

Métis Economic Development Symposium II

Indian and Northern Affairs Canada

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The views expressed in this report are those of the participants and do not necessarily represent the views of Indian and Northern Affairs Canada, or the Government of Canada.

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Executive Summary

The Event

The second Métis Economic Development Symposium (MEDS II) took place on January 20–21, 2011 in Vancouver, British Columbia, a year after the first Métis Economic Development Symposium (MEDS I) was held in December 2009 in Calgary, Alberta.

The two days of discussion at MEDS II involved Métis Nation leaders and provincial government representatives from the five western-most provinces; federal representatives from Indian and Northern Affairs Canada (INAC); the Métis National Council and its five provincial affiliates, the Métis Settlements General Council and private sector representatives from across the country. A complete list of participants is included in this report as Appendix 1; the full agenda is included as Appendix 2.

The Context

Both MEDS events (MEDS I and II) stemmed in large part from the Métis Nation Protocol, signed between the Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians and the Métis National Council in 2008. Subsequent to MEDS I federal investment were made via the Métis Energy and Resource Program (MERP) and the Major Resource and Energy Development (MRED) Initiative. Also following MEDS I, Saskatchewan Premier Brad Wall made the historic announcement declaring 2010 Year of the Métis, a first in Canada. Wall's proclamation sparked similar celebrations in other provinces.

Issues Raised

Despite considerable progress since MEDS I, participants noted that Métis economic development is still in its early stages and continues to lag behind that of other groups in Canada. Métis Nation representatives emphasized the importance of federal and provincial government commitment to Métis-specific economic strategies. A pan-Canadian or pan-Aboriginal "one-size-fits-all" approach does not work, they said. More specifically, through the joint presentations of the Métis National Council representatives from Ontario, Manitoba, Saskatchewan, Alberta, and British Columbia with provincial government representatives, the following points were raised:

Ontario

Progress has been made since Ontario's provincial government and the Métis Nation of Ontario signed the MNO-Ontario Framework Agreement in November 2008, but representatives of the MNO expressed concerns about limited access to equity for Métis economic development. They expressed interest in creating a Métis capital corporation.

"We've got all these things lined up, but we don't have the ability to access equity to get into our training dollars," said **Gary Lipinski**, President of the Métis Nation of Ontario. "The Métis Nation of Ontario is very much looking forward to discussing this with the federal government."

Saskatchewan

Saskatchewan's Clarence Campeau Development Fund (CCDF) was discussed throughout MEDS II for its exemplary work in completing existing government programs and agencies and providing financial assistance to Métis communities. The CCDF was established by the Métis Society of Saskatchewan Inc., subject to an agreement with the provincial government, in 1997. In 2002, CCDF was recognized through several acts of Saskatchewan legislation, notably the province's *Gaming Act*.

CCDF CEO **Roland Duplessis** noted that Métis economic development is different from economic development in other Aboriginal communities. "We don't have a land base, we don't have a resource base, so we have a difference when it comes to standard economic development," he said. He also clarified CCDF's role in financial assistance. "We're not just an equity provider. We're . . . legislated by government," he said. "Government needs to respect our institutions." Duplessis said Métis-related programs must be delivered by Métis institutions; venture capitalists have no place in program delivery.

Manitoba

David Chartrand, President of the Manitoba Métis Federation, noted that a large portion of Manitoba's Métis population fall into the categories of the working poor and the middle class. The vulnerability of traditional economies, such as fishing, poses a threat to rural Métis communities, he said. If no replacements are found, rural Métis communities will lose their economic engines. "We have to start re-thinking how to build resource economic development in our communities."

Alberta

In Alberta, Métis communities do not benefit from the Alberta government's Duty to Consult, a fiduciary duty imposed on the Crown under its responsibility for Aboriginal peoples. "Alberta's government has a duty to consult with First Nations. We do not have one with the Métis," said **Karen Collins**, Region 2 President of the Métis Nation of Alberta.

In many cases, however, Métis community members have taken the initiative to include themselves in discussions. “In a number of cases in Alberta, the proponents have taken it upon themselves to come to the Métis table,” Collins said. “In many instances, proponents are coming to the Métis table to actively participate and engage in many of the areas that may result from the triggered rights.”

Discussion Panels

Four discussion panels were held during the symposium, addressing issues of corporate governance, community economic development, procurement, and corporate engagement in resource development projects involving Métis. In addition, a facilitated policy dialogue explored the issue of entrepreneurship among Métis women, an area that has been under-researched and under-reported.

Below is a brief summary of the Discussion Panels:

1. Good Corporate Governance of Economic and Business Development Institutions

Since Métis economic development is in its beginning stages, growth and increased sophistication will be demanded of Métis institutions. Strong corporate governance will be key to their prosperity, agreed speakers who contributed to a panel discussion on the topic.

Panelists outlined the benefits of sound corporate governance—such as increased access to external financing; larger investment and higher growth; and reduced risk of financial crisis. Strong corporate governance is arguably more important than money to ensuring an organization’s longevity.

MEDS II facilitator **Paul Hanley** referred to organizations like the Aboriginal Financial Officers of Canada and Council for the Advancement of Native Development Officers as potentially useful resources.

The CCDF was discussed as an example of a well-governed Métis institution, with its clear-cut legal responsibility for board members, mandatory turnover, staggered terms on the board, and regular audits and reviews from independent parties. Consistent with CCDF’s mandate to separate business and politics, board members are prohibited from holding political office.

2. Community Economic Development

In a discussion panel on community economic development, **Seonaid MacPherson**, Executive Director of the Strategic Initiatives Branch, Ministry of First Nation and Métis Relations, Saskatchewan, highlighted the intersections between community economic development and the Duty to Consult, describing how one can be the catalyst for the other.

The Duty to Consult process, in which government representatives, industry representatives, and Métis representatives consult on rights, can create an opportunity and a catalyst for

relationships between the Métis community and industry. Some Saskatchewan Métis communities have found employment or contracts through such relationships, MacPherson said.

Loretta Caillou, Treasurer of the Métis Settlements General Council, emphasized the importance of ensuring representatives from Métis settlements are included in the policy-making process. “As the governing body of the Métis settlements, we have supported the establishment of an economic forum for the settlements,” she said.

British Columbia’s Métis Nation has put social enterprise at the centre of its economic development strategy. The goal for Métis economic development in the province is to become self-sustaining and use economic development as a social enterprise. As part of its three-year economic development strategy, the Métis Nation of British Columbia purchased a new school to house the Métis Skills and Employment Centre in 2009. The Centre marked the first land and building purchase for the Métis people in British Columbia.

The Métis Skills and Employment Centre is currently self-sustaining, with multiple revenue-generating opportunities through a variety of social enterprise employment programs and extensive opportunities with industry partners.

3. Procurement

During a panel discussion on procurement, Hanley said more training and capacity building are important. Capacity building includes putting together provincial, federal, and private-sector lists of prequalified suppliers to facilitate procurement. To improve on procurement strategies in the future, Hanley noted the importance of looking at how procurement can be used as a tool for social and economic development in a broader sense, and not just development.

The Aboriginal procurement strategy is intended to leverage flexibility in the current policy framework to support culturally appropriate service delivery to Aboriginal peoples. Not all provincial ministries are aware of procurement possibilities, however, and that needs to change, noted **Arlene Paton**, Assistant Deputy Minister of British Columbia’s Ministry of Aboriginal Relations and Reconciliation. This was echoed by other federal and provincial representatives throughout MEDS II. As well, some procurement guidelines and policies could be changed to enable Métis people access to more programs, Paton said.

Panelist **Jennifer Morse**, Director of Aboriginal Procurement and Business Promotion at INAC, said the federal government has issued 105,000 procurement contracts to Aboriginal businesses. That number represents only 3% of total federal procurements, she said. The federal government aims to increase the number of Aboriginal set-asides by 50% over the next three years by building a more contemporary procurement model with incentive-based opportunities, and also to review the definition of an Aboriginal business.

4. Corporate Engagement in Resource Development Projects Involving Métis

During a panel discussion on corporate engagement in resource development projects involving Métis people, panelists talked about the business opportunities, along with some of the challenges, associated with the growing resource sector. They discussed the need to build community capacity, to increase available credit, and to engage businesses in facilitating meaningful economic development.

Facilitated Policy Dialogue

Barbara Bruce, Founder and Vice-president of AMR Planning and Consulting, chaired an annex event to discuss challenges and opportunities for growth of Métis women entrepreneurs. The products of the discussions would contribute to a policy paper on Métis women entrepreneurs, an area that has seen little research or reporting.

Participants at this annex event made many recommendations, including establishing Aboriginal female set-asides for business owners; creating a Métis women's mentorship and aftercare program; establishing entrepreneurial e-conferences; and providing support for affordable childcare.

Communiqués

A communiqué released January 21, 2011 described the second Métis Economic Development Symposium as “an opportunity for participants to make note of the significant progress made over the year and to discuss, among other topics, successful approaches to economic development and practical ways to strengthen entrepreneurship among Métis women.” The full text of this communiqué can be found in Appendix 3 of this report.

As the symposium closed, the following joint communiqué was released:

“At the second Métis Economic Development Symposium in January 2011, the Federal Interlocutor for Métis and Non-Status Indians, Provincial Ministers and Métis leaders agreed to coordinate existing efforts around Métis economic development through a Working Group of officials.

“It was agreed that the Working Group would explore the development of a long term Métis economic development strategy that will consider areas such as: encouraging successful and sustainable Métis entrepreneurship, ways to engage with the private sector in economic development, and participation in the workforce. The working group will report back to Principals in 2013.”

Symposium Summary

Day 1

MASTER OF CEREMONIES

Jeff Cook, Principal, Beringia Community Planning

Jeff Cook convened the 111 delegates of the second Métis Economic Development Symposium. The delegation was a diverse group from across Canada, with 17 federal government representatives, 15 provincial government representatives, 66 Métis community representatives, 9 private sector delegates, and four observers and staff.

Senators **Margaret Penner** and **Philip Gladue** of Métis Nation British Columbia led the delegation in an opening prayer. Gladue provided an Aboriginal language translation to Penner's English prayer.

Opening Remarks

The Hon. Barry Penner, Minister of Aboriginal Relations and Reconciliation, B.C.

