

VIRTUAL EXCHANGE

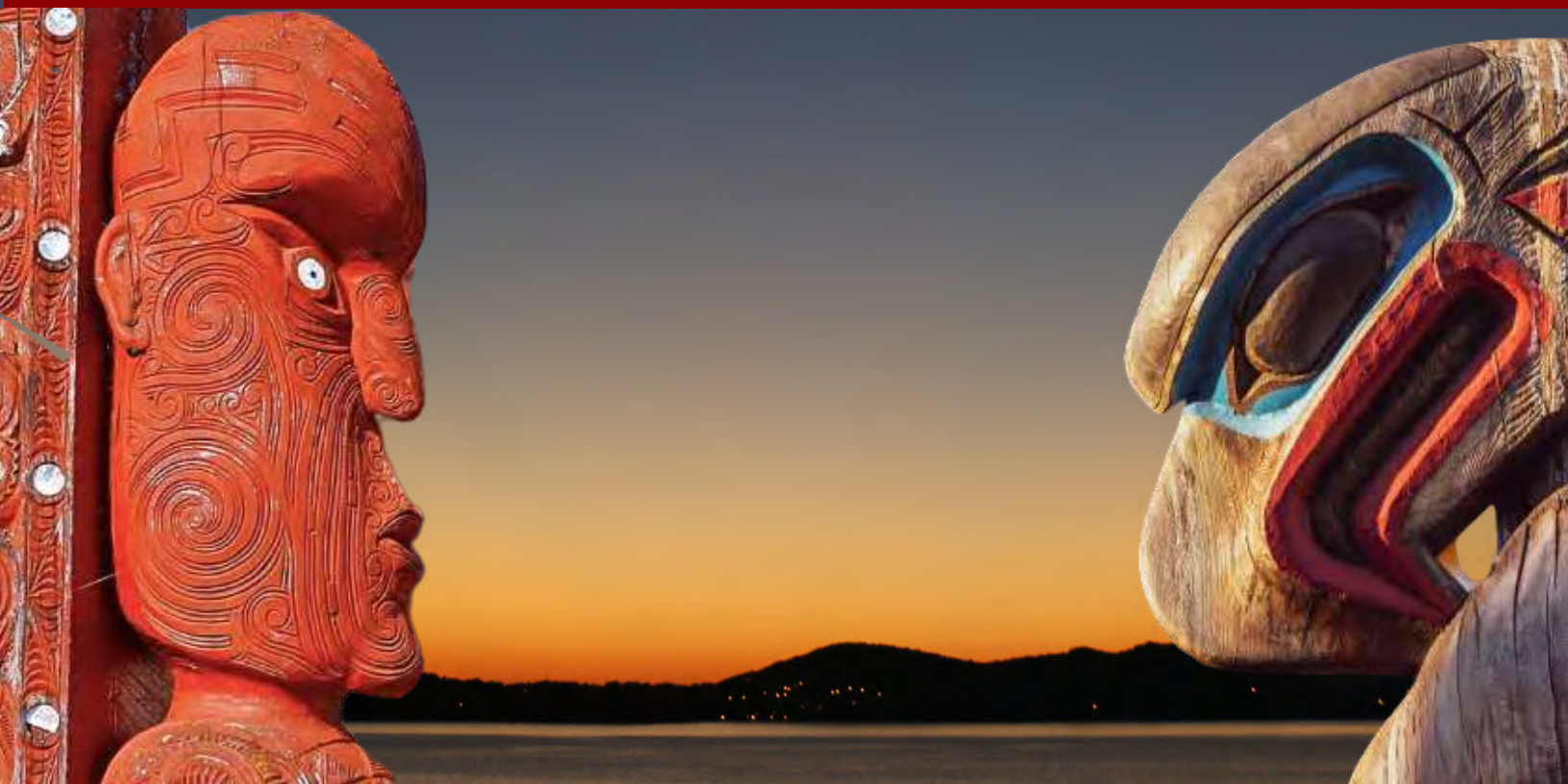
# INDIGI-X

FOR INDIGENOUS PROFESSIONALS

FINAL REPORT



SEPTEMBER 2020



# HIGHLIGHTS

# 22

Indigenous Professionals from across Canada and New Zealand

# 18

Discrete recommendations presented for the consideration of governments in both countries

# 4

Week program



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# ACKNOWLEDGEMENTS

## Tansi, kia ora koutou...

This report marks the end of the inaugural cohort of INDIGI-X, and the beginning of our journey of bringing together Indigenous Professionals across the globe.

First and foremost, we would like to express our deepest gratitude to our ancestors who, through their kindness, resilience and determination, laid the path for us to be here today. Secondly, to our Elders Dr. Kenneth Kennedy and Chief Gibby Jacob, as well as Knowledge Keeper Bob Silverthorne, for opening and closing our program in a good way.

We would also like to give thanks to the Honourable Nanaia Mahuta and the Honourable Caroline Bennett for their support and attendance in the final presentations. Also, the program launch would not have been as successful without the support of the Ministry of Māori Development, the High Commissions in both New Zealand and Canada and Global Affairs Canada.

We proudly present this final report as a byproduct of fostering a connection between Indigenous Professionals across two different hemispheres. We see it as another step towards healing, reconciliation and building a better future for generations to come.

# INTRODUCTION

For more than a decade, I, along with many other Māori business people, visited Canada and connected with First Nations, Métis and Inuit people during formal trade delegations, academic and other cultural exchange initiatives.

During these missions, I would often find myself listening to the discussions and be struck by **the similarity of the issues** we, as Indigenous Peoples, face.

It was clear that **we care very deeply about the same things**, such as a commitment to people and family - what we call whanaungatanga and manaakitanga - or collectivity. We care deeply about the environment - the lands, the rivers, the mountains, the sea and the very air that we breathe - what we call kaitikaitanga - or sustainability. And we share the **same struggle to unite as Indigenous People** in our efforts to preserve our culture and our identity.

From my earliest study of commerce, one of the most important things I learned was to **partner with others** to share the risk and reward, and critically to create scale, to partner with like-minded people who share your same values.

That is why INDIGI-X makes so much sense!

First, to **move beyond merely talking about change**, to putting insightful, experienced and motivated Indigenous professional minds together to create meaningful change. Second, **to do so with friends and whanau (family), even if they live in another hemisphere.**

Ma te atua i manaaki ia tatou.

Chris Karamea Insley

# INTRODUCTION (CONT.)

INDIGI-X was borne out of frustration. After spending my entire career working abroad, I returned to Canada with the hopes and dreams that I would use the skills and experience I earned abroad to help Indigenous communities, government and industry at home.

It took only a few months for me to realise that things were not as I expected. **There is a lot of work to be done** and Canada was much further behind in supporting its Indigenous People than the international community was led to believe.

I was desperate to surround myself with other Indigenous Professionals who faced the same issues. I wanted to **create a network** of people I could **learn from and lean on** when times were difficult, somewhere we could generate business opportunities that would not normally exist.

As the program progressed, what was surprising was that whilst we faced many similar issues as Indigenous People, in some cases, our experiences were the mirror opposite in both countries. A number of the reports identify this and this is a clear indication that there is a lot to learn.

In this increasingly interconnected world, we, as **Indigenous Peoples, cannot afford to be left behind.**

Canada, New Zealand and numerous other countries **need a program like INDIGI-X to facilitate connection, ideation and commerce** between Indigenous Peoples, beyond national boundaries.

I look forward to supporting future cohorts through this **formative and generative experience**. Through connection and exchange, whether it be virtual or in person, we can support, learn and create new opportunities together.

Raylene Whitford

# BACKGROUND

## The Concept

The idea of a virtual exchange for Indigenous Professionals was first discussed in May 2020 by Chris Karamea Insley (Māori) and Raylene Whitford (Cree-Métis). The premise of the program was strongly supported by the High Commissions in Canada and New Zealand, and **later a number of ministries in both governments.**

## The Demand

The recruitment of a cohort of 22 Indigenous Professionals was relatively easy; a call-out was posted on LinkedIn and in two weeks the program was oversubscribed. Demand to date has been incredible- a waiting list for future cohorts was developed and a number of other countries in Asia, South America and Europe have expressed interest in participating.

## The Program

The inaugural group's first meeting was held on June 26 / 27 (CA and NZ time) where participants were introduced to each other and the program's objectives were introduced. By week 2, the delegates had sorted themselves into six distinct groups and began to discuss issues that were important to them. In just four weeks our delegates developed and presented the findings included in this report.

On July 17 / 18, 2020, an audience of 72 attended the final presentations held via Zoom, including the Honourable Nanaia Mahuta and the Honourable Caroline Bennett. During this meeting both leaders agreed to hold a bilateral meeting to discuss the recommendations of this report.

## The Budget

To date, INDIGI-X has received no monetary contributions and exists solely due to the time and energy invested by its delegates and co-founders in between their pre-existing professional and personal commitments.

# RECOMMENDATIONS

The following is a summary of the 18 recommendations put forward by our inaugural cohort

To learn more about our delegates , please refer to our Welcome Handbook - available at [www.INDIGI-X.com](http://www.INDIGI-X.com).



