

The Aboriginal BUSINESS REPORT

A CCAB PUBLICATION

Canadian Council for
ABORIGINAL
BUSINESS



BUILDING TOMORROW'S CONSTRUCTION WORKFORCE

LIUNA EMBRACES INDIGENOUS EDUCATION



**RESHAPING & REFINING THE
PROGRESSIVE ABORIGINAL
RELATIONS (PAR) PROGRAM**

**A PRACTICAL ROADMAP:
CCA'S TIPS ON PARTNERING
WITH ABORIGINAL GROUPS**

**EYE ON CONSTRUCTION:
A CROSS-COUNTRY LOOK
AT INDIGENOUS PROJECTS**

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Jonathan Kruger,
Director Indigenous Relations, Western Canada
Jonathan.Kruger@sodexo.com

Jonathan was elected Chief of the Penticton Indian Band (PIB) for two terms from 2008-2016. He previously served on PIB Council from 2000 - 2008. Jonathan has been widely-recognized for his leadership and business achievements.

He began his leadership on the platform of creating a Comprehensive Community Plan and a Land Use Plan. This CCP became the voice of the community and vision for direction of his leadership.

Early on in his leadership he advocated separating business from politics and was a proponent in the creation of the Penticton Indian Band Economic Development Corporation. He created a business-friendly environment opening PIB and Certificate of Possession (CP) holders up for business opportunities.

He loves being on the land in his territory and believes in the Okanagan Nation Declaration "for the good of all, for all time."



Réjean Gosselin,
Director Indigenous Relations, Eastern Canada
Rejean.Gosselin@sodexo.com

Réjean started working with Sodexo in 1980 as a clerk at a unit in Northern Quebec. One year later he was promoted to Unit Director, and soon after Field Supervisor. In June 1990, he moved to Montreal as a District Manager and was promoted to Director of Operations in 1996.

In September 2016, after more than 35 years working in Operations, Réjean accepted the challenge to take on the role of Director, Indigenous Relations for Eastern Canada. He brings extensive experience working with Indigenous communities in Eastern Canada mainly in Northern Quebec.



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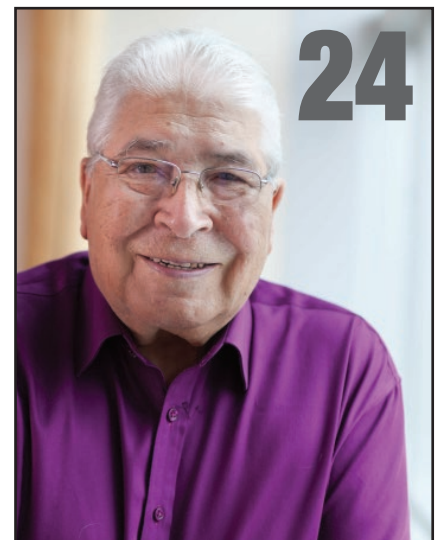
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J.P. GLADU
PRESIDENT AND CEO

Welcome to another edition of *The Aboriginal Business Report*, the official publication of the Canadian Council for Aboriginal Business (CCAB).

When we decided to investigate the value of developing our own magazine, we had no idea that we were on the verge of creating an exciting new information platform. Not only do we report on developments in Aboriginal business, we also have the opportunity to highlight different sectors and examine how their activities impact our communities across the country.

With the federal government poised to move on its national infrastructure commitment, the construction industry promises to be a key job generator and business engine in the months and years ahead. Our Aboriginal businesses and development corporations are eager to participate in this growing market opportunity, as are our communities. Many of them face outstanding structural needs that must be addressed and that remain an ongoing concern.

We need both Canadian business and the Canadian government to understand that the Aboriginal community has businesses at the ready. Whether it concerns water treatment, building schools or energy innovation, projects that improve the lives of Canada's Indigenous people can be achieved and built using Aboriginal business, labour and capital.

Our cover story, *LiUNA leads the way*, explores how Canada's largest building trades union is helping Indigenous communities tap into the construction opportunities that are out there. Most recently, LiUNA and the Assembly of First Nations signed a Statement of Partnership that will see the two organizations working together toward a progressive relationship.

Also in this edition of *The Aboriginal Business Report* we learn how construction skills are growing rapidly in demand, especially in the country's northern regions. We examine how, through training and education, the construction industry can offer great job opportunities

The Aboriginal Business Report

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MESSAGE FROM THE PRESIDENT

to our youth – especially in regions that are particularly vulnerable to high unemployment.

We also look at how building capacity makes one construction company – Points Athabasca – stand out from the others in the province of Saskatchewan. Their 'Building Capacity' tagline, which they've had since the company's inception, speaks to their strong dedication to providing employment opportunities for local and Indigenous people.

Finally, we focus on the Canadian Construction Association and how it recognizes the value of partnerships between construction companies and Indigenous communities. So much so, the association has developed a handy 'how-to' guide for Canada's construction leaders. The aim is for them to better understand the need to engage the skills, talents and knowledge that Indigenous peoples bring to the table.

These are exciting times in the world of Indigenous business and in the construction sector in particular. We are honoured to highlight the importance of this industry in fueling Canada's economic engine – not only for Indigenous communities, but for the entire country.

I hope you enjoy this issue of the magazine.

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LIUNA

CANADA'S LARGEST BUILDING TRADES
UNION HELPS INDIGENOUS COMMUNITIES
TAP INTO CONSTRUCTION OPPORTUNITIES

LEADS THE WAY

BY VICTORIA MANCINELLI

Since 1903, the Labourers' International Union of North America (LiUNA) has been defending the rights of working men and women who have been unfairly treated by governments and industry. Over 114 years later, LiUNA continues to work for the betterment of our members and for working men and women throughout Canada. It remains the country's largest building trades union, representing over 110,000 members from coast to coast.

Canada's Indigenous communities have sought for hundreds of years to be treated with respect, and LiUNA strongly believes that by building a strong partnership we can create a platform for change and help educate Canadians, policymakers and business leaders on the history, culture and heritage of Indigenous communities across Canada.

At LiUNA's 2007 Canadian Conference in Lake Louise, Alberta, its leadership reached out to the Assembly of First Nations (AFN) in the belief that the union movement is a natural partner with Indigenous communities. The conference marked a significant step in this partnership, with LiUNA signing a memorandum of understanding with former National Chief Phil Fontaine to

Statement of Partnership

The historic signing of a Statement of Partnership between LiUNA and the First Nations Summit



train Indigenous youth in the skilled trades. Today, former Chief Fontaine co-chairs LiUNA's Indigenous Affairs Committee with LiUNA vice president Joseph Mancinelli. They continue to work together to develop initiatives to improve quality of life through various sectors, including energy, infrastructure and health, with an investment in human capital.

In 2016, a Statement of Partnership was signed on the Musqueam Traditional Territory between LiUNA and First Nations Summit political executive members Cheryl Casimer, Robert Phillips and Grand Chief Edward John, acknowledging and recognizing the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). This partnership also recognizes the constitutionally protected Aboriginal and Treaty Rights of First Nations. Most importantly, it recognizes that strong First Nation governments are necessary for the development of sustainable, comprehensive economic and social development to improve the quality of life of First Nations peoples.