Elizabeth Tromp, Assistant Deputy Minister, Office of the Federal Interlocutor

Sara Filbee, Assistant Deputy Minister of Lands and Economic Development Sector, INAC

Marc LeClair, Senior Policy Advisor, Métis National Council

Minister **Barry Penner** offered opening remarks on behalf of British Columbia's provincial government.

"We're doing this in the spirit of the Métis Nation Relationship Accord, which we signed in 2006," Penner said. "It identifies mutual goals, including collaborative efforts to close the gap in quality of life between Métis people and other citizens . . . I know the goal for all of us is to improve standard of living and the quality of life for Métis people across the country."

Elizabeth Tromp provided opening remarks on behalf of Indian and Northern Affairs Canada (INAC). "This symposium stems in large part from the Métis Nation Protocol that we signed in 2008," Tromp said. The Protocol was signed by the Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians and the Métis National Council. Following the first Métis Economic Symposium in Calgary in 2009, 2010 was declared the Year of the Métis.

Last year also saw the implementation of the Federal Framework for Aboriginal Economic Development. "These actions by government are further enhanced by the development of economic development strategies," Tromp said. "This is an exciting period of change, and we're well-positioned to move forward. But we need to continue to put our shoulders to the wheel to ensure improved Métis participation in the economy."

Sara Filbee also provided opening remarks on behalf of INAC. “A robust private sector with competitive and resilient Aboriginal-owned business will contribute to the greatest gains of Aboriginal employment outcomes,” she said.

Filbee noted that the first Métis Economic Development Symposium (MEDS I) led to federal investment in the Métis Energy and Resource Program (MERP) through the Major Resource and Energy Development (MRED) Investments Initiative.

“These investments will help Métis entrepreneurs and major businesses,” Filbee said, noting that INAC is working with the National Aboriginal Capital Corporation Association (NACCA) to strengthen the network of Aboriginal financial institutions (AFIs). Since their inception in the late 1980s, AFIs have provided more than 32,000 loans to Aboriginal businesses.

Marc LeClair delivered the last of the opening remarks. “Our approach for economic development has been very straightforward: building on our entrepreneurial heritage, building on the fact that we pay taxes and we want the best bang for our buck,” he said. “We favour entrepreneurial focused, needs-based investments.” He emphasized that pan-Canadian approaches have not worked for the Métis.

LeClair also noted Métis National Council’s opposition to mixing politics with business. “We said to the federal government, we want innovation. We don’t want grantsmanship. We want loans and equity funds,” he said.

LeClair said the Métis National Council is still in discussions in with INAC, and he noted the importance of symposiums like MEDS to talk about economic development.

“We need to move from political intentions to concrete action,” he said. “At the national level, we’re talking a lot of things and setting some direction. But the rubber really hits the road when you come to meetings like this.”

Joint Presentations

Provincial Government Representatives and Provincial Affiliates of the Métis National Council

1. Ontario

Lori Sterling, Deputy Minister, Ministry of Aboriginal Affairs, Ontario

Gary Lipinski, President, Métis Nation of Ontario (MNO)

The relationship between Ontario’s provincial government and MNO took off when the MNO-Ontario Framework Agreement was signed in November 2008, said **Lori Sterling**.

Accomplishments resulting from the Agreement include:

- Memorandums of Understanding signed with the Ministries of Education (2009) and training colleges and universities (2010)

- The first-ever chair in Métis Studies created at the University of Ottawa
- Research and identification of possible Métis commemoration sites
- A March 2010 collaborative workshop on consultation and accommodation between MNO, the province, and industry

“For us, the significance of signing that Framework Agreement really took us from an era of denial, non-recognition, to an area of recognition and feeling part of the fabric of the province,” said **Gary Lipinski**. “It was a fundamental shift in working collaboratively together in many important issues.”

He commended the province of Saskatchewan for taking leadership in proclaiming 2010 the Year of the Métis Nation. The province of Ontario participated in festivities. “That was quite a significant re-positioning statement.”

Sterling added that the province of Ontario and MNO worked together on developing an Aboriginal business directory. A Métis business forum was held in March 2010, with more than 20 Métis businesses in attendance.

Also in March 2010, the Métis Nation of Ontario Housing Investments Incorporated (MNOHII) was established. This is a stand-alone, for-profit corporation with support from the provincial and federal governments. MNOHII focuses on market housing development, commercial and community development, property management and technical services, and training and renewable energy.

Other shared priorities between MNO and provincial government include resource benefits sharing and the 2008 New Relationship Fund, which assists Aboriginal communities to build community consultation and capacity, thereby enhancing Aboriginal capacity to engage with government and industry.

“The New Relationship Fund is referred to as a little bit of a godsend. From my perspective, I see the future as very bright for a lot of us,” Lipinski said. “In Ontario, the mineral sector is exploding. There are a lot of developments in energy. Each one of these projects has the potential to affect the Métis way of life.”

As a response to Ontario’s changing resource sector, MNO established a Lands, Resources, and Consultation Branch with 12 employees across Ontario. Over the next four years, MNO will receive \$2.1 million each year in core consultation capacity funding. As well, Memorandums of Understanding have been established with Hydro One and Detour Gold.

The Ontario Minister of Aboriginal Affairs chairs the Aboriginal Affairs Working Group with national Aboriginal leaders, said Sterling. “It focuses on three items: education, economic development, and violence against women.”

Looking ahead, priorities shared by MNO and the province of Ontario include an increase in economic opportunities for Métis people in Ontario, including the creation of a Métis capital corporation for Ontario.

“We’ve got all these things lined up, but we don’t have the ability to access equity to get into our training dollars,” said Lipinski. “The Métis Nation of Ontario is very much looking forward to discussing with the federal government.”

Discussion

One delegate asked if any Ontario economic development initiatives specifically engage with Métis women. “I don’t think there are any, specifically, at this time,” Lipinski replied. “But Métis women are included at all level of our governance. I think there are 50-plus members in our council. I know our provincial secretary for women’s reconciliation, and I know women are meeting.”

A delegate commented on capital corporation incorporation, and noted Ontario’s scattered Métis population as a potential barrier to development.

One delegate asked the Province of Ontario’s opinion on the impact of not having its own capital corporation. “In Manitoba, our capital corporation is a very important part of our toolkit to sit alongside our equity fund. So where do these entrepreneurs go without the capital corporation?” he asked.

“It absolutely creates barriers,” Lipinski replied. “In the Métis community, there are many people who don’t have enough in the bank to create equity. What we don’t have is that fundamental tool that Prairie Provinces have with capital corporations to create that equity. It’s an extremely valuable tool for the community, for the individual, to be able to move forward. We’re very hopeful we can move expeditiously with that.”

2. Alberta

Maria David-Evans, Deputy Minister, Ministry of Aboriginal Relations, Alberta

Karen Collins, Region 2 President, Métis Nation of Alberta (MNA)

Loretta Calliou, Treasurer, Métis Settlements General Council

Maria David-Evans provided a snapshot of the Métis people in Alberta: of more than 85,000 Métis people living in Alberta, 88% live in urban centres. Alberta is the only province with Métis land recognized by the provincial government; about 8,000 people live on Métis land in the province. The Aboriginal Relations department focuses on four main areas:

- Youth
- Facilitating partnerships with non-Aboriginal business
- Helping Aboriginal sound business practices

- Enhancing governance and leadership areas

Youth initiatives include a pilot project, I.G.N.I.T.E., Igniting Interest in Technology and Engineering camps for Aboriginal and Métis youth. Three main Métis settlements were involved in the project, David-Evans said.

The Calgary Chamber of Commerce has made efforts to enhance partnerships between Aboriginal and non-Aboriginal businesses. Similar work has taken place with Edmonton's Chamber of Commerce.

The province of Alberta is developing an e-readiness profile with several Métis settlements, in efforts to help sound business practices grow.

The Métis Nation of Alberta and the Métis General Council have worked to enhance Métis agreements and legislation. "With the Métis settlements, we also were very much involved with government entities with the Métis Settlements Appeals Tribunal," David-Evans said. She added that the Métis Settlements General Council has a future fund with a current value of \$100 million.

Karen Collins delivered her presentation as a report card on what had been achieved since the 2009 MEDS I conference. She acknowledged that the Métis population is relatively young, and that Alberta's oil and gas industry slowed during the recession. Even so, Alberta has a very successful Aboriginal Financial Institution (AFI), she said. "All of these building blocks are in place."

Collins pointed out current challenges with the Alberta government's Duty to Consult, a fiduciary duty imposed on the Crown under its responsibility for Aboriginal peoples. "Alberta's government has a duty to consult with First Nations. We do not have one with the Métis," she said. "However, in a number of cases in Alberta, the proponents have taken it upon themselves to come to the Métis table. In many instances, proponents are coming to the Métis table to actively participate and engage in many of the areas that may result from the triggered rights." However, capacity issues still need to be addressed in Alberta's Métis communities.

Collins noted the Northern Alberta Development Council was having a development meeting in Grande Prairie, Alberta, at the same time that MEDS II was taking place. "The building blocks are in place, but we need to sit down together, be very up front, move forward on economic development, talk about reconciliation, because we know that some of the things in our past are painful," she said. "We need to put that aside and focus on Métis economic development and human capital. We need political will, and commitment from the provincial, federal, and Métis governments."

Loretta Calliou emphasized the importance of ensuring the Métis are included in the policy-making process. "As the governing body of the Métis settlements, we have supported the

establishment of an economic forum for the settlements,” she said. “I reflect on the need to focus a commitment to a Métis-specific economic strategy by all governments.”

Discussion

One delegate asked David-Evans to describe the current and future situation for economic development and services for the Métis.

“Perhaps that’s a better question for a politician,” David-Evans said. “Alberta is focused on getting back to the black from a policy perspective. I don’t see new initiatives on the horizon until that happens.” She emphasized Alberta’s current focus on health, wellness, education, and youth. “So I think, probably, ‘steady as she goes’ with a few areas that will maintain or perhaps slightly increase. But that’s coming from an administrator,” she said.

A delegate from the Métis Nation of Alberta closed the question period with a comment: “For Alberta to move forward, we need the governments to support the Métis Nation of Alberta in areas such as economic development, the consultation policy, and developing a positive partnership. We need the opportunity to share in the economic growth of Alberta. If we partner together, we can move forward in economic development.”