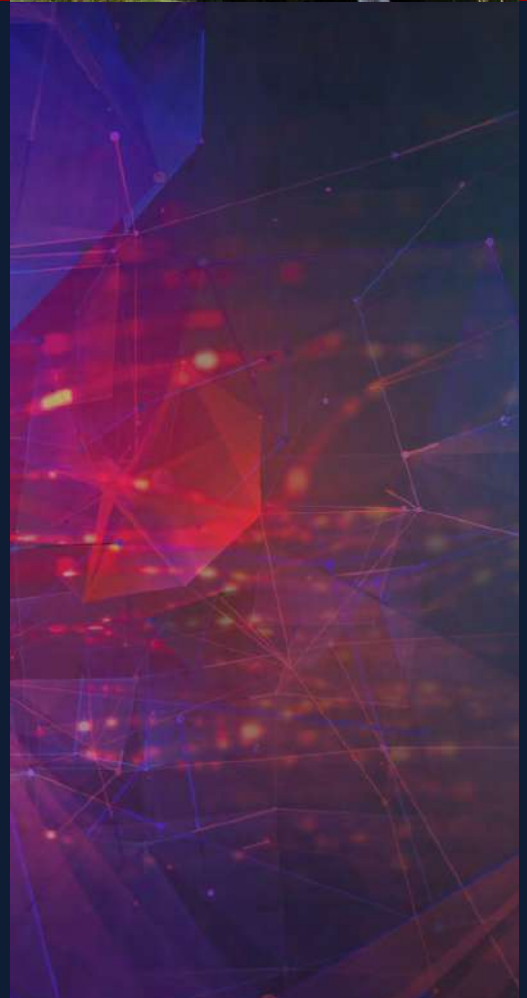
# Nation-to-Nation Indigenous Exchange

1. **Prioritise** the development of an Indigenous procurement mandate and institute by the government of New Zealand
2. **Improve** data collection in regard to Māori business in New Zealand
3. **Appoint** Regional Indigenous Trade Champions/Officers in the Trade Commissioner Service
4. **Recruit** Indigenous people to work in the Canadian offices of the Trade Commissioner Service
5. **Formalize** the Relationship Between the Canadian Trade Commissioner Service and Provincial and National Indigenous Business Associations
6. **Convene** an International Indigenous Trade Summit between New Zealand and Canada



## I2I: Post Covid E-economies

7. **Agree** to fund INDIGI-X to establish regular and ongoing engagement and workshopping opportunities
8. **Agree** to work toward the establishment of a bilateral Indigenous Trade and Innovation Agreement
9. **Commit** funding and resources to scope a plan of action to implement e-commerce, trade and innovation provisions in an Indigenous Trade & Innovation Agreement, design a bilateral Indigenous Innovation Fund, and develop a website that enables ongoing Indigenous collaboration between Canada and NZ
10. **Partner** with INDIGI-X to establish an Indigenous-led Canada and New Zealand working group



# The Weaving of Relatives

11. **Commit** to support the working party to generate the summit business case, in support of the implementation of the articles and principles of the Treaties, Canada's Truth and Reconciliation Commission, and the United Nation Declaration on the Rights of Indigenous Peoples
12. **Support** the establishment of a working party to generate a business case for a bilateral Indigenous Fisheries summit



# Diversification Beyond Primary Sectors

13. **Commit** to fund a 2-year pilot of the modular office solution in three communities in Canada
14. **Approve** funding for the development of the recommended digital wrap-around platform described above in New Zealand



# Clean Energy and Indigenous Communities

15. **Prioritize** the development of a bilateral, Indigenous-led Energy Sector Exchange forum to explore governance structures, energy legislation and regulations
16. **Expedite** the formation of a program to facilitate Indigenous Equity in Clean Energy and Transmission Infrastructure in both Canada and New Zealand



# Rise of Indigenous Enterprise

17. **Appoint** a working group in each country to develop a cohesive, comprehensive, and coordinated review of the Indigenous enterprise ecosystems in each country.
18. **Prioritize** the development of a joint working group which will further explore the key components which foster a holistic Indigenous enterprise approach.





Robert Beamish



Taurua Grant



Gregory John



Rebecca Kragnes



Kiri Tahana

# GROUP 1:

# NATION-TO-NATION INDIGENOUS EXCHANGE

A Self-Determined  
Transformation to Economic  
Prosperity in Canada and New  
Zealand

# Overview

The INDIGI-X platform provided a powerful example of what global Indigenous collaboration could result in by self-generating solutions to our economic challenges.

Through this forum both Indigenous leaders from New Zealand and Canada seized opportunity to forge transcontinental relationships, share stories, and seek new strategies and solutions for our People's future.

The connection that bonds Māori and Canadian participants is founded in the shared story of colonization and the ongoing intergenerational trauma our people experience.

This sharing and discovered similarities have strengthened our cumulative resolve, created resilience and drives our passion to make positive change for Indigenous people globally.



**THE EXCHANGE  
REVEALED COMMON  
CHALLENGES AND  
UNIQUE STRENGTHS  
BETWEEN MĀORI  
AND INDIGENOUS  
CANADIAN  
ECONOMIC MARKETS**

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# Common Challenges

## AND OPPORTUNITIES FOR GROWTH



Common challenges experienced by Indigenous businesses in both countries include:

- Poor socio-economic status;
- Barriers to accessing capital;
- Capacity-building; and
- No Indigenous nation-to-nation channel to foster connections internationally

However, despite these challenges, Indigenous businesses in both countries have experienced unique successes, which has opened an opportunity to learn for both nations:

- **Developed Māori Export Markets:** Māori export markets are much more advanced than the comparative Indigenous Canadian export market.
- **Canadian Indigenous Private Sector Leadership:** Canadian Indigenous businesses have a stronger procurement market in the nation-wide private sector compared to New Zealand.

This report outlines how sharing our Indigenous journeys between Nations will lead to the strengthening of our People, our economies, and relationships with each other.

# Aotearoa



The full potential of Māori economic prosperity will not be realised while we remain passive landowners, allowing others to own and manage the businesses that operate upon our whenua (land).

Māori have a \$15 billion asset and investment base. Māori own a significant proportion of assets in the primary sectors: 50% of the fishing quota, 40% of forestry land, 30% in lamb, 30% in sheep and beef production, 10% in dairy and 10% in kiwifruit production.<sup>1</sup>

The Māori economy is estimated at \$50 billion NZD<sup>2</sup> and according to the Ministry of Business, Innovation and employment figures released in 2018, the Māori economy is growing faster than the overall economy, making it a significant contributor to the national economy.

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Diving deeper into this, however, reveals that the landscape is not so auspicious. In many sectors, Māori are landlords only, not the asset managers, and therefore do not fully participate in the value chain.

Moreover, socio-economic indicators highlight the disparities that exist amongst Māori and the general population<sup>3</sup>- Māori adults have lower rates of school completion and much higher rates of unemployment; Māori adults are more likely to have personal income less than \$10,000 and more Māori adults received income support; more Māori lived in rented accommodation and in crowded households.

Through supporting the economic development of Māori-owned business, these disparities may begin to be corrected.

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## Recommendation #1: Aotearoa Indigenous Procurement Mandate

International evidence highlights **Indigenous procurement strategies as a solution to providing a step-change for Indigenous economies**, not only in economic value, but importantly in social value generation as well.

In Australia, the Federal Government's Indigenous Procurement Policy, established in 2015, has been used to drive demand for Indigenous goods and services and stimulate the Indigenous business sector.<sup>4</sup>



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An analysis conducted by Supply Nation<sup>5</sup> on the social value created by a sample of Indigenous businesses identified that for every dollar of revenue, Indigenous businesses create \$4.41 of economic and social value.<sup>6</sup>

The total annual supplier expenditure of both government and the private sector procurement is estimated at \$661 billion.<sup>7</sup> This is \$661 billion of opportunity to lift the Māori socio-economic indicators for the benefit of wider Aotearoa (supplier diversity to spread the wealth, while the sum of the parts stays the same). While there are positive efforts being displayed by some local governments and private sector businesses, for example the Auckland Council, around creating supply chain opportunities for Māori businesses, there is **no established national Indigenous procurement approach**.

The New Zealand government needs to stand up a similar approach to its Australian counterparts and mandate Indigenous procurement policies. We are heartened by the Minister of Māori Development's recent announcement that the Labour government is considering Māori tendering rights so that 16% of government contracts could be set aside for Māori.<sup>8</sup> We recommend that as part of this work, the Minister ensure that there is analysis demonstrating to all parties the value generated (social and economic) to Indigenous procurement.

In addition, we recommend a framework to guide both sides of the procurement equation on how to participate. We commend the Minister for championing this important kaupapa that goes beyond paying lip service to Te Tiriti o Waitangi and provides a practical opportunity to accelerate Māori economic development.

"IF YOU CAN'T MEASURE IT,  
YOU CAN'T IMPROVE IT"

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## Recommendation #2: Improved Data Collection

We must have appropriate data available to measure whether initiatives are working. In New Zealand, the data indicates that Māori exports have increased over the past decade from 2010-2020, as follows:<sup>9</sup>

- Māori Authorities:<sup>10</sup> from NZ \$284 to \$741 million (260%)
- Māori SMEs: from NZ \$130 to \$202 million (55%)

Māori data is critical and Indigenous data sovereignty recognises the importance of data in the economic development of Indigenous Peoples.





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## The Ecosystem of Support for Māori Businesses

While not perfect, the Aotearoa experience shows that the ecosystem of support available to Māori businesses is multifaceted and complex. The Ministry of Māori Development's "Roadmap for Development" demonstrates that there are multiple Ministries, networks, statutory bodies and funds that are available to support Māori businesses. This is the public-visible network and the support includes:

- Industry specific initiatives – eg, tourism, primary industries;
- Asset specific initiatives – eg, Māori land development;
- Innovation initiatives – eg, science, research, IT;
- Geographical initiatives – eg, regional, provincial growth;
- Capability building;
- Exports – investment, export, growth; and
- Capital – investment support

Personal experience is that having Māori within these Ministries and networks, who understand Māori and can ensure the support is able to connect to the need, increasing the chances of success.

The Māori network is strong, broad and interconnected and sits across the entire ecosystem.

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# Canada

**"MANY OPPORTUNITIES ARE  
UNTAPPED, ESPECIALLY IN  
TERMS OF INTERNATIONAL  
EXPORTS"**



Canada has approximately 56,000 Indigenous owned companies that contribute to more than \$30 billion annually to the broader Canadian economy.<sup>11</sup>

However, we are still in the infancy stages of true Indigenous economic participation. The private sector drives the Canadian Indigenous business sector, and many opportunities are untapped, especially in terms of international exports.

According to the Indigenomics Institute, Indigenous business in Canada has the potential to grow to a \$100 billion sector.<sup>11</sup> Given the remote location of many of the 633 First Nations in Canada the propensity to have an Indigenous-owned business who exports or seeks an export market for its goods, is much higher than the rest of Canadian business.

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Understanding the conditions that differentiate Indigenous business over non-Indigenous business will lead to an opportunity to replicate and/or seek companies that are afforded the same conditions in Aotearoa for the best-case opportunity to share across culture and country.

In Canada, there is a geographic congruence with the extractive and energy industry that plays a very important role in realizing a mutually beneficial relationship that exists between Indigenous land holders and this sector in Canada. For access and the opportunity to develop extractive, energy, and energy infrastructure projects on Indigenous land, impacted nations received procurement, training and employment, and capacity and legacy development awards.

For example, Suncor Energy Corp., Canada's largest energy company, recently disclosed that in 2019 they were able to award \$836M CAD in contracts to Indigenous businesses in addition to the \$735 million awarded in 2018 - this far exceeded federal government procurement awards in 2018 of \$95 million.