A critical element in creating and supporting strong First Nation governments is access to capacity and resources that allow First Nations to become self-sustaining. Partnerships between First Nations, other governments and the private sector will strongly contribute to the needed social and economic opportunities.

In June 2017, LiUNA signed a Statement of Partnership with National Chief of the Assembly of First Nations Perry Bellegarde, ensuring that we continue to work together toward an open and progressive relationship, one that encourages trust and inclusion and full investment of human capital. This partnership, which began over a decade ago, affirms LiUNA's commitments to training and education for First Nations men and women, and re-affirms its commitment as a partner on the path of reconciliation.

ACCESSIBLE LEARNING

LiUNA is an advocate of improving accessible learning tools for Indigenous youth, and its Mobile Training Centre delivers effective training to many rural First Nations communities. Mobile training helps expand training

opportunities and instills the skills needed to build self-sufficient infrastructure in communities. As we work to build strong communities, LiUNA remains an advocate for education and training as the keys to a better future for young First Nations men and women.

LiUNA training initiatives open the door to career opportunities. The Laborers' International Union of North America Local 837, based in Hamilton, Ontario, will lead an Aboriginal training-to-employment program in southern Ontario sponsored by Enbridge. The

six-week program offers skills training and union membership for 16 members of the nearby Six Nations of the Grand River and the Mississaugas of the New Credit First Nation (MNCFN) communities. Sixteen participants will learn a variety of hard and soft skills, including oxy-acetylene cutting and burning; health and safety certification; forklift, skidsteer loader and mini excavator operation; chainsaw safety; hoisting and rigging; and standard first aid. There will also be introductory pipeline-specific training, such as ground disturbance and fencing.

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National Chief of the Assembly of First Nations Perry Bellegarde signs a Statement of Partnership with LiUNA vice president Joseph Mancinelli

In Toronto, LiUNA Local 183 is currently working with communities such as the Kagita Mikam through the Eastern Campus, which services areas as far as Kingston, as well as Miziwe Biik through the Vaughan Campus, which advocates for Indigenous youth in the Greater Toronto Area. The LiUNA Training Centre runs an Introduction to Construction program, based on the Construction Craft Worker curriculum, and is currently working with groups such as the Kagita Mikam through the Eastern Campus. Miziwe Biik has had a longstanding partnership with the Training Centre in Toronto and successful trainees have been placed in framing, heavy construction and landscaping.

LiUNA pre-apprenticeship programs in Sarnia have trained candidates from Walpole and they have successfully been placed in the pre-apprentice program, becoming LiUNA members and achieving their Red Seal Certification. The program runs for 12 weeks and trains up to 15 members.

In Thunder Bay, Anishinabek Employment and Training Services (AETS) serves the nine communities of Animiigoo Zaagi'igan Anishinaabek (Lake Nipigon First Nation), Biigtigong Nishnaabeg (Ojibways of the Pic River), Biinjitiwaabik Zaaging Anishinaabek (Rocky Bay First Nation), Bingwi Neyaashi Anishinaabek (Sandpoint First Nation), Kiashke Zaaging

Anishinaabek (Gull Bay First Nation), Michipicoten First Nation, Pays Plat First Nation, Pic Mobert First Nation and Red Rock Indian Band.

The craft worker course places Indigenous trainees on the path to success through pre-apprenticeship programs, exposing them to hands-on activity, tools and equipment during an intensive eight-week cycle at LiUNA Local 607 Training Hall. The skills they are taught include field fundamentals on using hand and electrical tools, chainsaws, jackhammers, compressors, oxy-propane torches, and how to do concrete work, hoisting, rigging, trenching, forklift/skid steer loader operation, and scaffolding work. Enrollees are also taught how to safely work at heights and in confined spaces.

ENERGY INITIATIVE

Recently, LiUNA announced its equity investment as a long-term partner in future low carbon sustainable infrastructure projects with NRStor Inc., a Toronto-based energy storage project developer, opening the door to further energy storage projects across Canada. "LiUNA sees immense opportunity in financing energy storage infrastructure. We believe energy storage is a key enabler of our future energy system and welcome the opportunity to invest capital into low carbon assets on behalf of our pension fund," explains Mancinelli.

NRStor has developed an innovative model to finance, own and operate energy storage projects that align with LiUNA's priorities of creating economic, social and environmental value. LiUNA and NRStor will work in partnership with remote Indigenous communities to develop sustainable energy solutions that reduce dependence on diesel fuel.

LiUNA is proud to announce its partnership with the Canadian Council for Aboriginal Business (CCAB). As a new Patron member and supporter of the Tools and Financing for Aboriginal Business (TFAB) Human Resources bucket, CCAB aims to link LiUNA to its growing Aboriginal business network. It values the experience LiUNA can bring to the table in building sustainable capacity with the Indigenous workforce across Canada. As CCAB president and CEO J.P. Gladu notes, "This is an important ingredient for the long-term sustained success of our Aboriginal and non-Aboriginal businesses striving for stronger outcomes."

As LiUNA's partnership continues to grow, we must continue to develop initiatives that focus on the energy sector, clean water, infrastructure stability and human capital. This means helping Indigenous youth and women learn construction skills to build self-sustaining communities and a better future coast to coast to coast. ■

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A PRACTICAL ROADMAP

BY MATTHEW BRADFORD

CCA'S HANDY 'HOW-TO' GUIDE FOR CONSTRUCTION COMPANIES LOOKING TO PARTNER WITH INDIGENOUS GROUPS



The value of partnerships between Canadian construction companies and Indigenous communities cannot be overstated. Increasingly, the country's construction leaders are recognizing the need to engage the useful skills, talent and knowledge that First Nations groups bring to the table. This recognition will only grow as infrastructure projects move further north.

"Many of Canada's future key resource and infrastructure-related projects, such as northern Ontario's Ring of Fire and Quebec's Plan Nord, will be in more remote, non-urban locations," says Michael

Atkinson, executive director of the Canadian Construction Association (CCA). "They'll either be close to Indigenous communities or in regions where Indigenous-owned construction companies operate."

To take advantage of opportunities in these locations, it will be critical to engage local Indigenous talent and to do it in a way that is mutually beneficial and constructive to all involved. "It will be paramount for non-Indigenous construction companies to engage Indigenous business partners who can provide their local knowledge, labour, equipment and supply chains," explains Atkinson.

CCA acknowledges that more work is needed to build those sustainable relationships between construction companies and Indigenous businesses, leaders and workers. To that end, the association published the *Indigenous Engagement Guide for Construction Owners*, a handy resource for companies looking to work more closely with First Nations groups.

Researched and written in partnership with Indigenous Works (formerly the Aboriginal Human Resource Council), the Guide lays bare all the obstacles that have traditionally obstructed partnerships between construction owners and Indigenous companies and communities – whether



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cultural, logistical or operational. More importantly, it explores how those barriers can be overcome. Within its pages, construction owners and managers can learn from their peers who have already built successful relationships with Indigenous communities.