3. Saskatchewan

Ron Crowe, Deputy Minister of First Nation and Métis Relations, Saskatchewan

Roland Duplessis, CEO, Clarence Campeau Development Fund

Ron Crowe provided an update on Saskatchewan’s progress since MEDS I in 2009.

Saskatchewan Premier Brad Wall made an historic announcement by proclaiming 2010 the Year of the Métis people—a first in Canada. “The declaration allowed people to learn more about the unique history of the Métis people, and allowed government to open more relationships with the Métis Nation of Saskatchewan,” he said. Provincial celebrations like Back to Batoche Days saw the Métis paying homage to national heroes like Louis Riel.

The provincial government’s Year of Métis declaration spurred commemorative events across the province, Crowe said. The University of Saskatchewan’s Faculty of Applied Sciences established a special year of celebration with Métis as the theme, and the Métis Sash Ceremony on Nov. 30, 2010 featured a Métis sash presented to the provincial legislature.

“The Year of the Métis also presented an opportunity to celebrate the vital role Métis women play in the economic and social fabric of the province,” Crowe said. Over the past 20 years, Métis women’s participation in post-secondary education has increased significantly.

“Government can play a lead role in expanding the initiatives available for Métis women.”

Now that the Year of the Métis is over, Premier Wall has expressed a commitment to continue building relationships with the Métis community and Métis Nation of Saskatchewan.

Roland Duplessis painted a different picture. “I don’t want to hurt anybody’s feelings, but it’s not all roses out there,” he said. “It’s not about the Clarence Campeau Development Fund or the leadership of Saskatchewan taking pats on the back. We’re roughly 50 to 70 years behind in economic development in the province. And you know what, [economic development] needs money.”

The Clarence Campeau Development Fund (CCDF) was established by the Métis Society of Saskatchewan Inc., subject to an agreement with the provincial government, in 1997. In 2002, CCDF was recognized in legislation by Saskatchewan’s *Gaming Act*. The CCDF exists to augment and complement existing government programs and agencies in providing financial assistance to Saskatchewan’s Métis people.

CCDF received a 70% funding increase from the provincial government, Duplessis said. “We won’t worry about the fact that it got cut back, but it’s still more than we received before, and it’s much appreciated.” CCDF also obtained funding from INAC.

Métis economic development is different from economic development in other Aboriginal communities, Duplessis said. “We don’t have a land base, we don’t have a resource base, so we have a difference when it comes to standard economic development.” Self-declared Métis communities are easiest to deal with, he said, but scattered populations can be more difficult. “Our capacity is limited, opportunities are limited,” he said. “People aren’t running up to us and saying, ‘Hey, we want to offer land here.’ It doesn’t happen in the Métis world.”

In 1996, the province of Saskatchewan and the Métis Nation agreed that the Métis would have an economic development fund, a role filled by the CCDF. “We’re not just an equity provider. We’re the Métis Economic Development Fund, legislated by government,” Duplessis said. “Government needs to respect our institutions. Any programs related to Métis need to be delivered by Métis institutions who have the capacity. Venture capitalists have no business doing this.”

A pan-Canadian approach doesn’t work when funding Métis programs, Duplessis added. “Stop giving Aboriginal dollars to non-Aboriginal companies for program and service delivery,” he said. “We’ve been saying it for the 20 years I’ve been with the Métis: it doesn’t work. It all ends up in the pockets of the non-Aboriginals, not the Métis.”

Discussion

A delegate commended Crowe’s work in Saskatchewan’s Ministry of First Nation and Aboriginal Relations. “I know a lot of times we say the Métis are an afterthought. But Ron being the champion in that department, he has opened a lot of doors for the Métis Nation,” he said, noting that at a recent conference on the Centre for the North, a statistic was brought forward that said some of the poorest areas in Canada for the Métis people are in the provinces of Saskatchewan and Manitoba. The Métis are also the fastest growing population in Canada, “yet

we are the poorest of the poor,” the delegate said. “I think if we’re going to address economic development, we need to address those issues.” He asked how the Métis from poor communities could become an economic factor in Canada.

“Part of the success we’ve had is the relationship that we’ve built,” said Crowe. “Government has committed itself to an exploratory process, which is not just First Nations-driven,” but is intended to recognize Métis interests and traditional usage and territory. “Government did commit to an exploratory process including dispute resolution, environmental stewardship, economic benefit sharing. However, he said, “Successive governments of Saskatchewan have not been particularly embracing of direct resource revenue sharing, but . . . that doesn’t mean we shouldn’t talk about where the opportunities are.”

4. *Manitoba*

The Hon. Eric Robinson, Minister of Aboriginal and Northern Affairs, Manitoba

David Chartrand, President, Manitoba Métis Federation (MMF)

Eric Robinson reported on the recent work of the Métis Economic Development Strategy, a program designed to improve Métis quality of life. “This past November, in recognition of the Year of the Métis and the 125th anniversary of the death of Louis Riel, I was very proud to stand with our Premier and the President of the MMF to acknowledge the creation of our province,” Robinson said. “I was also proud of our government when we introduced the *Aboriginal Languages Act*, which includes the languages of the Métis people.” Acknowledging the importance of maintaining language in maintaining a people’s culture, he said, “All our MLAs in our legislature unanimously passed the bill.”

A key factor of the Métis Economic Development Strategy is the tripartite approach that has taken place between the Manitoba Métis Federation, the federal government, and the provincial government, Robinson said. Manitoba’s first priority was to create a Métis Economic Development Fund, and to capitalize on the fund over five years, initially, Robinson said. “It will enable equity partnerships for Métis businesses and entrepreneurs. The Métis Economic Development Fund will also be fully operational in the new fiscal year.”

Acknowledging that “we have a lot of catching up to do for the Métis people,” Robinson recalled a time when Métis leaders described themselves as “the forgotten people.” “As I got older, I realized how true that was,” he said. “We’re upholding the legacy of these past leaders by saying we have a lot of catching up to do.” He emphasized the need to focus efforts on the Métis people.

David Chartrand explored the direction of the Métis people as a nation. Noting some of the hallmarks of their unique culture—such as the Métis flag, clothing, and language—he said the Métis now have an opportunity to find their rightful place, although “they still have a long way to go,” he said. “This is a chance to start lending to our citizens to start taking over businesses.”

Chartrand noted that a large portion of the Métis population fall into the categories of the working poor and the middle class. The vulnerability of traditional economies, such as fishing, poses a threat to rural Métis communities, he said. If no replacements are found, rural Métis communities will lose their economic engines.

“If people aren’t working, they aren’t paying taxes,” Chartrand said. “So our governments are going to lose.” As members of the working poor and the middle class, Métis people lack the money to travel, to buy summer cottages or winter homes, as better-off Canadians do. “We spend money in our economies,” Chartrand said. “We have to start re-thinking how to build resource economic development in our communities.”

Chartrand noted the importance of investing in education. The MMF is now giving close to \$6,000 every year in bursaries to Métis students attending universities in Manitoba.

Discussion

A delegate asked about Manitoba’s leadership role in procurement. “When we had a Métis economic summit before, there was a representative that spoke about success in procurement opportunities for Métis businesses around the Red River region. Has Manitoba taken any steps forward on Métis procurement?”

“We have some tremendous opportunities, and Métis people are largely the beneficiaries of government,” Robinson replied; he said he would refer further discussion of procurement policies to his deputy minister, but “we have to do more, obviously. We’re not a perfect government, by any means.”

“Set-asides are separate from procurement,” Chartrand added. “The Manitoba premier said his government was committed to continuing procurement, not just set-asides.” He said the government is expanding in some capital ventures: “I know that Manitoba is trying to get a piece of that action.”

5. British Columbia

Judy Michaud, Project Officer, Economic Development, Métis Nation of B.C. (MNBC)

Malonie Langthorne, CEO, Métis Nation of B.C. (MNBC)

Arlene Paton, Assistant Deputy Minister, Ministry of Aboriginal Relations and Reconciliation, British Columbia

Malonie Langthorne began by responding to Roland Duplessis’ comments from the Saskatchewan presentation. “In Saskatchewan, the CCDF CEO stated that they’d just scratched the surface in economic development,” she said. “I would say the Métis Nation of B.C. has merely removed the protective film.”

Langthorne noted two significant accomplishments of the MNBC. The group developed a three-year economic development strategy; and in 2009, they purchased a new school to house the Métis Skills and Employment Centre.

The Métis Skills and Employment Centre marked the first land and building purchase for the Métis people in British Columbia. Centrally located in the Fraser Valley near Abbotsford, the 25,000-square-foot facility features classrooms, a commercial and teaching kitchen, a 450-person gym, and administration and faculty offices.

The Métis Skills and Employment Centre is currently self-sustaining, with multiple revenue-generating opportunities and extensive opportunities with industry partners. BladeRunners, a successful, provincially funded career-building program for youth who face barriers to employment, is run out of the Centre.

Judy Michaud focused on the future of MNBC. She introduced delegates to the MNBC Economic Development Innovations Corporation (MEDIC), a social enterprise corporation that leads three new business ventures, all of which feature an educational component. "Economic development and education are really hand in hand," she said.

The three ventures include the Métis Skills and Employment Centre; Meet-So Catering Services Limited, a Lower Mainland catering service that starts this month; and Métis Infinity Construction Limited, which begins in April 2011. "They're going to be top-notch social enterprises," Michaud said. "What we make from these companies will go back to the Métis Nation of B.C."

Michaud listed current programs on offer at the Métis Skills and Employment Centre:

- BladeRunners, the career-building program for youth mentioned by Langthorne
- Beyond the Barriers, a 14-week essential-skills-based program for Aboriginal clients who have had trouble maintaining or obtaining employment
- CHOP: Culinary Hospitality Opportunities Program
- Skills Enhancement for Aboriginal Leaders (SEAL)
- Carpentry Level I and II
- CORE introduction to trades
- Safety certification
- Flagging
- Forklift training for the public
- Essential skills testing and training

Michaud noted that MNBC is currently in discussion with industry partners, including Shell, Encana, and Firefighters of Canada, about sponsorships and joint ventures.

Arlene Paton said the goal for Métis economic development in British Columbia is to become self-sustaining and use economic development as a social enterprise. As the provincial government representative on the B.C. presentation panel, she emphasized the province's supporting role in Métis economic development initiatives. "I think it's important to recognize that Métis Nation B.C. is doing most of the work, but the provincial and federal governments are working in the background to support their efforts," she said.

