



FIRST NATIONS  
MAJOR PROJECTS  
COALITION

# VRGM PRIMER

PREPARED BY: **Mark Podlasly** (Nlaka'pamux Nation)

THE 8<sup>TH</sup> ANNUAL FNMP  
**VALUING RECONCILIATION**  
IN GLOBAL MARKETS

April 27-29, 2025  
Sheraton Centre Hotel Toronto  
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## About the First Nations Major Project Coalition (FNMPC)

FNMPC is a national 174 First Nations non-profit collective working towards the enhancement of the economic well-being of our members, understanding that a strong economy is reliant upon a healthy environment supported by vibrant cultures, languages, and expressions of traditional laws. FNMPC supports its members to:

- » Safeguard air, land, water and medicine sources from the impacts of resource development by asserting its members' influence and traditional laws on environmental, regulatory and negotiation processes;
- » Receive a fair share of benefits from projects undertaken in the traditional territories of its members; and,
- » Explore ownership opportunities of projects proposed in the traditional territories of its members.

FNMPC is currently providing business capacity support to its members on 17 major projects located across Canada, each with a First Nations equity investment component, and a portfolio exceeding a combined total capital cost of over CAD\$30-40 billion. FNMPC's business capacity support includes tools that help First Nations to make informed decisions on both the economic and environmental considerations associated with major project development.



First Nations Major Projects Coalition | 200-100 Park Royal South, Xwmélch'stn Úxwumixw (Capilano Village)  
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[website](http://www.fnmpc.ca) [www.fnmpc.ca](http://www.fnmpc.ca) | [email](mailto:admin@fnmpc.ca) [admin@fnmpc.ca](mailto:admin@fnmpc.ca)

THE 8<sup>TH</sup> ANNUAL FNMPIC CONFERENCE

# VRGM

## VALUING RECONCILIATION IN GLOBAL MARKETS

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FNMPIC is grateful to all the Indigenous nations, institutional investors, educational entities, non-profit organizations, financial institutions, and companies who provided input, advice, and information in the preparation of this document. FNMPIC is grateful for the contributions made by all our 2025 conference sponsors to help make this Indigenous-led event possible. Special thanks to our 2025 Title Sponsor, RBC, for their contributions to make this year's conference possible.

## Acknowledgments

### FNMPIC SUSTAINING PARTNERS

FNMPIC is grateful for the year-round contributions made by our Sustaining Partners to help advance the mission and objectives of FNMPIC. FNMPIC's Sustaining Partners represent an exclusive group of private-sector corporations that have accepted FNMPIC's invitation to collaborate on areas of mutual interest in the pursuit of economic reconciliation.

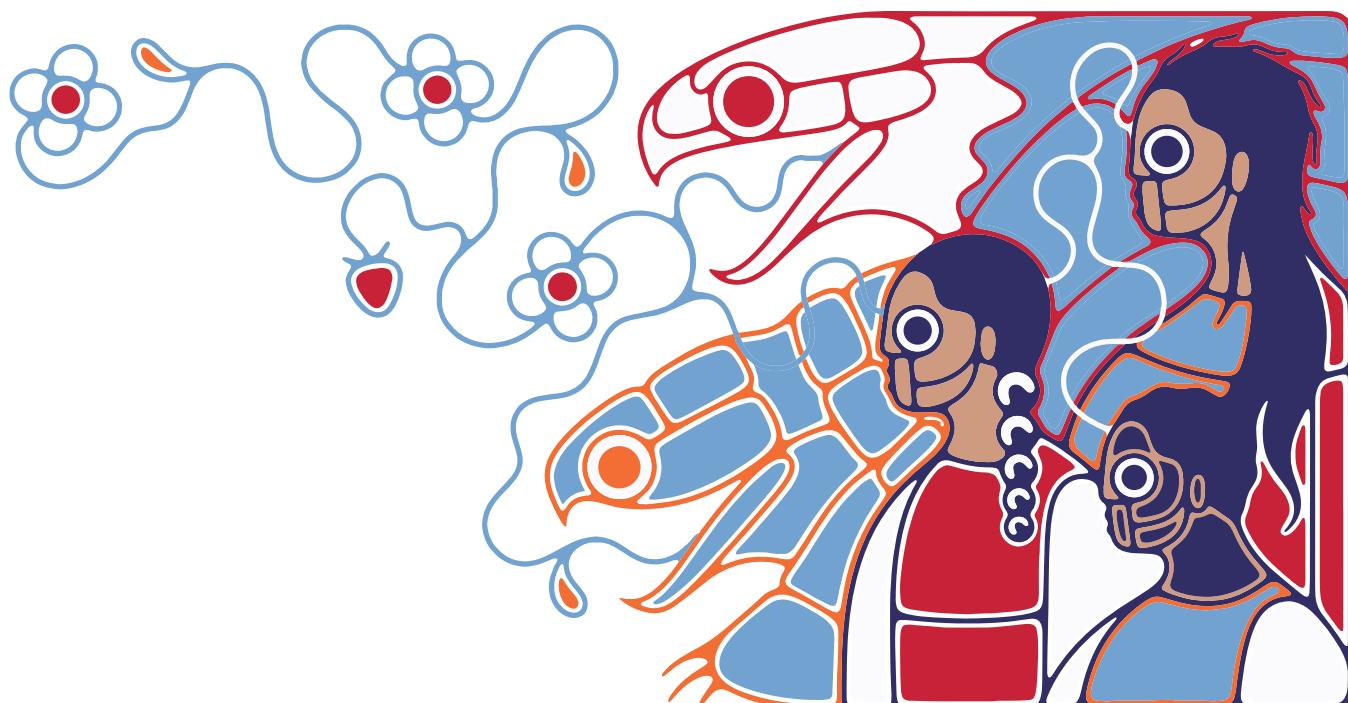


## Artist & Artwork

Artwork for this year's conference was designed by Tehatsistahawi (Tsista) Kennedy, an Anishinaabe Onyota'a:aka artist belonging to Beausoleil First Nation and Oneida Nation of the Thames.

*"There are four main images in this banner; an eagle, a turtle, a strawberry plant, and people. To me, these images represent values that are important to bear in mind when approaching reconciliation and partnerships with respect."*

Born in the fall of 2001, Tsista Kennedy is a self-taught artist who often creates his work digitally. His variation of woodland style can be recognized by semi-bold black lines, intricate patterns, and vibrant colors; all of which work together to make the artwork flow elegantly across the canvas. Tsista Kennedy's artwork isn't solely rooted in the traditional aspects of his identity, nor the contemporary; it's a merging of the two. With his personal experiences and stories thrown into the mix, these two perspectives provide the inspiration behind some of Tsista Kennedy's artwork today.



# Overview

## DAY 1

### DAY 1 MORNING

#### Indigenous Peoples in World Markets

- » Keys to Indigenous Commercial Success
- » Alaska Native Corporations

### DAY 1 AFTERNOON

#### Getting Canada to International Markets

- » The Right Honourable Stephen J. Harper, 22<sup>nd</sup> Prime Minister of Canada
- » Valuing Reconciliation in Global Markets - a Responsibility and an Economic Imperative
- » Indigenous Leadership in Canada's Port and Export Infrastructure
- » Indigenous Role in Attracting Foreign Investment

## DAY 2

### DAY 2 MORNING

#### Unlocking Capital For Indigenous Equity Investment

- » Financing Electricity Projects
- » Shaping the Future: Indigenous Leadership in Nation-Building Projects
- » Private Capital

### DAY 2 AFTERNOON

#### A Call to Action: Forging Canada's Economic Future with Indigenous Partnerships

- » Stronger Boards, Smarter Business: The Case for Indigenous Representation in Corporate Leadership
- » Diversifying Canada's Exports: Indigenous Leadership in Global Trade
- » Attracting Direct Foreign Investment
- » Securing Canada's Future: Strength, Resilience, and Diversification

See here for the most up-to-date conference agenda:

<https://fnmpc.ca/conference/>

## Executive Summary

This year's theme, **Valuing Reconciliation in Global Markets**, was set at the end of our April 2024 gathering. At that time, we were reflecting on the growing role of Indigenous nations in global supply chains—networks that often begin on our traditional lands and extend to industrial centers and markets around the world.

