



The Power of Collaboration
Building Relationships Between
Aboriginal Business Leaders and Corporate Canada

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This report was prepared by Paul-Emile McNab, Manager, Research, Canadian Board Diversity Council. Thank you to Dr. Mark Selman, Director, Executive MBA cohort for Aboriginal Business & Leadership, Beedie School of Business, Simon Fraser University (SFU) for his contribution to this work.

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EXECUTIVE SUMMARY

“The Power of Collaboration: Bridging the Gap Between Aboriginal Business Leaders and Corporate Canada,” was the first Joint Summit for the Canadian Board Diversity Council (CBDC) and Canadian Council for Aboriginal Business (CCAB). In the summer 2014, CBDC initiated a conversation with the CCAB that led to a partnership between the two councils and we came together with a common goal of mutual collaboration between the Aboriginal business community and Corporate Canada. The “Power of Collaboration” Vancouver-Calgary Summits video can be viewed [here](#).

Collaboration offers us a chance to choose. If we choose to act wisely in collaboration, we must start by thoroughly examining the differences of each side, drawing from those unique perspectives, priorities and ways of operating, not only because we were prompted to do so but also because both parties recognize the common goals in the bigger picture. Through true collaboration we are stronger together because of our differences, not in spite of them.

The conversation surrounding board governance and Aboriginal communities has only just begun, increasingly demanding a voice in the mainstream national dialogue. This is due in part to a ruling by the Supreme Court in its Tsilqot’in decision, which greatly widened the scope of Aboriginal business communities and Corporate Canada.

What does the Supreme Court decision really mean for businesses? What does corporate governance look like moving forward? What can we learn from each other? This is a prime opportunity to encourage important discussions about corporate governance and address these timely issues.

Through this Joint Summit, we attempted to do just that. By bringing together Aboriginal leaders and Corporate Canada, individuals representing some of the country’s top employers, we took our different approaches and built the bridge from both sides, working toward a common goal of equitable prosperity for all Canadians. To truly bring together these two communities, we first needed ample education and open dialogue. So, let’s start talking. Let’s start building. Let’s start to bridge the gap.

Our Recommendations to Corporate Canada and the Aboriginal business community for supporting this initiative include:

1. Facilitate communication between Aboriginal business leaders/communities and Corporate Canada;
2. Build visible networks and long-lasting partnerships;
3. Invest in post-secondary partnerships to develop the next generation of Aboriginal leaders;
4. Generate awareness and profile Aboriginal business leaders for board positions through programs such as CBDC [Diversity 50](#), designed to help corporate directors identify

board-ready diverse candidates beyond their own networks. Diversity 50 has proven to be an effective tool to boost diverse board-level representation in Corporate Canada; and,

5. Join the CBDC and CCAB to support board diversity.

THE POWER OF COLLABORATION

The CBDC and the CCAB held Joint Governance Summits titled, “The Power of Collaboration: Bridging the Gap Between Aboriginal Business Leaders and Corporate Canada,” on Wednesday, April 29, 2015 in Vancouver and Thursday, May 14, 2015 in Calgary. CIBC was the Banking Sponsor, EY the Accounting and Advisory Services Sponsor and the Beedie School of Business, Simon Fraser University (SFU) the Academic Partner. CBDC and CCAB brought together some of Vancouver’s and Calgary’s most influential thought leaders to discuss one of today’s most pressing issues: the evolving relationship between Corporate Canada and Aboriginal business leaders.

Over 200 people attended the Summits in Vancouver and Calgary. The agenda included panel discussions with Aboriginal business leaders as well as problem-solving breakout sessions. The following paper summarizes the Summit outcomes.

Dr. Mark Selman, Director, Executive MBA Aboriginal Business & Leadership, Beedie School of Business, SFU moderated the Vancouver Summit. Speakers and panelists were:

- Kim Baird, Owner, Kim Baird Strategic Consulting;
- Cliff Fregin, CEO, New Relationship Trust;
- JP Gladu, President and CEO, Canadian Council for Aboriginal Business;
- Pamela Jeffery, Founder, Canadian Board Diversity Council; and,
- Dave Tuccaro, Founder, Tuccaro Inc.

Deborah Yedlin, Business Columnist, *Calgary Herald* moderated the Calgary panel. Speakers and panelists were:

- Mel E. Benson, Corporate Director, Suncor;
- John Carruthers, President, Enbridge Northern Gateway Pipelines;
- Dr. Marie Delorme, CEO, The Imagination Group of Companies;
- Thomas Isaac, Partner, Osler Hoskin and Harcourt’s Aboriginal Law Group; and,
- Jody Wilson-Raybould, Regional Chief, British Columbia Assembly of First Nations.