STRONGER FOUNDATION

The first step for companies is to take stock of their capacity to work with Indigenous communities. This means assessing workplace culture and HR processes to determine if they are ready to hire and support Indigenous employees or engage their communities and leaders. Also important is developing a solid understanding of the trends shaping Indigenous businesses today.

The Guide suggests companies conduct an Engagement Environmental Scan and explains how to do it. The Scan provides a meaningful analysis of demographics, socioeconomic factors, economic trends and legal considerations, as well as community and public policy development. It helps companies understand exactly what is involved when collaborating with First Nations' stakeholders in the construction sector.

This initial assessment is critical, say many CCA members who were involved in developing the Guide. Colleen Munro, president of Hugh Munro Construction and a member of the Guide's National Advisory Group, wrote, "The engagement workload takes time, effort and patience but it's the right thing to do. Our partnerships with Indigenous groups are stronger as a result."

Following the self-assessment, the Guide then outlines steps to move forward with the actual collaboration with Indigenous groups. One approach involves what CCA calls the Inclusion Continuum – a seven-stage roadmap for workplace inclusion.

In the end, the road towards mutually beneficial relationships between Canada's construction companies and its Indigenous population is not one based on exact science. But everyone agrees that key to its success is

the willingness of companies and community leaders to move beyond past failures and begin anew. This was part of the aim of Indigenous Works and CCA when drafting the Guide.

CCA wants to help small to medium-sized construction companies engage with the Indigenous business community by providing them with a practical how-to resource. Whether

their interest lies in joint ventures, partnerships, or in subcontracting opportunities, companies now have a useful tool to guide them in their efforts. ■

You can read the full Indigenous Engagement Guide for Construction Owners here: www.cca-acc.com/wp-content/uploads/2016/03/IndigenousEngagementGuide.pdf



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CELEBRATING A GREAT ADVOCATE

The Canadian Council for Aboriginal Business (CCAB) is proud to present Dr. Ken S. Coates with the 2017 Award for Excellence in Aboriginal Relations. Coates is being honoured for his deep understanding

of the realities surrounding Indigenous peoples, together with his compelling ideas about Canada's future.

Raised in Whitehorse, Yukon, Coates has had a longstanding interest in



Aboriginal rights, northern development, northern Canadian history, science, technology and society, as well as Japanese studies. He holds the Canada Research Chair in Regional Innovation at the Johnson-Shoyama Graduate School of Public Policy, University of Saskatchewan, and is a Munk Senior Fellow with the Macdonald-Laurier Institute. In 2015, he was elected a Fellow of the Royal Society of Canada.

A powerful academic voice for Indigenous rights and peoples, Coates brings his experience in East Asia and around the circumpolar world to bear on his understanding of Canada's strengths and weaknesses. He is well versed in the development of carefully developed policy, which directly connects Indigenous, rural, remote and northern communities and regions with universities, governments and business. This alignment allows them to respond creatively to global opportunities.

Coates has worked with Indigenous peoples, organizations and with government agencies responsible for Aboriginal affairs in Canada as well as in New Zealand, Norway and Australia. He helped with land claims research and participated in a number of national and international collaborations – this includes serving on the Research Advisory Committee of the Royal Commission on Aboriginal Peoples. Coates is also the director of the Macdonald-Laurier Institute's research project on Aboriginal Peoples and the Natural Resource Economy.

CCAB looks forward to celebrating the accomplished life and work of Ken Coates at its 15th Annual Vancouver Gala this coming September. ■

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– Kevin Sapp, Human Resources Manager
Gold Eagle Casino



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RESHAPING & REFINING PAR

BY LUANNE WHITECROW

CCAB MODIFIES ITS PROGRESSIVE ABORIGINAL RELATIONS PROGRAM TO BETTER ASSIST CANADIAN BUSINESSES IN BUILDING POSITIVE ABORIGINAL CONNECTIONS



PAR companies recognized at CCAB's Annual Vancouver Gala

PAR is a certification program that recognizes corporate performance in Aboriginal relations in the areas of leadership actions, employment, business development and community relationships. PAR-committed and certified companies integrate these criteria into their strategic planning and operations and are recognized at a Bronze, Silver or Gold level. They then promote their level with a PAR logo, signaling to Aboriginal communities that they are good business partners, great places to work, and committed to prosperity in Aboriginal communities.

PAR certification provides a high level of assurance, and the designation is supported by an independent third-party verification process conducted by CCAB-trained Aboriginal verifiers. This is followed by a jury process to support a company's progress and ensure consistency and continuous improvement. A separate jury comprised of Aboriginal business

professionals trained in the PAR criteria then determines the final company level. Since it was first introduced in 2001, PAR remains the country's premier corporate social responsibility program with an emphasis on Aboriginal relations.

The PAR framework was redeveloped in 2016 to create wider access for companies that had identified challenges with the system. As they started navigating the PAR program, many felt there was a need for more support. As a result, the new committed and certified frameworks have been modified to incorporate a more progressive, phased-in approach, making it easier for companies to participate.

The Committed and Certified-level criteria have been redesigned to help companies build a foundation in their first three years of PAR participation. The three-year time frame at the Committed level will assist them in setting up an internal operating

structure and creating dialogue with communities on targets they can then achieve year after year.

The changes have been welcomed by companies already involved in the program, and many have noted the numerous benefits. "The new PAR foundation criteria and questions are clearer and have allowed us to take our approach to proactive and positive Aboriginal engagement to the next level," says Andra Syvänen, counsel, environmental and Aboriginal affairs, CN Corporate Services. "The questions have truly helped us be more strategic and benchmark our progress over the past year."

COMMITTED LEVEL

At the Committed level, companies must undergo a building process to create a sustainable internal operating structure that raises the value of PAR within the company. In the first years of their PAR participation, they are required to internally review their communities of interest (COI) and

seek feedback on a scheduled basis. This creates a consistent dialogue with the communities, be it with economic development corporations, Aboriginal communities or businesses.

This ongoing dialogue with COIs helps companies gain a better understanding of what communities are looking for, how they need to be supported, and how best to work with them. Through an evaluations process, regular engagement and check-ins, companies are better equipped to identify barriers and gaps in the four PAR drivers. By working through the PAR criteria, they can cultivate their vision on how to sustain these relationships.

CERTIFIED LEVEL

The PAR Certified level is a comprehensive assessment for Aboriginal relations that builds on the PAR Committed level, helping sustain positive Aboriginal relations within the culture of an organization. CCAB offers three levels of certification through the PAR program highlighting a company's achievements in leadership actions, employment, business development and community relationships. The certification model stretches over three years, providing enough time for a company to set and achieve realistic targets based on their own internal review process.

The verification process provides companies with the assurance that they are on the right path. Verifiers trained in the new criteria engage the company and then present their findings to a PAR jury that decides on the company's level of standing in accordance with PAR criteria. These companies are then celebrated at CCAB's Annual Vancouver PAR Gala, held in September.