We also considered the impact of Indigenous-led enterprises already active in international markets, including organizations like the Alaska Native Corporations and the Southern Ute Growth Fund—both of which will share their insights at this year's event.

However, early 2025 brought unexpected developments. The United States government's declaration of interest in Canada becoming its “51<sup>st</sup> state”, combined with the imposition of punitive tariffs on Canadian exports to the U.S., highlighted the vulnerabilities in our trade relationships. With more than 70% of Canadian exports currently destined for a single market—the United States—there is an urgent need to diversify.

First Nations have a critical role to play in Canada's global trade and investment strategy. Increasingly, First Nations are being approached by international companies and investors seeking long-term partnerships and secure access to essential resources such as energy and minerals found within our territories. Projects that align with Indigenous values and secure free, prior, and informed consent—as articulated in the *United Nations Declaration on the Rights of Indigenous Peoples*—stand to benefit from reduced risk, faster permitting, greater financing opportunities, and broader public acceptance. Indigenous participation adds speed and certainty to major projects—capabilities that are increasingly essential to Canada's economic resilience.

Today, the self-determination of Indigenous nations and the economic independence of Canada are interdependent. We must work together to build a diversified, sustainable, and sovereign future.

Please join us at FNMPC's 8<sup>th</sup> annual conference, *Valuing Reconciliation in Global Markets*, where we will start to co-define our shared future.

### ABOUT THIS CONFERENCE PRIMER AND PROGRAM

This primer is intended as a brief for attendees on the speakers, projects and policies that will be featured at the conference.

## DAY 1 MORNING

# Indigenous Peoples in World Markets

Indigenous nations—both in Canada and around the world—are increasingly influencing global businesses, particularly in natural resources and foreign investments.

Whether leading by ownership, investment in or management of projects—many Indigenous nations are successfully creating new pathways for business opportunities. What factors contribute to Indigenous business success? How can this success be replicated across Turtle Island, for everyone?

*Valuing Reconciliation in Global Markets*' opening sessions will offer in-depth knowledge-sharing on how Indigenous nations are leading the way for national and international world markets, including the conditions helping to make this happen.

## Session 1 - Keynote - BHP Group Limited

### BHP

<https://www.bhp.com>

BHP Group Limited is one of the largest mining companies in the world. Headquartered in Melbourne, Australia, it operates across multiple countries, with major assets in Australia, Chile, Canada, and the United States. The company's portfolio includes iron ore, copper, nickel, metallurgical coal (used in steelmaking), and potash — commodities considered essential to industrial development, agriculture, and emerging energy technologies. As of early 2025, BHP employs around 90,000 people and contractors globally.

In Canada, BHP is advancing the multi-billion-dollar Jansen potash project in Saskatchewan — one of the company's largest capital investments to date — with production expected to begin in 2026 and long-term plans to supply up to 10% of the global potash market.

The company has been repositioning its asset base over the past few years, exiting thermal coal and oil while increasing its focus on materials associated with the energy transition. Copper and nickel are central to this shift, due to their use in electrification and battery technologies.

### BHP'S CANADIAN OPERATIONS

BHP's primary operations in Canada are focused on the development of the Jansen potash project in Saskatchewan. Located approximately 140 kilometres east of Saskatoon, the Jansen site is expected to begin production in 2026. The project represents one of BHP's largest capital investments and is intended to supply a significant share of the global potash market, with long-term plans to reach an annual capacity of up to 8.5 million tonnes.

The Jansen project includes the construction of underground mining infrastructure, a processing plant, storage facilities, and a rail logistics system. BHP has also established a formal Indigenous engagement strategy. The

company launched its Canada Indigenous Partnership Plan in 2024 to guide relationships with Indigenous nations connected to the Jansen project. It has signed agreements with several First Nations in the region and has awarded contracts to Indigenous-owned businesses. BHP also participates in local development initiatives, including regional infrastructure and workforce readiness planning.

## Session 2 - Presentation & Panel - Keys to Indigenous Commercial Success

Indigenous nations around the world are going through a remarkable time of change. A resurgence of Indigenous leadership across multiple spheres—political, social, cultural and economic—is strengthening Indigenous sovereignty, allowing many Nations to rebuild and direct their present and future.

Following this rebuilding is the **Harvard Kennedy School's Project on Indigenous Governance and Development**—a “recognized leader in practical research, teaching, leadership development, policy analysis and pro bono advising for Indigenous communities.”<sup>1</sup>

In this session, Dr. Kalt will highlight Harvard University’s multi-decades long research into why Indigenous businesses succeed or fail. This session will also offer insights into how the Southern Ute Growth Fund is working to build long-term Tribal prosperity for the Southern Ute Indian Tribe.

### HARVARD KENNEDY SCHOOL

<https://www.hks.harvard.edu>

The Harvard Kennedy School is Harvard University’s graduate school of public policy and public administration, located in Cambridge, Massachusetts. It offers master’s and doctoral programs, as well as executive education for public, private, and nonprofit sector leaders.

The school conducts research and teaching in areas such as government, public leadership, international affairs, and policy analysis. It hosts a range of research centers and brings together faculty with academic and professional experience in public service and governance.

### PROJECT ON INDIGENOUS GOVERNANCE AND DEVELOPMENT

<https://indigenousgov.hks.harvard.edu>

The Project on Indigenous Governance and Development is based at the Ash Center for Democratic Governance and Innovation at Harvard University’s Kennedy School. Originally established in 1987 as the Harvard Project on American Indian Economic Development, the initiative focuses on research and education related to governance and development among Indigenous nations.

The Project studies the factors that contribute to effective self-governance and long-term economic and social development. Areas of focus include institutional capacity, leadership, cultural alignment, and legal and political autonomy. In addition to academic research, the Project provides advisory services and policy support to Indigenous governments.

<sup>1</sup> Harvard Kennedy School: <https://indigenousgov.hks.harvard.edu/about>

Research from Harvard's Project on Indigenous Governance and Development consistently finds that success in self-determination relies on success with the following four areas: *sovereignty, institutions, culture, and leadership*.<sup>2</sup>

### Sovereignty Matters

"When Native nations make their own decisions about what development approaches to take, they consistently out-perform external decision makers on matters as diverse as governmental form, natural resource management, economic development, health care, and social service provisions."

### Institutions Matter

"For development to take hold, assertions of sovereignty must be backed by capable institutions of governance. Nations do this as they adopt stable decision rules, establish fair and independent mechanisms for dispute resolution, and separate politics from day-to-day business and program management."

## What Is Indigenous Success Founded Upon?

### Culture Matters

"Successful economies stand on the shoulders of legitimate, culturally grounded institutions of self-government. Indigenous societies are diverse; each nation must equip itself with a governing structure, economic system, policies, and procedures that fit its own contemporary culture."

### Leadership Matters

"Nation building requires leaders who introduce new knowledge and experiences, challenge assumptions, and propose change. Such leaders, whether elected, community, or spiritual, convince people that things can be different and inspire them to take action."

## SOUTHERN UTE GROWTH FUND

<https://www.sugf.com>

The Southern Ute Growth Fund is the business and investment arm of the Southern Ute Indian Tribe, based in Ignacio, Colorado. Established in 2000, it manages a diversified portfolio that includes energy production, real estate, private equity, and utilities, with operations across 14 U.S. states and the Gulf of Mexico.

As of 2025, the Growth Fund's business units are valued at approximately USD\$4 billion. In recent years, it has reported strong financial performance, with two of the past three years ranking among its most profitable.

Key holdings include Red Willow Production and Red Cedar Gathering in the energy sector, GF Properties in real estate, and GF Private Equity Group and Kava Equity Partners for private investments. The Fund is also expanding into sustainable energy, including a joint venture with 8 Rivers Capital to develop a zero-emissions natural gas power plant.