Paton reviewed key provincial initiatives that support Métis economic development. The Aboriginal procurement strategy is intended to leverage flexibility in the current policy framework to support culturally appropriate service delivery to Aboriginal peoples. Not all provincial ministries are aware of procurement possibilities, however, and that needs to change. As well, some procurement guidelines and policies could be changed to enable Métis people access to more programs.

The provincial government contributes about \$1.5 million per year to the First Citizens Fund business loan program. Métis-owned businesses comprised 19% of total loans. "There is work needed to build awareness of this with Métis entrepreneurs," Paton said. "In the loan program, 44% of the loans provided were owned in whole or part by Métis women." While work remains to be done in this area, these figures show that "there are a lot of Métis women entrepreneurs in our province."

Other provincial government business supports include the Aboriginal BEST program, which provides job creation and skills training. As well, three standalone Business Advisory Centres in British Columbia provide support to aspiring entrepreneurs and business owners; 38% of their clientele are Métis.

The most recent Aboriginal Business Awards took place in December 2010. "It's very important that we recognize Métis businesses, First Nations businesses, Inuit businesses, and celebrate their success," Paton said. Of the 18 awards delivered, four went to Métis businesses.

The British Columbia presentation concluded with a video clip of a 24-year-old Métis man, Rob Ellis, who runs an excavating business in British Columbia.

"I'm hearing of more of the need of more of an equity fund for Métis people in British Columbia," Paton said.

*Discussion Panel 1***Good Corporate Governance of Economic and Business Development Institutions**

Paul Hanley, Writer and researcher

Roland Duplessis, CEO, Clarence Campeau Development Fund (CCDF)

Michael Ivy, General Manager, Apeetogosan (Métis) Economic Development Inc.

David Murray, Lands & Economic Development (LED), INAC, and Manager, Access to Capital, INAC

Denise Dodds, Community Affairs Division, Teck Coal Limited

Paul Hanley chaired the first of four MEDS II discussion panels. The panel featured representatives from the private sector, INAC, and Métis communities.

Hanley presented a policy brief he authored on corporate governance. He defined governance as a balance between economic and social goals, and individual and communal goals.

“It’s not just a question of ‘it’s a nice thing to do,’” Hanley said. “Companies that have good governance practices are more successful and more profitable.”

Using data collected from the *Harvard Business Review*, Hanley set out the following principles and practices of good governance:

- A written code of conduct for directors and executives that promotes ethical and responsible decision-making
- A board that includes independent members
- Ethical, responsible decision-making to limit risk and ensure good public relations
- Use of external auditors

Benefits of sound corporate governance include increased access to external financing; larger investment and higher growth; and reduced risk of financial crisis, Hanley said. Good governance is now considered to be consistent with Métis culture. “Métis economic development is at the beginning stages, and there will be growth and increased sophistication demanded of Métis institutions,” he said.

A challenge for Métis economic development activities is obtaining strong board members. “Adequate support is needed for professional development initiatives,” Hanley said. He referred to organizations like the Aboriginal Financial Officers of Canada and Council for the Advancement of Native Development Officers as potentially useful resources, as well as opening opportunities for non-Métis board members.

Hanley noted the role provincial and federal governments can play in Métis economic institutions. They can require good governance principles and practices through arms-length

institutions and professional management, and contribute to institutional sustainability by ensuring appropriate capitalization.

Roland Duplessis emphasized the importance of a strong board to serve as both a watchdog for managers and an arms-length entity that doesn't interfere with the daily operations of the business. He noted the importance of separating business and politics. "Politicians have no role in trying to manage the manager," he said.

Duplessis shared corporate governance information that has proved successful with the CCDF. The CCDF is a legislated body, and board members are agents of the Crown. "They've got clear-cut legal responsibility," he said. The selection of urban, southern, northern, and at-large board members is done through the existing board. Members serve for three-year terms, and are prohibited from sitting on the board for more than two terms.

"The idea is to create as much turnover as possible, but we have staggered terms to make sure there's some consistency on the part of the fund," Duplessis said.

CCDF board members are required to take criminal record checks, they are prohibited from holding political office, and they must be Métis. The province conducts independent external reviews, and the CCDF board provides monthly financial statements, with an auditor checking files annually. There are stringent harassment and workplace security policies, and all issues of a sensitive nature are reported to the board.

"We're only as strong as the people we have employed with us," Duplessis said. He emphasized the strength of CCDF's transparency to the Métis community. "We do 1,500 professional copies of our annual report each year, and we use that as a marketing tool. We use the fact that we're a transparent, honest Métis organization, and we're proud of our statistics."

Michael Ivy said Métis Capital Corporations are still the best path to prosperity, but strong corporate governance is arguably more important than money to ensuring an organization's longevity. "By far the biggest threat to profitability isn't a bad economy," Ivy said. "We went through three bad economies: 1991, 2000, 2008. We learned that the biggest threat to our survival was corporate governance."

Métis Capital Corporations have strong corporate governance structures: "The board of directors is appointed to exercise the mandate of each of the organizations. Sustainability, growth, economic self-sufficiency is the guiding vision."

The mandate of the Métis Entrepreneurship Fund (MEF) under the Métis Capital Corporations is to stimulate economic development, improve access to capital for Métis entrepreneurs, and strengthen Métis communities in the Métis Nation. The guiding operating principles of the MEF are efficiency, effectiveness, independence, and sustainability. The MEF operates under the existing Métis Capital Corporation model, which has been a proven success.

David Murray discussed INAC's support of Aboriginal Financial Institutions (AFIs). From 2009 to 2010, INAC provided \$3.13 million to the National Aboriginal Capital Corporation Association (NACCA) for administration, research, advocacy, and the Access to Capital program.

Murray outlined the process involved for an organization to be recognized as an AFI by both INAC and NACCA. "We do quite a lot of analysis by third-party audits and reviews. We also get quarterly report monitoring," he said. "There's a lot of interaction between our staff and AFIs."

Based on client feedback from engagement with AFIs, Murray outlined some challenges. There is often limited board engagement with organizations looking to be recognized as an AFI, and there is sometimes need for better monitoring and reporting mechanisms, as well as loan monitoring and collections and formal risk assessments of loan applications. In addition, boards sometimes interfere inappropriately with day-to-day operations, or fail to comply with agreements.

Denise Dodds and her colleagues worked with two Métis communities in the regional municipality of Wood Buffalo, Alberta, on strategic community plans. She attributed the success of both projects to a bottom-up, community-first approach.

"The communities came to us. I believe that anything that's going to work properly has to be community driven," she said. "When you have a strong foundation and you build from the bottom up, you have nowhere to go but up."

Discussion

One delegate asked the panelists' opinions on the best way to deliver the "right" incentives in an operation to achieve the best governance. "Making sure the policies and procedures are such that you don't create the opportunity for perverse incentive to be exercised by an individual," Ivy replied. "You can also create positive incentives that encourage stewardship."

A delegate asked Duplessis if the CCDF has a charter outlining the rules and responsibilities of board members. "We don't operate under any special bylaws or board restrictions other than the oath and the confidentiality agreement," Duplessis replied. "Responsibility for board members on these types of institutions is really a form of trusteeship. Go to the *Trustees Act*, and you see some indication of what the responsibilities of the trustees are. . . . Making good, prudent, common sense decisions. If the board member's making good, prudent decisions that he feels are generally protected principles, you're pretty well looked after."

Facilitated Policy Dialogue

Strengthening Entrepreneurship among Métis Women

Barbara Bruce, Founder and Vice-president, AMR Planning and Consulting

Barbara Bruce chaired the annex event that concluded day one of MEDS II. She divided the delegation into five groups to discuss challenges and opportunities for the growth of Métis women entrepreneurs. The products of the discussions would contribute to a policy paper on Métis women entrepreneurs, an area that has seen little research or reporting.

Small groups focused on the following questions:

1. What conditions, factors, or supports do you think are most essential or make the greatest contribution to Métis women's ability to succeed as entrepreneurs?
2. Are these unique or different from those that might help Métis men?
3. What are the most significant challenges that Métis women face when starting their own businesses?
4. What else could be done to support the success of Métis women entrepreneurs once their businesses are up and running?

Groups shared the following recommendations with the delegation:

- Establish Aboriginal female set-asides for female business owners.
- Increase equity funds overall, as there are more female Métis entrepreneurs who will place a strain on existing resources if they all begin to borrow for their businesses.
- Create a Métis women's mentorship program.
- Establish Métis women's lending circles or co-op options to pool resources.
- Establish an aftercare program that gives Métis women access to a business mentor.
- Increase entrepreneurship-focused education initiatives for Métis youth.
- Support affordable, accessible childcare for female Métis entrepreneurs.
- Create incentives for younger Métis participation, for example, incentives for single-parent families to participate in post-secondary education (e.g. Manitoba pays single parents and poor individuals to attend information sessions on the possibility of pursuing post secondary education).
- Establish entrepreneurial e-conferences, so entrepreneurs can access resources remotely, from their homes, and on their own schedules.
- Create stress management resources for Métis women entrepreneurs.
- Examine tax incentives for female Métis entrepreneurs.

Symposium Summary

Day 2

Review of Day 1, Introduction to Day 2

Jeff Cook, Principal, Beringia Community Planning

Jeff Cook summarized the proceedings of the first day of MEDS II. “Métis are still in a place of catch-up, despite new initiatives. A pan-Aboriginal approach does not work,” he said, echoing comments from delegates. “Good governance is an important concept, but the practice of good governance requires a variety of tools and mechanisms. Institutional capacity is essential, but more collaboration between institutions is needed. Governments need to respect Métis institutions that have proven capacity.”

Discussion Panel 2 Community Economic Development

FACILITATOR

Paul Hanley

PANELISTS

Allan Clarke, Director General, Policy and Coordination Branch, Lands and Economic Development, INAC

Seonaid MacPherson, Executive Director, Strategic Initiatives Branch, Ministry of First Nation and Métis Relations, Saskatchewan

Ken Sanderson, Policy Analyst, Aboriginal and Northern Affairs, Manitoba

Darrel Burnouf, Senior Specialist in Business Development, Cameco

Charles Horn, Research Consultant, Aboriginal Development Network

Monica Brunet, Métis Economic Development Sector Advisor, Clarence Campeau Development Fund (CCDF)

To provide context for discussion of community economic development (CED), **Paul Hanley** identified Métis community characteristics.

