting. We encourage you to read this latest edition of *The Aboriginal Business Report* to learn why.

### The Aboriginal Business Report

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From left: Fort McKay Day Centre, residential housing, Youth Centre. Photos courtesy of FMFN



BY MATTHEW BRADFORD

# INVESTING IN INFRASTRUCTURE

BY BUILDING A STRONG COMMUNITY,  
CHIEF JIM BOUCHER PRIMES THE FORT MCKAY  
FIRST NATION FOR BUSINESS SUCCESS

Ask Chief Jim Boucher what he is proudest of building over his 30 years with Fort McKay First Nation (FMFN) and he'll offer a simple answer: community. Since first elected in 1986, Chief Boucher has dedicated his life to laying a solid foundation for the Nation's growth, and he's done it by equipping his community with the infrastructure needed to flourish.

It was a colossal task, but Chief Boucher has stayed on course, moving forward in small steps. "We've done a lot in our community with respect to advancing our people, and when you look at the 30 years of work and effort, it's not any one thing that's helped us get to where we are, but a lot of small things that have brought us here," he says.

Key in this upward climb was the decision early on to pump most of the profits from FMFN's business ventures into building the community's infrastructure. In fact, an impressive 95 per cent of its annual budget

is self-generated through its business endeavours, with only five per cent coming from federal or provincial government resources. As Chief Boucher explains, "The businesses of Fort McKay began 30 years ago in response to a market need, and through these businesses we have been able to build infrastructure that supports a variety of community needs."

Given the band's business acumen – it is a major oilsands services player – there has been a significant amount of money directed into infrastructure development over the years. As reported recently in the *Financial Post*, FMFN's businesses generated \$2.6 billion in revenue in the last five years alone. By funnelling its profits into infrastructure, FMFN has been able to build up an impressive inventory of community structures and facilities, including a hockey rink, several industrial business parks, an elder centre, daycare, water treatment plant, youth centre, and even entire residential subdivisions.

In 2015, FMFN spent \$45 million on community programs and services, like the new Fort McKay Youth Centre with its impressive radio station that is set to open in September. This past April, construction began on a new 28,750-square-foot long-term care facility that will be staffed with registered nurses, personal care workers, physician services, as well as respite care and support programs for Fort McKay's valued elders.

FMFN sticks to a comprehensive financial management regime to ensure it makes the best use of its finances in its effort to support the health, wellbeing and development of the community and its members. Its laws and bylaws determine how much income for the Nation is received and how it is managed, helping safeguard against unsettling fluctuations. "Policies and procedures are in place to determine how budgeting and spending is conducted," explains Chief Boucher. "It is important to remain consistent year-to-year on key services such



as education, community programs, health-care services, etc., so that the provision of services remains the same or improves each year and does not fluctuate.”

#### STEADY ROAD

Today, FMFN is one of the most enterprising Aboriginal groups in Canada, with a reported average household income of \$120,000 a year. But it took some time to reach this point, and there were a number of milestones along the way. This includes a land claim launched by Chief Boucher and his team in 1996 and settled in 2004. It was in 1986, however, that Chief Boucher lay the foundation for the Fort McKay Group of Companies (FMGOC) with the mandate to provide employment and economic/community development opportunities. Wholly owned and operated by the Nation, the FMGOC is now a major business driver and one of the largest construction, mining and logistics companies in northern Alberta, earning \$180 million in annual revenue.

All told, FMFN owns a portfolio of companies that over the past five years have averaged approximately \$500 million each year in revenue. There are 10 companies in the Fort McKay First Nation business portfolio – two wholly owned and eight majority owned. The FMGOC manages the two wholly owned companies – in earth



FMFN Chief Jim Boucher has played a pivotal role in the community's success

works, site services and logistics – and the Nation holds the majority ownership in the balance of businesses, tied primarily to lodging, camp catering, drilling and oil field equipment rentals.

Chief Boucher and his team also dedicate time and resources to supporting members of the community in their own business endeavours. They've

set up numerous incubator programs, funded new business launches and have regularly mentored aspiring business leaders. In many cases, they've helped people find their footing within the FMGOC before branching out on their own. “As a result of their exposure and working within the Group of Companies, a lot of our people have taken themselves out of the company and struck out on their own to start their own businesses,” says Chief Boucher. “And they are very successful.”

This type of hands-on, community-driven support can help Aboriginal businesses assume a greater role in the Canadian economy, stresses Chief Boucher, just as investing into the community infrastructure will build the foundation they need to get started. “The government has only a couple hundred billion dollars in their spending budget and that's small compared to the Canadian economy, which generates trillions of dollars. So if you want to know where the opportunities lie, they are in the Canadian economy and not in government largess,” says Chief Boucher. “In order for our people to be self-sufficient and independent, we need to put ourselves in the middle of the Canadian economy. That will provide our people not only with independence, but an attitude that we can succeed in the community.” ■



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# POWERING THE FUTURE, TOGETHER

BY SERGIO MARCHI

WHY THE ELECTRICITY  
SECTOR AND INDIGENOUS  
COMMUNITIES SHOULD  
JOIN FORCES IN REBUILDING  
THE COUNTRY'S AILING  
INFRASTRUCTURE

**"Nation building is like searching for your soul, and then building from the strengths of your people"**

**Billy Diamond, Canadian First Nations leader who helped forge the James Bay Agreement in the mid-1970s**

**B**illy Diamond was right. Building a country does come from the strengths of its people. Nation building is also something that can never be allowed to sleep. It requires constant and determined political and civic leadership.

A key component of this vigilance is the obligation to renew critical infrastructure so our communities and country can grow and prosper, both economically and socially. In this spirit, I would argue that the electricity sector's current major infrastructure rebuild has the potential to well serve Canada's

strategic interests and also strengthen our Indigenous communities.

Electricity has been called "the great enabler" of modern society. From the alarm that woke us up this morning, to the traffic lights that guided our commute to work, electricity is central to our lives, our businesses and the very functioning of our country. It is not an exaggeration to state that electricity is indispensable to the quality of our lives and the competitiveness of our economy. As such, it is an asset that we must nurture.

Nothing lasts forever, including our energy infrastructure. Our electricity assets are reaching the end of their lifecycle. Much of the system built a generation ago now needs to be replaced or refurbished, and the U.S. and Europe are in the same predicament. Consequently, we will need to make significant investments just to maintain the reliability of what we have today, to say nothing of integrating the systems of tomorrow.

## STEEP INVESTMENT

The price tag for this is not small. The Conference Board of Canada estimates that between 2010 and 2030 we will need to invest some \$350 billion to renew our electricity system. That is a lot of money, all of which must be approved by provincial regulators.

Important to note, however, is that these investments will not only secure reliable and sustainable power for generations to come, they will also result in significant economic activities and job opportunities. It is estimated that real GDP will increase by approximately \$21.3 billion and that approximately 156,000 jobs will be created every year.

A closer partnership with Aboriginal communities is an important conduit for realizing these infrastructure opportunities. There are currently some 100 electricity projects on Aboriginal lands, with an estimated capital expenditure of \$50 billion between them. As well, 200 additional projects valued at

Participants in the SaskPower-Island Falls grad program





between \$120 billion and \$140 billion are in the (pipeline) works. These could prove to be legacy accomplishments, building blocks for a more collaborative and rewarding future.

Members of the Canadian Electricity Association (CEA) already enjoy a multiplicity of local relationships with Aboriginal communities across Canada. This is backstopped by a rich array of initiatives – from joint ventures and educational and skills training, to community programs and environmental stewardship.