<sup>2</sup> Harvard Kennedy School Project on Indigenous Governance and Development: <https://indigenousgov.hks.harvard.edu/about>

## Session 3 - Panel - Alaska Native Corporations

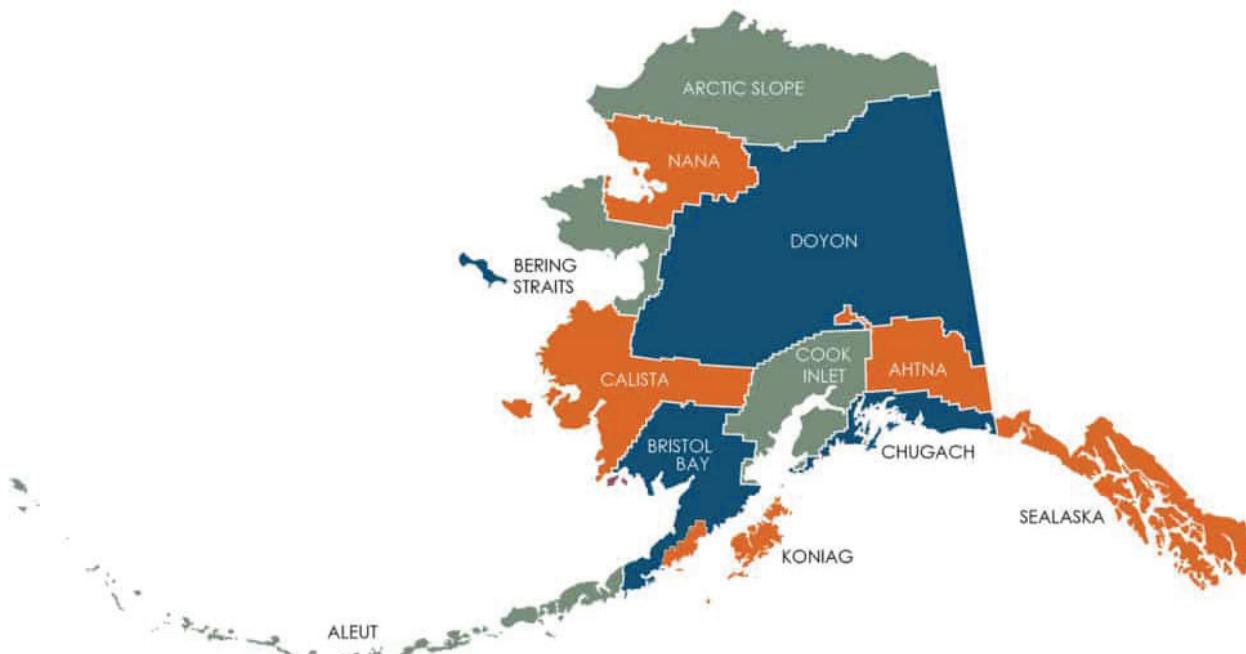
Alaska Native Corporations are an important part of Alaska's economy—they generate revenue within the state and are now bringing revenue back through out-of-state business ventures. As a result, many Alaska Native Corporations are not only in a position to bring greater social and economic prosperity to their communities, they are also participating in global market development.

*In this session, the expert panel will highlight stories from Alaska Native Corporations and share valuable lessons for Indigenous peoples worldwide.*

### ALASKA NATIVE CORPORATIONS

<https://ancsaregional.com>

Alaska Native Corporations (ANCs) were established under the *Alaska Native Claims Settlement Act* (ANCSA) of 1971 to resolve Indigenous land claims in Alaska. The Act created 12 regional and over 200 village for-profit corporations, transferring approximately 44 million acres of land and nearly USD\$1 billion in compensation to these entities.



Map credit: <https://ancsaregional.com/the-twelve-regions/>

Each corporation is owned by Alaska Native shareholders, who received shares at the time of incorporation. Village corporations typically hold surface rights to their lands, while regional corporations often retain subsurface rights.

ANCs operate across various sectors, including natural resource development, construction, and federal contracting. Collectively, they are among Alaska's largest private landowners and have played a significant role in the state's economic development.

While ANCs are structured as for-profit entities, they also provide community benefits such as employment opportunities, educational scholarships, and support for cultural initiatives. Their unique corporate model has influenced discussions on Indigenous economic development and self-determination.

## ECONOMIC IMPORTANCE OF ALASKA NATIVE CORPORATIONS TO THE STATE OF ALASKA

Alaska Native Corporations are a major contributor to the state's economy. Collectively, ANCs generate billions of dollars in annual revenue through a broad range of sectors, including federal contracting, oil and gas services, construction, logistics, real estate, and natural resource development.

Many of the largest ANCs consistently rank among the top employers in the state, providing thousands of jobs to both Alaska Natives and non-Natives. Their operations extend well beyond Alaska, with substantial business activities across the United States and internationally.

In addition to employment, ANCs support the broader economy through dividends to shareholders, local procurement, infrastructure investment, and tax contributions. Their role is particularly significant in rural and Indigenous communities, where they are often one of the few stable sources of income, services, and capital reinvestment. As a result, ANCs have become an essential component of Alaska's private sector and a central force in regional development and long-term economic stability.



**USD\$11 Billion**

Generated annually  
by ANCs



**17,000**

People in Alaska  
employed by ANCs



**USD\$1 Billion**

Contributed to Alaska's  
statewide payroll



**140,000**

Native shareholders in  
collective ownership of ANCs



**50,000**

People employed  
globally by ANCs

## ARCTIC SLOPE REGIONAL CORPORATION

<https://www.asrc.com>

Incorporated in 1972, Arctic Slope Regional Corporation (ASRC) represents the Iñupiat people of Alaska's North Slope and is headquartered in Utqiagvik, with administrative offices in Anchorage. The corporation has approximately 14,000 Iñupiat shareholders.

ASRC operates across six major business segments: government contract services, petroleum refining and marketing, energy support services, industrial services, construction, and land and natural resources. Its subsidiaries include ASRC Federal, which provides services to U.S. federal agencies, and Petro Star Inc., the only Alaska-owned petroleum refinery. As of 2023, ASRC employs over 15,000 people across Alaska and the Lower 48 states.

The corporation is a significant private landowner in Alaska, holding title to approximately 5 million acres (~2 million hectares). It has been involved in resource development projects, including oil and gas exploration and production. ASRC's operations contribute to the economic development of the region and provide dividends, employment, and other benefits to its shareholders.

## KONIAG, INCORPORATED

<https://www.koniag.com>

Koniag, Incorporated represents the Kodiak Island region and is headquartered in Kodiak, Alaska, with additional offices in Anchorage. The corporation has approximately 4,300 Alaska Native shareholders, primarily of Alutiiq descent.

Koniag manages a diversified portfolio of businesses and investments across various industries, including government services, information technology, and natural resource development. Its subsidiary, Koniag Government Services, provides technical, professional, and operational expertise to federal agencies.

Profits from Koniag's operations support shareholder benefits, cultural initiatives, and community development programs, reflecting the corporation's commitment to its shareholders and the broader community.

## THE KUSKOKWIM CORPORATION

<https://kuskokwim.com>

The Kuskokwim Corporation (TKC) is an Alaska Native village corporation formed in 1977 through the merger of ten village corporations in the Middle Kuskokwim region.

Headquartered in Anchorage, TKC manages nearly one million acres of land and serves over 4,300 Alaska Native shareholders. The corporation operates a diversified portfolio of businesses across the United States, generating approximately \$100 million in annual revenue.

TKC's business activities include government contracting, construction, and natural resource management. Profits support shareholder dividends, infrastructure projects, and community development initiatives in rural Alaska. The corporation also engages in workforce training and housing programs through its nonprofit arm, Fish Wheel, aiming to address regional challenges such as housing shortages and economic disparities.

Additionally, TKC holds surface rights to lands associated with the proposed Donlin Gold mine, a significant undeveloped gold deposit in Alaska. The project is a partnership involving TKC, Calista Corporation, and other stakeholders.

## LUNCH Nuclear Waste Management Organization

This panel will discuss the community-driven, consent-based site selection process for Canada's future deep geological repository for used nuclear fuel. The focus of the discussion will be on collaboration between the Wabigoon Lake Ojibway Nation and the Nuclear Waste Management Organization (NWMO).