The panel examined the following question: How can Corporate Canada effectively collaborate with Aboriginal business leaders to increase Aboriginal representation on Canadian corporate boards?

CBDC's 2014 [Annual Report Card](#) makes a compelling case for the need to further engage Aboriginal business leaders in Canada's boardrooms. *The Globe and Mail* published an article on this issue on Thursday, April 30, 2015 stating as follows: "Jeffery, Founder of the CBDC and the Women's Executive Network, said since 2010 the CBDC has been closely watching the makeup of the FP 500 boards in Canada, and it's shocking how few Aboriginals have a seat at the table."¹ She also commented that "[T]he representation is woefully inadequate – at 0.8 per cent – for Aboriginal people, noting native people make up about 4.3 per cent of the national population."² In Calgary, Summit panelist Delorme "challenged boards to mirror the communities they serve."³

Aboriginal representation on corporate boards ensures that the right voices are at the table. Mel Benson, speaker at the Calgary Summit, was elected to Suncor Energy's board of directors in April 2000 and is the Chair of the Environment, Health and Safety Committee and a member

of the Human Resources and Compensation Committee. He is President of Mel E. Benson Management Services Inc. an international consulting firm based in Calgary and was most recently inducted into the CCAB Hall of

"The lack of corporate directors from First Nations is an issue that certainly needs to be discussed, and I'm hopeful that today's event will indicate that there are more corporations in Canada looking for Aboriginal participation on their boards." (Cliff Fregin, CEO, New Relationship Trust)

Fame. However, despite Benson's success, there remain challenges for representation of Aboriginal voices to be heard on corporate boards. An effective solution is to facilitate communication between both parties. We must work toward a common goal of equitable sustainable prosperity for all Canadians. The Summits provided an opportunity to start this discussion.

We also asked: How can Corporate Canada effectively engage with Aboriginal business leaders?

This issue is at the heart of the relationship between Corporate Canada and Aboriginal business leaders. Leadership can actively participate and engage in strong partnerships. Meaningful relationships must become a major component of successful Aboriginal businesses. In Vancouver, Tuccaro stated: "Currently, we're in this place in Canada where we're really struggling to find the Aboriginal voice, not only from the Aboriginal perspective in trying to communicate with Corporate Canada but also in Corporate Canada trying to make everyday decisions. We want to find reciprocal, meaningful relationships between Aboriginal businesses and Corporate Canada."⁴ Partnerships are critical in creating trust and understanding necessary to ensure meaningful and sustainable relationships between Aboriginal business and Corporate Canada. Leaders need to think about:

- Building Aboriginal partnerships and developing joint opportunities where possible;
- Engaging Aboriginal peoples early; and,
- Developing an understanding of Aboriginal cultural values and including these values within corporate social responsibility.

Leadership capacity needs to drive this process. Conflict between parties and legal challenges can potentially unravel partnerships and erode relationships.



(JP Gladu, President and CEO, CCAB and Pamela Jeffery, Founder, CBDC, speaking about the importance of strong Aboriginal business partnerships at the Vancouver Summit.)

Given the complexity of the issues facing Aboriginal peoples in the modern world, there is no “one size fits all” solution. “Aboriginal peoples are in an incredible time of transformation,” said Wilson-Raybould at the Calgary Summit.⁵ The impact of the June 2014 ruling by the Supreme Court of Canada, greatly widened the scope of Aboriginal rights that accompany the claim of title to the Tsilhqot’in First Nation – (Tsilhqot’in Nation v. British Columbia, 2014 SCC44) in relation to land ownership in British Columbia. How do the implications of the Tsilhqot’in decision provide new models on Aboriginal-industry economic partnerships moving forward? Tsilhqot’in has provided a new business landscape for Aboriginal-industry partnerships. Mutual respect and trust are primary principles in building these relationships and partnerships. Increased participation would encourage corporations to be more aware of Aboriginal interests

in general, not just the interest of Aboriginal business. Nonetheless, these conversations can happen in the boardroom. Improved understanding by corporate boards would lead to greater trust and willingness to collaborate. The success of key resource projects and the well-being of Aboriginal communities are at risk without a solid strategy for increasing Aboriginal representation on corporate boards.