#### WORK AHEAD

The future holds so much potential. But much more work is required if we are to fully seize the moment. We must address Canada's energy inequality, where too many remote communities still rely on expensive diesel-fuel for power. This stifles quality economic growth, which communities need. The 'Ring of Fire' mineral belt in northern Ontario is a prime example.

We must also bridge the gap between the regulatory and policy arms of government. Regulators focus heavily on costs and refuse requests to extend services to northern communities with low critical mass. Yet, federal and provincial governments want to build clean, reliable energy capacity. To move forward, we must alter the status quo.

The CEA Board just recently approved a set of *National Principles for Aboriginal Engagement*. These principles are designed to nurture meaningful long-term relationships with Aboriginal leaders on a countrywide basis and further strengthen existing mutually beneficial partnerships at the local level. They will also ensure we fully capture Aboriginal perspectives when it comes to developing electricity infrastructure.

A new and more promising era for Aboriginal peoples will require an economic future that delivers hope and prosperity. At CEA, we know that this kind of future can best be won by working more closely together. Electricity is the physical heartbeat of our modern society, and the imperative to renew our system's infrastructure presents a unique opportunity for our industry to partner with Aboriginal communities like never before.

Throughout our country's history, Canada has undertaken major infrastructure works, be it the great railroads of the 19th century or the highway, seaway and national broadcast systems of the 20th. In all these initiatives, we understood the importance of tackling big projects together and investing today for a better tomorrow. The electricity sector is again at a moment of major transformation. It is time to build something important, something enduring, something essential. Let us build it together. ■

*The Hon. Sergio Marchi is president and CEO of the Canadian Electricity Association (CEA), which has served as the national voice of Canadian electricity for 125 years. Previously, he served as the MP for York West, Minister for Citizenship and Immigration, Environment, and International Trade, and Canadian Ambassador to the World Trade Organization and UN Agencies in Geneva, Switzerland.*



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# CONSIDERING THE P3 OPTION

BY STEVEN HOBBS  
& DAVE TRAFFORD

PUBLIC-PRIVATE PARTNERSHIPS  
PRESENT A VIABLE SOLUTION TO  
CRUMBLING INFRASTRUCTURE ON  
FIRST NATIONS LANDS. BUT ARE OUR  
COMMUNITIES UP TO THE TASK?

The Kokish Hydro Facility in BC: one example of a  
successful P3 project involving a First Nation.  
Photo courtesy of Brookfield Renewable

Canada's infrastructure deficit is estimated to be as high as \$570 billion. It is a simply staggering number – almost to the point where it bears no real meaning for the average person. But it affects every Canadian.

Whether it's your public transit or highway route of choice for your daily commute, the sewage treatment system that goes about its unseen business, the school where you dropped your kids off this morning, or the water you used to make your coffee, that \$570-billion deficit is adding increased pressure to your daily business productivity, your home life and the health and safety of your family.





Nowhere is the infrastructure deficit more profoundly felt than in Canada's Indigenous communities. Research by the Ontario First Nations Technical Corporation estimated an \$8-billion deficit for First Nations in that province alone. There is no study estimating the total infrastructure deficit across all First Nations communities, but based on the Ontario numbers it would be a conservative guess to say it reaches tens of billions of dollars.

There is some good news amid the gloom of these numbers. The federal government has made historic commitments to invest in infrastructure over the next 10 years. All levels of government have seemingly embraced that commitment to address the maintenance and rehabilitation of current assets and to tackle the general infrastructure shortfall.

Public and political stars have apparently aligned as well. Nanos research conducted for the Canadian Council for Public-Private Partnerships (CCPPP) indicates the majority of Canadians believe infrastructure investment should be considered a high priority. To that end, Canadians support increased government deficits to cover the bills.

The needs are obvious and critical in many cases, especially in Indigenous communities. Indeed, challenges of identifying, designing, building, financing, operating and maintaining infrastructure in First Nations are all the more complicated by unique governance issues. It will require vision and the resolve to address some important questions. How do we ensure the infrastructure is delivered in a timely manner? How do we ensure the infrastructure investments demonstrate real value for money? How do we ensure accountability for the investment and the assets?

#### CONSIDERING P3S

This national discussion on infrastructure investment has prompted governments to explore the use of public-private partnerships (P3s). They promote new and innovative approaches to delivering publicly owned and controlled assets and services.

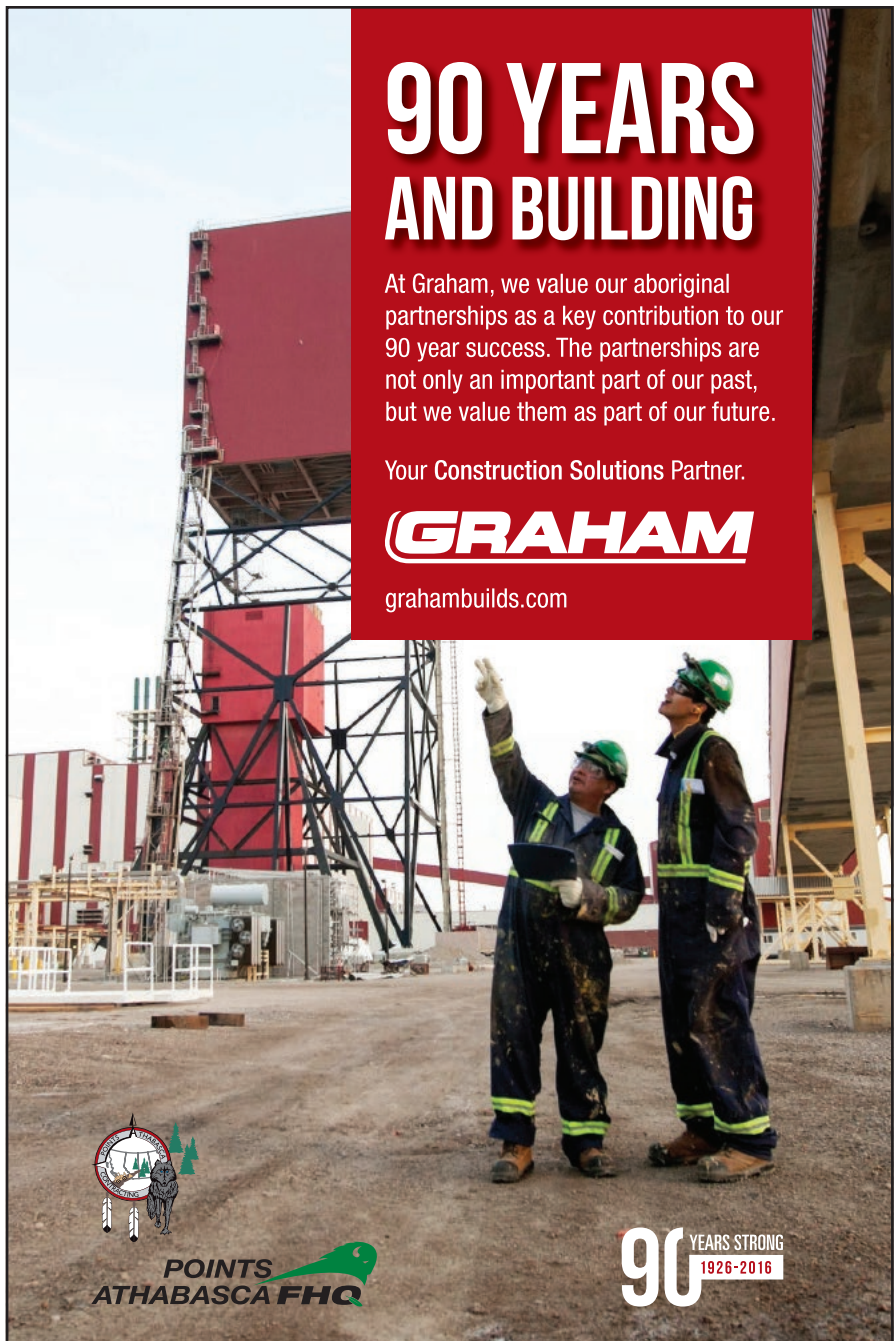
There are at present 237 P3 projects in Canada. These are projects that are either operational, under construction

or in procurement, with a value of over \$116 billion among those projects that have reached financial close. Provincial and territorial governments have been the biggest users of the P3 model, but the federal government has some of the largest projects (Gordie Howe and Champlain bridges), while municipalities are the fastest growing user of the model.