### NUCLEAR WASTE MANAGEMENT ORGANIZATION (NWMO)

<https://www.nwmo.ca>

The Nuclear Waste Management Organization (NWMO) is a not-for-profit organization established in 2002 under Canada's *Nuclear Fuel Waste Act*. It is responsible for implementing Canada's plan for the safe, long-term management of used nuclear fuel.

NWMO's approach, known as Adaptive Phased Management, involves the development of a deep geological repository to contain and isolate used nuclear fuel. In November 2024, the Wabigoon Lake Ojibway Nation and the Township of Ignace in Ontario were selected as the host communities for this repository. Construction is anticipated to begin in the mid-2030s, with operations expected to commence in the early 2040s. The NWMO's work includes ongoing engagement with Indigenous nations and the public to ensure the repository's development aligns with societal values and environmental protection goals.

### DEEP GEOLOGICAL REPOSITORY

A deep geological repository (DGR) is an engineered facility designed to safely isolate used nuclear fuel deep underground for the long term. It involves placing the fuel in specially designed containers, which are then sealed in stable rock formations several hundred metres below the surface. These formations provide natural barriers that, along with engineered protections, prevent the release of radioactive materials into the environment.

The approach aims to protect people and the environment over hundreds of thousands of years by relying on both engineered containment systems and the stability of the surrounding geology. DGRs are being planned or developed in several countries, including Canada, Finland, Sweden, and France.

## DAY 1 AFTERNOON

### Getting Canada to International Markets

First Nations play a key role in enhancing Canada's access to diverse global markets, from partnering in critical transportation infrastructure, to ensuring investment certainty, and streamlining environmental permitting.

*Valuing Reconciliation in Global Markets*' afternoon sessions will highlight the vital contributions of First Nations to Canada's current and future economic growth.

## Session 4 - Keynote - Former Prime Minister Stephen Harper

### **The Right Honourable Stephen J. Harper** – 22<sup>nd</sup> Prime Minister of Canada

Stephen Harper served as Canada's 22<sup>nd</sup> Prime Minister from 2006 to 2015. Born in Toronto in 1959, he earned undergraduate and graduate degrees in economics from the University of Calgary. He was first elected to Parliament in 1993 and later played a key role in uniting Canada's conservative political parties. In 2004, he became the first leader of the modern Conservative Party of Canada.

As Prime Minister, Harper focused on economic management, including navigating the country through the global financial crisis of 2008–09. His government implemented tax reforms, introduced the Tax-Free Savings Account, and maintained a focus on balanced budgets and resource development. Internationally, he promoted Canada's role in global security and supported a principled foreign policy.

In 2008, Harper issued a historic apology on behalf of the Government of Canada to Indigenous peoples for the residential school system, acknowledging the harm caused by policies of assimilation and separation. The apology marked a key moment in the country's reconciliation efforts. His government also established the Truth and Reconciliation Commission as part of the Indian Residential Schools Settlement Agreement, helping to document survivor experiences and advance public understanding.

Since leaving office in 2016, Harper has focused on global political consulting through his firm, Harper & Associates, and serves as chairman of the International Democrat Union.

## Session 5 - Fireside Chat - Valuing Reconciliation in Global Markets - a Responsibility and an Economic Imperative

### **CANADIAN NATIONAL RAILWAY (CN)**

<https://www.cn.ca>

Canadian National Railway (CN) is a publicly traded freight railway company headquartered in Montréal, Québec. Established in 1919 as a Crown corporation, CN was privatized in 1995. Today, it operates the only transcontinental rail network in North America, spanning approximately 20,000 miles across Canada and the central United States. Its network connects key ports on the Atlantic, Pacific, and Gulf coasts, including locations such as Vancouver, Halifax, Montreal, Prince Rupert, New Orleans, and Mobile. As of April 2025, employs over 24,000 people.

CN provides transportation services for various sectors, including intermodal, automotive, grain, forest products, chemicals, and petroleum. In 2023, its freight revenue was distributed as follows: 25% from grain, fertilizers, and coal; 24% from metals, minerals, and forest products; and the remainder from petroleum products, chemicals, automotive, and intermodal container cargoes.

## Session 6 - Panel - Indigenous Leadership in Canada's Port and Export Infrastructure

To be globally competitive, Canada needs to have reliable supply chain infrastructure effectively connecting Canadian bulk commodities with global trading partners. Increasingly integral to export infrastructure are First Nations, whose lands are the location of these critical corridors and gateways.

*In this session, panelists will discuss how Indigenous ownership in port, rail, and transportation facilities are vital to Canada servicing world markets for the betterment of the national economy.*

### ARCTIC GATEWAY GROUP (MANITOBA)

<https://www.arcticgateway.com>

Arctic Gateway Group (AGG) is a Canadian transportation company that owns and operates the Hudson Bay Railway and the Port of Churchill in northern Manitoba. Formed in 2018, AGG is fully owned by Indigenous nations and northern communities through the OneNorth partnership. OneNorth is a partnership of 41 Indigenous nations in Manitoba.

The Port of Churchill is Canada's only Arctic deepwater seaport serviced by rail, providing a strategic link for exporting western Canadian resources to global markets. The Hudson Bay Railway serves as a vital supply line for northern communities, facilitating the transportation of goods and resources.

The company provides a key transportation link for remote communities and supports Arctic trade, particularly in grain and resource exports. Its operations are focused on regional economic development, infrastructure investment, and Indigenous ownership.

### GRAYS BAY ROAD AND PORT PROJECT (GBRP) (NUNAVUT)

<https://www.westkit.ca/gbrp>

The Grays Bay Road and Port Project (GBRP) is a proposed infrastructure initiative in Nunavut, designed to connect the mineral-rich Slave Geological Province to global markets via the Arctic Ocean. The project involves constructing a 230-kilometre all-season road from the former Jericho Mine site to a deep-water port at Grays Bay on the Coronation Gulf. A potential second phase would extend the road by 95 kilometres to link with the Northwest Territories' highway system, establishing the first overland route between southern Canada and the Arctic Ocean.

Originally championed by the Kitikmeot Inuit Association (KIA) and the Government of Nunavut, the project is now led by West Kitikmeot Resources Corp., an Inuit-owned company. The Canada Infrastructure Bank has committed up to \$3 million to support pre-construction activities, including environmental assessments and engineering studies.

The GBRP aims to unlock access to critical mineral deposits, such as zinc and copper, in the region, stimulate economic development, and enhance food security by reducing transportation costs. Additionally, the port's strategic location is expected to bolster Canada's Arctic sovereignty and provide logistical support for federal agencies.

## TSHIUETIN RAIL TRANSPORTATION (QUÉBEC)

<https://www.tshuetin.net>

Tshuetin Rail Transportation Inc. is the first Indigenous-owned and operated railway in Canada. Established in 2005, it is owned by the Innu Takuakan Uashat mak Mani-Utenam, the Innu Nation of Matimekush-Lac John, and the Naskapi Nation of Kawawachikamach. The railway operates a 217-kilometre line connecting Emeril Junction in Labrador to Schefferville, Québec, providing essential passenger and freight services to remote communities. It also has trackage rights extending to Sept-Îles, Québec.

The railway is a critical lifeline for northern communities, transporting goods such as food, fuel, construction materials, and medicine, as well as providing access to traditional hunting grounds. It also supports regional mining operations by facilitating the movement of iron ore and equipment.

## CANADA INFRASTRUCTURE BANK

<https://cib-bic.ca>

The Canada Infrastructure Bank (CIB) is a federal Crown corporation established in 2017 to invest in revenue-generating infrastructure projects that are in the public interest. Its mandate is to attract private and institutional investment to accelerate the delivery of infrastructure across Canada. The CIB focuses on five priority sectors: clean power, green infrastructure, public transit, trade and transportation, and broadband connectivity. With \$35 billion in allocated capital, the CIB uses financial tools such as loans, equity investments, and loan guarantees to support projects that foster economic growth and sustainability. As of early 2025, the CIB has committed over \$13 billion to projects with a total capital value exceeding \$36 billion. It partners with all levels of government, Indigenous nations, and the private sector to deliver infrastructure that benefits Canadians.

## Session 7 - Panel - Indigenous Role in Attracting Foreign Investment in Energy Infrastructure

What do international investors expect when investing in Canadian energy infrastructure?