PAR companies regularly applaud the difference the program has made in their own business and, most importantly, how it allows them to play a critical role in developing positive sustainable relationships with Indigenous groups across the country. "Working with the CCAB and within the PAR program, we have made building relations with Aboriginal communities and peoples a part of our corporate culture," says Alexander Fanni, community relations and

business development coordinator, CDN Controls. "As a company that works in the natural resource extraction sector, we are proud of the work we have done through PAR to ensure Aboriginal communities and peoples are active participants in our industry so they may share in our success."

Through the PAR program, CCAB has established a supportive process where companies can grow their

organizations and create value. Each year, there are more companies participating, and CCAB hopes to support them as they change the landscape of Aboriginal participation in the Canadian economy. ■

To learn more about the PAR program and become PAR certified, contact the Canadian Council for Aboriginal Business (CCAB) or visit: www.ccab.com/par.



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Aamjiwnaang First Nation Chief Joanne Rogers and Walpole Island Chief Daniel Miskokomon with Northland Power CEO John Brace at the opening of the 100 MW Grand Bend Wind Farm.

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BUILDING CAPACITY

BY KRISTY JACKSON

POINTS ATHABASCA'S STRENGTH LIES IN
FOSTERING REGIONAL PROSPERITY IN
NORTHERN SASKATCHEWAN

Building Capacity is what makes Points Athabasca stand out from other construction companies in Saskatchewan. The tagline, which the company has had since its inception, speaks to its strong dedication to providing employment opportunities for local and Indigenous people. And over the last 18 years, it has demonstrated a remarkable track record in doing so.

"While we are proud to have built a portfolio of projects totalling more than \$700 million since our inception, what we are really most proud of is the impact our company has had on Indigenous communities and on individual people," says John Scarfe, CEO of Points Athabasca. "This is what really motivates our staff and is at the core of what we are trying to accomplish. By training, mentoring and employing local people, Points Athabasca continues to make a lasting impact on the communities where we work."

Athabasca worker
conducting site
resurfacing



Formed in 1999, Points Athabasca was established to foster regional prosperity in the Athabasca region of Northern Saskatchewan. Like many remote and northern communities, the seven Athabasca communities experience significant economic and social challenges. There is also tremendous mining activity in the area, and the communities wanted to participate in these activities.

Uniting together, they formed Athabasca Basin Development, which over the years has evolved into an investment company with ownership in businesses primarily servicing the mining industry. This provides numerous benefits to its shareholder communities, including building wealth, dividends, donations, building capacity and more. Athabasca Basin Development owns 75 per cent of Points Athabasca; the remainder is held by Calgary-based Graham Construction, one of Canada's biggest construction firms and a long-time strategic partner in Points Athabasca's development.



Day shift at the Stony Rapids Airport resurfacing project

STRONG PLAYER

With an experienced industry partner on board and the united support from the leadership in seven communities, Points Athabasca has been in an excellent position to establish itself as a strong player in the market – one committed to meaningful participation of local Indigenous communities. “We provide an excellent service that is as good or better than our competitors

and at a competitive price. But we also provide an added bonus, and we find that many of our clients are committed to Indigenous participation and need an experienced partner like us to help them be successful in this area.”

Cigar Lake Mine is an example of this. The Cameco mine is located in the Athabasca Basin and is one of the largest high-grade uranium mines

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COMPANY PROFILE

in the world. Since 2003, as part of a contract to provide ongoing site services and maintenance at the mine, Points Athabasca has been responsible for sourcing and supplying labour to fill ongoing temporary and permanent positions there – everything from labourers and skilled tradespeople to administrative personnel and management. Local community participation was essential for this contract, and Points Athabasca delivered. More than 90 per cent of people working on these projects are Indigenous.

According to Scarfe, 150 people who worked on the Points Athabasca projects at Cigar Lake ended up getting permanent jobs with Cameco. “We look at this as a really big positive thing and a win-win for everyone,” he says. “Because of the nature of construction, many of the jobs our projects provide are temporary, and we are proud to have been a transitional employer for many people and [proud] that their experience working on our projects has contributed to more permanent job opportunities.”

LOCAL COLLABORATION

Working with local northern subcontractors is another way Points Athabasca is *Building Capacity*. An example is the vital network of seasonal overland and ice roads in the Athabasca Basin region where the company provides management services for local subcontractors, who in turn maintain these roads for the Saskatchewan Ministry of Highways and Infrastructure. “The roads are an important part of a strategic road system that ensures our Northern communities have transportation services throughout the year,” says Scarfe. “It not only fulfills our mandate, but it also just makes good business sense to work with local subcontractors. We’ve had pretty close to 100 per cent local subcontractors since we started providing management services for the roads in the region.”

Moving forward, Points Athabasca is looking to diversify its market base and expand beyond Saskatchewan into Alberta and Manitoba. The goal is to use the same model and repeat the success they’ve had in Saskatchewan, forging many new partnerships with clients and First Nations in other areas to design, build, operate and maintain projects across Western Canada. “We’re going to try to find opportunities that make sense for us and our potential partners,” Scarfe says.

Given Points Athabasca’s successful track record, it’s easy to see why many of these new opportunities could lie with the growing number of companies, government agencies and other organizations looking for ways to support Canada’s Indigenous communities.

“We will continue to focus on providing an excellent service for all our clients, with a special focus on those who are looking for Indigenous engagement,” Scarfe says. “That’s where our passion lies and that’s where we really shine as a company.” ■