A key benefit of P3s is that the procurement is bundled into a single, fixed-price contract, which forces the private sector bidders to consider the entire lifecycle of an asset. Combined with a

highly competitive process, it leads to more innovation, better design, better materials used, and ultimately a higher quality asset that lasts longer.

Under a P3 arrangement, the private sector partners take on significant risk on the project and finance some or all of the upfront construction costs. They don't get paid until the project reaches substantial completion or pre-defined milestones. Even then, some of the money is withheld over the course of the maintenance period of the contract (often 25 to 35 years)



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to ensure that "skin in the game" remains. Penalties exist for time delays and unavailability in service, which allows governments to ensure they are maximizing value in the deal. Not surprisingly, P3s in Canada boast a consistent track record of delivering major projects on time and on budget.

The question is: How can the success of the P3 model be used to address some of our most dire infrastructure needs in our First Nations communities? It would seem like P3s could be one of the tools used to fight this

deficit, yet that has not been the case. To date, there are only two P3 projects involving First Nations.

One of these is the Kokish River Hydroelectric Project. This is a hydro partnership between Brookfield Renewable Energy Group and the 'Namgis First Nation. The 'Namgis First Nation is the first to receive PPP Canada funding in the form of a loan to buy an equity stake in the project at a competitive interest rate compared to seeking a rate the market would bear. Despite being an equity partner,

the project is not on reserve lands and could have proceeded without the First Nation partner. But Brookfield Renewable offered an equity stake in the project to the First Nation.

The other project is the Okanagan Correctional Centre located on the Osoyoos reserve. In this arrangement, the First Nation has a long-term lease with the Government of British Columbia to house the correctional centre, but the First Nation is not the owner of the asset itself.

## OPPORTUNITIES & CHALLENGES

The CCPPP recently released a report *P3s: Bridging the First Nations Infrastructure Gap* which looks at the opportunities and barriers that exist to First Nations P3s.

The report notes that there are plenty of assets that would work well with the P3 model that would benefit First Nations. On reserve, housing, schools and water/wastewater facilities are prime candidates.

Connecting communities is also a major undertaking that can bring long-term



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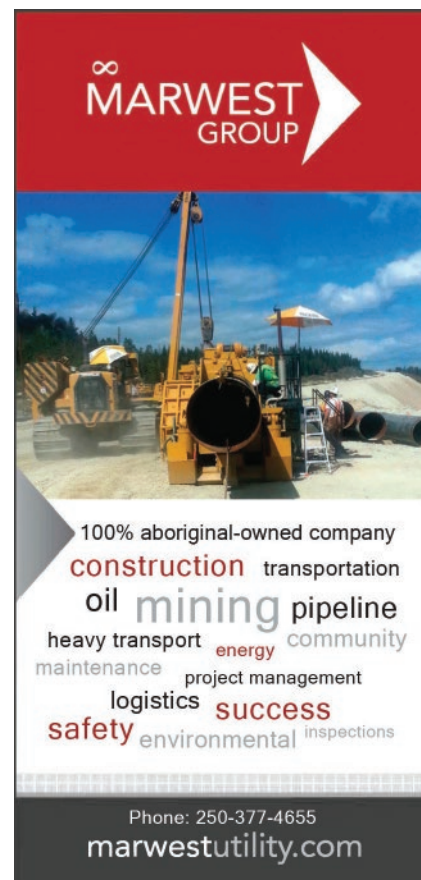
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benefits such as access to employment, sustainable energy, broadband access, and more affordable goods and services. All-season permanent roads, broadband and energy connectivity are prime candidates for the use of P3s. These are large, complex projects that traverse rugged terrain. The advantage of transferring risk to the private sector can produce significant savings for government.

But there are a number of governance and structural obstacles that create challenges for public-private partnerships on First Nations lands. To begin with, the projects are generally too small. A successful P3 project in Canada would be valued at about \$50 million or more. As a result, building new housing or schools or water treatment facilities would require projects to be bundled. That bundling creates its own level of complications and could be compounded when the bundling occurs across various First Nations communities. It is worth noting these complications are not insurmountable. There are a number of P3 projects that have successfully used the bundling approach.

P3s that demonstrate the greatest value for money are long-term projects (25 to 35 years) that include private sector maintenance and, in some cases, operation of the asset. The current challenge is the lack of a predictable and stable funding resource for First Nations to ensure their ability to make monthly payments over the course of the contract.

There is also a lack of procurement expertise among the First Nations. That could be addressed with the creation of a First Nations' specific agency – similar to Infrastructure Ontario or SaskBuilds. These procurement agencies have been the key to P3 success in Ontario, Saskatchewan and British Columbia.

The urgency of the need is obvious. The federal government's willingness and commitment to addressing the need is welcome. But that won't be enough to bridge the First Nations infrastructure gap. It will require legislative and regulatory changes. The *Indian Act*, for example, is outdated and unable to move at the speed

of business, which can complicate matters. The Okanagan Correctional Centre is proof that this can be overcome, but a movement towards different land regimes such as the *First Nations Land Management Act* can only add more certainty.

It also means that the P3 model will have to evolve – again. The Canadian P3 model has developed over the past quarter century to a point where it is viewed as a world leader. Our next challenge is to progress the model

further to ensure that clean water, safe housing, and reliable transportation and communications services are built in a timely, cost-effective manner that guarantees the long-term health, wealth and stability of Canada's Indigenous communities. ■

*Steven Hobbs is director, strategic planning and partnerships, at the Canadian Council for Public-Private Partnerships (CCPPP). Dave Trafford is CCCPP's director of communications and media relations.*



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# TALKING INFRASTRUCTURE WITH PRIME MINISTER **JUSTIN TRUDEAU**

BUILDING INDIGENOUS INFRASTRUCTURE MEANS MOVING  
PAST THE PATERNALISTIC “GOVERNMENT KNOWS BEST”  
APPROACH, SAYS TRUDEAU

**Rebuilding infrastructure is high on the agenda for Canada’s government, and leading the charge is the country’s charismatic new leader, Justin Trudeau. CCAB president and CEO J.P. Gladu recently examined the topic of Indigenous participation in this endeavour with the prime minister.**



Prime Minister Justin Trudeau taking part in this year’s National Aboriginal Day sunrise ceremony in Ottawa.  
Photo here and above courtesy of Adam Scotti.

**JP:** The federal infrastructure spending plan promises to spend over \$120 billion across Canada over 10 years. Is there a role envisioned for Aboriginal community and business participation?

**PM:** The Government of Canada is committed to create an economy that works for the middle class, and those working hard to join it, and gives every Canadian a chance to succeed. We are committed to work in partnership with Indigenous peoples to break down the barriers that have for too long held back individuals and communities from reaching their full potential to contribute to and participate in Canada’s prosperity. There should be no reason an Indigenous child cannot have the same aspirations or dreams as any other child in Canada, or the same opportunities to achieve them.