These Summits were a first step in opening up a dialogue on this important point. What else can be done? Various suggestions were made by the expert panelists: Tuccaro suggested that

“Corporate Canada has a lot of ability to move the dial on this issue, starting with leadership at the top. Corporate Canada is key in looking for Aboriginal participation on their boards and executive councils, as well as for expertise on how to develop relationships with the Aboriginal community.” (Kim Baird, former Chief of the Tsawwassen First Nation and Owner of Kim Baird Strategic Consulting)

we need to be talking to CEOs who make the key decisions. Others advocated for improved knowledge and experience by working with various governance education programs that Canada has to offer. Kim Baird stated at the Vancouver Summit: “These

dialogues are a critical start for future directions and a safe way to start collaborating and identifying manners in which to fill the gap in First Nation participation in Corporate Canada. The future of Canada’s economy is dependent on us figuring out how to find a meaningful relationship between First Nations people, the government, and industry.”⁶

Gladu was quoted in the *Globe and Mail* that he felt “a sense of sadness” about the low number of Aboriginals on boards, but senses there is a growing awareness in Canada that this is a problem:

“I believe Corporate Canada understands if they don’t build relationships with our people and go back to the fundamentals of what it means to do business together, they are recognizing that projects will become more risky and potentially jeopardized.” Mr. Gladu attributed the lack of native people on boards to “fear of the unknown” rather than racism, saying most board directors simply don’t know any Aboriginals. He’s hoping that through these Summits, he and Ms. Jeffery can make a lot more introductions and achieve a five per-cent representation of Aboriginals on boards.⁷

The CBDC’s [Annual Report Card](#) will track Aboriginal peoples represented on boards relative to the current population in Canada. Effective relationships and partnerships with Aboriginal peoples are possible. Perhaps the trouble is that we have not been persistent enough in the past. If The Hudson’s Bay and the Northwest Companies were able to generate wealth for both Aboriginal and non-Aboriginals for well over 300 years, we can make this happen in the modern world as well.

The Summits helped to kick-start the conversation. How can we continue the momentum? Post-secondary partnership investment is one solution. The Beedie School of Business, Executive MBA Program, SFU, now includes 30 Aboriginal students. We need to move beyond a dialogue and towards establishing meaningful solutions through education, training and

investment. Programs like CCAB’s Progressive Aboriginal Relations (PAR) support relationship building by way of measuring effective Aboriginal engagement with Corporate Canada.



(From Left to Right: Dr. Mark Selman, Director, Executive MBA Aboriginal Business & Leadership, Beedie School of Business, SFU; Cliff Fregin, CEO, New Relationship Trust; and, Dave Tuccaro, Founder, Tuccaro Inc. at the Vancouver Summit.)

CALL TO ACTION

The CBDC and CCAB “Power of Collaboration” Summits generated a meaningful dialogue on the issue of collaboration between Aboriginal leaders and Corporate Canada. Tuccaro stated: “It’s about raising awareness, and coming together to listen to Aboriginal corporate and business leaders who are hungry for change put the issues on the table.”⁸ Our call to action includes the continued support for Aboriginal representation in the boardrooms across Canada.

Our Recommendations to Corporate Canada and the Aboriginal business community for supporting this initiative include:

1. Facilitate communication between Aboriginal business leaders/communities and Corporate Canada;
2. Build visible networks and long-lasting partnerships;
3. Invest in post-secondary partnerships to develop the next generation of Aboriginal leaders;
4. Generate awareness and profile Aboriginal business leaders for board positions through programs such as CBDC [Diversity 50](#), designed to help corporate directors identify board-ready diverse candidates beyond their own networks. Diversity 50 has proven to

be an effective tool to boost diverse board-level representation in Corporate Canada;
and,

5. Join the CBDC and CCAB to support board diversity.

How can we collaborate? How can we build on these relationships, sustain them and establish a model for future success? [The Globe and Mail Report on Business](#) published an article on August 8, 2015 by Pamela Jeffery and Jean Paul Gladu. The article, *Aboriginal representation will boost Corporate Canada's bottom line*, emphasized the opportunity for Corporate Canada: "Corporations have an opportunity to make a leap forward in correcting the missteps of the past with Aboriginal communities, and to prosper as a result. But it's going to take leadership on both sides to find space for that conversation to happen and to learn how to work together. The boardroom is that space."⁹ The "Power of Collaboration" raised awareness, engagement and interest in learning about how Corporate Canada has and can continue to collaborate with Aboriginal business leaders. Building strong relationships to form meaningful partnerships will increase Aboriginal boardroom representation through the collaborative efforts of the CBDC and CCAB. In short, we need the power of collaboration. We need to continue to build relationships between Aboriginal leaders and Corporate Canada. Collaboration offers us a chance to choose. How we approach each other, where conversations lead us, what we do with the results in the final outcome—every step presents a new challenge but also a new opportunity. We can be part of groundbreaking change in our country.