The focus of our Canadian recommendations will be on incorporating learnings and best practices from our Māori counterparts on building export capacity and capabilities that are aligned with Canadian bureaucratic process.



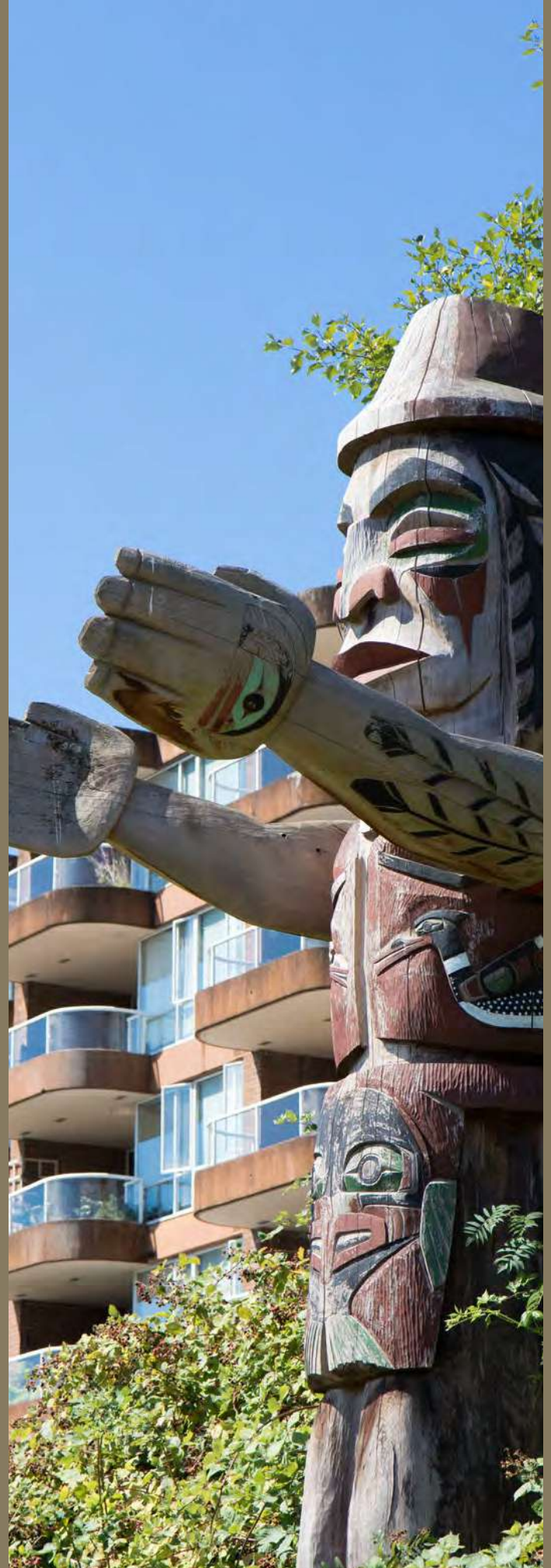
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### Recommendation #3: Appoint Regional Indigenous Trade Champions/Officers in the Trade Commissioner Service (TCS)

In an effort to develop long lasting and sustainable export capacities and relationships with potential exporters, interest should be held within the TCS with the Indigenous Trade Champions at each of the Regional Offices.

These Champions could be charged with developing a shadow portfolio where opportunities could be realized with the support of the Offices. Currently, within the TCS, Indigenous Trade Champions at each of the Regional Offices have a passive role, meaning they are only there to support Indigenous exporters that come to them, and are not active in engaging the market to meet existing and potential Indigenous exporters.

Including performance metrics to the individual Trade Commissioners annual reviews will further encourage them to have an active engagement with Indigenous businesses as they will have an active mandate to support Indigenous exporting businesses.



It is important to ensure that is that their managers are also held accountable to Indigenous business development so that the client-facing Trade Commissioners also have the support from their managers to build that book of business.

A significant difference between a Māori person or business engaging with the NZTE versus an Indigenous Canadian engaging with the TCS, is that the NZTE employs Indigenous people to work with Māori business owners.

Understanding the values, culture heritage, and unique challenges faced as an Indigenous business all lead to developing stronger relationships and better retention of clients within the TCS.

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## Recommendation #4: Prioritize the Recruitment of Indigenous people within the Canadian TCS

Hiring Indigenous people to be client-facing with other Indigenous people is a critical component in building trust between Indigenous people/companies and the Government of Canada. Given the historic distrust, this is an important bridging tool.

Recruiting Indigenous professionals to fill these roles is only the start. Indigenous professionals working for the government may be perceived as a traitor by some members of their own Indigenous community. The resulting lateral racism may place an emotional and mental toll on top of the demands placed by the actual work. The government of Canada must empower these employees to report, document, and remedy solutions to these issues largely experienced or realized by only BIPOC.

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## Recommendation #5: Formalize the Relationship Between the Canadian Trade Commissioner Service and Provincial and National Indigenous Business Associations

National and Regional Indigenous Associations in Canada have access to many Indigenous business owners, economic developers, First Nations chief and councils, and professionals from across Canada through their networks and membership bases. Access to these networks for mutually beneficial growth, as well as to start the feedback loop on the TCS services.

However, we found these linkages to be unclear and irregular at best. Furthermore, leveraging the methodology used with mainstream Canadian businesses for Indigenous businesses does not capture their unique needs and therefore does not serve them in the best way possible.

Starting that feedback loop as to what services from the TCS are needed, wanted, and how those services could be delivered allows the businesses receiving the services to give feedback based on their needs as opposed to the government deciding on the services they will be giving to the Indigenous peoples by themselves.

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## Recommendation #6 – Convene an International Indigenous Trade Summit of Learning between New Zealand and Canada

In order to determine relevant applications and case studies in both Canada and New Zealand, when it is safe to do so, facilitate an in-person exchange to both countries and set up government and business meetings to bring these recommendations to life.



# Recommendations

**Prioritise** the development of an Indigenous procurement mandate and institute by the government of New Zealand

**Improve** data collection in regard to Māori business in New Zealand.

**Appoint** Regional Indigenous Trade Champions/Officers in the Trade Commissioner Service

**Recruit** Indigenous people to work in the Canadian offices of the Trade Commissioner Service

**Formalize** the Relationship Between the Canadian Trade Commissioner Service and Provincial and National Indigenous Business Associations

**Convene** an International Indigenous Trade Summit between New Zealand and Canada

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## Funding

Preliminary estimates indicate initial funding of \$500,000 CAD (~\$575,000 NZD) will be required to host the summit and to sufficiently explore the feasibility, build and advance a detailed, concrete action plan for each of our recommendations.

# Conclusion

## BUILDING A PATHWAY TO SUCCESS TOGETHER

The INDIGI-X exchange highlighted the value in sharing our experiences as Indigenous professionals in each of our countries. Our Canadian colleagues were keen to understand the support available to Māori throughout the life cycle of creating, establishing and growing Māori businesses to become successful exporters. Likewise, a deeper dive into the Canadian procurement strategies used in the private sector would benefit the Māori entrepreneurs.

We need a formalised exchange led by Indigenous Peoples for Indigenous Peoples. Where not only information is shared but also personal Indigenous experiences of what has and has not worked, will accelerate Indigenous and government learning. In order to address this, we recommend developing a framework to support non-export ready Indigenous businesses to offer support and guide those businesses towards export readiness.

There is nothing to lose and much to gain – let us show you the way.



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# GROUP 2:

121

# POST COVID E-CONOMIES



Krystal  
Abotossaway



Aroha Dorset



Vanessa Mountain



Carrie  
Stoddart-Smith



Tania Te Whenua

Mastering our Virtual Trade  
Winds through E-commerce  
and Digital Enablement

# THE PROBLEM

COVID-19 amplified the importance of digital connectivity for both social and economic purposes and created permanent changes in how businesses operate and consumers behave.<sup>1</sup>

We recognise that Canada is home to some of the world's largest technology hubs with 'Toronto, Vancouver, Montreal and Ottawa all rank[ed] in CBRE's top 20 tech talent markets in North America'.<sup>2</sup> While on a smaller scale, 'New Zealand's own base of technological expertise is [also] expanding' being the third largest revenue sector after tourism and dairy, with an annual growth rate of 9% for the past five years.<sup>3</sup>

Furthermore, digital enablement is now recognised as an economic essential as governments pursue more sustainable and efficient solutions to expedite trade and economic recovery strategies in the wake of COVID-19.

However, a number of constraints continue to impact the ability of Indigenous Peoples in both countries to benefit from the digital growth their national economies are experiencing. In particular:

- **Political sensitivities** impede government agreement to provide Indigenous specific measures in trade or other international agreements;
- **Under-utilisation** of the UNDRIP limits the ability of Indigenous Peoples to actively exercise their economic self-determination; and
- **Lack of digital infrastructure** remains a barrier for many Indigenous communities, particularly those located remotely or in rural localities.

As like-minded countries with striking similarities in parliamentary systems and Indigenous populations, Canada and New Zealand are ideally positioned to jointly support Indigenous businesses and communities in both countries to benefit from the tech capability and capacity that is already generating significant returns to each economy.



"Repositioning Indigenous Peoples to become the **owners** and **drivers of digitally based enterprises** and supporting them with the technologies, capabilities and capacity-building they need to channel the **virtual trade winds** to benefit their communities will help minimise the effects of an imminent global recession, while supporting the **future of their economies.**"

# EVIDENCE

Indigenous SMEs (businesses of fewer than 500 employees) form a fundamental component of Indigenous economies.<sup>4</sup> But in many cases they are ignored, overlooked or not taken seriously as legitimate enterprises. Partly, this is the result of policymakers prioritising investments and policy support toward larger tribal or corporate exporters. It is also the result of persistent colonial narratives that convey Indigenous entrepreneurialism, as inferior to the factories and industries established through capitalist expansionism.<sup>5</sup>

The effect, whether intended or not, erases the centrality of Indigenous SMEs (of all sizes) to indigenous economies and perpetuates systemic barriers such as:

- **Limited or no access** to capital from private lending institutions;
- **Ineffective domestic policies** that fail to address the practical and specific business needs of Indigenous SMEs;
- **Overly prescriptive funding** criteria that prevents Indigenous businesses from accessing the support they need at the time it is needed; and
- **Over-scrutinization of targeted funding** for Indigenous Peoples deterring many Indigenous business owners from seeking government enabled support to avoid any reputational fallout caused by publicly politicised disputes.