That is why Budget 2016 proposes historic investments of \$4.6 billion over five years to support infrastructure in Indigenous communities. These investments will lead to higher quality housing, effective waste management services, safe drinking water, renewable energy resources, and improved schools,



safe shelters, early learning and child care, and cultural and recreational space.

Indigenous businesses can contribute to the Government of Canada's infrastructure spending plans in a number of areas. In Indigenous communities and beyond, they can develop, finance, build, operate, maintain and own projects set to be undertaken over the next ten years. In many cases, Indigenous communities will lead the management of new on-reserve infrastructure projects to be funded through Budget 2016 investments. Indigenous firms, goods and services will also be used wherever possible to promote skills development, job opportunities and economic growth.

Indigenous partners know best the infrastructure investment needs in their communities. We will continue to work with Indigenous leaders to address existing social, environmental and economic gaps in their communi-

ties as we move past the paternalistic "Government knows best" approach to governance.

**JP: What are some of the infrastructure opportunities you hope to see for Aboriginal communities from this plan?**

**PM:** The unprecedented investments for Indigenous peoples proposed in Budget 2016 will bring about real progress on issues that matter most to Indigenous communities. These investments will improve access to quality housing, safe drinking water, effective waste management services, renewable energy resources and better schools, safe shelters, early learning and child care, cultural and recreational spaces that bring people together as a community.

We are also enhancing the training provided through the Aboriginal Skills and Employment Training Strategy to help Indigenous peoples better support their community

needs – whether through housing construction, water treatment, child care or local administration. Budget 2016 will also invest up to \$500 million over five years in a new program that will extend and enhance broadband and Internet connectivity in rural and remote communities.

**JP: How will this plan include and support the remote Aboriginal communities?**

**PM:** Remote Indigenous communities stand to benefit greatly from the investments laid out in Budget 2016. The need for affordable housing is particularly high in the North and Inuit communities. To address urgent housing needs in these regions, Budget 2016 will provide up to \$177.7 million over two years. Budget 2016 also allocates \$554.3 million over two years toward urgent housing needs on-reserve.

Budget 2016 additionally includes investments to support improved

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ACRES OF FORESTLANDS  
2.0 MILLION  
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garbage and waste management on reserves and expand and extend high-speed broadband coverage to remote communities. The latter will allow Indigenous communities to more fully participate in e-government service delivery in areas such as e-health, e-learning and e-water remote monitoring services.

We will also provide funding for renewable energy projects in Indigenous and northern communities in order to reduce reliance on diesel and on seasonal transportation networks.

Investments like these are a first step. We will work with Indigenous communities from coast to coast to coast over the coming year to develop an effective long-term approach to support the construction and maintenance of an adequate supply of housing as part of a broader National Housing Framework.

**JP: What are the climate change challenges and opportunities you see for Canada's Aboriginal and northern communities?**

**PM:** If this country is to achieve its climate change objectives, a real, meaningful partnership with all Canadians, including Indigenous peoples, is essential. Our Indigenous and northern communities are uniquely vulnerable to the challenges of climate change because they are often remote and hard to get to, have aging and inefficient infrastructure, and often rely on expensive diesel fuel to light and heat their homes.

Many Indigenous and northern communities are monitoring and addressing the effects of climate change. They know best their territory, and they are best positioned to feel the impact of climate change on their daily life. We recognize their traditional knowledge. They are already

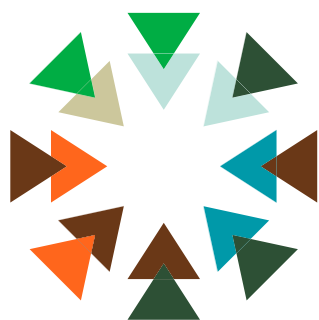
thinking about ways to better adapt their communities to the changing climate, and to face current and future changes. We are also working with these communities to develop renewable energy projects to reduce their reliance on diesel. Budget 2016 commits \$129.5 million over five years to climate change adaptation, part of which will be focused on northern and Indigenous communities. This funding will build and expand upon existing work to protect and advance health, community-based adaptation, transportation and infrastructure.

On an international level, we recognize the potential contribution of Indigenous peoples to the world's climate change efforts. At the recent North American Leaders Summit, Canada, Mexico and the United States committed to collaborate with Indigenous communities and leaders to incorporate traditional knowledge in decision-making and advance our understanding of climate change and climate resilience.

**JP: Do you see a role for Aboriginal Economic Development Corporations in developing infrastructure projects in their traditional Aboriginal territories?**

**PM:** Aboriginal Economic Development Corporations have helped many Indigenous businesses expand their opportunities. AEDCs understand the development context and can help bring the right people to the table. They can also identify opportunities to leverage Indigenous business and labour market development, and can be funding partners for small and large scale projects that generate benefits for their communities and for our nation. Because they also understand the intrinsic relationship between cultural development and economic development, they can help governments understand how to maximize the benefits of infrastructure investments.

Several opportunities lie ahead for strong, sustainable, respectful development. We must work together as partners to be able to seize them and make sure they benefit Indigenous communities. ■



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# CONNECTED NORTH: HARNESSING THE POWER OF TECHNOLOGY

BY WILLA BLACK

A NOVEL PROGRAM TAPS INTO INTERACTIVE VIDEO TECHNOLOGY TO LINK ABORIGINAL STUDENTS TO DOCTORS AND TEACHERS ACROSS THE GLOBE

When we think about infrastructure, we immediately think of roads, bridges or buildings. But there is another kind of infrastructure – one that moves data and creates virtual bridges. And that's digital infrastructure.

The fast growth of devices, desktops and the Internet, as well as the networks that connect them, has led to dramatic transformations in our

daily lives. We are all connected. And change has come at record speed.

In fact, Cisco has done studies that show that Internet traffic will increase massively over the next five years. By 2020 we will jump from 15 billion connected devices to 50 billion. So we must try to decipher the opportunities that this rapid digital transformation presents, and harness it for the good of our citizens, communities, businesses and governments.

Enter Connected North, a leading-edge program that demonstrates just how technology can be used to provide increased access to information, services and resources otherwise often out of reach. Founded by Cisco in 2013, Connected North uses Cisco's high definition, interactive video technology for social services delivery.

The focus of the program is two-fold: the provision of K-12 educational resources provided by TakingITGlobal and the tele-mental health services led by the Hospital for Sick Children's TeleLink program. Delivering these services virtually and "on demand" provides sustainable access. Through Connected North, patients are being linked to doctors, teachers to mentors, and students to experts and

Students participating in Cisco's Connected North program via interactive video technology





A Connected North session in action at Father Porte Memorial Dene School in Black Lake, Saskatchewan

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other students virtually. The program succeeds in overcoming the boundaries of time and distance.

### INSPIRATION

The inspiration for Connected North was Mary Simon, former leader of Inuit Tapiriit Kanatami (ITK), the national representational organization protecting and advancing the rights and interests of Inuit in Canada. I saw Mary speak at a Conference Board event during her tenure at ITK. She focused on two key challenges: first, roughly 75 per cent of Inuit children were not completing high school, and second, the youth suicide rate among Inuit was amongst the highest per capita in Canada.

I thought immediately of the impact that high definition TelePresence could have in engaging students through exciting virtual field trips and experiential learning. I wondered about the feasibility of bringing youth tele-psychiatry to remote northern communities. I also wondered if, through Cisco's applications and technology solutions, we could help to change the statistics.

It was worth a try, and Simon agreed. Before we knew it, we were in Iqaluit meeting with community and health-care leaders, teachers, school principals and elders. What a great privilege it was to work side by side with these committed people who shared our enthusiasm for the potential of technology. We scoped out a pilot in Aqsaarniit Middle School and engaged Cisco partners and customers, not-for-profit organizations, and experts in tele-medicine and tele-education to guide and support us. And so, Connected North was born.