According to the 2006 Census, 390,000 people in Canada self-identify as Métis, with 90% located in the western provinces and Ontario. There has been a 19% increase in people who identify as Métis in the 2006 Census. Almost 70% of the population lives in major or smaller urban centres, but as a proportion of the total population, the highest concentration lives in the rural hinterland areas from Ontario to the Peace River region.

Hanley described CED using a definition from the Canadian Community Economic Development Network (CCEDN): CED is “Action by people locally to create economic opportunities and better social conditions, particularly for those who are most disadvantaged.”

“When we’re talking about the Métis community, I think we’re talking about a political community organized mainly on a regional basis,” Hanley said. He provided examples of Métis CED initiatives at the provincial level, such as Métis Capital Corporations, the CCDF,

Aboriginal Skills and Employment Training, the Gabriel Dumont Institute, and Métis Child and Family Services.

In urban centres, there's a large labour market that helps facilitate CED, but in rural areas, the situation is different, Hanley said.

"I think there's a lot of potential now in areas like the duty to consult, and there's been a general underdevelopment in commercial infrastructure," he said. "The Métis settlement situation in Alberta is slightly different. They have more control and more opportunity to participate more in development projects."

Noting that CED is being pursued as an opportunity-oriented, market-driven process, Hanley said, "Most of the organizations are looking at how we can use the [capital corporation] model to continue the process of business development."

INAC's pilot project in business development officers has been useful, Hanley said. The project enables Métis National Council (MNC)'s government members and Métis Settlements General Council to hire qualified economic development and business support officers to facilitate CED.

A primary investment target is the development of commercial infrastructure in Métis communities. A strong example of such development is the new 30,000-square-foot business centre in Buffalo Narrows, Saskatchewan, financed by the CCDF.

In 2008, significant change occurred in the federal budget, said **Allan Clarke**. "At that time, the government made economic development an important priority for the department of Indian and Northern Affairs Canada." A sector responsible for lands and economic development was created within INAC. The last time a similar commitment took place was in 1989, when the federal government developed an Aboriginal economic development strategy. "Since that time, things have changed exponentially," Clarke said.

A new federal economic development Framework was developed in June 2009, with a commitment to examine existing programs and supports for economic development to ensure their effectiveness. "What we've heard through all of these things is that there are existing networks that are working," Clarke said. "Let's make sure that we are supporting the best AFI that we possibly can."

Procurement is a useful but underdeveloped instrument to support business, said Clarke. The federal government has a strong commitment to collaborate with MNC affiliates and Métis communities to change and review programs to ensure they line up with the new Federal Aboriginal Economic Development Framework.

The key to moving forward is differentiation: "Our programs can't be one-size-fits-all," Clarke said. "Now we have to make sure the programs we're delivering also align with that objective."

Seonaid MacPherson highlighted the intersections between CED and the Duty to Consult, describing how one can be the catalyst for the other.

The Duty to Consult process, in which government representatives, industry representatives, and Métis representatives consult on rights, can create an opportunity and a catalyst for relationships between the Métis community and industry. Some Saskatchewan Métis communities have found employment or contracts through such relationships.

In Saskatchewan, a \$3 million consultation participation fund was established in 2007. Since then, the fund has provided approximately \$1.5 million to the Métis Nation of Saskatchewan, Métis locals, and Métis regions.

While there are intersections between CED and Duty to Consult, MacPherson emphasized the importance of keeping Duty to Consult separate from economic development. “There is inconsistency in the way we consult and how it’s interpreted and implemented in various jurisdictions,” she said.

Ken Sanderson distinguished CED from traditional economic development. “Economic development is really more concentrated on business and larger progress,” he said. “CED is inclusive of that, but there’s so much more in stock.”

CED requires strong community involvement: “One of the biggest reasons I would say [CED] initiatives fail is that they were government led and not community led,” he said. “It’s really important that communities are the driving force between CED.”

The role of government in CED is to equip people with the tools to facilitate leadership and partnerships. In Manitoba, the provincial government established the Premier’s Economic Advisory Council, which focuses on Aboriginal business and Aboriginal development—it’s a pan-Aboriginal organization, Sanderson noted, but it considers the unique needs of First Nations and Métis communities.

“Programs need to be proactive,” Sanderson said. “They can’t be cookie-cutter. We need to focus on community empowerment and capacity building, rather than going in and doing things for them.”

In northern Saskatchewan, where resource development started in the 1980s, communities gave input through government-led panel hearings, said **Daniel Burnouf**. Today, Cameco has gone beyond legislated requirements and has implemented business development initiatives in the area, translating to \$6 million in procurement in the last six years in northern Saskatchewan. Cameco recently signed Memorandums of Understanding with four northern Saskatchewan communities.

Charles Horn said his three years of work on an urban Aboriginal development project can be applied to urban Métis communities, although he acknowledged that urban models do not always work for rural economies.

Horn said there are untapped potential rural-urban partnerships within the Aboriginal community. For the Métis particularly, he said, citizenship matters. “Métis entrepreneurs mentioned that the feeling they had from being part of the larger Métis nation helped them mentally as entrepreneurs,” he said.

Horn’s findings make a strong case for the importance of CED. “People found they were more successful with community-based networks, recognizing that most non-Aboriginal entrepreneurs have a network they can step into.” Strong networks and relationships are especially important for Métis women entrepreneurs.

Monica Brunet provided a brief history of the Métis Economic Development Sector, which was identified as an economic need for the last 70 years. The project started in July 2010, and the first initiatives include developing promotional literature and a website to launch in March 2011.

“The intention is to encourage business development through partnerships,” Brunet said. Other plans include implementing a Métis-specific online business directory, establishing working relationships with the Métis Energy and Resource Program (MERP), and linking new entrepreneurs to aftercare programs to ensure their best chances of success.

Discussion

A delegate suggested that if MEDS III goes ahead, special focus should be placed on community development, and asked how to inaugurate and sustain it in communities, particularly in a Métis government context. “How does the Métis government link up to these institutions to make sure needs are met?” he asked.

“There’s a huge literature in Canada around standard community development, but how is it different in a Métis context?” Horn responded. “This has tied Aboriginal people, not just the Métis, into a larger task of de-colonization, a way to indigenize the economy, that economic initiatives allow indigenous people to express themselves as Métis, to live as Métis. How that works in a political context, we don’t know about that. Part of it is a question of nation building.”

A delegate noted that a many of his local Métis organizations and governments lack community capacity. “They don’t even have an office, most operate out of their homes,” he said. “How are we expected to participate in Duty to Consult if they don’t have that capacity at the local level? Some of the small communities that we come from, we thought about CED, but how can we start economic development initiatives if people are on welfare?”

McPherson stated that funding exists for areas where consultation is taking place. Sanderson noted that lack of awareness is often a barrier to funding. Many different pools are available, including barter exchanges, he said. “But the problem is awareness of these options, and guidance and support.”

Discussion Panel 3 Procurement

FACILITATOR

Paul Hanley

PANELISTS

Jennifer Morse, Director, Aboriginal Procurement and Business Promotion, INAC

Mark Freedman, Vendor Relations Coordinator, Government of Manitoba

Nicole Swain, First Nation and Métis Advisor, BHP Billiton

Blake Russell, CEO, Métis Economic Development Organization, Manitoba

Facilitator **Paul Hanley** delivered a presentation on a policy brief that he and Mark Hanley had authored on procurement. Mark was originally scheduled to facilitate the procurement panel, but he was absent from the conference due to illness.

“Government procurement is about 10% of GNP around the world,” Hanley said. “The challenge is ensuring procurement is open to minority businesses.”

The federal government’s Procurement Strategy for Aboriginal Businesses (PSAB) was established in 1996. PSAB was launched to stimulate Aboriginal business development and increase the number of Aboriginal businesses that compete for and are awarded public-sector contracts. In 2007, PSAB evaluation found that the number and value of contracts awarded to Aboriginal firms increased in each year reviewed. Even so, PSAB has not created as much new business as expected.

Examples of provincial procurement initiatives include the Manitoba government’s Aboriginal Procurement Initiative (API) and the Government of Nunavut’s Nunavummi Nangminiquqtunik Ikajuuti (NNI Policy), or “Assistance for Nunavut Business.”

To improve on procurement strategies in the future, “we must look at the question of how procurement can be used as a tool for social and economic development in a broader sense, not just development,” Hanley said. More training and capacity building is important. Capacity building includes putting together provincial, federal, and private-sector lists of prequalified suppliers to facilitate procurement.

Jennifer Morse said the federal government has issued 105,000 procurement contracts to Aboriginal businesses. While this might sound like a large number, it represents only 3% of total federal procurements, she said.

In order to grow Aboriginal business through PSAB, the federal government aims to increase the number of Aboriginal set-asides by 50% over the next three years.

Awareness is also a key piece to increasing Aboriginal procurement. "We're working hard with federal departments to create awareness," Morse said. In addition to expanding its Aboriginal database, any federal department with a contracting budget of \$1 million or more will be required to notify INAC of what the department will set aside for Aboriginal business.

A primary focus of INAC's strategy to improve Aboriginal procurement has been awareness, on both the government and Aboriginal business sides. Morse described the training sessions, conferences, roundtables, and new partnership development undertaken by her department. "Although there are 30,000 Aboriginal businesses in Canada right now, it's a real challenge to get them to register with us," she said. Most of the businesses are small or medium-sized, and owners may not feel they can compete with other procurement candidates.

Next steps include continuing to work to enhance PSAB to build a more contemporary procurement model with incentive-based opportunities, as well as to review the definition of an Aboriginal business.

Mark Freedman said, "The greatest opportunity for Aboriginal procurement is the private sector." Private sector companies have more latitude in how they spend their purchasing dollars.

Manitoba is the leading province on Aboriginal procurement. "We were the first government to institute an Aboriginal procurement strategy," he said. The governments of British Columbia, Saskatchewan, and Ontario have since contacted Manitoba to discuss procurement initiatives.

Freedman has seen the most success with mandatory Aboriginal participation, or desirable participation. "It encourages the private sector to contact Aboriginal businesses to become partners."

A key feature of Manitoba's procurement initiative has been its Aboriginal business directory, which lists approximately 380 businesses. In particular, Freedman mentioned the sectors of IT, construction, consulting services, health, and mining.