ABOUT CBDC AND CCAB

CBDC is the leading Canadian organization advancing diversity on Canada's boards. The Council is self-funded thanks to a growing number of member organizations following initial funding from the federal government. How do we define diversity? The Council's definition expands the traditional board definition of industry experience, management experience, functional area of expertise, education, geography and age to also include such considerations as ethnicity, gender and Aboriginal status. Our vision is for Canadian companies to become more globally competitive in part because more boards are comprised of directors who are the most qualified in a greatly-expanded talent pool. In other words, imagine if Canada's boardrooms look like Canada.

CCAB is a national member-based business organization. CCAB drives business opportunities and enable sustainable relationships. The CCAB is strategically positioned to have an impact on facilitating positive and sustainable relations between the business sector and the Aboriginal business communities. As the only national organization committed to Aboriginal business, the Canadian business reality is an environment that is favourable for CCAB in its pursuit of success. CCAB members include Aboriginal businesses, Aboriginal community owned economic development corporations, and companies operating in Canada.

BEST PRACTICES

These organizations have excelled in the area of building long lasting partnerships with Aboriginal peoples, businesses and their communities. For example, Cisco Canada has become an avid supporter of Aboriginal youth by way of its Connected North program, an immersive, virtual educational and healthcare solution to help address the needs of Canada's Aboriginal peoples. Sodexo Canada has been a major supporter of the CCAB and its two awards for Excellence in Aboriginal Relations and the Economic Development Corporation of the year award. TELUS has supported Aboriginal communities by way of partnerships and initiatives, such as the provisioning of broadband, high-speed Internet and wireless services to support First Nations social and economic development, public safety, governance, health care and education opportunities. PotashCorp has made positive inroads with Aboriginal inclusion, and its board composition reflects not only a diversity of talent and backgrounds but also includes Aboriginal representation. Each organization has excelled in forging long lasting partnerships and using best practices for the benefit of Aboriginal peoples, businesses and their communities across Canada, as shown below:



Cisco Canada has built an ecosystem of partners to deliver Connected North, an immersive, virtual educational and healthcare solution to help address the needs of Canada's Aboriginal peoples. Using Cisco TelePresence technology, Connected North is driving initiatives including: bringing experts into the classroom, encouraging cross cultural sharing with students across Canada through Classroom Connect, hosting teacher professional development workshops and decreasing wait times for youth in crisis to see a psychiatrist and get the support they need. Connected North's education component was designed to showcase innovations in the field of learning with the aim of encouraging students to attend class regularly. The virtual education program utilizes Cisco TelePresence and Partners In Research (PIR) VROC (Virtual Researcher on Call) platform, along with content from The Centre for Interactive Learning and Collaboration. Students benefit from directly engaging with subject matter experts brought into the classroom through two-way video, for live interactive sessions. Students also connect with peers of the same age throughout Canada as part of the program's 'Classroom Connect' component, to share rich educational and cultural experiences.



PotashCorp has made positive inroads with Aboriginal inclusion, and its board composition reflects not only a diversity of talent and backgrounds but also includes the perspective of Keith Martell. Mr. Martell, a member of Waterhen First Nation, lives in Saskatoon, Saskatchewan, and is Chairman and Chief Executive Officer of First Nations Bank of Canada, a Canadian chartered bank primarily focused on providing financial services to the Aboriginal marketplace. He is a Chartered Professional Accountant, formerly with KPMG LLP. He is a director of the Saskatoon Safe Streets Commission and River Cree Enterprises Ltd. and serves on the Dean's Advisory Council of the University of Saskatchewan's Edwards School of Business. Mr. Martell is a former director of the Canadian Chamber of Commerce, Public Sector Pension Investment Board of Canada and The North West Company Inc., and a former trustee of the North West Company Fund. He is also a trustee of Primrose Lake Trust. He joined the PCS Inc. board in 2007.



Sodexo Canada is a patron member and supporter of the CCAB and sponsors two of its awards. The award for Excellence in Aboriginal Relations is designed to recognize 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. The annual Aboriginal Economic Development Corporation (AEDC) of the year 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. As Sodexo expands its operations throughout Canada, mutually rewarding relationships with over thirty Aboriginal partners and their communities from coast to coast are critical to the company's ongoing success. As a result, Sodexo invests significant resources into building and managing those relationships, including investing in their Aboriginal employees to ensure they grow and prosper within the company. Sodexo continues to improve the recruitment process to grow its Aboriginal workforce at various levels of the organization and has recently launched an Aboriginal employee network group to reinforce the economic, social and environmental development of Aboriginal communities.