*In this session, panelists will explore what Asia-based energy investors expect from Canada and First Nations, particularly in terms of investment and supply certainty. This session will focus on the Kisii Lisims LNG project, a proposed LNG export facility on the northwest coast of Canada.*

## ASIA LNG DEMAND

Asia remains the largest global market for liquefied natural gas (LNG), accounting for approximately two-thirds of global imports. Demand is projected to grow steadily through 2040, driven by economic expansion, industrialization, and efforts to transition from coal to cleaner energy sources. Global LNG demand is expected to rise by around 60% by 2040, with much of this growth centered in Asia.

## Why Canadian LNG is of interest to Northeast Asian countries

Northeast Asian countries—particularly Japan, South Korea, and China—are showing interest in Canadian liquefied natural gas due to several strategic advantages:

**Geographic Proximity and Shipping Efficiency:** Canadian West Coast LNG projects, such as LNG Canada in Kitimat, BC, offer shorter shipping distances to Asia compared to United States Gulf Coast facilities. This proximity reduces transit times and avoids maritime chokepoints like the Panama Canal, enhancing supply reliability and cost-effectiveness.

**Energy Security and Diversification:** Considering global energy market uncertainties, Northeast Asian countries are seeking to diversify their energy sources. Canada's stable political environment and abundant natural gas reserves make it an attractive alternative to traditional suppliers.

## KSI LISIMS LNG PROJECT

<https://www.ksilisimslng.com>

Ksi Lisims LNG is a proposed floating liquefied natural gas (LNG) export facility to be located at Wil Milt on Pearse Island, near Gingolx in northwest BC. The project is a partnership between the Nisga'a Nation, Rockies LNG, and Western LNG. It is designed to produce up to 12 million tonnes of LNG annually, targeting markets in the Asia-Pacific region. The facility aims to be net-zero ready by 2030, utilizing renewable hydroelectric power and implementing measures to minimize carbon emissions. The project is currently undergoing environmental assessments and regulatory reviews, with a final investment decision anticipated in 2025.

## DAY 2 MORNING

# Unlocking Capital for Indigenous Equity Investment

One of the most significant barriers to Indigenous equity investment in infrastructure projects is access to affordable capital. However—with the right set of financial tools and strong partnerships between Indigenous nations, industry and governments—this challenge can be collectively overcome.

*Valuing Reconciliation in Global Markets* next set of morning sessions will focus on strategies to reduce financial barriers, unlock capital, and enhance Indigenous participation in and ownership of projects, driving economic benefits for all.

## Session 1 - Launch of the Indigenous Utilities Paper

*FNMP is pleased to announce the launch of a new resource, being publicly released for the first time—**Indigenous Utilities: The Building of Indigenous-owned Electrical Utilities in Canada**. This paper provides 16 recommendations for First Nations and governments to support Indigenous-owned utilities in Canada.*

Canada's shift towards electrification needs to include creating the right conditions for the buildout of Indigenous-owned utilities. This shift represents a new energy era: one where governments and industry must uphold free, prior, informed consent and a meaningful commitment to economic reconciliation to expand the existing grid.

Exploring the current landscape for Indigenous utilities in Canada, this paper highlights the need for flexible conditions—supporting Indigenous nations to create utilities that match Indigenous nation-driven priorities.

Drawing on a FNMP visit to four Tribal Utilities in Arizona, and additionally developed with insights from Indigenous-owned utilities and other field experts, this resource is an essential read for Indigenous nations, governments, utilities and regulators, ready to kickstart momentum for Indigenous utility formation.

## Session 2 - Opening the Toronto Stock Exchange

John McKenzie, CEO of TMX Group, will provide insights into the evolving role of Indigenous investment in public markets and the opportunities for greater inclusion.

*This session will feature a special opening of the Toronto Stock Exchange live from the First Nations Major Projects Coalition 2025 annual conference, marking a symbolic moment for Indigenous economic participation in Canada's capital markets.*

### TORONTO STOCK EXCHANGE

<https://www.tmx.com>

The Toronto Stock Exchange (TSX) is Canada's largest stock exchange and one of the largest in the world by market capitalization. Based in Toronto and operated by TMX Group, it lists over 1,500 companies, including major players in finance, energy, mining, and technology. The TSX is a key platform for raising capital and trading equity securities in Canada, attracting both domestic and international investors.

At present, there is just one Indigenous-owned company traded on the Toronto Stock Exchange, the Nations Royalty Corp., which is the first majority Indigenous-owned mining royalty company publicly traded in Canada. Established in 2024, it is 77% owned by the Nisga'a Nation. The company consolidates royalty interests from mining projects, particularly in British Columbia's Golden Triangle, including assets like Newmont's Brucejack gold mine and Seabridge Gold's KSM project. By pooling these royalties, Nations Royalty aims to provide Indigenous nations with financial independence and access to capital markets.

## Session 3 - Keynote - Michael Sabia, President and CEO, Hydro-Québec

### HYDRO-QUÉBEC

<https://www.hydroquebec.com>

Hydro-Québec is a public utility owned by the Government of Québec, responsible for generating, transmitting, and distributing electricity across the province. Established in 1944 and headquartered in Montréal, it is Canada's largest electricity producer and one of the world's leading hydroelectric power generators. The company operates 62 hydroelectric generating stations, with an installed capacity of approximately 37,000 megawatts, and serves over 4.4 million customers.

Hydro-Québec's electricity production is over 99% renewable, primarily from hydropower, contributing to Québec's low greenhouse gas emissions. The utility exports surplus electricity to neighboring markets, including the northeastern United States.

In recent years, Hydro-Québec has expanded into wind energy, partnering with Indigenous communities and municipalities. Notably, a 3,000-megawatt wind farm project in the Saguenay–Lac-Saint-Jean region is underway, aiming to be one of the world's largest.

The company also invests in energy efficiency, grid modernization, and research through its Institut de recherche d'Hydro-Québec (IREQ). Its strategic plan includes adding 10,000 megawatts of renewable capacity by 2035 to meet growing demand and support decarbonization efforts.

## Session 4 - Panel - Financing Electricity Projects

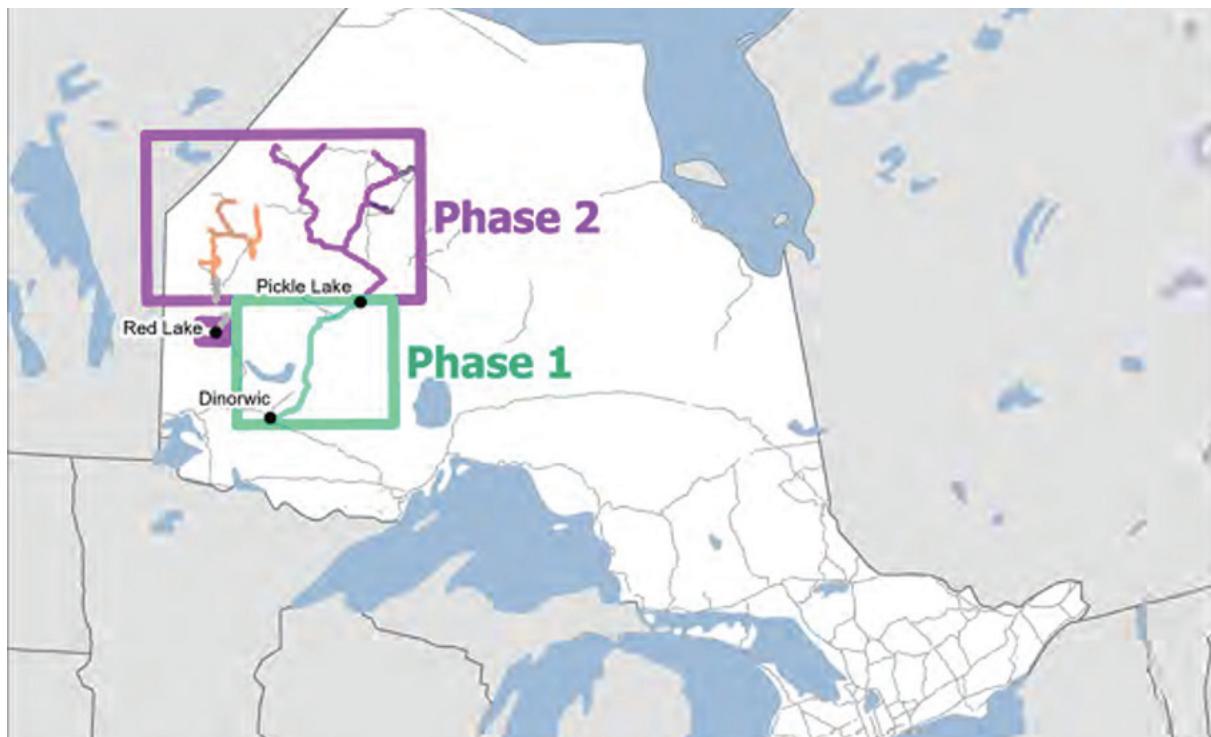
Groundbreaking financing is helping to unlock new opportunities for Indigenous equity investments—particularly in transmission and power generation. Historically, high interest rates and limited first-loss capital, compounded by legislative constraints—like those within *the Indian Act*, have all posed challenges. Yet, Indigenous nations are overcoming these barriers through strategic partnerships, creative financial structures, and targeted policy initiatives.