BHP Billiton came to Saskatchewan in early 2008, and the company has exploration rights to more than 14,000 square kilometres, with about 50 employees, said **Nicole Swain**. BHP's Jansen project is the most advanced development project in Saskatchewan's potash region, and it lies inside the jurisdiction of some of the province's Métis regions.

"Métis-specific data at the community level are largely unavailable," Swain said. "By listening to people's aspirations and concerns, implementing community projects that enhance quality of life, we strive to be a valued member of our host communities."

BHP has provided Aboriginal communities with work opportunities on the Jansen project, which includes about 30% Aboriginal workers. The company introduced an Aboriginal-owned security company to work onsite, and future plans involve assisting local businesses to take part in projects.

The Métis Economic Development Organization is still in its infancy, said **Blake Russell**. "What we developed was a procurement approach for our Métis business directories and our partners that allows significant participation and procurement from the start."

Working on the ground, the Métis Economic Development Organization can facilitate better procurement opportunities than governments, Russell said. "We can do a better job of aligning procurement opportunities than the province can. All we need is the funding to be able to do it."

Discussion

A delegate supported the notion that the best procurement opportunities come from private industry. "When there are limited resources and energy, governments generally aren't the ones with the biggest amount of bucks," she said. "We are working hard to bring in the private sector into partnerships with us," Morse replied. "We recently met with an Aboriginal organization working to develop a training program so that businesses can learn how to develop an Aboriginal procurement policy."

Freedman added that provincial governments are working with the Aboriginal Chamber of Commerce to develop Aboriginal procurement relationship-building forums. "Once the sessions are over, you see the non-Aboriginal businesses approaching the Aboriginal businesses looking for partnerships," he said.

A delegate asked Morse about the federal process on engaging Aboriginal and Métis peoples into the contractual work process. "I hear from a lot of business people in Manitoba that it's a difficult process and they just fall by the wayside," he said.

"We don't have a specific Métis contracting process," Morse replied. "We do provide training sessions. We're travelling all across the country and participating in conferences and so on, trying to create awareness of this opportunity. That's the major way we do that. We also have a 1-800 number that businesses call every day."

A delegate asked about the criteria for a government-recognized, Aboriginal-owned business. Morse replied that the business must be 50% Aboriginal owned and controlled. "If a contract is awarded, we then audit that company and ask them to provide proof of Aboriginal ownership," she said. "That would be status cards, heritage information or, land claim information."

Discussion Panel 4

Corporate Engagement in Resource Development Projects involving Métis

FACILITATOR

Paul Hanley

PANELISTS

Lanny Der, Director, Aboriginal Economic Relationships, Alberta

Paul Wyminga, Manager, Aboriginal Development Program, Employment and Immigration, Alberta

George Desmarais, Manager, Construction and Community Alliance, Ledcor

Steven Danners, Senior Business Development Specialist, Métis Energy and Resource Program (MERP),
Clarence Campeau Development Fund (CCDF)

Paul Hanley provided a brief overview of Canada's resource sector. "There does seem to be a close connection between the location of Aboriginal communities and a lot of resource communities," he said. "This is a traditional homeland of the Métis people."

According to Hanley's research, 8,500 Métis are involved in mining, oil, and gas extraction. 8,300 work in agriculture, forestry, fishing, and hunting. As many as 27,000 Aboriginal businesses are currently operating, and many are closely linked with the resource sector.

While Métis business owners see opportunities to participate, a shortage of available credit is an issue. Métis capital corporations have helped pick up some of the slack. "The success rate of Métis business is very high compared to other Aboriginal businesses," Hanley said. "So the Métis Capital Corporations are doing a good job in supporting these businesses." Métis business and self-employment is low compared to the Canadian average, but it is growing rapidly.

Still, Aboriginal people are earning less than non-Aboriginals. The population is younger, less educated, and more at risk of getting laid off, Hanley said.

According to TD Economics 2009, "Reinforcing mutual economic interests across Aboriginal people, the business community, and the government sector offers significant potential for transformative change." There is an emerging alignment of economic interests between Aboriginal people and non-Aboriginal businesses.

Lanny Der said Alberta is focusing on building capacity and fostering an environment that promotes economic development. "It's basically creating a situation where Aboriginal people can work in the mainstream at the same level as anybody else. So our focus is very much in building capacity, bringing the capacity down to individual companies."

Der acknowledged that his program focuses mainly on First Nations for now, and it lacks a Métis specialization. Support is a key piece his program offers. For example, they supported Calgary's Chamber of Commerce to conduct a study on barriers facing Aboriginal people in the job market and in entrepreneurship.

“One of the major challenges for Aboriginal people participating in the economy is the lack of education,” he said. “We want to make sure we provide support for youth to be educated.” His program has helped develop entrepreneurial camps for youth, and engagement programs to motivate them to stay in school.

“Our approach is to engage industry, Aboriginal communities, and governments to work as partners.”

“Resource development is happening primarily in rural communities,” said **Paul Wyminga**, noting that this represents an opportunity for many communities.

Wyminga noted the importance of industry involvement to facilitate meaningful economic development. “They need access to certified companies that can provide certification in order to meet their needs around safety requirements,” he said. “They need to have capable, skilled people and contractors who need to provide the services. The Aboriginal communities are capable of delivering this.” It really boils down to procurement, he said.

Wyminga also noted the importance of having a community or industry leader to help put the resource development project in play. “It’s not meaningful without a champion,” he said.

Ledcor can help Métis communities, said **George Desmarais**, noting that Ledcor’s Community Alliance Statement was created 15 years ago and designed to respond to Aboriginal community needs: “It’s our intent to develop and nurture every possible opportunity for local and Aboriginal workers, suppliers and subcontractors,” he said. “Where a choice exists between local/Aboriginal and non-local workers, suppliers and subcontractors, providing there is no compromise to safety or cost and quality, the local/Aboriginal workers, suppliers, and subcontractors will be given preferential treatment.”

“The meat of Ledcor is the Manitoba Métis Federation. The strength of this relationship is the Métis government,” Desmarais said. “The Métis government speaks as one voice.” He emphasized the importance of arms-length economic development and maintaining a separation between business and politics.

Steven Danners said the Métis Energy and Resource Program (MERP) is new to Saskatchewan; the program has been an on a marketing and promotion blitz since its inception in early 2010. Last spring, the federal government contributed \$5 million to the program, with CCDF’s involvement.

The early challenge for MERP was to design programs that would fit the Métis people of Saskatchewan and its energy and resource sector.

The Community Business Infrastructure Program was developed under MERP to create Métis business ownership within Métis regions, locals, self-declared communities, and Métis economic development corporations.

Under the Community Business Infrastructure Program, CCDF will start, own, and operate two businesses with the province of Saskatchewan, taking 80% ownership. The remaining 20% of ownership will go to a Métis business partner, who does not contribute start-up capital. With each succeeding year, CCDF will gift the partner with another 5% share.

“After year four or five, when Métis partners enter 40%–45% ownership, we hope they’ll be able to take 100% ownership of the company,” Danners said. “It’s called ‘angel investing.’”

The program is innovative and popular, Danners said, and has been well-received by industry overall. “There are companies out there that seem to be genuinely interested in our MERP program and working with CCDF,” he said. “It is evident that the potash industry is going to have to step outside of their comfort zone and start thinking outside the box if they want to truly engage the Métis.”

Danners emphasized CCDF’s interest in aligning industry more closely with CCDF’s training institution, the Gabriel Dumont Institute (GDI). “GDI provides a service delivery for programs on an annual basis to the tune of \$30 million,” he said. “GDI is the Cadillac for Métis affiliation in the province. They do tremendous work.”

Discussion

One delegate asked about Danners’ Community Business Infrastructure Program. “They don’t contribute any equity . . . what keeps them in the game?”

“I think there’s a tremendous amount to lose from our Métis partner,” Danners replied. “This is an opportunity to share in the revenue provided by the energy and resource sector that could potentially be quite substantial. We’re not looking at setting these businesses up for failure.” Danners emphasized MERP’s strong commitments to ensure the success of the business. MERP will finance the placement of a manager in the business for \$200,000. “We’re not a term lender, we’re not a bank. We provide equity,” Danners said. “We can’t afford to start a business and have it fail.”

Another delegate asked Danners about the requirements for a business helmed under the Community Business Infrastructure Program. “The business will be operated under a very small board structure, and our partner member will have the ability to appoint a member to that board,” Danners replied. “But the success or failure of the business will fall on the manager’s shoulders, because we’re not entrepreneurs, we’re finance people.”

Wrap-up, Closing Remarks

Jeff Cook provided a point-form summary of what was discussed during the day. He thanked the Elders and delegates who attended the symposium, as well as Senators Gladue and Penner, who attended both days. He also thanked the panelists and presenters, and Paul Hanley and Barbara Bruce, for their help in making the event a success.

Cook took comments from the delegation. The Assistant Deputy Minister of Office of the Federal Interlocutor for Métis and Non-Status Indians, Elizabeth Tromp, said the office plans to maintain momentum for a long-term Métis economic development strategy. “Please rest assured that all the good ideas and things around the table today will be brought back in the context of further discussions,” she said.

Bruce Dumont, President of Métis Nation British Columbia offered a final comment. “This is not the panacea. There’s a long way yet to go. We want to commend the governments. It’s taken some arm-twisting a little bit. But I think everybody understands. I think Minister [John] Duncan [Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians] said it well at the supper meeting [January 19]: it’s really a no-brainer for us to continue working on Métis economic development. It’s clear that we play a very big role in the economy. We pay millions of dollars of taxes annually. And if our people aren’t working, we aren’t paying taxes.”

The conference ended with a musical tribute to Métis fiddler and community leader Arthur Burd, who passed away in 2006.

Senator **Margaret Penner** and Senator **Philip Gladue** of Métis Nation British Columbia led the delegation in a closing prayer.