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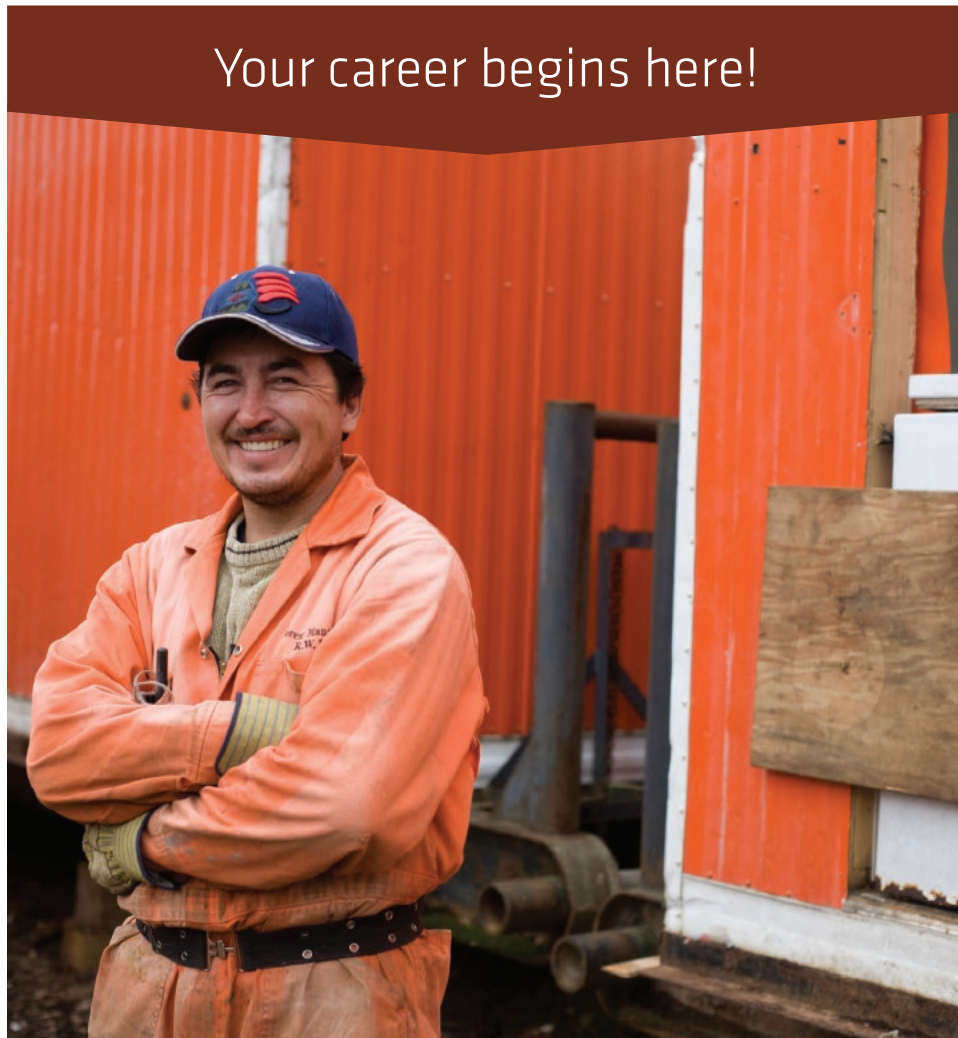
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On July 5, Dr. Herbert Belcourt, Métis entrepreneur and philanthropist, passed into the spirit world after a brave battle with cancer.

As the 2017 CCAB Aboriginal Business Hall of Fame (ABHF) Lifetime Achievement Award recipient, Herb Belcourt touched the hearts of many. When accepting the award this past January, he addressed the annual Toronto Gala attendees with a passion that enthralled and captivated the crowd.

As a successful businessman, he turned his attention to helping his Métis peoples by giving them the hand-up they would need to succeed – whether it involved providing housing, education or employment opportunities, to name just a few of his efforts.

Strathcona County Alberta has named a park in his honour, the Herb Belcourt Park. In a show of support, CCAB is purchasing a bench in his memory in the community he so loved and lived in with Lesley, his beloved wife of 44 years.

Herb Belcourt's work will live on in the lives of those he mentored and touched over the course of an extraordinary life well lived. It is a wonderful legacy that he leaves behind, and his sense of adventure, hard work and kindness will not be forgotten. ■



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EYE ON CONSTRUCTION

BY MATTHEW BRADFORD

FROM SCHOOLS TO GENERATING STATIONS,
INDIGENOUS GROUPS ARE INVOLVED IN INNOVATIVE
CONSTRUCTION PROJECTS ACROSS THE COUNTRY

Construction activity is ramping up among First Nations communities throughout Canada. Here is a glimpse into some of the regional projects that have taken shape recently.

PROPHET RIVER SCHOOL

*Prophet River First Nation,
British Columbia*

Completed in February 2016, this project saw the development of a new classroom school for B.C.'s Prophet River First Nation. The 7,700-square-foot facility features four classrooms, a computer room and resource centre. It was built by the Aboriginal-owned general contracting firm Kalmar Construction, which was also responsible for demolishing three buildings on the site prior to the new school's construction. Speaking with the local press, Prophet River First Nation Chief Lynette Tsakoza commended the government for its support for school facilities, saying the new building will provide "a safe and healthy learning environment where students can celebrate their culture, [which] is an essential component of a student's education success."





LLOYDMINSTER CASINO

SIGA / Border Tribal Council, Alberta / Saskatchewan

This past June, the Border Tribal Council and the Saskatchewan Indian Gaming Authority (SIGA) broke ground on a new casino in Lloydminster. The 30,000-square-foot entertainment facility is being built on land owned by Little Pine First Nation, which will oversee

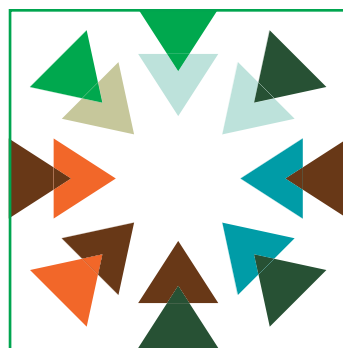
site development on the \$20-million project. According to current plans, it will feature a 120-room hotel, gas bar and 31,000-square-foot gaming floor with food and beverage services. "The new casino will have significant benefits for Lloydminster – it will create local

employment, provide funding for city services, non-profit and charitable organizations, and it will support local businesses through service agreements and by attracting tourism dollars to the community," said SIGA board chair Chief Reginald Bellerose.

YUKON'S COMMUNITY DEVELOPMENT FUND

Numerous Tier III funding projects

Over \$1 million has been earmarked by the Government of Yukon's Community Development Fund towards Tier III projects in communities throughout the region. As part of this initiative, a number of First Nations communities will receive funds for key infrastructure projects. This includes Teslin Tlingit Council's plans to convert 10 buildings from propane and electrical heat to biomass wood chip boilers, the reconstruction of an ice rink with a warming shelter for the Wolf Creek Communication Association, the development of a new daycare facility for Champagne and Aishihik First Nations, the upgrade of outdoor baseball facilities for Vuntut Gwitchin First Nation, and support for a watercraft construction program for the Yukon First Nations Culture and Tourism Association.



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The Zibi project aims to construct a world-class sustainable community along the banks of the Ottawa River. In development by the Windmill

Development Group, it will stretch to both Canada's capital city and Quebec's Gatineau region and incorporate the nearby Chaudière Falls, a revered meeting place of the region's First Nations communities. The billion-dollar development will include various styles of residential housing, low and high-rise condos and townhomes, commercial and office facilities, recreational amenities, a sprawling waterfront plaza, and more.

Since the project is being built on lands that are part of unceded Algonquin Anishinabeg territory, it follows years of consultations and engagement with the Algonquin Anishinabeg Nation. "We knew our plan to build on these lands might cause controversy, but we also knew that, if done right, these lands presented an opportunity of a lifetime to create a new model of collaboration between First Nations and non-First Nations in Canada," said the Zibi development team.

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FORT MCKAY YOUTH CENTRE

Fort McKay First Nation (FMFN), Alberta

In the fall of 2016, Fort McKay First Nation (FMFN) cut the ribbon to the brand new Fort McKay Youth Centre – one of many new builds in the Alberta community. The \$8-million, 10,000-square-foot facility was built to provide a safe and welcoming meeting place for teens in Fort McKay. It features a computer room, gaming and movie amenities, art programs, a common room and kitchen facilities offering dinner meals on a daily basis. A standout feature is its audio recording and production studio, which supports a live-streaming radio station that broadcasts on 106.3 FM within the area.