*This session will showcase successful Indigenous ownership models in electricity projects by highlighting economic benefits, impacts to Nation members, self-determination, and Indigenous nationhood.*

## WATAYNIKANEYAP POWER (ONTARIO)

<https://www.wataypower.ca>

Wataynikaneyap Power is a First Nations-led transmission company in Ontario, majority-owned by a partnership of 24 First Nations in collaboration with Fortis Inc. Wataynikaneyap Power developed and now operates approximately 1,800 kilometres of transmission lines and 22 substations in northwestern Ontario. The project connects 17 remote First Nations to the provincial power grid, replacing diesel-generated electricity with a more reliable and sustainable energy source.



Map Source: [https://cdn.prod.website-files.com/58a48de60f46d5e57d3e0a28/5fa2dc881d1c740c7ab2091b\\_WatayWebsite\\_ProjectOverview\\_20201028.pdf](https://cdn.prod.website-files.com/58a48de60f46d5e57d3e0a28/5fa2dc881d1c740c7ab2091b_WatayWebsite_ProjectOverview_20201028.pdf)

The total cost of the project was approximately C\$1.9 billion, financed through a combination of federal and provincial government contributions, private lenders, and equity investments from the Indigenous partners and Fortis Inc. Completed in December 2024, it is one of the largest infrastructure projects ever undertaken in partnership with Indigenous nations in Canada.

## COWESSESS VENTURES (SASKATCHEWAN)

<https://cowessessfn.com>

Cowessess Ventures Ltd., the economic development arm of Cowessess First Nation in Saskatchewan, has developed several renewable energy projects focused on sustainability and long-term economic growth.

### **Cowessess Renewable Energy Storage Facility**

This project combines an 800-kilowatt wind turbine, a 400-kilowatt solar array, and a lithium-ion battery storage system. The solar component, added in 2018, cost \$910,000 and was funded by Western Economic Diversification Canada. The system generates approximately 2,800 megawatt-hours of electricity annually—enough to power around 340 homes.

### **Awasis Solar Project**

A 10-megawatt utility-scale solar facility completed in 2022 at a cost of \$21 million, with \$18.5 million provided by federal funding. The Cowessess First Nation owns 95% of the project through a limited partnership with Elemental Energy. The solar farm produces enough electricity to power about 2,500 homes annually and is projected to offset 350,000 tonnes of CO<sub>2</sub> over its 35-year lifespan.

### **Bekevar Wind Energy Project**

This 200-megawatt wind farm is located on 20,000 acres, including land owned by Cowessess First Nation. The \$321 million project was financed through a mix of federal contributions and private debt. Cowessess holds a 17% ownership stake through its limited partnership, while Innagreen owns the remaining 83%. The project will power over 100,000 homes annually and is expected to offset about 130,000 tonnes of CO<sub>2</sub> each year under a 25-year agreement with SaskPower.

## **MI'GMAWEI MAWIOMI BUSINESS CORPORATION (QUÉBEC)**

<https://www.mmcorporation.ca>

The Mi'gmaq Miawiomi Business Corporation (MMBC) is the economic development arm of the Mi'gmaq communities of Gesgapegiag, Gespeg, and Listuguj in Quebec's Gespe'gewa'gi region. It is involved in several key renewable energy and investment initiatives that support economic development and long-term benefits for Mi'gmaq communities.

### **Mesgi'g Ugju's'n Wind Farm**

This 150 MW wind farm, developed in partnership with Innergex, began operations in 2016. Built at a cost of approximately \$330 million, it generates around 562,500 megawatt-hours of electricity each year under a 20-year power purchase agreement with Hydro-Québec. Over the life of the agreement, the project is expected to generate about \$200 million in profits for the participating Mi'gmaq communities.

### **Mesgi'g Ugju's'n 2**

Approved in 2025 and scheduled for completion in 2026, this 102.2 megawatts expansion is also a 50-50 partnership with Innergex. The project is expected to cost \$277.4 million and create around 200 construction jobs, along with permanent roles in operations and maintenance.

### **East Coast Wind**

MMBC holds a 51% ownership stake in ECW, a wind turbine maintenance company. This venture expands Indigenous participation in Québec's renewable energy industry and provides skilled employment opportunities for Mi'gmaq workers.

### **Plan A Capital**

In 2024, MMBC acquired a 40% stake in Plan A Capital, a financial advisory firm focused on renewable energy and infrastructure projects. This investment aims to enhance access to customized financial solutions for Indigenous and local communities engaged in major project development.

## MOHAWK COUNCIL OF KAHNAWÀ:KE (QUEBEC)

<https://kahnawake.com>

The Mohawk Council of Kahnawà:ke (MCK) is involved in several renewable energy projects aimed at supporting Indigenous ownership, economic development, and sustainability:

### **Hertel–New York Interconnection Line**

MCK is partnering with Hydro-Québec to build a 58-kilometre underground transmission line that will carry renewable hydroelectric power from Québec to New York City. This line will deliver enough electricity (1,250 megawatts) to power about one million homes. The Québec portion of the project will cost between C\$400 million and C\$500 million, with MCK owning between 10% and 49% of the project. This ownership stake will generate revenue for the community for the next 40 years.

### **Les Jardins Wind Farm**

In collaboration with Hydro-Québec and Kruger Energy, MCK is developing a wind farm in Québec's Montérégie region. The farm will include 21 turbines capable of generating 147 megawatts of electricity, powering approximately 30,000 homes. The total project cost is around C\$400 million, and MCK holds a 25% equity stake. The wind farm is expected to be operational by December 2028.

### **Partnership with CDPQ**

In early 2025, MCK formed a partnership with the Caisse de dépôt et placement du Québec (CDPQ) to invest jointly in renewable energy infrastructure across Québec. This partnership will help the Mohawk Council and other Indigenous nations access funding, technical support, and expertise for large-scale energy projects. Specific financial details have not yet been publicly announced.

## Session 5 - Keynote & Panel - Shaping the Future: Indigenous Leadership in Nation-Building Projects

Indigenous leadership is reshaping Canada's economic landscape — breaking barriers, driving investment, and forging partnerships that benefit generations to come. When Indigenous nations, industry and government collaborate, the unlocking of new opportunities has potential to bring future prosperity to all.

## ALBERTA INDIGENOUS OPPORTUNITIES CORPORATION (AIOC)

<https://theaioc.com>

The Alberta Indigenous Opportunities Corporation (AIOC) is a Crown corporation created by the Government of Alberta in 2019 to support Indigenous nations in participating in major commercial projects. It provides financial tools, primarily loan guarantees, to help reduce borrowing costs and improve access to capital.

AIOC can issue up to \$3 billion in loan guarantees and also offers limited funding to cover professional services such as legal, technical, and financial advice related to project development. Eligible applicants include First Nations and Métis communities in Alberta, or businesses fully owned by them. Projects must involve a minimum

Indigenous investment of \$20 million, be commercially viable, and provide economic benefit to Alberta, even if located outside the province.