Appendix 1 List of Participants

- 1 **Alfred Anderson**
Manitoba Métis Federation
- 2 **Terry Anonson**
Métis Nation British Columbia
- 3 **Sally Atkinson**
Women of the Métis Nation
- 4 **Aaron Barner**
Métis Nation Alberta
- 5 **Valerie Barrett**
Indian and Northern Affairs Canada
- 6 **Cecil Bellrose**
Métis Nation Alberta
- 7 **Art Bennett**
The Métis Nation of Ontario
- 8 **Allan Benoit**
Métis Nation British Columbia
- 9 **Jeffrey Betker**
Indian and Northern Affairs Canada
Office of the Federal Interlocutor for Métis
and Non-Status Indians
- 10 **Stephane Bisson**
Manitoba Métis Federation
- 11 **Harvey Bostrom**
Aboriginal and Northern Affairs, Manitoba
- 12 **Barbara Bruce**
AMR Planning & Consulting
- 13 **Monica Brunet**
Clarence Campeau Development Fund
- 14 **Cameron Burgess**
Métis Nation of Ontario
- 15 **Darrel Burnouf**
Cameco Corporation
- 16 **Loretta Calliou**
Métis Settlements General Council
- 17 **Laurier Caron**
Métis Nation Saskatchewan
- 18 **Scott Carpenter**
Métis Nation of Ontario
- 19 **Marcel Chalmers**
Métis Nation British Columbia
- 20 **Elbert Chartrand**
Manitoba Métis Federation
- 21 **Ron Chartrand**
Manitoba Métis Federation
- 22 **Allan Clarke**
Indian and Northern Affairs Canada
- 23 **John Clarkson**
Human Resources and Skills Development
Canada
- 24 **Diane Cofsky**
Indian and Northern Affairs Canada
- 25 **Karen Collins**
Métis Nation Alberta
- 26 **Jeff Cook**
Master of Ceremonies
- 27 **Ron Crowe**
Saskatchewan Ministry of First Nations and
Métis Relations
- 28 **Steve Danners**
Clarence Campeau Development Fund
- 29 **Maria David-Evans**
Alberta Aboriginal Relations
- 30 **Lanny Der**
Alberta Aboriginal Relations
- 31 **George Desmarais**
Ledcor
- 32 **Denise Dodds**
Teck Resources Limited
- 33 **Philip Ducharme**
Canadian Council for Aboriginal Business
- 34 **Bruce Dumont**
Métis Nation British Columbia
- 35 **Roland Duplessis**
Clarence Campeau Development Fund
- 36 **Carrie Dusterhoft**
British Columbia Ministry of Aboriginal
Relations and Reconciliation
- 37 **Greg Fofonoff**
Métis Nation Saskatchewan
- 38 **Mark Freedman**
Manitoba Infrastructure & Transportation
- 39 **Frank Gale**
Indian and Northern Affairs Canada
- 40 **Louis Gardiner**
Métis Nation Saskatchewan

- 41 **Robert Gaudry**
Manitoba Métis Federation
- 42 **Ray Gerow**
Aboriginal Business and Community
Development Centre
- 43 **Tom Ghostkeeper**
Métis Nation Alberta
- 44 **Phillip Gladue**
Métis Nation British Columbia
- 45 **Trevor Gladue**
Ledcor
- 46 **Will Goodon**
Manitoba Métis Federation
- 47 **Paul Hanley**
Facilitator
- 48 **John Harper**
British Columbia Ministry of Aboriginal
Relations and Reconciliation
- 49 **Paul Heighington**
Indian and Northern Affairs Canada
- 50 **May Henderson**
Métis Nation Saskatchewan
- 51 **Susie Hooper**
Women of the Métis Nation
- 52 **Charles Horn**
Urban Aboriginal Economic Development
Network
- 53 **Erin Hurton**
Métis Nation Saskatchewan
- 54 **Michael Ivy**
Métis Nation Alberta
- 55 **Mary Lou Kenney**
Indian and Northern Affairs Canada
- 56 **Robert Lafontaine**
Métis Nation Saskatchewan
- 57 **Kyle Lambier**
Indian and Northern Affairs Canada
- 58 **Malonie Langthorne**
Métis Nation British Columbia
- 59 **Marc Leclair**
Métis National Council
- 60 **Gary Lipinski**
Métis Nation of Ontario
- 61 **Bill Loutitt**
Métis Nation Alberta
- 62 **Allan MacDonald**
Indian and Northern Affairs Canada
- 63 **Robert MacGregor**
Indian and Northern Affairs Canada
- 64 **Judith Mayer**
Manitoba Métis Federation
- 65 **Brad McAllister**
Manitoba Métis Federation
- 66 **Sharon McBride**
Métis Nation of Ontario
- 67 **Robert McDonald**
Métis National Council
- 68 **Bob McLeod**
Métis Nation Saskatchewan
- 69 **Joanne Meyer**
Métis Nation of Ontario
- 70 **Judy Michaud**
Métis Nation British Columbia
- 71 **Brandy Mitchell**
Métis Nation Alberta
- 72 **Kelly Moore**
Indian and Northern Affairs Canada
- 73 **Allan Morin**
Métis Nation Saskatchewan
- 74 **Leonard Morin**
Métis Nation Saskatchewan
- 75 **Max Morin**
Métis Nation Saskatchewan
- 76 **Clara Morin Dal Col**
Women of the Métis Nation
- 77 **David Murray**
Indian and Northern Affairs Canada
- 78 **Krista Nerland**
Indian and Northern Affairs Canada
- 79 **Bev New**
Métis Nation Alberta
- 80 **Paul Paradis**
Louis Riel Capital Corporation
- 81 **Jack Park**
Manitoba Métis Federation
- 82 **Arlene Paton**
British Columbia Ministry of Aboriginal
Relations and Reconciliation
- 83 **David Peltier**
Métis Nation British Columbia
- 84 **Margaret Penner**
Métis Nation British Columbia

- 85 **Tim Pile**
Métis Nation of Ontario
- 86 **Mike Ponting**
Alberta Aboriginal Relations
- 87 **Dan Pope**
Métis Nation British Columbia
- 88 **Victoria Pruden**
Métis Nation British Columbia
- 89 **Kristin Randall**
Women of the Métis Nation
- 90 **Diane Robinson**
Indian and Northern Affairs Canada
- 91 **Allyson Rowe**
Indian and Northern Affairs Canada
- 92 **Blake Russell**
Manitoba Métis Economic Development
Organization
- 93 **Ken Sanderson**
Manitoba Aboriginal and Northern Affairs
- 94 **Janet Sarson**
AMR Planning & Consulting
- 95 **Pauline Saulnier**
Métis Nation of Ontario
- 96 **Nicole Swain**
BHP Billiton
- 97 **Denise Thomas**
Manitoba Métis Federation
- 98 **Jody Thompson**
Indian and Northern Affairs Canada
- 99 **Elizabeth Tromp**
Indian and Northern Affairs Canada
- 100 **Bob Trumbley**
Métis Nation British Columbia
- 101 **Dean Trumbley**
Métis Nation British Columbia
- 102 **Wenda Watteyne**
Métis National Council
- 103 **John Weinstein**
Métis National Council
- 104 **Tanis Wheeler**
Manitoba Entrepreneurship, Training and
Trade
- 105 **Karen White**
British Columbia Ministry of Aboriginal
Relations and Reconciliation
- 106 **Bill Wilkinson**
Métis Nation of Ontario
- 107 **Ted Williams**
British Columbia Ministry of Regional
Economic and Skills Development
- 108 **Doug Wilson**
Métis Nation of Ontario
- 109 **Donna Wuttunee**
Métis Nation British Columbia
- 110 **Paul Wyminga**
Alberta Employment and Immigration
- 111 **Tristan Zachow**
SaskMétis Economic Development Corp

Appendix 2

Communiqué:

Minister Duncan, Provincial Ministers and Métis Leaders Meet at Second Métis Economic Development Symposium

VANCOUVER, British Columbia (January 21, 2011)— The Honourable John Duncan, Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians, met January 19, 2011 with Métis Nation leaders, the Aboriginal Affairs Ministers from the five western-most provinces and industry representatives to launch the second Métis Economic Development Symposium (MEDS), which took place January 20 and 21 in Vancouver.

“We are committed to pursuing our work in partnership with Métis leaders and provincial governments to ensure that Métis continue to fully share in economic development opportunities across Canada,” said Minister Duncan. “All parties are fulfilling the commitment made at the first symposium held in December 2009 to work together to find opportunities to collaborate on economic development for Métis men and women and discuss progress made over the last year.”

The first [Métis Economic Development Symposium](#) was hosted in Calgary in 2009 by the Honourable Chuck Strahl, then Minister of Indian Affairs and Northern Development and Federal Interlocutor for Métis and Non-Status Indians.

The second Métis Economic Development Symposium presented an opportunity for participants to make note of the significant progress made over the year and to discuss, among other topics, successful approaches to economic development and practical ways to strengthen entrepreneurship among Métis women.

[Métis National Council](#) President Clément Chartier says, “We've reached the point in our discussions that we are now ready to take the Métis Economic Development Strategy to the next level. MEDS has been a fantastic opportunity to exchange views and build good will with our Federal and Provincial counterparts and now it's time to get down to develop a long-term strategy and for this, we are keen on engaging private industry.”

Ministers and Métis leaders agreed to coordinate existing efforts through a Working Group of officials in order to explore development of a long term Métis economic development strategy. This strategy will consider areas such as: encouraging successful and sustainable Métis entrepreneurship, ways to engage with the private sector in economic development, and participation in the workforce. The working group will report back to Principals in 2013.

“The British Columbia Government continues to work on building social and economic opportunities that will benefit Métis people in all corners of the province,” said Barry Penner, B.C. Minister of Aboriginal Relations and Reconciliation. “I was delighted to welcome this Economic Development Symposium to B.C., and it has provided excellent opportunities to learn, from across Canada.”

The meetings of Ministers and Métis leaders stems in part from the [Métis Nation Protocol](#), signed in 2008 between INAC and the Métis National Council (MNC), committing the two parties to work on a range of issues, and the [Federal Framework for Aboriginal Economic Development](#), which represents a fundamental change in how the Government of Canada supports Aboriginal economic development.

The year 2010 was a pivotal one for the Métis Nation. In addition to other achievements, the Government of Canada contributed \$5 million to the Clarence Campeau Development Fund to establish the Métis Energy and Resource Program and another \$3.7 million over three years to the Westcap Management Limited to support Métis and First Nations participation in major energy projects. To mark 2010 as the Year of the Métis, the Government of Canada unveiled a commemorative medallion and contributed to the Veterans Garden located at the Batoche Historic site in honour of Métis Veterans.