We consider that under-investment in Indigenous trade and economies caused by social, political and geopolitical sensitivities in a post-COVID context could set Indigenous trade and economic recovery and regeneration back by decades contributing to further injustices and making any reconciliation significantly more challenging.

We propose that e-commerce and digital enablement has the potential to provide a lifeline that Indigenous businesses and indeed tribal economies need to prosper into the future. For example, the widespread use and availability of Software as a Service (SaaS) products and alternative logistics models such as dropshipping have made it easier for Indigenous businesses to go direct to market independent of traditional forms of support that might have been required in establishing physical offices, logistics and storage warehouses, and premium retail spaces.

Although the range of digital products and increased access to internet and digital technologies makes it easier than ever to set up an online business, from our initial engagements with Indigenous SMEs who are currently or who aspire to engage in e-commerce, we have learned that some major challenges still affect their ability to thrive at different stages of their business journeys.





# SURVEY FINDINGS

## INDIGENOUS BUSINESS E-COMMERCE SURVEY

We surveyed 21 unique Indigenous SMEs who are currently or aspiring to enter into e-commerce from both Canada and New Zealand to get a better sense of the challenges and opportunities they are confronting.

The participating businesses operated across seven broad sectors with the majority of participants from the professional services and consultancy sector. More than half of the participants operated SMEs with 3 or fewer employees, while just under half of the participants employed between 6 and 22 employees.

The opportunities and challenges participants identified are summarised below:

### OPPORTUNITIES

- Values-based business approaches enhance avenues for I2I and B2B collaborations
- Support reduced carbon footprint
- Product and service diversification
- Development of higher value or premium products
- Design of education/e-learning platforms
- Ease of internationalisation
- Penetration of new or previously exclusive markets
- Improved visibility of brand, products and services
- Remote working/glocalisation

### CHALLENGES

- Access to e-commerce expertise
- Support for market research and product validation
- Organisational capacity
- Access to high quality business advisory support for Indigenous SMEs including marketing and sales advice
- Lacking human dimension through increased virtual interactions
- Insufficient digital infrastructure (particularly in remote or rural areas)
- Access to capital or financial support from both public and private sources
- Freight and logistics (costs and time)

# SOLUTIONS

## HOW MIGHT WE SOLVE THESE ISSUES?

The post-COVID economic recovery highlights the ability of e-commerce and digital enablement to provide sustainable income for Indigenous Peoples, particularly in areas where they are strong producers of essential products such as food, beverage, health items, clothing, energy and professional consultancy services (e.g. business continuity, financial planning etc) and other services (e.g. sanitisation, cleaning services) but also beyond these sectors.

In consideration of the challenges and opportunities identified by the participants in our survey, we set out three areas where New Zealand and Canada could actively and substantively support Indigenous People to benefit from the global shift to the virtual marketplace. These are discussed in more detail below.

### 1. DESIGN AN INDIGENOUS E-ECONOMIES NETWORK

We identified a need for government enabled support to design a peer to peer, distributed ownership, global Indigenous E-economies network.

Indigenous businesses told us that mainstream platforms do not currently nurture Indigenous ways of doing business in a way that builds on the collective capability and capacity of Indigenous e-economies globally.

For Indigenous businesses, profit is not the primary driver of their enterprises and mainstream models do not reflect the wider value sets that inform Indigenous trade and business. A crucial element of Indigenous trade is the reciprocity that underpins our relationships and knowledge sharing. Whereas mainstream models focus on a buy-sell approach, Indigenous businesses are more likely to follow a non-linear version of connect, share, buy, sell and learn.



We would not envision this platform to be developed in competition with existing platforms such as the 5000 Tribes Virtual Mall for individual and collective Indigenous sellers. Rather, we see it being developed as a way of building connectivity between Indigenous economies and existing digital platforms through a range of technologies, capability and capacity supporting tools such as:

- **Building** near real time data baselines and geospatial mapping to better track opportunities, challenges and gaps in the markets that Indigenous Peoples want to do business;
- **Activating** digital authentication tools such as blockchain technologies and digital credentialing;
- **Providing** a hub for market research and avenues for undertaking market or product validation activities – areas that Indigenous SMEs told us they found particularly challenging; and,
- **Exploring** the possibilities of universal or tribal Indigenous digital currencies, which could also help address international payments issues

## 2. DESIGN A BILATERAL INDIGENOUS TRADE AND INNOVATION FUND

We propose that the governments also look to establish a bilateral Indigenous Trade and Innovation Fund to support Indigenous Peoples in both countries to reimagine the paradigms that Indigenous enterprises operate within. This fund could support a range of Indigenous-led opportunities such as:

- **Establishing** bilateral indigenous supply chain networks;
- **Supporting** Indigenous technology and knowledge exchange programmes;
- **Funding** research and development into areas such as protecting cultural intellectual property in digital environments;
- **Supporting** Indigenous Tourism industries; or
- **Designing** new tech across a range of sectors such as health, education, and finance.

We would expect that the core digital infrastructure for rural or remote communities is funded through each governments existing commitments to strengthen and expand the digital access it provides to all its citizens. Moreover, that for rural, remote or communities who are not yet digitally connected, that this access would be fast tracked.

## NOTE:

We moved away from the language of development, because too often this implies that Indigenous Peoples are a burden on an economy or do not actively contribute to it. We must not forget that the economies of both Canada and New Zealand are built and survive on Indigenous territories.

### 3. CREATION OF A BILATERAL INDIGENOUS INTERNATIONAL TRADE AND INNOVATION AGREEMENT

We also identified an opportunity to work toward restoring an equal partnership between the governments of Canada and New Zealand and the respective Indigenous Peoples of each country through the development of a bilateral Indigenous International Trade and Innovation Agreement.

Both governments have expressed their commitment to reconciliation. Yet, reconciliation can only be genuine when there is an equal partnership that is reflective of Rangatira to Rangatira, Chief to Chief, People to People, as opposed to the way that Indigenous Peoples are treated as subjects of the Crown. As such, it is imperative that Indigenous Peoples are supported to take a lead in the creation of this Agreement.

We consider that the focus on trade alone, does not address the need for innovation as it tends to focus on rules and mainstream trade considerations, as opposed to the future of possibilities. Innovation is more than including digital or technology provisions in an agreement or making it cheaper or easier to access. It's also about creating an enabling environment for the emergence of ideas that have not yet manifested.

# FUNDING



## HOW MIGHT WE FUND THESE INITIATIVES?

Canada has already spent \$80 billion on its individual emergency economic response to COVID-19 and intends to spend a further \$82.3 billion on wage subsidies over the next year.<sup>7</sup>

Overall, Canada plans to spend \$570+ billion on business, \$107 billion on people and \$85 billion on tax and customs deferrals.<sup>8</sup> New Zealand also plans to spend \$50 billion as part of its COVID-19 Trade and Economic recovery plan and has set aside \$20 billion for future projects.<sup>9</sup>

An initial investment amount to cover the phase 1 costs for activating the proposed recommendations and associated activities is conservatively estimated at \$1 million.

We would expect each government to commit at least \$500,000 each to support Indigenous Peoples' economic recovery and as a means to smooth the path for reconciliation. It would do this by supporting Indigenous Peoples to build sustainable digital economies so they have a stronger asset and revenue generation base to dedicate time and resources toward addressing the issues and aspirations of their communities.

The nominal figure suggested accounts for less than 0.001% of both New Zealand and Canada's total COVID-19 recovery spends.

While it would be premature to define a final figure at this stage for the total cost of the proposed solutions, we note that there are a number of avenues that Officials could scope to determine how New Zealand and Canada could allocate financial resources toward implementation of the proposed initiatives in this paper.

In the short term, we would suggest that Officials:

- **Examine** any relevant departmental underspends from the previous Financial Year and/or identify where funding could be reprioritised due to the changed nature of any planned international engagements and reallocate those funds toward Indigenous Trade and Innovation as a Post-COVID economic recovery strategy. This would neutralise any initial set up costs rather than requiring new funding.
- **Explore** whether relevant departments could re-purpose any funding that no longer addresses a core need as part of a post-COVID economic recovery strategy to support Indigenous economies.

As a next step, we suggest that Officials actively collaborate with Indigenous Peoples to:

- **Develop a** Budget Bid for each of their governments FY21/22 Budget that supports I2I Trade and Innovation.
- **Apply** to the APEC fund through the General Project Account (GPA) (or an alternative relevant fund) to finance this programme of work, given the GPA priorities for 2020 include Digital Society and Inclusive Economic Participation through Digital Economy and Technology.

We are mindful that GPA priorities are decided annually at ISOM, and consider that both governments should work together to take advantage of the opportunity presented by New Zealand's hosting of APEC21.

We note that these funding options could support ongoing research and development of the proposals in this paper, and provide seed funding to explore the feasibility of further Indigenous trade and innovation initiatives that address the broader e-commerce eco-system.

# FURTHER CONSIDERATIONS

Due to the limitations of time in developing this paper, we consider that the following areas should also be examined as part of the work programme:

- Examining the compounding effects of COVID-19 on Indigenous women in business.
- Exploring the restoration and regeneration of Indigenous supply, value, distribution and information chains.
- Activating opportunities for Indigenous Peoples with disabilities in the digital economy .
- Protecting Cultural Intellectual Property of Indigenous Peoples in a digital environment.