Since its launch, AIOC has facilitated over \$725 million in loan guarantees, involving more than 40 Indigenous nations in sectors such as energy, transportation, and infrastructure.

### Definition of an Indigenous Loan Guarantee

An Indigenous loan guarantee is a financial tool, typically provided by a government or Crown agency, that backs a portion, or the full value of a loan taken out by an Indigenous nation or organization to invest in commercial projects. By guaranteeing the loan, the government assumes some of the repayment risk, which reduces the lender's exposure and often results in lower interest rates and better borrowing terms for the Indigenous partner.

These guarantees are commonly used to support Indigenous equity participation in major sectors such as energy, infrastructure, and natural resources. The goal is to improve access to capital, enable meaningful ownership, and support long-term economic development and self-determination.

## Session 6 - Fireside Chat - Private Capital

Indigenous participation in major Canadian infrastructure and resource projects is accelerating, with equity opportunities estimated by RBC at \$100 billion over the next decade. While loan guarantees programs have played an important enabling role, current funding levels remain insufficient to support the scale of Indigenous inclusion required to meet Canada's projected \$200 billion infrastructure investment needs by 2030.

*This session will examine the growing potential of blended capital—strategically combining public support with private investment—to increase Indigenous equity participation, reduce project risk, and foster a more stable and attractive environment for long-term infrastructure development. Participants will gain insight into the policy, financial, and partnership innovations needed to advance this critical aspect of Canada's economic future.*

## LUNCH Shaping the Future: Indigenous Young Professionals

### INDIGENOUS LEADERSHIP CIRCLE

<https://indigenouslc.com>

All the panelists in this session are members of the Indigenous Leadership Circle, a network of over 100 emerging First Nations, Métis, and Inuit leaders from across Canada. The Circle was established to support leadership development, foster collaboration, and create space for the exchange of ideas and experiences.

Through peer connection and engagement with business and Indigenous leaders, the Circle provides opportunities to:

- » Build relationships that support personal and shared goals;
- » Strengthen business, financial, and strategic skills;
- » Access professional development tailored to Indigenous contexts;
- » Expand visibility and access to economic opportunities;
- » Share knowledge, insights, and lived experience; and
- » Contribute advice and expertise to a range of initiatives.

By connecting emerging Indigenous leaders with established professionals and thought leaders, the Indigenous Leadership Circle is helping to build the capacity and confidence needed to navigate and contribute to a changing economic landscape—within Indigenous nations and across sectors.

## DAY 2 AFTERNOON

### **A Call to Action: Forging Canada's Economic Future with Indigenous Partnerships**

Geopolitical tensions are rising rapidly, and with that rise, global competition is intensifying. Given this, securing Canada's economic future requires bold action. With the right policies, investments, and inclusive governance, Canada can strengthen and diversify its economy. By supporting meaningful Indigenous full decision-making regarding all projects on our lands and waters, we can build a more resilient and competitive country. This afternoon's discussions will focus on novel strategies to drive economic growth, enhance global competitiveness, and ensure all Canadians benefit from a prosperous future.

#### **Session 7 - Presentation & Panel - Stronger Boards, Smarter Business: The Case for Indigenous Representation in Corporate Leadership**

Indigenous people make up 5% of Canada's total population—yet only 0.4% of corporate director roles are held by an Indigenous person. The latter statistic needs to increase, especially since Indigenous leadership on corporate boards strengthens governance and promotes good business development.

How can Indigenous inclusion on boards be improved? Identifying Indigenous leaders, creating pathways to board roles, and ensuring recruitment values merit, diverse perspectives, and long-term success—are just a few ways.

*This session will convene Indigenous professionals and corporate leaders from around the world, to explore the challenges and opportunities for significantly increasing Indigenous board representation in Canada.*

## LATINO CORPORATE DIRECTORS ASSOCIATION (LCDA)

<https://latinocorporatedirectors.org>

The Latino Corporate Directors Association (LCDA) is a United States-based nonprofit focused on increasing Latino representation in corporate boardrooms. The organization identifies and supports qualified Latino executives, connects them with board opportunities, and works with companies to promote more inclusive and diverse recruitment practices at the board level.

Since its founding, LCDA has played a role in increasing Latino representation on Fortune 1000 boards, which rose from 3.2% in 2020 to 5.05% in 2024. While this marks progress, Latinos remain significantly underrepresented relative to their share of the U.S. population. LCDA's growing membership now includes over 500 Latino leaders, including sitting board directors, C-suite executives, and senior industry professionals.

LCDA supports the acceleration of Hispanic/Latino placement on corporate boards by:



### Identifying Talent

LCDA tracks thousands of board proven and C-suite executives to monitor and elevate the talent pool.



### Growing Supply

LCDA, along with its foundation LCDEF, provides and develops programming designed to identify, prepare, and grow the pool of Latino board-qualified candidates.



### Growing Demand

LCDA collaborates with strategic partners and influencers to increase opportunities for talented Latinos to serve on corporate boards.



### Raising Awareness

LCDA convenes corporate directors and leading authorities to promote excellence in corporate governance and promote thought leadership on board diversity.

*Image source: <https://latinocorporatedirectors.org/>*

LCDA also runs several initiatives to build a pipeline of board-ready talent. Its flagship program, the BoardReady Institute, offers workshops, mentorship, and networking opportunities to prepare Latino executives for board service. The organization's annual Board Leaders Convening attracts more than 300 attendees and serves as a key platform for peer engagement and advancing strategies to improve Latino inclusion in corporate governance. Through these efforts, LCDA aims to not only elevate Latino leaders but also help companies strengthen their boards with more diverse perspectives and experiences.

## OSLER'S 2024 DIVERSITY DISCLOSURE PRACTICES REPORT

<https://www.osler.com/en/insights/reports/report-2024-diversity-disclosure-practices-diversity-and-leadership-at-canadian-public-companies/>

According to Osler's 2024 Diversity Disclosure Practices report, Indigenous representation in leadership roles at Canadian public companies remains very limited. Among companies governed by the Canada Business Corporations Act (CBCA), only 0.8% of reported board positions were held by Indigenous individuals in 2023—a figure that has not changed from the previous year. Out of 317 CBCA corporations that disclosed diversity data, just 16 reported having at least one Indigenous board member.

### Board representation of visible minorities, Indigenous Peoples and persons with disabilities

	Members of visible minorities			Indigenous Peoples			Persons with disabilities		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Percentage of population	27% <sup>1</sup>			5% <sup>1</sup>			27% (Ages 15 and older) <sup>2</sup>		
Number of board positions <sup>3</sup>	185	191	162	18	17	17	12	12	10
Percentage of board positions <sup>3</sup>	10.2%	10.2%	8.3%	1.0%	0.9%	0.9%	0.7%	0.7%	0.6%
Number of companies with at least one director from the applicable designated group <sup>3</sup>	111	114	102	16	16	16	11	11	10
Average number per board <sup>3</sup>	0.76	0.75	0.60	0.08	0.07	0.06	0.05	0.05	0.04
Percentage of companies with director targets for members of the applicable designated group	2.8%	2.5%	2.1%	<1.0%	<1.0%	<1.0%	0%	0%	0%

<sup>1</sup> Source: Statistics Canada, Census of Population, 2021

<sup>2</sup> Source: Statistics Canada, Canadian Survey on Disability, 2022

<sup>3</sup> Based on the number of companies disclosing the number of directors who are from the applicable designated group. In 2024, there were 242 such companies disclosing the number of directors who are visible minorities, 237 companies disclosing the number of directors who are Indigenous Peoples and 229 companies disclosing the number of directors who are persons with disabilities.

At the executive level, representation is even lower. In 2023, only seven Indigenous individuals held executive officer roles, down from nine in 2022—a 22% decline. Only five companies reported having at least one Indigenous executive officer.