Appendix 3 Symposium Agenda

JANUARY 20, 2011

7:30 – 16:30	➤ Symposium Registration – 1st Floor Main Atrium
8:00 – 8:45	➤ Continental Breakfast – 1st Floor Main Atrium
8:45 – 9:00	➤ MC Introduction Jeff Cook, Principal, Beringia Community Planning
	➤ Opening Prayer – 1st Floor Asia Pacific Hall Senator Phillip Gladue, Métis Nation British Columbia Senator Margaret Penner, Métis Nation British Columbia
Opening Remarks	
9:00 – 9:10	➤ Government of British Columbia Honourable Barry Penner, Minister of Aboriginal Relations and Reconciliation
9:10 – 9:20	➤ INAC Elizabeth Tromp, ADM, Office of the Federal Interlocutor
9:20 – 9:30	➤ INAC Sara Filbee, ADM, Lands and Economic Development
9:30 – 9:40	➤ Métis National Council Marc Leclair, Senior Policy Advisor
Joint Presentations by the Provincial Governments and the Métis National Council Provincial Affiliates	
9:40 – 10:10	➤ Province of Ontario – Métis Nation of Ontario Lori Sterling, Deputy Minister, Ministry of Aboriginal Affairs Gary Lipinski, President, Métis Nation of Ontario
10:10 – 10:30	Break – 1st Floor Main Atrium
10:30 – 11:00	➤ Province of Alberta – Métis Settlements General Council – Métis Nation of Alberta Maria David-Evans, Deputy Minister, Ministry of Aboriginal Relations Karen Collins, President, Region 2, Métis Nation of Alberta Loretta Calliou, Elected Secretary, Métis Nation General Council

JANUARY 20, 2011

11:00 – 11:30	<ul style="list-style-type: none"> ➤ Province of Saskatchewan – Métis Nation - Saskatchewan Ron Crowe, Deputy Minister, Ministry of First Nation and Métis Relations Roland Duplessis, CEO, Clarence Campeau Development Fund
11:30 – 12:00	<ul style="list-style-type: none"> ➤ Province of Manitoba – Manitoba Métis Federation Honourable Eric Robinson, Minister of Aboriginal & Northern Affairs David Chartrand, President, Manitoba Métis Federation
12:00 – 13:00	Lunch – Concourse Level
13:00 – 13:30	<ul style="list-style-type: none"> ➤ Province of BC – Métis Nation of BC Malonie Langthorne, CEO, Métis Nation BC Judy Michand, Project Officer Economic Development, Métis Nation BC Arlene Paton, Assistant Deputy Minister, Ministry of Aboriginal Relations and Reconciliation
13:30-15:00	<ul style="list-style-type: none"> ➤ Discussion Panel One: <i>Good Corporate Governance of Economic and Business Development Institutions</i> Chair: Paul Hanley Federal Representative: David Murray, Manager, Access to Capital, LED Sector, INAC Private Sector Representative: Denise Dodds, Manager, Community Affairs, Teck Coal Limited Métis Representatives: Roland Duplessis, CEO, Clarence Campeau Development Fund Michael Ivy, General Manager, Apeetogosan (Métis) Development Inc
15:00 – 15:15	Break – 1st Floor Main Atrium
Annex Event	
15:15 – 16:30	<ul style="list-style-type: none"> ➤ Facilitated Policy Dialogue <i>Strengthening Entrepreneurship among Métis Women</i> Barbara Bruce, AMR Planning
18:00 – 21:30	<ul style="list-style-type: none"> ➤ Cash Bar Cocktail and Networking Dinner <i>Delta Vancouver Suites - Innes Thompson room</i> All registered participants are invited

JANUARY 21, 2011

7:30 – 16:30	➤ Symposium Registration – 1st Floor Main Atrium
8:00 – 8:45	➤ Continental Breakfast – Break – 1st Floor Main Atrium
8:45 – 9:00	➤ MC Review of Day 1 and Introduction of Day 2 Jeff Cook, Principal, Beringia Community Planning
9:00 – 10:30	<p>➤ Discussion Panel Two: <i>Community Economic Development</i></p> <p>Facilitator: Paul Hanley, Points West Consulting Inc.</p> <p>Federal Representative: Alan Clarke, Director General, Policy and Coordination Branch, LED, INAC Provincial Representative: Seonaid MacPherson, Executive Director, Strategic Initiatives, Ministry of First Nation and Métis Relations, Saskatchewan Provincial Representative: Ken Sanderson, Policy Analyst, Aboriginal Affairs, Manitoba Private Sector Representatives: Darrel Burnouf, Senior Specialist, Business Development, Cameco Charles Horn, Research Consultant, Urban Aboriginal Development Network Métis Representative: Monica Brunet, Métis Economic Development Sector Advisor, Clarence Campeau Development Fund (CCDF)</p>
10:30 – 10:45	Break – 1st Floor Main Atrium
10:45 – 12:00	<p>➤ Discussion Panel Three: <i>Procurement</i></p> <p>Facilitator: Paul Hanley, Points West Consulting Inc.</p> <p>Federal Representative: Jennifer Morse, A/Director Aboriginal Procurement and Business Promotion, INAC Provincial Representative: Mark Freedman, Vendor Relations Coordinator, Government of Manitoba Private Sector Representative: Nicole Swain, First Nation and Métis Advisor, BHP Billiton</p>

JANUARY 21, 2011

	Métis Representative: Blake Russell, Chief Executive Officer, Métis Economic Development Organization
12:00 – 13:00	Lunch – Concourse Level
13:00 – 14:30	<p>Discussion Panel Four: <i>Corporate Engagement in Resource Development Projects involving Métis</i></p> <p>Facilitator: Paul Hanley, Vice-President Research, Points West Consulting Inc.</p> <p>Provincial Representative: Lanny Der, Director, Aboriginal Economic Partnerships, Alberta Provincial Representative: Paul Wyminga, Manager, Aboriginal Development Initiatives, Aboriginal Development, Alberta Employment and Immigration Private Sector Representative: George Desmarais, Manager, Ledcor Métis Representative: Steven Danners, Senior Business Development Specialist-MERP, Clarence Campeau Development Fund (CCDF)</p>
14:30 – 15:00	<p>➤ MC Wrap Up and Closing Remarks Jeff Cook, Principal, Beringia Community Planning</p> <p>➤ Closing Prayer Senator Margaret Penner, Métis Nation British Columbia Senator Phillip Gladue, Métis Nation British Columbia</p>

LE 20 JANVIER 2011

7 h 30 – 16 h 30	➤ Inscription au Symposium – atrium principal au 1^{er} étage
8 h – 8 h 45	➤ Déjeuner continental – atrium principal au 1^{er} étage
8 h 45 – 9 h	<p>➤ Présentation par le maître de cérémonie Jeff Cook, responsable, Beringia Community Planning</p> <p>➤ Prière d'ouverture – 1^{er} étage, Salle Asia Pacific Sénateur Phillip Gladue, Nation métisse de la Colombie-Britannique Sénatrice Margaret Penner, Nation métisse de la Colombie-Britannique</p>
Mot d'ouverture	

LE 20 JANVIER 2011

9 h – 9 h 10	➤ Gouvernement de la Colombie-Britannique Honorable Barry Penner, ministre des Relations et de la Réconciliation avec les Autochtones
9 h 10 – 9 h 20	➤ AINC Elizabeth Tromp, sous-ministre adjointe, Bureau de l'interlocuteur fédéral
9 h 20 – 9 h 30	➤ AINC Sara Filbee, sous-ministre adjointe, Terres et développement économique
9 h 30 – 9 h 40	➤ Ralliement national des Métis Marc Leclair, conseiller principal des politiques
Présentations conjointes par les gouvernements provinciaux et les filiales provinciales du Ralliement national des Métis	
9 h 40 – 10 h 10	➤ Province de l'Ontario – Nation métisse de l'Ontario Lori Sterling, sous-ministre, ministère des Affaires autochtones Gary Lipinski, président, Nation métisse de l'Ontario
10 h 10 – 10 h 30	Pause – atrium principal au 1^{er} étage
10 h 30 – 11 h	➤ Province de l'Alberta – Conseil général des établissements métis – Nation métisse de l'Alberta Maria David-Evans, sous-ministre, ministère des Relations avec les Autochtones Karen Collins, présidente, région 2, Nation métisse de l'Alberta Loretta Calliou, secrétaire élu, Conseil général des établissements métis
11 h – 11 h 30	➤ Province de la Saskatchewan – Nation métisse de la Saskatchewan Ron Crowe, sous-ministre, ministère des Relations avec les Premières nations et les Métis Relations Roland Duplessis, président-directeur général, fonds de développement Clarence Campeau
11 h 30 – 12 h	➤ Province du Manitoba – Fédération des Métis du Manitoba l'honorable Eric Robinson, Vice-premier ministre; Ministre des Affaires autochtones et du Nord; et Ministre responsable de l'Éducation des Autochtones David Chartrand, président, Fédération des Métis du Manitoba
12 h – 13 h	Dîner – Hall d'entrée

LE 20 JANVIER 2011

13 h – 13 h 30	<p>➤ Province de la Colombie-Britannique – Nation métisse de la C.-B. Malonie Langthorne, présidente-directrice générale, Nation métisse de la C.-B. Judy Michand, dirigeant de projet, Nation métisse de la C.-B. Arlene Paton, sous-ministre adjointe, ministère des Relations et de la Réconciliation avec les Autochtones</p>
13 h 30 – 15 h	<p>➤ Groupe de discussion n° 1 : <i>Bonne gouvernance organisationnelle des institutions de développement économique et des entreprises</i></p> <p>Président : Paul Hanley</p> <p>Représentant fédéral : David Murray, gestionnaire, accès aux capitaux, Secteur des terres et du développement économique, AINC Représentants du secteur privé Denise Dodds, Gestionnaire en affaires communautaire, Teck Ressources Limited Représentants des Métis : Roland Duplessis, président-directeur général, fonds de développement Clarence Campeau Michael Ivy, directeur principal, Apeetogosan (Métis) Development Inc.</p>
15 h – 15 h 15	Pause – atrium principal au 1^{er} étage
Événement parallèle	
15 h 15 – 16 h 30	<p>➤ Dialogue stratégique animé <i>Renforcer l'entrepreneuriat des femmes métis</i> Barbara Bruce, AMR Planning</p>
18 h – 21 h 30	<p>➤ Cocktail et souper réseautage – bar payant <i>Delta Vancouver Suites – Salle Innes Thompson</i> Tous les participants inscrits y sont invités</p>