# RECOMMENDATIONS

**Agree** to fund INDIGI-X to establish regular and ongoing engagement and workshopping opportunities between INDIGI-X alumni, Indigenous Professionals, Businesses and Sector/Technical experts and Officials from Canada and New Zealand

**Agree** to work toward the establishment of a bilateral Indigenous Trade and Innovation Agreement with the possibility of opening it up to signatories from other likeminded countries in future

**Commit** funding and resources to scope a plan of action to implement e-commerce, trade and innovation provisions in an Indigenous Trade & Innovation Agreement, design a bilateral Indigenous Innovation Fund, and develop a website that enables ongoing Indigenous collaboration between Canada and NZ

**Partner** with INDIGI-X to establish an Indigenous-led Canada and New Zealand working group comprising up to 6 Indigenous representatives (3 from each country) and 4 officials (2 from each country) to lead the work proposed in recommendations 2 and 3





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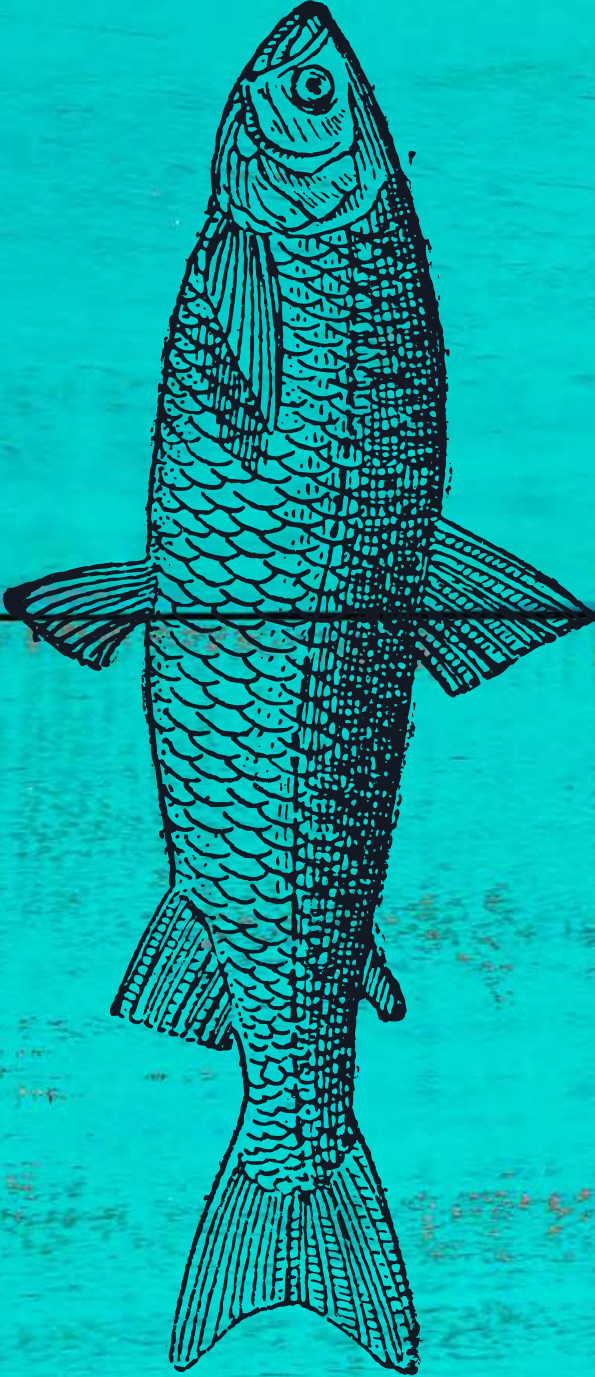


John Snow

# GROUP 3:

# THE WEAVING OF RELATIVES

Indigenous Co-Management  
of Natural Resources



# Introduction

The 2020 INDIGI-X program brought together Indigenous professionals from both Aotearoa (New Zealand) and Canada to collaborate on pressing issues and provide recommendations to Government representatives and industry leaders .

This report is focused on the topic of Indigenous co-management of fisheries.

## Fisheries are a Key Resource

In Aotearoa, Māori currently own approximately 27% of the country's total fisheries quota (c. NZ \$4 billion), thereby comprising approximately NZ \$1 billion of the total Māori asset base.

In 2019, the value of aquaculture in Aotearoa was \$600 million, although a recent MPI report estimates the value of aquaculture by 2035 to be \$3 billion and Iwi (tribes) are entitled to 20% of agreed aquaculture space in the future.<sup>2</sup>

According to the Government of Canada, Indigenous fisheries serve as a main contributor of own-source revenue and job creation. Fisheries are estimated to currently employ more than 4,500 people and generate over CAN \$260 million in annual revenues to Nations across the country.



# Canada

## Current Co-Management Practices

Canada's marine, coastal and inland fisheries are governed by the Fisheries Act (1985) with Fisheries and Oceans Canada (DFO) as the Federal lead for safeguarding waters and managing Canada's fisheries, oceans and freshwater resources.

The DFO has various Indigenous fishery programs in place to provide funding and technical support to Indigenous communities and organizations. These programs include the Aboriginal Fisheries Strategy (AFS) Program, Aboriginal Aquatic Resource and Oceans Management (AAROM), Atlantic Integrated Commercial Fisheries Initiative (AICFI), Pacific Integrated Commercial Fisheries Initiative (PICFI) and the Northern Integrated Commercial Fisheries Initiative (NICFI). A brief summary of these programs is outlined below:

### Aboriginal Fisheries Strategy

The AFS program was created as a result of the *R. v. Sparrow* (1990) case, where the Supreme Court of Canada ruled that First Nations have an Aboriginal right, as defined in the Constitution under section 35.1, "to fish for food, social and ceremonial purposes". AFS was designed for Indigenous communities to collect data, monitor the catch, participate in decision making, ensure orderly fishery and do stock assessments.



Figure 1: AFS program activities<sup>3</sup>

## Aboriginal Aquatic Resource and Oceans Management ('AAROM')

The AAROM program was created in response to a program review of the AFS program. A recommendation from Indigenous groups during the review process was to “... ensure Indigenous groups had greater participation in aquatic resource and oceans management processes and to better reflect Indigenous stock assessments and knowledge... and to “...participate in advisory and decision-making processes related to aquatic resource and oceans management”.<sup>4</sup>

As depicted in Figure 2, the program is designed for Indigenous communities to access other government areas, do stock assessments, share ecosystem interests, participate in decision making and conduct scientific research.



Figure 2:  
AAROM  
activities<sup>4</sup>

## Other Notable Federal Programs

The Atlantic Integrated Commercial Fisheries Initiative ('AICFI') program was birthed by the *R. v. Marshall* (1999) case, where “the Supreme Court of Canada ruled that the Mi’kmaq and Maliseet people of the East Coast have treaty rights to hunt, fish and gather to earn a moderate livelihood and that these rights are held by the community as a whole, not by individuals”.

5

The Pacific Integrated Commercial Fisheries Initiative ('PICFI') program “was built on the fisheries reform work undertaken by DFO in response to the 2004 reports of the Joint Task Group on Post-treaty Fisheries and the First Nations Panel on Fisheries”.<sup>6</sup>

The Northern Integrated Commercial Fisheries Initiative ('NICFI') program supports “Indigenous groups and communities that are not eligible for existing programs in Atlantic and Pacific”.<sup>7</sup>

As depicted in Figure 3, the AICFI, PICFI and NICFI programs are designed for Indigenous communities to diversify and develop and manage their commercial fishery enterprises.

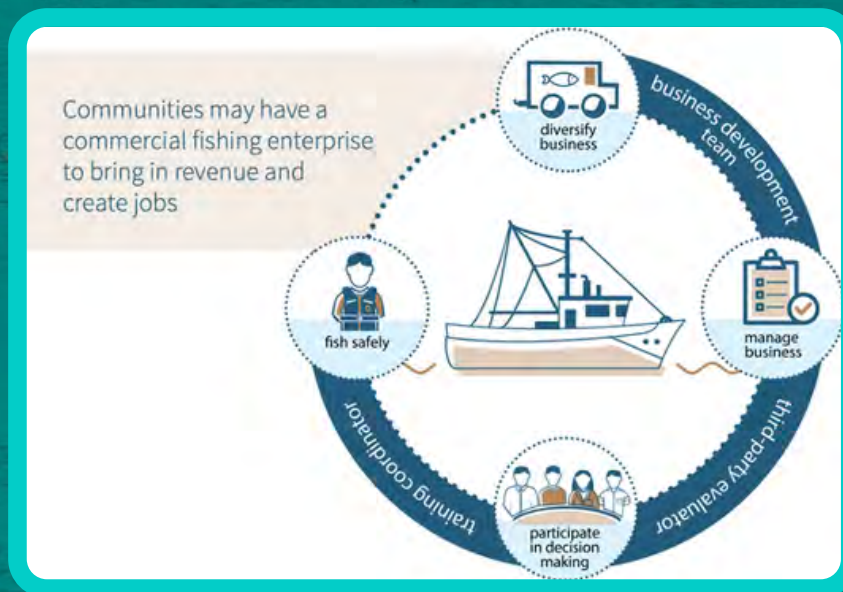


Figure 3: AICFI, PICFI and NICFI activities<sup>5</sup>



## A Lack of Co-Management

The programs above do attempt to implement co-management practices however a comprehensive program review was done on the AFS, AAROM, AICIFI, PICFI and NICFI programs in 2018 by the National Indigenous Fisheries Institute and was found that these programs do not fully implement co-management practices. The National Indigenous Fisheries Institute conducted this review by surveying and speaking with First Nation communities across Canada. There have been numerous notable shortfalls with respect to co-management of fisheries in Canada:

In regards to AFS, First Nation communities noted that the program “lacks intent and is not meeting the objectives of Indigenous communities to:

- Protect fish and fish habitat
- Meet community needs for food, social, and ceremonial purposes
- Enable co-management and meaningful contribution to resource management processes
- Be sufficiently funded to build and retain capacity”

For the AAROM, First Nation communities found that the program had lacked significant relationships and knowledge. The National Indigenous Institute noted, “there is also a notable gap in the relationship with the science sector and rarely is Indigenous knowledge, science, and data reflected”.<sup>10</sup>

## Recommendations Provided to DFO

National Indigenous Fisheries Institute advised that to better practice co-management is to “develop a joint vision for the future of these programs to advance co-management of aquatic and oceans resources”<sup>10</sup>. Program-wide recommendations included to “demonstrate a renewed relationship, shift to a shared capacity model, invest in relationship-building through Internal human resource strategies and succession planning”,<sup>14</sup> and “align performance metrics to Indigenous definition of success”.<sup>10</sup>

These recommendations were provided to DFO in 2018-2019, however there has been little changes to these programs and therefore these programs still lack true co-management practices.

# Aotearoa

## Current Co-Management Practices

The 1992 Deed of Settlement continues to shape Māori participation in the Aotearoa fishing sector as it guaranteed customary fishing rights while also laying the foundation for the delivery of commercial quota and assets to Iwi. In order to continue to develop these assets and generate value for Māori, a two-pronged approach is being adopted: improving value chain performance through co-operation and improving management through collaboration.

Te Ohu Kaimoana was established to implement and protect the Fisheries Settlement. Its purpose, set out in section 32 of the Māori Fisheries Act, is to:

“advance the interests of iwi, individually and collectively, primarily in the development of fisheries, fishing and fisheries-related activities”, in order to:

- Ultimately benefit the members of Iwi and Māori generally; and
- Further the agreements made in the Deed of Settlement; and
- Assist the Crown to discharge its obligations under the Deed of Settlement and the Treaty of Waitangi; and
- Contribute to the achievement of an enduring settlement of the claims and grievances referred to in the Deed of Settlement.