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Situated along New Post Creek, 75 kilometres north of Smooth Rock Falls, the 28-megawatt hydroelectric generation facility supplies enough energy to power 28,000 homes annually. It was named in honour of a TTN community elder who passed away in 1998.

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SIX NATIONS' ROOFTOP SOLAR PROJECT

Six Nations of the Grand River, Ontario

In 2016, Six Nations of the Grand River was awarded the Ontario Sustainable Energy Association's Aboriginal Project of the Year Award for the development and sponsorship of a Rooftop Solar Project on top of the Six Nations' Oneida Business Park. A total of 2,307 solar panels were installed, producing 500 kilowatts of energy. At the time of completion, it was estimated to generate upwards of \$2.5 million in consolidated net cash flow to the Six Nations community.

FISHER RIVER CREE FIRST NATION

Multiple Projects, Manitoba

Work began this summer on a new school for the River Cree First Nation. The \$25-million school, for grades seven to 12, will provide facilities for over 200 students and include a library, computer lab, cafeteria, gymnasium, outdoor recreation areas, facilities for home economics and industrial arts classes, and a community meeting space. "The school is something that has been needed for years to accommodate our growing student population," Chief David Crate told the local press. "It is important for us to improve the education system for the kids; they will have a brand new facility and everything that they require to enhance their lives through education." Elsewhere, Fisher River Cree Nation is developing a \$4.3-million community centre and Child and Family Services Centre.

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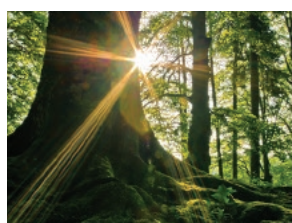
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NATION BUILDING

EMPOWERING INDIGENOUS YOUTH WITH TRAINING PROGRAMS IN CONSTRUCTION

BY ANDREW BROOKS



Students at a Construction Employment Preparation Program organized by MCSC

Construction skills are always in demand, especially in northern Canada, where large-scale natural resource projects in remote areas require infrastructure to be built from scratch. These projects are frequently in or close to Aboriginal communities, and various levels of government have made it a priority to ensure that those communities derive some benefit from the work, not only by sharing in the revenue but also by becoming direct participants.

One of the challenges in getting Indigenous youth involved in construction careers is trades training and education. It is a priority issue for Carol Paul, executive director of the Manitoba Construction Sector Council (MCSC). "There's training available in the north of the province, but the problem is that often the Level I apprenticeship is all that's available," Paul says. "So the student does Level I, and then a year later they take the same level again. There's no graduated levels of training

in the north to get them through to become a journey person."

MCSC is currently working with Manitoba Building Trades, specifically the International Brotherhood of Electrical Workers, the Plumbers and Pipefitters Union and Boilermakers, to address these skills shortages in the north.

This has also become a significant problem for the Manitoba Home Builders' Association, an MCSC member facing a shortage of skilled framers. "Mike Moore, former president of the Manitoba Home Builders Association, came to us and said 'We need to hire framers,'" Paul says. "When the students get into the apprenticeship program, it isn't until Level III that they get fully trained on framing. But the association couldn't wait that long."

In the wake of the disastrous 2011 floods that affected 26 Manitoba First Nations communities, skill shortages for home building became more

prevalent. In response, the MCSC developed its own certificate to get framers into the labour market as quickly as possible. First Peoples Development Inc. (FPDI), a federally funded career development and training program, contracted MCSC to provide training to 100 Indigenous people specifically on framing houses. MCSC assembled the curriculum for the course from the elements of the apprenticeship program that address framing.

"All our courses include a job readiness program, which teaches the skills associated with work – professionalism, stress management, work ethic and budgeting, the elements that could get in the way of success. The program is 16 weeks and, at the end, MCSC finds the graduates employment in the construction sector, either in their home communities or in Winnipeg."

INDIGENOUS ENGAGEMENT

Construction gets good marks for Indigenous engagement from Kelly

Lendsay, president and CEO of Indigenous Works, an independent organization that works to build partnerships and relationships between Indigenous and non-Indigenous businesses. But more can be done. "In almost every province and territory, you can find construction projects with Indigenous employees involved," Lendsay says. "Some provincial bodies responsible for construction have undertaken projects with Indigenous women and youth in construction."

In northern Canada, Lendsay says construction companies are typically required to have a strategy for Indigenous participation. "In the case of a company like Cameco, Suncor or Goldcorp, they expect construction companies to develop Indigenous engagement strategies and to demonstrate their partnerships. Developing programs and services for youth is a component of many engagement plans and practices."

"Geographically," continues Lendsay, "the north is advanced in partnership strategies in the area of construction. In contrast, if you say to a construction company in the south, 'You should develop partnership work with Indigenous people,' they may respond with 'Why do I need partnerships? Where is the Indigenous workforce? Why do I have to do this work with youth?'"

Lendsay says the construction sector can do more and points to the leadership shown by the Canadian Construction Association when it launched its

Indigenous Engagement Guide for Construction Owners in 2016 to help construction owners and managers understand how to build engagement and partnership strategies. It was the first of its kind for the construction sector and is intended to propel the business case for Indigenous inclusion and partnership. (For more information on the CCA Guide, turn to the article on page 14.)

"The most successful strategies are where companies and communities have co-designed partnership and employment strategies with shared accountability and responsibility," Lendsay says. "Investments in specific strategies and practices such as education, training and mentorship help to mitigate risks and improve successful partnership outcomes."

PILOT PROJECT

Ruby Littlechild is the manager of the Alberta Aboriginal Construction Career Centre (AACCC), which was created in 2014 by the Alberta government to connect aspiring Indigenous workers with construction-industry employers. In partnership with NorQuest College, Bow Valley College and the provincial government, AACCC launched a two-year pilot in 2015 to help 300 clients.

That benchmark wasn't hard to meet, Littlechild says. "After the two-year project, I was able to help over 1,500 Indigenous clients," he notes. "The pilot wound up in March, and now we've got more funding from the

government and from industry. I market our clients to business as a great return on investment and to the government as well, in terms of getting good employees who are paying taxes."

While AACCC's mandate extends beyond youth, many young Aboriginal people arrive in Edmonton looking for employment and they find the program by word of mouth. "We have 48 First Nations communities in Alberta – 16 in our area, 24 in the north, and eight Métis settlements," Littlechild says. "When they're coming to the city for a better life, trying to get jobs, trying to get training or employment, they come here and they find us. I get them in training the next day."

