

**The Conference
Board of Canada**

Indigenous Ownership: A New Economic Era

Linkages Conference

October 21, 2022



Indigenous and Northern Communities Knowledge Area



Our Mandate:

1. Contribute to **reconciliation** in Canada and increase public awareness of its implications.
2. Maintain a robust **coast-to-coast-to-coast presence** to better serve Canada's diverse northern and Indigenous realities.
3. Contribute to **capacity-building and informed decision-making** with Indigenous communities and northern/remote organizations.



The Corporate-Indigenous Relations Council (CIRC)



- Founded in 1994 to foster equitable and mutually-beneficial corporate-Indigenous relations
- Confidential venue for senior-level representatives
- Balanced, multi-stakeholder forum with members from public, private, and Indigenous organizations

Members

- Alamos Gold Inc.
- Alberta Indigenous Opportunities Corporation
- Alberta-Pacific Forest Industries Inc.
- Atlantic Policy Congress of First Nations Chiefs Secretariat
- BC Hydro
- Canadian Association of Petroleum Producers
- Canadian National Railway
- Canadian Pacific Railway Company
- Cassels Brock & Blackwell LLP
- Clearwater Seafoods Incorporated
- Confederation College of Applied Arts and Technology
- Det'on Cho
- Employment and Social Development Canada
- Enbridge Inc.
- Federal Economic Development Initiative for Northern Ontario (FedNor)
- First Nations Major Projects Coalition
- First Nations University of Canada
- Government of the Northwest Territories
- Hydro One Inc.
- Indigenous Services Canada
- Leaders International Executive Search
- National Aboriginal Capital Corporations Association (NACCA)
- National Association of Friendship Centres
- Nova Scotia Office of L'nu Affairs
- Nuclear Waste Management Organization
- Ontario Ministry of Indigenous Affairs
- Ontario Power Generation
- Prospectors and Developers Association of Canada
- Rogers Communications Inc.
- Royal Bank of Canada

The Centre for the North (CFN)



- Founded in 2009 as a collaborative multi-stakeholder research initiative
- Fills knowledge gaps that challenge decision-making and policy development

Members

- Assembly of First Nations
- Canadian Executive Services Organization
- Canadian Northern Economic Development Agency
- Crown–Indigenous Relations and Northern Affairs Canada
- FedNor (Federal Economic Development Agency for Northern Ontario)
- Government of Nunavut
- Government of the Northwest Territories
- Government of Yukon
- Indigenous Services Canada
- Inuit Tapiriit Kanatami
- Makivik Corporation
- Métis National Council
- Royal Bank of Canada
- Société du Plan Nord
- TakingITGlobal
- Transport Canada
- University College of the North
- University of Saskatchewan, Johnson Shoyama Graduate School of Public Policy
- Yukon University

Indigenous Ownership: Project Overview



Examples of Indigenous owned/co-owned major projects:

Lower Mattagami River Project

\$2.6 billion hydroelectric project | 25% Indigenous-owned

Alberta PowerLine

\$1.6 billion transmission line project | 40% Indigenous-owned

East Tank Farm Development

\$500 million oil sands storage project | 49% Indigenous-owned

Henvey Inlet Wind Project

\$1 billion wind energy project | 50% Indigenous-owned

Tu Deh-Kah Geothermal

\$100 million geothermal project | 100% Indigenous-owned

Indigenous Ownership: Project Overview



Research Questions:

- What do Indigenous groups need to participate as strong equity-based partners in major projects?
- What are the leading practices and policies of industry proponents, governments, and lending institutions to ensure success? And what challenges and gaps remain?
- What is the relationship between equity participation and Indigenous self-determination?

Indigenous Ownership: Key Findings So Far

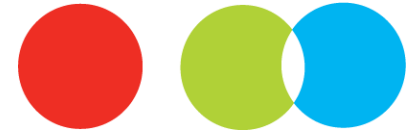


Key factors behind a rise in Indigenous ownership of major projects:

- Indigenous communities seeking:
 - Stable, long-term revenues
 - Decision-making powers
 - Trusted industry partners

- Industry seeking:
 - Regulatory certainty
 - Improved decision-making
 - Long term alignment with Indigenous communities

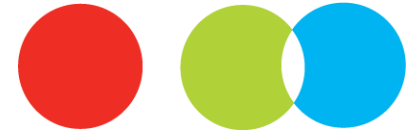
Indigenous Ownership: Key Findings So Far



Building community capacity is critical to success:

- Conducting due diligence, evaluating partners and negotiating terms
- Keeping community members informed and engaged
- Co-developing realistic plans to maximize benefits
- Collaborating and co-investing with other communities
- Facilitating knowledge transfer and future readiness

Indigenous Ownership: Key Findings So Far



Access to affordable capital is a longstanding barrier:

- Remote communities have lower revenues and higher project costs
- The *Indian Act* blocks access to finance and erodes First Nations capital
- Coordination can unlock private sector capital and due diligence

Next steps:



Leading practices of industry, governments, and lenders:

- Loan guarantees
- Bridge financing
- Credit enhancements
- Equity co-investors



Next steps:



What is the relationship between Indigenous equity participation and self-determination?

UNDRIP Articles 3 & 4 - The right to self-determination, including pursuit of economic development and to **ways and means for financing their autonomous functions**

UNDRIP Article 5 - The right to strengthen distinct political, legal, economic, social and cultural institutions, while retaining a right to **participate fully in the life of the State**

UNDRIP Article 20(1) The right to maintain and develop political, economic and social institutions, to be secure in the enjoyment of a nation's **own means of subsistence and development**, and to engage freely in all traditional and other economic activities

The Conference Board of Canada

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