Mandated Iwi Organisations (MIOs) have approved a Māori Fisheries Strategy and three-year strategic plan for Te Ohu Kaimoana, which has as its goal “that MIOs collectively lead the development of Aotearoa’s marine and environmental policy affecting fisheries management through Te Ohu Kaimoana as their mandated agent”.<sup>9</sup>

## Current Status of Māori Fishing

Māori Involvement in fishing today is overwhelmingly shaped by the 1992 Deed of Settlement and its legacy. Prior to the Deed of Settlement, customary and commercial fishing were indistinguishable. While the 1992 Deed of Settlement enshrined Māori fishing rights within the current fisheries management system, it created an artificial separation between customary and commercial fishing.



## Te Ohu Kaimoana Structure and Participants

There are 58 MIOs covering all Māori who own the Fisheries Settlement Commercial Assets (Individual Transferable Quota and shares in Aotearoa Fisheries Limited which, in turn, owns 50% of Sealord Group). Around 450 tangata kaitiaki and tangata tiaki (appointed by MPI) authorise customary fishing. The Te Ohu Kaimoana Board is appointed by MIOs through an electoral college structure and has a range of statutory responsibilities under the Settlement including responsibility for the appointment of the Board of Customary take is provided for within Total Allowable Catches set for each fish stock.

The responsibilities for customary fishing rest largely with hapū and marae and is carried out under the authority of tangata kaitiaki/tangata tiaki. Eleven Mātaitai (customary fishing areas) have been established in the North Island and thirty-three in the South Island. Ten Taiāpure (another form of customary fishing area) have been established nationally.

Finally a number of treaty settlements include fisheries provisions that require active involvement of iwi in the co management of fisheries, such as the Te Arawa, Tuwharetoa and Raukawa Waikato River Iwi Act 2010.



## Case Study:

### Te Arawa River Iwi Trust (TARIT) in Aotearoa

In 2009, TARIT signed a Deed of Settlement in relation to a co-management framework for the restoration of the Waikato River; the relevant legislation was passed in 2010.

The key activities and workstreams the group focuses on is as follows:

- **Joint Management Agreements** with Waikato Regional Council, Rotorua Lakes Council, Taupo District Council and South Waikato District Council;
- **Ministerial Accords with the Crown**, which include an annual Ministerial forum with the Prime Minister and relevant Ministers of the Crown, as well as accords with the Ministries of Environment, Primary Industries, Business, Innovation and Enterprise, Culture and Heritage. The Department of Conservation, Te Puni Kōkiri and Land Information New Zealand are also involved;
- Active involvement in **policy and planning** across local, regional and central government;
- Developing **customary fishing regulations**;
- **Working with key stakeholders** involved in the Waikato River and its environment;
- Developing **habitat restoration** and **education** projects; and
- **Supporting** the three river Iwi affiliates as they pertain to the activities of the Waikato river.

# Benefits

## Co-Management of Natural Resources is Critical

Indigenous and government co-management of natural resources has been discussed in both countries, though the true extent of adoption of the concept varies and is a highly debated subject in both countries.

The benefits of co-management include:

- Diverse, holistic strategic input in fisheries management
- Inclusive decision making leading to better outcomes
- Traditional knowledge informed and values-based principles
- Smoother regulatory processes with a meaningful involvement of Indigenous Peoples

The design of co-management arrangements can vary dependent on the Iwi/Nation and their objectives. Generally it includes certain characteristics; shared power and joint decision-making, shared responsibility, cooperation and consensus, and drawing on a range of knowledge systems.

Through collaboration, co-governance and co-design of policy, the co-management of natural resources will result in stronger, long-term fisheries management and better decision making.



# Weaving Our Experiences

As a result of this virtual exchange, the group generated the following recommendations pertaining to how Indigenous People can work collaboratively to progress the co-management of fisheries in both countries:

- Establish an **Indigenous-led committee** to explore and extend fishing interests and the role of Indigenous communities in fisheries management;
- Set up a **global Indigenous fisheries summit**, hosted by Aotearoa (NZ), focused on what is required to enable indigenous peoples to be at the forefront of environmentally sustainable responsibly harvested fisheries (including aquaculture), to meet global demand for ethically sourced protein;
- **Connect** Indigenous entities already operating in this space for mutual benefit, knowledge sharing and best practice;
- Recite our Indigenous **ceremonies** and rituals simultaneously in a **virtual setting** until we can meet kanohi ki te kanohi (face-to-face).

We build our vision and relationships together, for example: this group could be created bilaterally between Canada and New Zealand with a combined membership of Indigenous Canadian and Aotearoa participants reporting to the Minister of Māori Development and her Canadian counterpart.



# Recommendations

**Commitment** from both governments to support the working party to generate the summit business case, in support of the implementation of the articles and principles of the Treaties, Canada's Truth and Reconciliation Commission, and the United Nation Declaration on the Rights of Indigenous Peoples

**Support** the establishment of a working party to generate a business case for a bilateral Indigenous Fisheries summit

## Funding Requirements

The next steps are the establishment of a working party to generate the summit business case for funding consideration. We estimate this will require an initial contribution of \$30k from both the Canadian and NZ governments in order to develop a detailed plan and business case.

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# GROUP 4: DIVERSIFICATION BEYOND PRIMARY SECTORS



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Building Digital Economies

*The Issue*

# CONNECTION

First Nation and Māori economic growth and prosperity has been centred primarily around utilising traditional natural assets.<sup>1</sup> While this has provided stable but low revenue, there is potential to participate in all parts of the value chain, where provenance and our regional stories can

Our group's initial focus was to identify opportunities for Indigenous economic growth beyond primary sectors. However, it became clear that while this is possible for some larger Iwi and First Nation, Métis and Inuit communities that are already operating in this space, we discovered that there were significant barriers to connection for the majority of indigenous communities that needed to be addressed first, to afford the same opportunities to all.

The common barrier to growth for our Indigenous Peoples, both in capturing more of the value chain in the existing industries we work in, and diversifying beyond the primary sector to digital businesses, has been **connection**.





First, and most critically, digital connection in the physical sense. Due to geographic location and under-prioritisation by Governments.

Approximately 33% of First Nations communities and 30% of Māori communities do not have access to workable internet. The more remote and isolated the community, the less access they have. The cost of high-speed fibre to many of these communities is prohibitive, often leaving satellite internet as the only delivery option.

Second, connection and ability to access the business support eco-system. Without connection to these basic utilities and services, the ability to pursue economic opportunities is limited. We note these issues are even more acute for First Nation, Métis, Inuit and Māori communities in remote rural areas.

The COVID-19 pandemic and the resulting lockdown has further shone a spotlight on this digital divide and brought into sharp contrast the inequities in connection not just to the internet, but to education and to business.

This report offers two proposals, one for Canada, and one for NZ, that take account of the differing needs in our respective countries and how we can address them. enhance our differentiation.

# What Do our Rural Communities Need to Grow?

**Connectivity:** the deployment of quality broadband infrastructure.

**Human Capital:** connection to training, support and funding offered by the business support eco-system to develop the skills and capability needed to take advantage of the possibilities offered by a digital society.

**Integration of Digital Technology:** the digitisation of businesses and the ability to connect and take part in the digital economy.



## *Proposal*

# CANADA

The more remote and isolated less access they have. The cost of high-speed fibre to many of the communities is prohibitive, leaving satellite internet as the only delivery option.

As statistics highlight, there is a wide range of have/have not communities. Some communities have a mix of training/business services located centrally. This central location is usually tied directly to the community government and piggyback on their existing services. Communities should not be burdened with another piece of infrastructure they need to manage; therefore, the facility should be “stand alone” or “turn-key” as much as possible.

## 60%

*Nunavut communities do not have access to 5mbps download speeds*

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## 38%

*Northwest Territories do not have access to 50mbps download speeds*

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## 29%

*Yukon Territories do not have access to 50mbps download speeds*

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## 1/3

*First Nation on-reserve communities have access to workable internet*

## **Deliverable – A Stand-Alone Digital Hub Facility**

A modular structure being manufactured offsite and transported in and then set in place is the most effective solution. The modular structure will be robust enough to be set in place with a minimal amount of site preparation. Electrical/Utilities availability would need to be fine-tuned depending on location. The building would have all modern connectivity hardware preinstalled. High speed satellite internet is an easy one-fix solution to remote communities. The communities with access to fiberoptic line would be the preferred method for service.



## **Deliverable – Onsite Business Administrator**

The business hub will need to be managed by at least one individual. This role would need to be full-time paid position that offers community members the technical support required to navigate the digital world of business and monitor the use of the facility. Not only deemed as support but this proposal will create a new job where there was none before.

## Budgeted Cost (per facility)

Complete modular facility	\$250,000 upfront purchase cost (including hardware/audio-visual equipment)
Set-up and delivery	\$50,000 one time (high end cost depending on remote locations)
Onsite administrator	\$100,000.00 annually (including training/travel and support)
High-speed satellite internet	50/10 Mbps \$6,000 annually (where required)
<hr/> <b>TOTAL</b>	<hr/> <b>Upfront: \$300,000</b> <b>Annually: \$106,000</b>

### *Leveraging solutions between countries*

The New Zealand Government-administered Provincial Growth Fund has been set up to invigorate the regions and rural communities outside of the main centers. As part of its focus on rural broadband rollout it has created the Regional Digital Hub ("RDH") initiative with the goal to place turn-key modular hubs in Māori communities to provide key digital services and co-working spaces for training and business. The operational model and government funding structure for the NZ initiative can be leveraged for the creation of the Canadian initiative.

## Proposal

# AOTEAROA

The rural digital hub initiative, along with the Marae broadband rollout, is a positive step forward in digitally connecting some of Aotearoa's most rural and remote communities. However, to realise their full potential the connection needs to extend to the support, skills and wisdom of the indigenous business ecosystem.