TELUS has been involved in numerous Aboriginal partnerships. In 2014, TELUS collaborated with partners on several key initiatives, including the Canadian Radio-television and Telecommunications Commission (CRTC) Deferral Account program, All Nations Trust Company (ANTCO) Pathways to Technology and the Connecting BC Agreement, to bring connectivity to rural First Nation communities. These initiatives involved the provisioning of broadband, high-speed Internet and wireless services to support First Nations social and economic development, public safety, governance, health care and education opportunities. Many of the 2014 CRTC Deferral Account and ANTCO Pathways to Technology projects required extensive consultation and collaboration with First Nations to deal with the complex challenges of building infrastructure into geographically-remote communities. TELUS worked closely with all governments and partners to ensure connectivity was provided in an environmentally and culturally sensitive way and in a manner that maximized the benefits of the projects to First Nation communities, including the creation of First Nation-owned and operated local Internet Service Providers.

VALUE OF CBDC MEMBERSHIP

CORPORATE MEMBERSHIP In becoming a Corporate Member of the CBDC, your organization will join our growing membership receiving the following benefits:

ADVOCACY — Being Your Voice at the Table

We are the nationally respected voice of our members with various stakeholders, including regulatory bodies, governments, the corporate director community and the media. We also represent our members on the Federal Advisory Council as an ex-officio member of the 26-member body to promote the participation of women on public and private corporate boards.

RECOGNITION — Showcasing Your Organization's Commitment to Diversity

We showcase our members' leadership with stakeholder groups to ensure our members are widely recognized for their efforts. CBDC members are prominently acknowledged on the homepage of www.boarddiversity.ca and on the inside cover of each Annual Report Card (ARC). The Annual Report Card is shared first with our members, and then sent to all FP500 Board Chairs and CEOs. The Council's media coverage and public recognition helps our members position their organizations as being diversity leaders, attracting top talent from Canada's increasingly diverse population.

CONSULTING SERVICES — Assessment and Development of Board Diversity Policy

We anticipate you may have a need this year to address the diversity of your board, given the new OSC requirements for improved gender diversity at the executive officer and board levels. The Council provides consulting services at a preferred member rate and extends an annual \$1000 credit on consulting fees to members.

DIVERSITY 50 — Providing Exclusive Access to the Board Candidates

Each year, we will release the Diversity 50, Canada's first-ever database of qualified men and women from across Canada with strong competencies that align with the requirements of many Canadian boards. The 50 are introduced to directors of Council member companies each year at exclusive receptions held in Calgary, Montréal, Toronto and Vancouver.

CORPORATE GOVERNANCE EDUCATION — Offering Professional Development Opportunities for High-Potential Employees at Preferred Rates

Members receive a \$500 credit towards the enrollment fee for managers and executives in CBDC's Get on Board Governance Education Program taught by directors and governance experts across the country. There is also a lower enrollment fee for all program attendees from member companies (\$500 off Level I, \$2,000 off Level II). Level II participants will now receive certification upon completion of the program requirements: Fellow in Board Governance.

Become a CBDC Corporate Member today. Please contact Audrey Wubbenhorst by email at awubbenhorst@boarddiversity.ca or by telephone at 416-361-1475 x 227

VALUE OF CCAB MEMBERSHIP

The CCAB is a national member based organization. Established in 1984, CCAB has matured into a premium business forum and continues to drive business opportunities between First Nations, Inuit and Métis people and business Canada. Today the growing success of the Aboriginal market indicates steady progress toward recovering equitable and sustainable business relationships between Aboriginal peoples for the betterment of all Canadians.

CCAB co-founder Murray Koffler who stated “I was challenged to encourage business Canada to step up to the plate and use their influence to build a better future for our Aboriginal peoples through economic empowerment. The future is unfolding with much to celebrate and much work yet to be done.”

As a non-partisan organization, CCAB receives no core government funding and is supported through membership dues, events and sponsorship. CCAB members are uniquely positioned to promote their brand, products and services on the website with an exclusive member page in the Member Directory. CCAB receptions enable members to connect for business development and procurement opportunities.