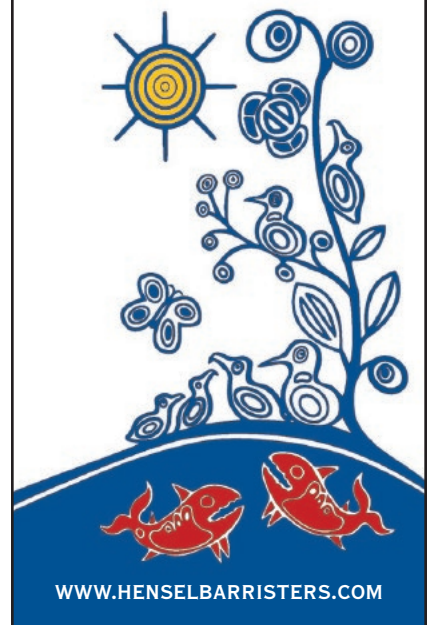
It's a fabulous joint effort, says Littlechild. "I see us as a successful community economic development model, because we have government, industry and an educational institution all coming together to empower Indigenous clients." ■

Participants at the Sagkeeng First Nation Career Fair offered by Frontier Community College



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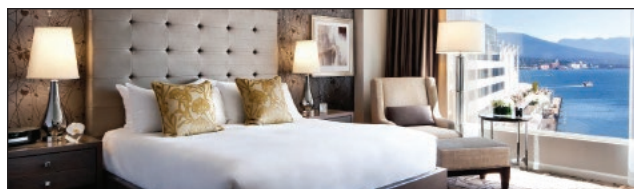
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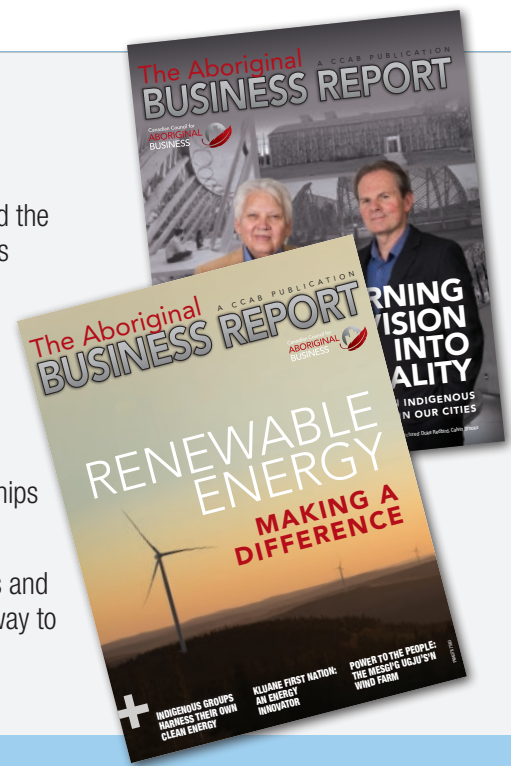
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From left to right, J.P. Gladu (President & CEO, Canadian Council for Aboriginal Business); Matt Jamieson (President & CEO, Six Nations of the Grand River Development Corporation); John Beaucage (Principal, Council Public Affairs and respected First Nation leader); Byron LeClair (Director of Energy Projects, Pic River First Nation); Wab Kinew (Manitoba MLA, Fort Rouge)

On March 23, 2017, CCAB brought together panelists Matt Jamieson (President & CEO, Six Nations of the Grand River Development Corporation), Byron LeClair (Director of Energy Projects, Pic River First Nation), and John Beaucage (Principal, Council Public Affairs and respected First Nation leader) with moderator Wab Kinew to discuss how green and renewable energy is working for their communities.

The panel discussion was part of a Hot Topic Series dedicated to Aboriginal Power and Renewable Energy that took place at the Fort Garry Hotel in Winnipeg, MB. Together, the three panelists discussed and explored their experiences as leaders in their sector and the choices they made along the way. As a special addition to the evening, they were joined by the University of Manitoba Radio Station, UMFM, which live-streamed the discussion for its online podcast, At The Edge of Canada: Indigenous Research Podcasts.

The CCAB would like to acknowledge the late Mr. Byron LeClair, whose contributions to Aboriginal economic development, as well as his passion for his community (Pic River First Nation), will be long remembered and respected.

Thank you to our lead sponsor, CIBC, and contributor, Manitoba Hydro, for supporting this engaging evening in Winnipeg!



MUTUAL UNDERSTANDING, RESPECT, TRUST.

Progressive
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RELATIONS

Canadian Council for
Aboriginal Business



**GOLD
LEVEL**



Innovation at work

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TORONTO

INAUGURAL INDIGENOUS WOMEN IN LEADERSHIP (IWIL) AWARD & KEYNOTE

In keeping with the changing times, CCAB created a new award to support our Indigenous women and the leadership they have championed in Canada.

On April 7, 2017, CCAB, along with founding sponsor TD, presented the first CCAB Indigenous Women in Leadership Award.

This empowering night was celebrated at the Design Exchange in Toronto where CCAB presented one of Canada's top Indigenous women, the Honourable Jody Wilson-Raybould, Minister of Justice and Attorney General of Canada, with the award. In her keynote address, Wilson-Raybould discussed her challenges and achievements as well as her vision for an equitable and prosperous future for all Canadians.

The evening was hosted by Jennifer Podemski, an award-winning film and television producer and actor. There was also a memorable introduction and opening prayer from Elder Pauline Shirt, as well as a powerful singing and drumming performance from Jenny Blackbird.

A special thank you goes to the Lead Sponsor, Founder and Exclusive Award Sponsor, TD, as well as Supporting Sponsor, CIBC.

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From left to right: The Honourable David Zimmer; Norie Campbell (TD); The Honourable Jody Wilson-Raybould; Monique Bateman (TD); J.P. Gladu (CCAB)



Above: Entertainment by Jenny Blackbird



From left to right: Host Jennifer Podemski; Elder Pauline Shirt; Singer/Hand Drummer Jenny Blackbird

CALGARY

ABORIGINAL ECONOMIC DEVELOPMENT CONFERENCE (AEDC)

HIGHLIGHTING INNOVATION IN THE INDIGENOUS ECONOMY

On May 11, 2017, more than 20 speakers from various sectors in Canada came together to discuss Innovation in the Indigenous Economy at the Aboriginal Economic Development Conference in Calgary, which took place at the city's Telus Convention Centre.

Over 200 attendees had the opportunity to hear informative keynotes from Jim Balsillie, Chair of the Council of Canadian Innovators, Former Chair and co-CEO of



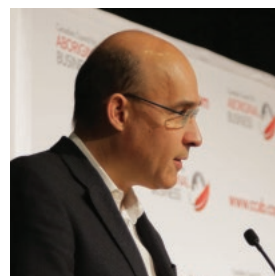
Afternoon Panel Discussion, *Canada's Evolving Role in a Global Economy*, from left to right: Phil Fontaine (President, Ishkonigan Inc.); Mark Little (President, Upstream, Suncor Energy); Derek Nighbor (CEO, FPAC); Peter J. Forrester (Senior Director, Aboriginal, Legal & Project Affairs, Kinder Morgan Canada)



Afternoon Keynote presentation from Canada's Minister of Natural Resources, the Honourable Jim Carr

RIM, and The Honourable Jim Carr, Canada's Minister of Natural Resources. The conference also had several break-out sessions that touched on topics ranging from Canada's Evolving Role in a Global Economy to Innovative Solutions to Doing Business in the Arctic. The latter discussion had leading figures from the oil and gas, forestry and mining industries, including Kinder Morgan Canada, the Forest Products Association of Canada (FPAC) and Upstream/Suncor Energy.