There are multiple services and Government agencies offering business support and funding to fuel growth. However, there are two key issues/roadblocks:

---

1

*Navigating the ecosystem, knowing what's out there, understanding who can help, and making the appropriate connection is difficult.*

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2

*There is often a gap between the capability of a whanau or Iwi business proposition, and the governance and capability requirements to receive support and funding incentives.*

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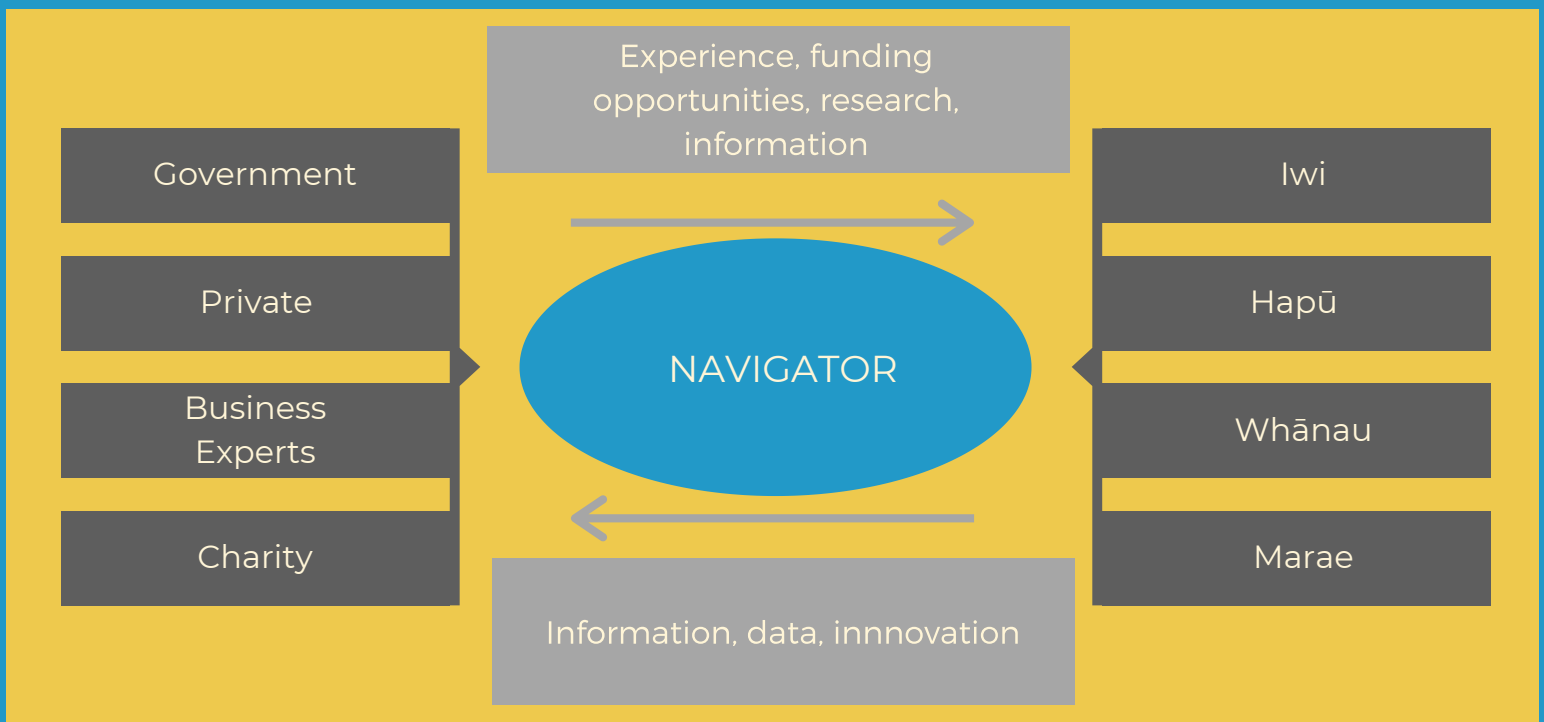
COVID-19 has taught us that a lack of physical connection was not a barrier for education and business to continue. Building on this was the innovation around the digital platforms being used to connect, particularly initiatives like Manaaki.io which enabled indigenous businesses being impacted by the shutdown, to connect with subject matter experts that could either help them directly, or connect them to the service or fund that could assist.

## Deliverable – Digital Connectivity Platform

With the rollout of Digital Hubs and connectivity to Marae, there is the opportunity to integrate a standardised platform that delivers a wrap-around service to groups or organisations at all stages of maturity, where needs assessment can be conducted online, and connections made to the appropriate organisations and services for each stage of their journey. Connecting to grow capability, opportunities, and prosperity.

Outlined below are the key elements of the platform, tying together existing offerings and new wrap around services:

1. Access to online capability development and business support
2. Building a digital business platform
3. Sharing traditional knowledge / networking



## Budgeted Cost (per facility)

We have costed the platform and estimate it can be built at speed in six-months for integration into existing and new RDH's being rolled out. Post-delivery of the initial hub service, the platform can be optimised for wider public access.

Development \$200,000 - \$300,000

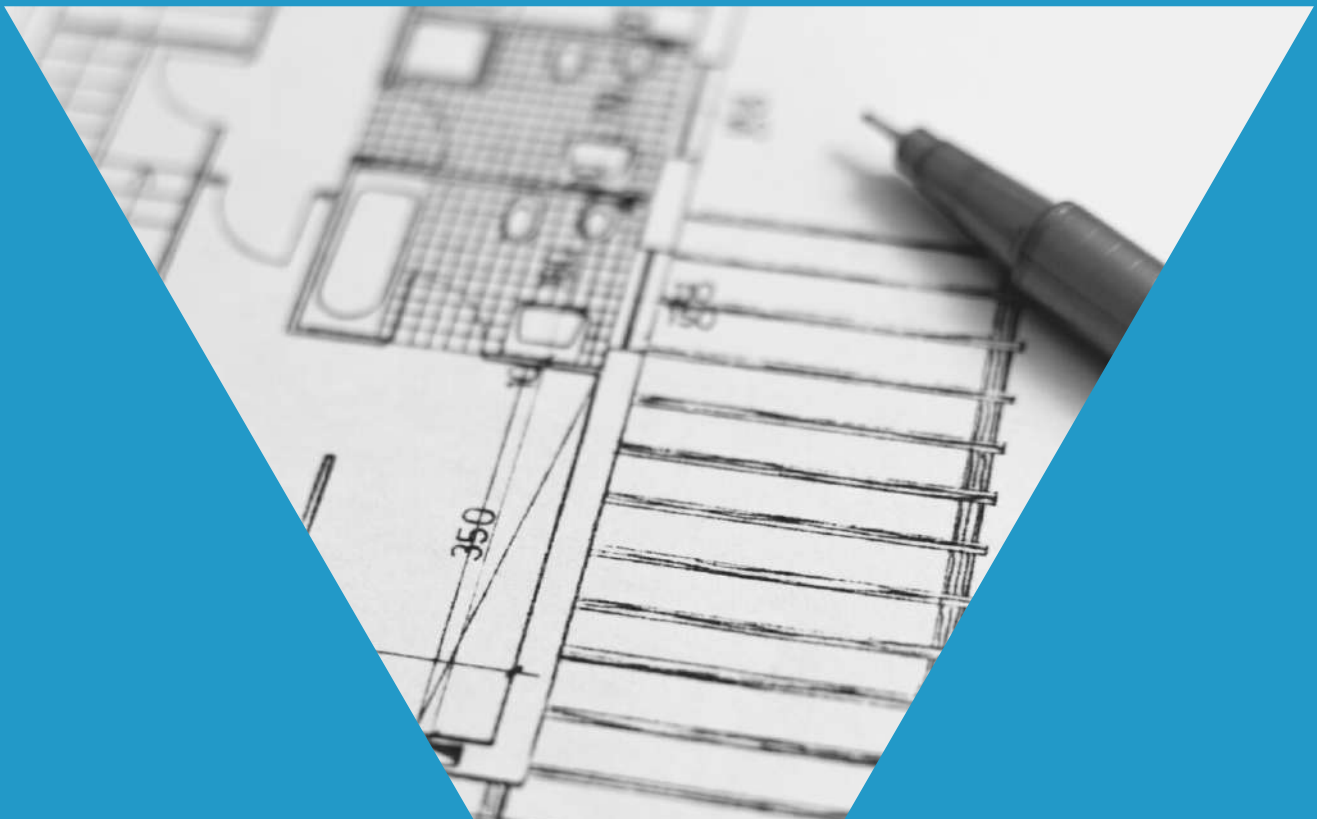
UI/UX design \$40,000 - \$50,000

Quality assurance \$20,000 - \$30,000

Project Management, liaising with existing services and platform owners \$100,000 - \$120,000

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**TOTAL** **\$360,000 - \$500,000**





# RECOMMENDATIONS

**Commit** to fund a 2-year pilot of the modular office solution in three communities in Canada requiring a commitment of CAD \$2.5m. Indigenous communities would be chosen from a wide cross section of have/have not areas. (remote locations to more urban communities). Funding for each 2 year pilot would include the modular office structure, administrator salary and training, infrastructure/logistics costs

**Approve** funding for the development of the recommended digital wrap-around platform described above in New Zealand

#### Sources:

- 1: The 50/10 Mbps internet standard required to connect communities
- 2: <https://www.internetsociety.org/resources/doc/2020/ensuring-every-canadian-has-access-to-the-internet/>
- 3: <https://www.growregions.govt.nz/about-us/news-and-announcements/five-regions-to-get-new-digital-hubs-through-provincial-growth-fund/>

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# GROUP 5:

# CLEAN ENERGY AND INDIGENOUS COMMUNITIES



Kevin Aylward



Eugene  
Berryman-Kamp



Jessica  
Vandenberghe

Indigenous-Led Solutions for  
the Future Generations

# INTRODUCTION

Clean energy is a viable and attractive economic development choice for Indigenous Communities in both Canada and New Zealand. Aotearoa, NZ is already active in the clean energy space and progress is being made, aiming to have 100% renewable electricity by 2035 (currently 80%) and to be carbon neutral by 2050. In Canada, headway is being made and there are Indigenous success stories, but there is room to increase Indigenous leadership at government tables, within the energy sector and economic development sectors.

An Indigenous-led forum to exchange ideas around various governance structures, funding models, regulations, and strategic partners should be supported to help Indigenous Peoples find ways to be successful, should they want to develop clean energy solutions at the individual or community level.

Being energy self-sufficient, and an active partner in the energy sector, will progress indigenous development and re-affirm sovereignty by reducing the need for Indigenous communities to rely on others for their energy needs.



# BACKGROUND

Clean energy is of interest to many Indigenous communities, as it aligns with the spiritual ways of knowing, being, relating and connecting. Further, many Indigenous communities are remote or rural and energy sovereignty is critical to Indigenous community sustainability and economic development.