The ecosystem that made this all possible encompassed over 30 partners who all had a role to play in bringing the program to life. Cisco would provide network assessments, school by school, and install all the networking and video infrastructure required to link these communities to this new resource. But we knew there would be more to making this successful than just the technology – those using it would have to have the ability to harness it with broadband, as broadband networks are a critical



component of the digital infrastructure we needed to build.

So we reached out to Internet services provider SSi Micro, which came on board immediately to support our pilot school in Iqaluit. As we grew, SSi offered support for more Nunavut communities, including Cape Dorset and Arviat. We embraced a regional model to extend the service in Saskatchewan and Ontario, with SaskTel and K-Net offering their support in the locations they served. Soon we were lighting up schools in Black Lake, Keewaywin and Fort Providence.

We also knew there was no point installing the technology if there was no virtual content delivery plan in place. So we began working with wonderful partners like TakingIT-Global, which now leads all our educational programming, and the Hospital for Sick Children in Toronto, which delivers training and consultations on youth mental health through their TeleLink program. We then found partners to cover the costs associated with the content that was needed. TD Bank, the RBC Foundation, Scotiabank, AREVA, Cameco, Athabasca Basin, Tech Data, Ingram Micro, the Samuel Family Foundation, Canadian North Airlines, West Wind Aviation and the Learning Partnership all answered the call, among others.

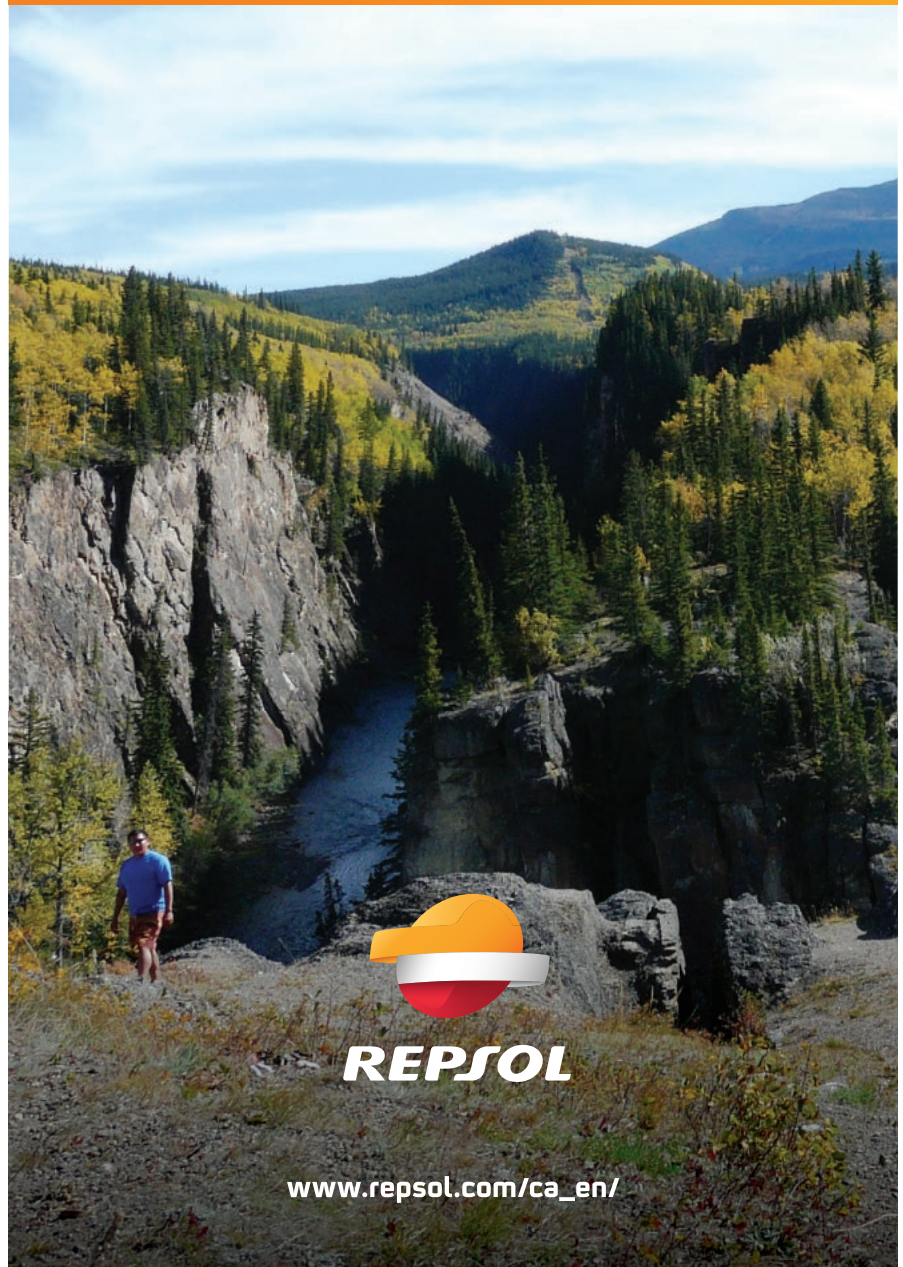
Together, the Connected North ecosystem built a virtual highway for service delivery. It was a powerful coming together with like-minded organizations donating their expertise, time, resources and funding to build out a network that would connect Indigenous schools and communities from coast to coast.

#### POSITIVE IMPACT

The positive impact in the communities was immediate. In our first year, York University's Department of Education evaluated the program and reported that 89 per cent of students found the Cisco TelePresence remote sessions made the class more enjoyable and 81 per cent of students thought they learned more in a class with video compared to a traditional

## Working with Aboriginal Communities

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## DIGITAL NETWORKS

class. In year two, the University of Toronto's Advanced Learning Technologies Lab found that 86 per cent of students participated during Connected North virtual sessions.

Students were engaged, and we knew that engaged students were students ready to learn. Importantly, the highest levels of engagement were shown when Indigenous students were sharing their culture. As one teacher said, "When students shared their culture with others they had their voice and confidence." For a nation focused on truth and reconciliation, it appeared we had found a virtual avenue that would encourage the inclusion of the voices of our youth from their local classrooms. Connected North has now delivered over 400 hours of video in the classroom, including over 220 sessions in the 2015-2016 school year alone.

In tandem, the health-care program has yielded strong results. The Hospital for Sick Children works

closely with the Government of Nunavut's Department of Health and has provided over 63 virtual clinical consultations with patients and their care teams, as well as program consultations and education sessions for in-community health-care workers. David Willis, clinical manager, TeleLink Mental Health Program, said that, "We believe this partnership will help build local capacity, supporting local health systems to respond, care and plan for the mental health needs of their communities. Our goal is to help improve the mental health and wellbeing of children and youth living in Northern Canada by providing them with barrier-free access to child and adolescent psychiatry, regardless of their location."

We have been witness to the positive impact that can happen when a community is willing and able to embrace digital infrastructure. We have learned that to effect transformative change, you need partners of all kinds as well as continued collabora-

tion. We have seen that by providing young people with opportunities to use technology effectively, not only can they access the resources they need, but they can use them in an empowering way.