CCAB national events raise business profiles through high profile galas, business luncheons and hot topic series. To support business opportunities at CCAB events members receive discounted rates. CCAB business awards series are held at our galas to showcase the accomplishments of recipients and provide inspiration and encouragement for the Aboriginal business community. CCAB business award series includes:

- *Aboriginal Business Hall of Fame Lifetime Achievement Award;*
- *Award for Excellence in Aboriginal Relations;*
- *National Youth Aboriginal Entrepreneur Award;*
- *Aboriginal Economic Development Corporation of the Year Award.*

The CCAB programs provide members with tools and strategies to develop and achieve desired, measurable outcomes. Members have access to programs. The pillars of CCAB programming includes:

- *Progressive Aboriginal Relations (PAR);*
- *Certified Aboriginal Business (CAB);*
- *Aboriginal Business Mentorship Program (ABMP).*

The growing online library of CCAB’s original research informs industry, government and other organizations of current trends, best practices and areas of opportunities for Aboriginal peoples and business Canada. CCAB Research delivers essential statistics that addresses Aboriginal business challenges and issues.

Join CCAB to advance sustainable business relationships between Aboriginal peoples and business Canada: <https://www.ccab.com/joinccab>

ABORIGINAL DIVERSITY 50 CANDIDATES

Bernd Christmas

Partner

Cassels Brock & Blackwell LLP

Bernd is a partner in the Aboriginal Law Practice at Cassels Brock and a member of the Mi'kmaq community of Membertou of Nova Scotia. Bernd's practice focuses on Indigenous economic development. He is the former CEO of the Membertou Band. Bernd is currently a director on the board of Investors Group and the Indigenous charity Outside Looking In.

Dr. Marie Delorme

Chief Executive Officer

The Imagination Group of Companies

In addition to being the CEO of The Imagination Group of Companies, which she started in 1999, Marie serves on the RCMP Foundation Board and the National Aboriginal Economic Development Board. Her awards include: Indspire Business and Commerce, Canada's Most Powerful Women: Top 100, Dr. Douglas Cardinal Award; Alberta Chamber Award of Distinction; and the Métis Nation Leadership Award. She holds an MBA from Queen's University and a PhD in Intercultural Leadership from the University of Calgary.

JP Gladu

President & CEO

Canadian Council for Aboriginal Business

Anishinaabe from Thunder Bay, Jean Paul (JP) is a member of the Sand Point First Nation. He has over two decades of experience in the natural resource sector. His career path includes work with Aboriginal communities and organizations, environmental non-government organizations, industry and governments from across Canada. An experienced negotiator, JP led a number of business development projects in northern Ontario. He completed an undergraduate degree in forestry from Northern Arizona University and also holds an Executive MBA from Queen's University

Jean La Rose

Chief Executive Officer

APTN

Jean is a First Nations citizen from the Abenakis First Nation of Odanak. He was named CEO of APTN in November 2002. Under his guidance, the network has moved to a digital, high-definition platform and now employs over 130 people. Jean sits on the board of directors of the National Screen Institute, On-Screen Manitoba and Indspire. He was awarded the National Aboriginal Achievement Award for Media and Communications in 2011 and studied his Masters in Public Administration at L'École Nationale d'Administration Publique (ENAP).

Gary Merasty*President and Chief Operating Officer**Des Nedhe Development*

Gary brings senior leadership experience in First Nations, corporate and political environments and is now responsible for economic development for English River First Nation. He has served as a senior executive with Cameco, as Grand Chief of Prince Albert Grand Council, as a Member of Parliament and as a director on numerous corporate and provincial boards, distinguishing himself in the areas of business, infrastructure development and education.

Rodney Nelson*Chief Executive Officer and Principal of Governance**The Global Governance Group and Professor, Carleton University*

Rodney is the Chair of FirstPlan Benefits (an Aboriginal pension and benefits company), Co-chair of The Canada Dance Festival Society (in Partnership with the National Arts Centre) and sits on the Carleton University Faculty Board. He is also a member of Carleton University's Task Force on Aboriginal Affairs and the Anishinabek First Nation's Economic Development Think Tank. Rodney is Anishinabe/Sioux from Nipissing First Nation.

Dr. Vianne Timmons*President**University of Regina*

Vianne has served as the President of the University of Regina since 2008. She has extensive board governance expertise, primarily in the not-for-profit sector. She has served on regional, national and international Boards. Vianne has worked extensively in First Nations communities in Canada and has a wealth of international expertise. Vianne is of Mi'kmaq descent and is a member of the Bra'dor Mikmaq Band.