## Executive officers who are members of visible minorities, Indigenous Peoples and persons with disabilities

	Members of visible minorities			Indigenous Peoples			Persons with disabilities		
	2024	2023	2022	2024	2023	2022	2024	2023	2022
Number of companies with at least one executive officer from the applicable designated group <sup>1</sup>	101	100	99	5	5	9	13	14	14
Average number of executive officers per company for the applicable designated group <sup>1</sup>	0.96	0.88	0.68	0.02	0.09	0.03	0.08	0.03	0.06

<sup>1</sup> Based on the number of companies disclosing the number of executive officers who are from the applicable designated group. In 2024, there were 229 such companies disclosing the number of executive officers who are visible minorities, 222 companies disclosing the number of executive officers who are Indigenous Peoples and 223 companies disclosing the number of executive officers who are persons with disabilities.

Overall, the report highlights that while companies are increasingly disclosing diversity data, the inclusion of Indigenous Peoples in senior leadership and board positions has seen little progress.

<https://www.osler.com/en/insights/reports/report-2024-diversity-disclosure-practices-diversity-and-leadership-at-canadian-public-companies/>

## Session 8 - Presentation & Panel - Diversifying Canada's Exports: Indigenous Leadership in Global Trade

To attract global investment, expand trade, and strengthen Canada's position in international markets, strong Indigenous partnerships are needed. How would integrating Indigenous interests into major projects make Canada a more reliable trade partner? With any project, the inclusion of Indigenous leadership enhances sustainability, reduces risks, and better-aligns with international environmental, social and governance (ESG) standards.

With the right financial tools, Indigenous participation—including equity ownership of projects—can help to boost investment competitiveness, drive economic reconciliation, and unlock new export and foreign direct investment (FDI) opportunities.

This session highlights the vital role of Indigenous leadership in enhancing Canada's position in global trade. Together, panelists will explore strategic actions Canada can take to strengthen its access to and participation in diverse international markets.

## EXPORT DEVELOPMENT CANADA (EDC)

<https://www.edc.ca>

Export Development Canada (EDC), established in 1944, is a Crown corporation owned by the Government of Canada. It supports Canada's export trade and helps Canadian businesses enter international markets. EDC offers trade finance, export credit insurance, bonding products, and market expertise. Operating independently from the government, it is financially self-sustaining through fees, interest on loans, and capital market activities. Headquartered in Ottawa, EDC has regional offices across Canada and international representations in key global markets. EDC also owns FinDev Canada, which focuses on private sector growth in developing countries.

## FIRST NATIONS BANK OF CANADA

<https://www.fnbc.ca>

The First Nations Bank of Canada (FNBC) is a federally chartered bank established in 1996 and majority Indigenous-owned. Headquartered in Saskatoon, it provides banking services tailored to Indigenous individuals, businesses, and governments. FNBC offers full-service banking and, through its subsidiary FNB Trust, also supports Indigenous nations in managing settlement and trust assets. Its expanding network focuses on improving financial access and supporting Indigenous economic development across Canada.

## Session 9 - Keynote - Attracting Direct Foreign Investment

### INVEST IN CANADA

<https://www.investcanada.ca>

**Invest in Canada** is a federal agency established in 2018 to attract and support foreign direct investment (FDI) into the country. It works in collaboration with federal, provincial, territorial, and municipal governments, as well as private sector organizations, to promote Canada as a destination for international investment. The agency helps coordinate investor activities by providing information, facilitating connections with local partners, and assisting with navigation of regulatory processes.

Between 2022 and 2023, Canada received \$68.5 billion in FDI, exceeding the country's 10-year average. During this period, Invest in Canada supported 27 investment projects—comprising both new initiatives and expansions—with a combined \$4.4 billion in capital expenditures and the potential to generate approximately 9,500 jobs.

To increase awareness of Canada's investment landscape, the agency conducted marketing efforts in eight international markets, including the United Kingdom, France, Germany, and Japan. These campaigns were supported by a series of engagement activities, such as over 20 international events and 32 site visits by prospective investors.

Invest in Canada's work has also focused on sectors considered strategically important to national priorities, including electric vehicle battery production, clean energy, life sciences, and agri-food. These areas have been identified for their potential to support sustainable economic growth and contribute to Canada's broader transition to a low-carbon and digital economy.

## Session 10 - Panel - Securing Canada's Future: Strength, Resilience, and Diversification

75% of Canada's exports flow to one market: the United States. This dependency puts Canada's sovereignty at risk and leaves the country vulnerable to punitive tariffs and economic coercion. To build a more resilient and diversified economy, Canada must take steps to reduce its economic dependence by expanding trade relationships.

Indigenous nations will play a vital role in shifting trade markets. By providing the social license needed to advance this effort, Indigenous nations will be key to developing new and emerging markets—particularly when it comes to export-focused major projects

*The conference's final session will convene a panel of Indigenous and industry leaders to identify new strategies for strengthening investor confidence, thereby positioning Canada as a global leader for securing Canada's economic future.*

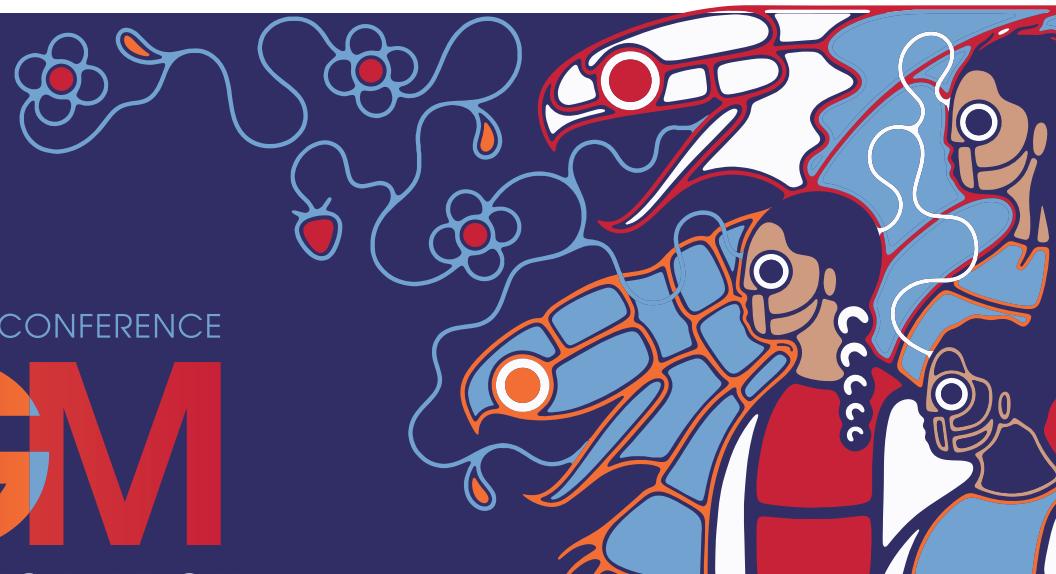
## Conclusion

FNMP's 8th annual conference Valuing Reconciliation in Global Markets is a timely opportunity to learn more about how Indigenous leadership can positively influence national and international markets, as well as crucial ways to support the growth of Indigenous interest in major project activities.

A welcome resurgence of Indigenous leadership is strengthening Indigenous peoples' rights to self-determination and building new economic pathways towards Nation-directed prosperity. From unlocking financing for Indigenous-owned and -led projects, to fortifying Canada's economic future with Indigenous partnerships, topics at this conference are nationally relevant, globally applicable and have been selected as catalysts for major project success.

This Primer spotlights the many projects underway and provides context for challenges many Nations continue to face when embarking on major projects. As well, this Primer—and the conference overall—outlines new and emerging solutions recently activated to support Indigenous nations to overcome historically-entrenched barriers, securing a brighter future for their nations and Canada, together.

Please join FNMP at our upcoming conference, Valuing Reconciliation in Global Markets, to meet First Nations collectively leading the way towards an Indigenous values-driven world. Glean insights from a curated lineup of panelists—including Indigenous-owned corporation experts—and learn how the positive feedback loop of economic reconciliation can contribute to long-term economic, social and environmental well-being for all.



THE 8<sup>TH</sup> ANNUAL FNMP CONFERENCE

# VRGM

VALUING RECONCILIATION  
IN GLOBAL MARKETS

April 27-29, 2025 | Sheraton Centre Hotel Toronto



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