The technology has enabled the Connected North youth to share what is meaningful to them with the world. It has also brought the world to their doorstep – from classrooms in Africa, to dinosaur exhibits in Alberta, to visits to the Houston Space Center in the U.S. Connected North has proven that there has never been a better time to embrace the possibilities that technology can bring. ■

*Willa Black is vice president, corporate affairs, for Cisco Canada. In 2014, she launched Connected North, a virtual program aimed at reducing Aboriginal dropout rates. For more information on the Connected North program, visit: [http://www.cisco.com/c/m/en\\_ca/never-better/csr-connected-north.html](http://www.cisco.com/c/m/en_ca/never-better/csr-connected-north.html)*



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# GETTING A PIECE OF THE PIE

BY NICOLE VERKINDT

## CCAB PARTNERS WITH OMX TO GIVE ABORIGINAL BUSINESSES A LEG-UP IN GAINING ACCESS TO LARGE GOVERNMENT CONTRACTS

I grew up in a family-owned Canadian manufacturing business, which sold primarily to the U.S. government. When conducting business in the U.S., we were often mandated to work in partnership with First Nations groups in delivering various products.

The products we sold had unique IP and our contracts were long term, so I watched, over 20-plus years, how our partnerships and work impacted various communities across the country. We were transferring background IP, training, working alongside our Aboriginal partners and mutually benefiting from each other. The U.S. government was the catalyst that required this as a part of their contracting requirements, but we were the ones implementing it every single day.

In Canada, I see this as one obvious way to help boost the Aboriginal community. When the Canadian government buys or approves a major project, be it in mining, energy, defence or infrastructure, they should consider requiring a minimum percentage of Aboriginal content in the bid or providing extra points for Progressive Aboriginal Relations (PAR) businesses.

Today, I am no longer in the family business. Nearly five years ago, I started an online platform for government bidders to source locally and report on the jobs created as a result of their projects. They can search, sort, filter, map and analyze potential suppliers across Canada based on requirements and capabilities. We have a strong focus on small businesses and are now proud to also have a tremendous focus on Canadian Aboriginal-owned businesses.



Nicole Verkint of OMX and CCAB President J.P. Gladu at the official announcement of their new partnership

In October 2015, OMX partnered with the Canadian Council for Aboriginal Business (CCAB) as the exclusive procurement platform for large corporations looking to source and prioritize Aboriginal content in their procurement practices. In addition, we will work together towards the development of Aboriginal procurement strategies – one of the first partnerships of its kind in Canada.

### THE DEFENCE ANGLE

Federal government defence procurements represent a relatively straightforward way for the Canadian government to encourage local economic benefits. They also represent a large financial opportunity for Aboriginal businesses to engage in the economy. Due to global national security exemptions, defence-related procurements can also require economic stimulation of the local economy, and further specify investments into small businesses located in particular regions or into Aboriginal-owned businesses.

In Canada, the Industrial and Technological Benefits (ITB) Policy aims to promote greater industrial participation through government defence procurements. Essentially, the policy works like this: when the Canadian government buys original equipment from a foreign contractor, that contractor has a legal obligation to spend the equal value of the contract price back in the Canadian economy.

There are various ways in which these obligations can be fulfilled, including direct contracts related to the product, indirect contracts or investments. The ITB program has done a great job of including Canadian companies on the supply chains of large original equipment manufacturers. It has also encouraged investments specifically into small and medium enterprises and the high-tech sector, which allows these companies to be included in the global value chain. This policy offers a massive opportunity for Canadian small businesses to gain from large defence contracts. It also provides an opportunity for Aboriginal-owned businesses, many of which are small and medium enterprises, to proactively reach out to government contractors to get a piece of the pie.



OMX recently produced a study to show the potential economic impact from increased defence contracts to Aboriginal-owned business. The study analyzed the potential impact that could come as a result of a four-per-cent Aboriginal-owned minimum requirement on defence procurements. It used the total spending outlined in the Defence Procurement Guide over the course of the next 17 years and custom Statistics Canada input-output multipliers that model 100 per cent Canadian content to generate the level of potential economic impact from such a requirement. The results were astounding. It is estimated that the total increase in industrial participation would equal \$20.3 billion and the overall increase in sustainable jobs would equal 10,944.

#### TREMENDOUS BENEFIT

Clearly, Aboriginal-owned businesses have something to gain from increased activity in government procurement. While we haven't conducted an investigation, it is likely that similar results would occur across opportunities provided in the energy and infrastructure sectors as well. Procurement opportunities can exist to stimulate growth and expansion for Aboriginal-owned businesses and they look to be quite a good option.

Thus, providing incentives for Aboriginal-owned businesses to be included within these large government contracts can be of tremendous benefit to the Canadian economy. There is incredible value in promoting increased investments into Canada's SME supply base, providing jobs, increasing growth and innovation, and strengthening the Canadian industrial base as a whole. This result could have an exceptional impact on Aboriginal communities as well as Aboriginal-owned businesses.

With the CCAB/OMX e-procurement platform, we aim to help Canadian Aboriginal-owned businesses gain access to large government contracts as well as other PAR businesses. We are seeing trends right now that are feeding into a positive future in this area. First, the prevalence of leveraging online tools – online data, procurement RFP engines and the more connected world – allows us to reach companies in all corners of the country to give them direct and real-time opportunities to respond to requirements. Second, there are a lot of large projects on the horizon, particularly in the government space: defence, aerospace, shipbuilding and mostly infrastructure. Lastly, there is strong momentum and political will right now to increase the social and community benefits from all major projects and to track and report back on real impacts.

We have an opening and hopefully the right convergence to make a difference, and that is what keeps me going. The future is in all our hands to make this happen, and I am really hopeful that we do. ■

*Nicole Verkindt is president of OMX, a collaborative platform for accessing procurement opportunities and analyzing the economic impact of organizations in the domestic and international defence, aerospace, oil and gas, mining and construction industries. She is also a 'dragon' on Next Gen Den, an offshoot of CBC's successful Dragon Den TV show.*



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## BY TOM VENFTIS

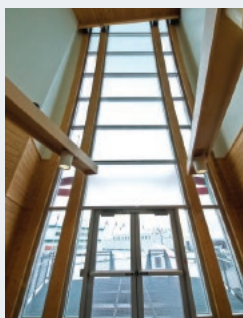
As well, the airships can transport this type of large cargo at a significantly lower cost than shipping freight by plane, and at a much faster speed than shipping by truck. This could



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eliminate the need to build roads and other infrastructure currently required to access remote worksites, significantly adding to the savings.

The company's LTAA-10 airship can even be used to ferry portable medical and dental clinics, and can remove trash to be safely recycled elsewhere, including cars, oil drums and other equipment. In many Arctic communities, such trash often ends up in landfills, which are unsightly and unhealthy to the community's residents.

The airships can also be used to transport basic goods and materials to Aboriginal communities on a more regular schedule. This would include perishable foods that in some communities can only be delivered at certain times of the year, which in turn pushes up costs and the final ticket price.

"Aboriginal communities (would) have a means to have deliveries of important supplies and equipment happen more often," says Marc Bourret, president of LTA Aerostructures (LTAA).

"You could have deliveries happen on a weekly basis where now you have some communities having such deliveries happening only four times a year."

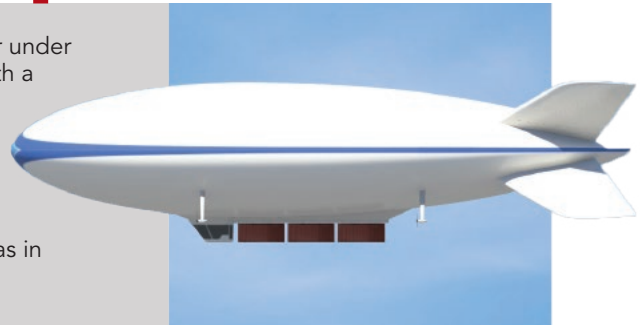
#### SEEKING INVESTORS

To turn this innovative plan into reality, LTAA is currently seeking investors, targeting Aboriginal communities and businesses in particular. "We are actively looking to have First Nation communities and investors be part of this project, from the development of the technology to the operation of the fleets," says Bourret.