LIST OF ATTENDEES

Vancouver:

Catherine	Aczel Boivie	President, Strategy Technology Leadership Corporation
Naseem	Bawa	General Counsel, InterXon Inc.
Sage	Berryman	COO, Ralmax Group of Companies
Don	Bird	Executive Vice President, W.N. Pharmaceuticals
Kelsey	Borland	Senior Analyst, Communica
Frank	Came	Editor - GLOBE-Net, GLOBE Group
Morgan	Cameley	Lawyer, Miller Thomson LLP
Lynn	Casey	Partner, Cordura Group
Shala	Chandani	Human Resources, Aga Khan Council for Canada
David	Chiang	Vice President Member Services, CPABC
Tim	Clarke	CEO, Habitat for Humanity Greater Vancouver
Chastity	Davis	Board Director, The Minerva Foundation for BC Women
Eric	Doherty	Partner, Borden Ladner Gervais
Fiona	Easton	HR-Manager, Diversity & Inclusiveness, TELUS
Elizabeth	Elliot	Senior Manager, Practice, Registrant Learning and QA, College of Registered Nurses of BC
Lynda	Ferris	Regional Sales Manager, Aboriginal Banking, TD Bank
Teara	Fraser	President/Owner, Karsik Aerial Survey Inc.
Dana	Hayden	President, Hayden Consulting Services
Kirk	Hill	Assistant Dean External Relations, Beedie School of Business, SFU
Alex	Jacobs-Hajian	Consultant, Accenture
Sean	Jones	Associate, Borden Ladner Gervais LLP
Phil	Lehn	Vice President, CIBC Banking, BC & Yukon
Brenda	MacCalder	Managing Director Real Estate and Facility Management, Canadian Pacific
Bob	Mason	Director, CIBC
Gail	McBride	Senior Manager and Strategist, BC Hydro
Andre	Morriseau	Director, Communications & Awards, CCAB
Vanessa	Mountain	Aboriginal Procurement, Infrastructure Procurement Supply Chain, BC Hydro
Leza	Muir	SVP Claims Services, Pacific Blue Cross
Ben	Nelms	Photojournalist, www.bennelms.ca
Glenda	Ouelette	Vice Chair, Western Provinces, Insurance Institute of Canada
Brenda	Parker	Finance Manager, BMO
Christine	Penney	Deputy Registrar/Director Policy, College of Registered Nurses of British Columbia
Simon	Philip	Director and Team Leader, CIBC
Adam	Pion	Portfolio Manager at PionMatifat Investment Group, CIBC Wood Gundy
Nicole-Ann	Postras	Coordinator, The Minerva Foundation for BC Women
Alim	Rana	COO, Pierway Environmental Inc.
Dierdre	Riley	Social Performance Manager, BG Group Canada
Dustin	Rivers	Language Revitalization, Squamish Nation

Kasia	Sell	Manager, Sustainability and Climate Change, Deloitte
Catherine	Sheldrake	Project Manager, Ministry of Jobs, Tourism and Skills Training, BC
Gail	Silverberg	Manager, Cash Management, CIBC
Christie	Stephenson	Director, Second Century
Barry	Taitinger	Director and Team Lead, Commercial Banking, CIBC
Lisa	Tallio	Combining our Strength Director, The Minerva Foundation for BC Women
Michael	Tees	Director, CIBC
Warren	Turner	President, Turner Group of Companies
Erin	Walker	Director - Community Investment, TELUS
Peter	Walters	Neutral Host Solutions, LLC
Maud	Warner	Senior Consultant - Sustainability & Climate Change, Deloitte
Edward	Woo	Senior Manager, Cash Management, CIBC
Audrey	Wubbenhorst	Vice President, Canadian Board Diversity Council

Calgary:

Neil	Anderson	VP Canadian Operations, QPS Engineering
Sara	Austin	Director, President's Office, World Vision Canada
Lauren	Babiuk	Policy Analyst, Calgary Chamber of Commerce
Jacqueline	Baecker	HR Energy Marker Leader, EY
Corrie	Banks	President, Triskele Logistics Ltd.
Roxanna	Benoit	Vice President, Vice-President, Public, Government and Aboriginal Affairs, Enbridge Pipelines
Jasone	Blazevic	Manager, Encana Corporation
Brad	Braun	Manager Environment & Stakeholder Relations, Osum Oil Sands Corp.
Oenina	Calforbe	Master of Business Administration (MBA), Aboriginal Business and Leadership, SFU
John	Carruthers	President, Enbridge Northern Gateway
Linda	Chipesia	Sole Practitioner, Linda Chipesia
Kerry	Clark	Associate Partner, EY
Melodie	Creegan	President, Mosaic Communications Inc.
Emmet	Crowchild	Council Member, Tsuu Tina Nation
Trudy	Curran	Sr. VP, General Counsel & Corp Secretary, Canadian Oil Sands Limited
Susan	Dabbs	VP Business Development, Sodexo
Morella	De Castro	Senior Legal Counsel, Tervita
Hope	Deveau Henderson	President and CEO, RCMP Foundation
Jean	Dube	Aboriginal Student Advisor, SAIT, Chinook Lodge
Richard	Dunn	VP, Government Relations Canada, Encana Corporation
Kari	Follinglo	Senior, Internal Audit, Energy Advisory Practice, EY
Billie	Fortier	Student-At-Law, Borden Lardner Gervais
Steven	Francis	President, Thundering Hills Oil & Gas
Teara	Fraser	President/Owner, Karsik Aerial Survey Inc.
Mario	Frison	Market Vice President, Diversified Industries, CIBC
Sonia	Fuentes	Senior Manager, Advisory Services, EY