A special thank you to our sponsors for supporting CCAB's Annual Aboriginal Economic Development Conference.



Morning Keynote presentation from Jim Balsillie, Chair of the Council of Canadian Innovators, Former Chair and co-CEO of RIM



Morning Panel Discussion, *Innovative Financing and Partnerships*, from left to right: Alicia Dubois (CIBC); Stewart Anderson (Vancity); Chief Lee Crowchild (Tsuu T'ina Nation); Barrie Robb (Fort McKay Group of Companies)

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On May 11, 2017, at its Annual Gala in Calgary, CCAB celebrated the achievements of the 2017 Aboriginal Economic Development Corporation Award recipient, Six Nations of the Grand River Development Corporation (SNGRDC).

Demonstrating wealth creation, business development and rising levels of employment, Six Nations of the Grand River Development Corporation has demonstrated an increase in the prosperity and sustainable economic development in its community through its operations.

The evening was hosted by multi-award-winning actress Michelle Thrush, and included a beautiful performance by Ojibway Singer/Songwriter Tracy Bone and World Champion Hoop Dancer, Dallas Arcand (Alexander First Nation). The Gala took place at the Sheraton Suites Calgary Eau Claire.

A special thank you to our sponsors for supporting the CCAB's Calgary Gala.



Above: Entertainment for the evening was provided by Tracy Bone and Dallas Arcand

Left: The electric host for the evening was Michelle Thrush



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From left to right: Katherine Power (Sodexo); Matt Jamieson (Six Nations of the Grand River Development Corporation); Chief Ava Hill (Six Nations); J.P. Gladu (CCAB)



UPCOMING EVENTS

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**ABORIGINAL
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GALAS, LUNCHEONS & HOT TOPIC SERIES

Progressive Aboriginal RELATIONS

Canadian Council for
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PAR LUNCHEON

SEPTEMBER 28, 2017 | 11:30 AM - 1:30 PM

SHERATON VANCOUVER WALL CENTRE | VANCOUVER, BC

The 2017 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. The keynote presenters, PAR 2017 Gold and Silver certified companies, will discuss the opportunities and benefits of investing and partnering with Aboriginal businesses and communities to build capacity, sharing their experiences from development to delivery.



Kara Flynn
Vice President, Government and Public Affairs,
Syncrude Canada Ltd.



Trevor Gladue
Director of Indigenous Strategic Initiatives, Civeo



ENERGY EQUITY CONFERENCE

Wednesday, October 11, 2017

energyequityconference.com



INDIAN
RESOURCE
COUNCIL

Aboriginal Business A W A R D

EXCELLENCE IN
ABORIGINAL
RELATIONS



15TH ANNUAL VANCOUVER GALA

SEPTEMBER 28, 2017 | 5:30 PM - 9:30 PM

FAIRMONT WATERFRONT | VANCOUVER, BC

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The 15th Annual Vancouver Gala will celebrate and honour the recipient of the Award for Excellence in Aboriginal Relations, Dr. Ken Coates, as well as the CCAB Progressive Aboriginal Relations (PAR) certified and committed companies.

(Left) Dr. Ken Coates, Canada Research Chair in Regional Innovation, University of Saskatchewan, and Munk Senior Fellow, Macdonald-Laurier Institute

SFI CONNECTS TO INDIGENOUS COMMUNITIES

Indigenous groups across North America pride themselves on supporting their communities with responsible forest management that is based on their cultural values and traditional practices. The Sustainable Forestry Initiative® (SFI) Forest Management Standard is aligned with traditional values and has specific provisions for respecting Indigenous rights.



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2017 SFI ANNUAL CONFERENCE

September 27-29, 2017

Ottawa, Canada

www.sficonference.org



THUNDER BAY HOT TOPIC SERIES & ABORIGINAL PARTNERSHIP EXCHANGE EXHIBITION **LEVERAGING BUSINESS STRENGTHS**

OCTOBER 12, 2017 | 5:30 PM - 9:30 PM

VALHALLA INN HOTEL | THUNDER BAY, ON



CCAB is pleased to announce a partnership with Thunder Bay Chamber of Commerce presenting our Hot Topic Series: *Leveraging Business Strengths and the Aboriginal Partnership Exchange Exhibition* on October 12, 2017 at the Valhalla Inn Hotel.

This CCAB Hot Topic series will focus on partnerships between Canadian companies and Aboriginal communities to launch businesses in urban and rural markets. The discussion will explore issues such as the creation and alignment of shared goals, team building and management, and resource maximization.

Alongside our Hot Topic Series, The Thunder Bay Chamber of Commerce presents APEX – Aboriginal Partnership Exchange.

Visit our exhibitor booths featuring local organizations such as Thunder Bay Indigenous Friendship Centre, RWDI Thunder Bay, Loch Lomond Equipment Sales, BMO Bank of Montreal, Lowerys, Investors Group and more.

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**ABORIGINAL PARTNERSHIP
EXCHANGE PRESENTED BY:**



SPEAKERS



Alex Janavicius,
Director, Rack Forward Strategy,
Petro-Canada



Landon Miller,
President,
The Ryan Group

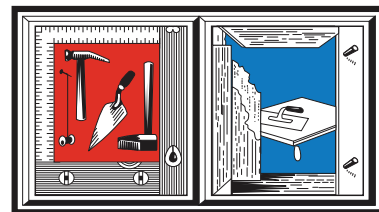


Nivera Wallani,
President and General Manager,
KFC Canada

For more information or to register for these events visit: www.ccab.com/events.



International Union of Bricklayers and Allied Craftworkers



www.bacweb.org



Celebrate Aboriginal Excellence



Canadian Council for
**ABORIGINAL
BUSINESS**



2018 CALL FOR NOMINATIONS

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 13, 2018

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

Dr. Ken Coates

2017 Award for Excellence in
Aboriginal Relations Laureate

Aboriginal Business HALL OF FAME

LIFETIME
Achievement



Aboriginal Business Hall of Fame: Lifetime Achievement Award

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 15, 2018

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

Dr. Herbert Belcourt, CM, LLD

2017 ABHF Lifetime
Achievement Award Recipient

Aboriginal Business HALL OF FAME

ENTREPRENEUR
of the Year

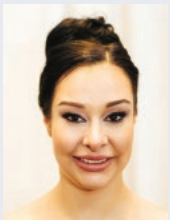


Aboriginal Business Hall of Fame: National Youth Aboriginal Entrepreneur Award

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 15, 2018

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



Isabell Ringenoldus
of TAWS Security LTD

2017 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 1, 2017

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



Photo Credit: Erich Salde Photography

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

Aboriginal Business A W A R D

ECONOMIC
DEVELOPMENT
CORPORATION

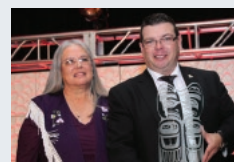


Aboriginal Economic Development Corporation Award

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 2, 2018

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



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

For more information, please contact Andre Morriveau
at AMorriveau@ccab.com

Canadian Council for
**ABORIGINAL
BUSINESS**



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The Aboriginal BUSINESS REPORT



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