## WHAT IS AN AIRSHIP?

An airship is a lighter-than-air aircraft that can navigate through the air under its own power. It gains its lifting capacity from large gas bags filled with a lifting gas that is less dense than the surrounding air. In early airships, hydrogen was the gas of choice, while most airships built since the 1960s use helium, a costlier but safer, non-flammable option.

Airships were the first aircraft capable of controlled power flight, however with time they were eventually replaced by airplanes. Today they are often used when there is a need to hover in one place, such as in advertising, surveillance, or geological surveys.



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A \$60-million manufacturing plant is already planned for Mirabel outside of Montreal, with construction scheduled for completion in 2018. If all goes as planned, northern communities could have access to supplies and services by airship by 2020.

Aboriginal communities and investors have already shown interest in the business structure that LTAA envisions for the deployment and operation of the ships, says Bourret. The aim is for each airship to be sold to a third-party aviation leasing company that will then lease the airship back to LTAA. The aerospace company will then establish operations in the north to operate and service the ships.

Once everything is in place, adds Bourret, the venture could create over 5,000 jobs in Canada – from factory and office jobs at the Mirabel manufacturing plant and the head office in Montreal, to positions for engineers, pilots and maintenance teams in the north. On their end, Aboriginal communities and investors would operate the airships and their northern facilities, allowing them to directly service local communities and develop businesses in remote regions. This would include business ventures in mining and fisheries, which are currently stifled due to lack of infrastructure in isolated regions.

There are many resource-rich regions in the north still under-developed specifically for this reason. Development requires the expensive construction of roads and other infrastructure. The airships, which can easily transport heavy equipment and materials, offer a cost-effective alternative for remote regions with logistical challenges.

An added benefit is the their low environmental impact. They produce fewer emissions than the volumes seen in commercial shipping operations using diesel trucks, aircraft and ships. This is important to many Aboriginal communities, which place a high premium on maintaining the environmental integrity of the land.

While it's generally accepted that the airship had its heyday in the 1930s, it looks like its real potential is still on the horizon. At least where Canada's far north is concerned. ■

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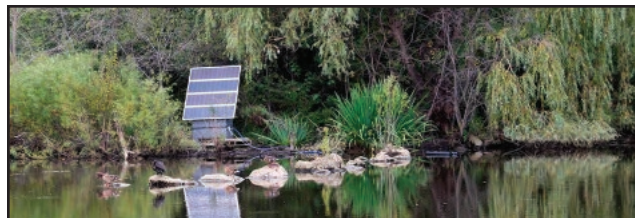


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Terry Metatawabin, Katherine Power, Chief Roy Whitney, JP Gladu, Stephen Lindley, Sean Willy and the Tsut'ina Nation team.



## CALGARY

On May 11, 2016, the third annual Calgary Gala celebrated the accomplishments of Tsut'ina Nation - Economic Development Lands and Southwest Ring Road, the recipient of CCAB's 2016 Aboriginal Economic Development Corporation (AEDC) Award. Tsut'ina was chosen among a field of excellent candidates for its historic Transportation and Utility Corridor (TUC) Agreement with the Province of Alberta, which transferred 1,058 acres of land to the province for the construction of the final portion of the Southwest Ring Road.

The annual Calgary Gala was a fantastic opportunity for attendees to network with the country's top Aboriginal businesses and forward-looking Canadian companies focused on the future of business in Canada.

The historic and devastating events happening in Fort McMurray at the time of the Gala were already having a direct impact, not only on Fort McMurray and surrounding communities, but on the entire province of Alberta and the country as a whole. CCAB made the decision to donate proceeds from the event (\$85,000), to the Canadian Red Cross Alberta Fires Emergency Appeal. Thank you to everyone who attended the event, as well as CCAB members who helped make this donation a reality.



TOP LEFT: Adam Legge, President & CEO, Calgary Chamber of Commerce

TOP RIGHT: Tsut'ina Nation Youth Drummers

FAR LEFT: Host Hal Eagletail

LEFT : Chief Roy Whitney is presented with the CCAB AEDC Award by Lead Sponsor, Sodexo Canada's Katherine Power

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# ANNUAL CALGARY GALA



## MONTREAL

MONTREAL KEYNOTE  
PRESENTATION

JP Gladu, President and CEO, CCAB; Madame Mary Deros, Vice Mayor, City of Montreal; Natan Obed, President, Inuit Tapiriit Kanatami (ITK); Nadine St-Louis, Executive Director, Sacred Fire Productions; Phero Austin, Senior Manager Business Services, TD Commercial Banking



Madame Mary Deros, Vice Mayor, City of Montreal

**O**n June 15, 2016, delegates joined Natan Obed, President of Inuit Tapiriit Kanatami (ITK), at Montreal City Hall for his presentation on new business opportunities for both Inuit and Canadian businesses in the North. Obed also provided a unique perspective on what comes next for the Inuit in Canada. His talk covered the obstacles and opportunities currently facing Inuit business, the need to grow an Inuit workforce, and the role of the Makivik Corporation in promoting northern business.

A special networking reception was held after the keynote address at the Ashukan Cultural Centre.

This event presented an opportunity for the business community to come together with political leaders, top executives, up-and-coming entrepreneurs and business owners to explore the mutual priorities for development in Canada's far north, and the unique role for Inuit peoples in the Canadian economy.



TOP LEFT: Elder Imaapik Jacob Partridge

TOP MIDDLE: Jack Blacksmith, President, Creeco; Natacha LeClerc, Lawyer, Cain Lamarre

TOP RIGHT: Stephen Agluvak Puskas, Producer, Nipivut; JP Gladu, President and CEO, CCAB

BOTTOM LEFT: Natan Obed, President, Inuit Tapiriit Kanatami (ITK)

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## TFAB (Tools and Financing for Aboriginal Business)

TFAB (Tools and Financing for Aboriginal Business) is a new online portal that enhances Aboriginal businesses by providing practical tools, skills development plus connections to networks and financing options.

We are currently looking for CCAB members to contribute business tools and resources or list their services for Aboriginal business on TFAB. Through your contribution, you will gain exposure to a variety of Aboriginal businesses across Canada.

Please visit TFAB at [www.ccab.com/tfab](http://www.ccab.com/tfab), or contact [tfab@ccab.com](mailto:tfab@ccab.com) if you are interested in becoming one of the first contributors to this valuable initiative!

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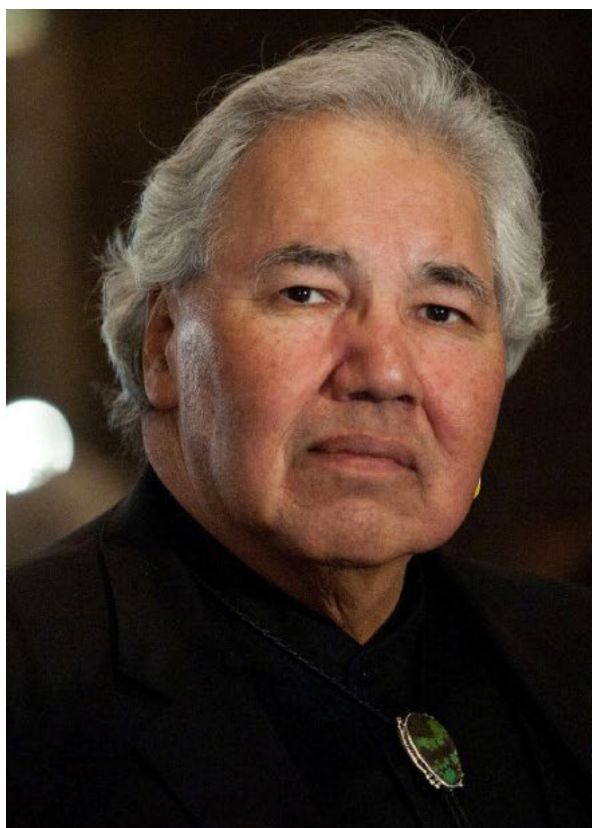
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# UPCOMING EVENTS