Trevor	Gladue	Master of Business Administration (MBA), Aboriginal Business and Leadership, SFU
Cynthia	Goddard	Senior Stakeholder Affairs Advisor, Brion Energy
Peter	Graburn	Lawyer, Fielding & Company LLP
Alison	Grafton	President, Rockwood Custom House
Angela	Grier	Coordinator, SAIT Chinook Lodge
Tom	Guildford	Manager, Commercial Banking, CIBC
Kris	Hildebrand	Senior Legal Counsel, Norton Rose Fulbright
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Ryan	Jaye	Director, Commercial Banking, CIBC
Alison	Jackson	Partner, EY
Kent	Kaulfield	Managing Partner, EY
Ruth	Kelly	President, Venture Publishing Inc.
Dean	Kendall	Financial Organizer, Ideal Life Experience
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Melissa	LaForge	Manager, Investor Relations
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Don	MacDiarmid	Manager, Encana Corporation
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Shane	Monte	Partner, Advisory Services, EY
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Andre	Morriseau	Director, Communications & Awards, CCAB
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Patrick	Rodrigues	Senior Analyst, Aboriginal Engagement, Alberta Energy
Cindy	Rutherford	VP of Aboriginal Relations and Land, Progress Energy

Harvinder	Sembhi	VP & Chief Procurement Officer, Husky Energy
David	Serfas	Manager, Surface Land & Aboriginal Relations, Encana Corporation
Pamella	Simpson	Senior Development Officer, Mount Royal University
Terri	Simpson	Associate Vice President, Banking, CIBC
Sherry	Schluessel	Senior Partner, ProCra
Jessee	Snyder	Senior Writer, Venture Publishing Inc.
Tom	Sparrow	Chief Project Officer, Island Health
Aaron	Stephenson	Litigation Lawyer, Norton Rose Fulbright
Jane Ann	Summers	Barrister and Solicitor, Merchant Law Group LLP
Heather	Tanaka	Legal Counsel, Encana Corporation
David	Turner	Vice-President, First Peoples Group
David	Urqhart	Manager, HR Advisory, Encana Corporation
Steven	Vaivada	Corporate Aboriginal Initiative, Amec Foster Wheeler Environment & Infrastructure
Audrey	Wubbenhorst	Vice President, Canadian Board Diversity Council

NOTES

¹ *The Globe and Mail*, April 30, 2015. Online: <http://www.theglobeandmail.com/news/british-columbia/aboriginal-representation-on-corporate-boards-woefully-inadequate/article24178897/>

² *2014 Annual Report Card*. Canadian Board Diversity Council, in association with The Conference Board of Canada, and KPMG, November 14, 2014, P. 7,

³ Dr. Marie Delorme, CEO, The Imagination Group of Companies. Panelist at the Calgary Summit, May 14, 2015.

⁴ Dave Tuccaro, founder of Tuccaro Inc. Panelist at the Vancouver Summit, April 29, 2015.

⁵ Jody Wilson-Raybould, British Columbia Assembly of First Nations. Panelist at the Calgary Summit, May 14, 2015.

⁶ Kim Baird former Chief of the Tsawwassen First Nation and Owner of Kim Baird Strategic Consulting. Panelist at the Vancouver Summit, April 29, 2015.

⁷ *The Globe and Mail*, April 30, 2015. Online: <http://www.theglobeandmail.com/news/british-columbia/aboriginal-representation-on-corporate-boards-woefully-inadequate/article24178897/>

⁸ Dave Tuccaro, founder of Tuccaro Inc. Panelist at the Vancouver Summit, April 29, 2015.

⁹ *The Globe and Mail, Report on Business*, August 8, 2015. Online: <http://www.theglobeandmail.com/report-on-business/rob-commentary/aboriginal-representation-will-boost-the-bottom-line/article25886706/>