## GALA, LUNCHEON, AEDC CONFERENCE & KEYNOTE



Senator Murray Sinclair, Recipient of the 2016 Award for Excellence in Aboriginal Relations

## 14<sup>TH</sup> ANNUAL VANCOUVER GALA

September 22, 2016 | 5:30 pm - 9:30 pm  
Sheraton Vancouver Wall Centre | Vancouver, BC

The 14th Annual Vancouver Gala will honour Senator Murray Sinclair, the 2016 recipient of the Award for Excellence in Aboriginal Relations. Senator Sinclair's work over the past six years with the Truth and Reconciliation Commission (TRC) and the release of the TRC report has provided the basis for a more respectful relationship between Aboriginal peoples and all Canadians. The Gala will also recognize this year's Progressive Aboriginal Relations (PAR) committed and certified companies.

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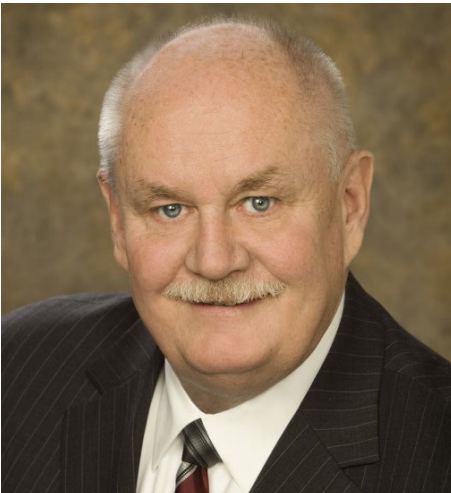


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Katherine Power, Vice President Communications and Corporate Affairs, Sodexo Canada



Randy Moore, Vice President of Strategic Development and Aboriginal Relations, Bee-Clean Building Maintenance

# PAR LUNCHEON: INVESTMENT AND CAPACITY BUILDING

September 22, 2016 | 11:30 am - 1:30 pm  
Sheraton Vancouver Wall Centre | Vancouver, BC

The 2016 Progressive Aboriginal Relations Luncheon in Vancouver will bring together Canadian companies that are committed to promoting and developing partnerships with, and investing in, Aboriginal businesses and communities.

Progressive Aboriginal  
RELATIONS

Canadian Council for  
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Our keynote presenters are Katherine Power, Vice President Communications and Corporate Affairs with Sodexo Canada, and Randy Moore, Vice President of Strategic Development and Aboriginal Relations with Bee-Clean Building Maintenance. They will discuss the benefits of investing in, and partnering with, Aboriginal businesses and communities to build capacity, speaking on their experiences from development to delivery.

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# 2016 Aboriginal Economic Development Corporation Conference

**October 19 and 20, 2016**  
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The Aboriginal Economic Development Corporation Conference (AEDCC) is held to recognize the efforts of AEDCs to grow Aboriginal economies, promote community prosperity and contribute to the Canadian economy. The themes of this year's conference will be financing and the importance of maintaining positive relationships between AEDCs and their communities. This event will support networking and knowledge sharing among AEDC executives, community leaders, government and corporate Canada.

## Topics

**Intergovernmental Relations • Economic Investment • Start Up Financing • Big Business Financing • Trust and Community Give Back • Importance of Relationships • Managing Expectations and Goals • Building Synergies with Government • Infrastructure • Indigenous Procurement • Business Development**

## Keynotes



**Scott Thon**  
President & CEO, AltaLink



**Chief Jim Boucher**  
Fort McKay First Nation



**Chief Clarence Louie**  
Osoyoos Indian Band

## Panelists

- Willa Black**, Vice President, Corporate Affairs, Cisco Canada
- Jack R. Blacksmith**, Chairperson/President, Board of Compensation/CREECO
- Nicole Bourque-Bouchier**, CEO, The Bouchier Group
- Brian Calliou**, Director, Indigenous Leadership and Management, Loughheed Institute
- Clément Chartier**, President, Métis Nation Council
- Brad Cline**, Director, Indigenous and Northern Affairs Canada
- Anthea Darychuk**, Research Coordinator, Engineers Without Borders
- Jeffrey Frank**, Senior Director, Castlemain Group
- J.P. Gladu**, President & CEO, Canadian Council for Aboriginal Business
- Andy Jones**, President & CEO, Carillion Canada
- John Hill**, President, Pioneer Performance Inc.
- Carol Anne Hilton**, Partner, Transformation
- Mark Hubert**, Vice President, Forest Products Association of Canada
- Jack Jamieson**, Vice President, Aboriginal Services, T.E. Wealth
- Matt Jamieson**, President & CEO, Six Nations of Grand River Development Corporation
- Monica James**, Manager, Aboriginal Banking, Business Development Bank of Canada
- Vimal Kotecha**, Partner, Richter
- John MacIntyre**, Co-Founder, Birch Hill Equity Partners
- Steven Morse**, CEO, Métis Voyageur Development Fund
- Domenic Natale**, Vice President, Aboriginal Trust Services, TD
- Natan Obed**, President, Inuit Tapiriit Kanatami (ITK)
- Chief Terrance Paul**, Community of Membertou
- Audrey Poitras**, President, Métis Nation of Alberta
- Katherine Power**, Vice President, Communications and Corporate Affairs, Sodexo Canada
- Mark Romoff**, President & CEO, Canadian Council for Public-Private Partnerships
- Mark Sevestre**, General Manager, Mississaugas of the New Credit First Nation Community Trust
- Hillary Thatcher**, Assistant Deputy Minister, Aboriginal Relations and Ministry Partnerships, Ministry of Aboriginal Affairs, Government of Ontario
- Dave Tuccaro**, President & CEO, Tuccaro Group of Companies
- Ray Wanuch**, Executive Director, CANDO
- Chief Roy Whitney**, Tsuut'ina Nation
- W Sean Willy**, Vice President, Des Nedhe Development

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Chief Jim Boucher, Fort McKay First Nation



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CCAB AND ALBERTA ENTERPRISE GROUP PRESENT

# ABORIGINAL CONNECTIONS KEYNOTE & RECEPTION

November 23, 2016 | 5:30 pm – 9:00 pm

Hyatt Regency | Calgary, AB



Introduction by Dr. Eric Newell,  
Chancellor Emeritus and Special Advisor  
to the Provost, University of Alberta

Join business leaders from across Western Canada to celebrate the accomplishments and learn from the experiences of Fort McKay First Nation Chief Jim Boucher. Make lasting connections with Aboriginal and non-Aboriginal business leaders to further your business goals and gain insights into how business leaders can work together to build a brighter future.

Featuring Keynote Speaker:  
Chief Jim Boucher, Fort McKay First Nation

To register go to [www.ccab.com/events](http://www.ccab.com/events). To sponsor this event, please contact Lynda Keith at [lkeith@ccab.com](mailto:lkeith@ccab.com).



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- Dr. Wilton Littlechild
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- Honourable Catherine McKenna, Minister of Environment and Climate Change
- Honourable James Gordan Carr, Minister of Natural Resources
- Provincial Leaders who have natural resource development issues and interests
- The National Energy board
- Canadian Association of Petroleum Producers
- Canadian Energy Pipeline Association
- National and Regional Indigenous Leaders



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