## Canada

- Canada has 619 First Nations, 8 Métis Settlements, many Métis Nations and many Inuit Nations, all with different beliefs, cultures, and economic interests.<sup>1</sup>
- Canada's relationship with Indigenous communities is built upon the *Indian Act*,<sup>2</sup> rather than through the Treaties,<sup>3</sup> and as such has a complicated financial, consultation, and governance relationship, that does not necessarily favour, nor encourage, independent Nations with strong and vibrant economies and communities.<sup>4</sup>
- Through Canada's Truth and Reconciliation efforts, there are attempts to improve this complicated relationship.
- In Canada, frameworks are set to create Indigenous dependency on both government as well as certain industry sectors.
- For example, in Alberta there is a dependency on the oil and gas sector, making it difficult to diversify economic development to areas such as clean energy.

## FACT:

In 2017, 67% of Canada's electricity was generated from renewable sources. Hydro accounted for 67.6% of Canada's total renewable energy use, followed by solid biomass (23.3%), wind (5.0%), ethanol (1.7%), renewable municipal waste and landfill gas (1.0%) and solar (0.6%).<sup>5</sup>

## New Zealand

- The Indigenous Peoples of New Zealand are the Māori and there exists a number of tribes throughout the country. Māori, with the New Zealand government, have been working to address the issue of tribal land loss, environmental concerns, cultural revitalization, and financial and commercial redress.
- Aotearoa, NZ, via the Treaty of Waitangi, has settlement mechanisms in place to ensure Indigenous active partnership and participation, but that is yet to be fully realised in the energy sector.
- As an example, Te Arawa River Iwi Trust has a Ministerial Accord with the Petroleum and Minerals department of the Ministry of Business, Innovation and Employment signed in 2012. However, no potential energy sovereignty outcomes have yet been achieved. There are however some examples of private sector partnerships, that are working well for both parties.
- The New Zealand government has committed to 100% renewable energy by 2035 by transitioning away from fossil fuels to hydro/wind/solar/geothermal energy generation on a macro and micro level.

### FACT:

In 2017, 82% of New Zealand's electricity was generated from renewable sources. These include hydro, geothermal, wind, and bioenergy. ~40% is produced in conjunction with Maori, either via joint ventures, or as geothermal field owners.<sup>6</sup>

# DISCUSSION

In Canada, there are examples of Indigenous community involvement ranging from Impact Benefit Agreements to direct ownership of projects.

The Value Proposition in the government supporting Clean Energy projects:

- It generates jobs and training opportunities.
- It aligns with Indigenous spiritual connections with the land, water, air, animals, and other elements.
- It helps Indigenous communities move towards economic independence and control.
- It is a possible revenue generator for Indigenous communities.
- It is a tangible action that supports Truth and Reconciliation efforts.
- It also allows for ways to address the impact of existing operations on community relationships, irreversible impacts on Indigenous land, water quality and more.

Indigenous voices need to be first in the conversation.

# WHAT DOES GOVERNMENT INVOLVEMENT LOOK LIKE?

It cannot be delivered in the form of grant projects, the way they have been typically funded through Indigenous Services Canada to the Nations in a bidding competition. Similar to how the Government of Alberta delivers grant programs for Métis Settlements, where the Settlements have to compete for a small amount of infrastructure dollars. There are gaps in these existing grant programs where the communities then have to absorb costs, such as initial grant proposal/cost estimates/feasibility studies, understanding the grant program requirements, ineligible costs, costs generated from poor quality work or deficiencies, and etc.

There is opportunity to re-invest capital gains from large projects, such as the TransMountain Pipeline, into different sectors like clean energy. Perhaps considering a clean energy fund with specific policy supporting Indigenous leadership and inclusion.

Perhaps piloting a different governance model is worthwhile. Instead of the *Indian Act* and modelling Nations after municipalities with funding through Indigenous Services Canada, consider the cooperative model, as used by certain Mennonite and Hutterite communities or even farming cooperatives. These should consider Water rights and the like, recognising and respecting the spiritual connection to water along with the social, basic human right relationship too.

# TO ADVANCE, WE MUST LEARN FROM EACH OTHER...

A relationship with New Zealand will encourage an exchange of information as to what different treaty and governance structures could look like, as well as ownership models to help stimulate clean energy economy in Canada.

For example: The Treaty based co-governance models (eg. Waikato River Iwi Trust Legislation, Te Arawa Lakes Trust Legislation, Te Urewera National Park Legislation alongside Tuhoe) may be options to explore and work through, however these are all in the environmental space. The opportunity to work through co-governance in the energy space potentially can reap rewards for all parties. A particular opportunity exists in the Taranaki region (re: offshore wind generation), given the transition from fossil fuel generation as a climate change response. It should be noted that Maori engagement and involvement was not as in-depth as it could have been in the recent white paper published on this topic. There is much room for improvement.

There is potential for alignment between New Zealand and Canadian clean energy projects, especially in the areas where New Zealand has had great success, such as geothermal, hydro, wind, and solar power generation. The NZ Budget in March 2020, outlined funds available for state enterprises and schools to assist them to move to renewable energy.

Māori are major players in the Geothermal space in Aotearoa NZ, with a number of geothermal power stations either joint venture or on Maori owned land. Indeed as recently as 31 August 2020 additional government funding for the establishment of a geothermal power station in Rotorua New Zealand, a JV with iwi, was announced.



# RECOMMENDATIONS

**Prioritize** the development of a bilateral, Indigenous-led Energy Sector Exchange forum to explore governance structures, energy legislation and regulations

**Expedite** the formation of a program to facilitate Indigenous Equity in Clean Energy and Transmission Infrastructure in both Canada and New Zealand

There is much that Canada can learn from New Zealand in how Indigenous communities can work with government in different ways and through different governance structures. As well, how to start the economic stimulus needed to increase the amount of Indigenous owned renewable energy operations in Canada. In addition, Canada has a wide range of energy interests and options and work has been done to commence active involvement of Canadian indigenous peoples.

We recommend that an Indigenous-led Clean Energy Summit is held in 2021, in which Canadian and New Zealand Indigenous community leaders, Indigenous clean energy business owners, socially-minded Clean Energy consultants, and government representatives can gather in order to exchange ideas to help move forward both countries Indigenous clean energy industries in a good way. The Indigenous Clean Energy Summit could also be open to others outside of Canada and New Zealand.

The intent of this Exchange forum will to be focus on governance and business models that work with traditional Indigenous decision-making models; how new governance and business models can satisfy regulations, legislation, and financial institution requirements or how can we work with these entities to create new policies that will allow successful Clean Energy and Transmission Infrastructure.

Consideration should be given to alignment of the Indigenous-led Clean Energy Summit within the Expo Dubai Global Indigenous Symposium in 2021. APEC in Aotearoa NZ 2021 is another opportunity.

For a large, high production event that runs multi-day with a variety of keynotes, workshops, panels, and networking events, this can cost in the range of \$250,000 plus salary of event managers and staff. This cost can be off-set by sponsorship and grant programs. It is important that this is Indigenous led. Already, there is interest amongst clean energy producers, such as Contact and Mercury Energy, with coordinating organizations such as TARIT to help with cultural exchange and connection to relevant government bodies and officials.

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- 2: [https://indigenousfoundations.arts.ubc.ca/the\\_indian\\_act/](https://indigenousfoundations.arts.ubc.ca/the_indian_act/)
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- 4: <https://www.rcaanc-cirnac.gc.ca/eng/1100100028574/1529354437231>
- 5: <https://www.nrcan.gc.ca/science-data/data-analysis/energy-data-analysis/energy-facts/electricity-facts/20068>, <https://www.nrcan.gc.ca/science-data/data-analysis/energy-data-analysis/renewable-energy-facts/20069>
- 6: <https://www.mbie.govt.nz/building-and-energy/energy-and-natural-resources/energy-statistics-and-modelling/energy-statistics/renewables-statistics/>
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# GROUP 6:

# RISE OF THE INDIGENOUS ENTERPRISE



Carl Archie



Marino Tahī



Karl Wixon

Facilitating an Indigenous  
Enterprise Leap

# Introduction

Indigenous businesses have one of the highest growth rates in both Canada and New Zealand.<sup>1,2</sup> However, in this increasingly interconnected world, a focus and/or reliance on national markets alone is limiting, and possibly detrimental in the long term for Indigenous businesses.

International trade and exports could serve as a real opportunity for future Indigenous economies and will strengthen the path and capacity for self-determination among Indigenous Nations. The cultural richness inherent in Indigenous business has much to offer, particularly to high value, niche markets.

"Facilitating international trade, especially for Indigenous Peoples should be a primary objective for both the federal governments of Canada<sup>1</sup> and New Zealand.<sup>2</sup>



However, accessing the international market requires a solid foundation and a competitive edge for high commercial growth. Innovation is typically driven by embracing science, technology, and creativity in order to identify opportunities to create market breakthroughs. However, considering the existing business support ecosystem available to both Māori and Indigenous Peoples in Canada, it is clear that several improvements are needed.

# The Issue

Recent research underscores how sophisticated and engaged Indigenous business are at the national level. However, given the sophistication of markets globally and the barriers to these markets that Indigenous enterprise still encounter today, facilitating growth in international trade requires a significant entrepreneurial leap for Indigenous Peoples in both countries.

Both government and non-governmental supports exist for Indigenous entrepreneurs, however, much can be done to improve the accessibility and navigation of this landscape. Based on our own personal experiences and conversations with other Indigenous working professionals in both countries, we identified a number of significant gaps in the Indigenous entrepreneurial eco-system.

For example, while there is plenty of support available for individual Māori entrepreneurs in New Zealand, less than 10% of exports in 2016 were made by small and medium sized ('SME') Māori businesses,<sup>4</sup> signalling that additional supports are needed to underpin growth in this area.

Approximately 24% of Indigenous SMEs in Canada are involved in international commerce, however the majority of Indigenous-owned businesses which export are predominantly small, with ~80% having less than 20 employees.<sup>6</sup>

- The relatively small size of businesses may reduce the resources available to navigate the complex ecosystem of support available to entrepreneurs in Canada.
- Many of the businesses we spoke with knew that supports existed, but expressed frustration with the time and energy it took to try to find them.

Indigenous businesses inherently face additional challenges to achieve commercial growth, including geographic remoteness, discrimination and constraints on financing. Peers expressed a lack of financial support and issues with access to financial institutions to assist Indigenous entrepreneurs in both countries to make the leaps between phases of growth in a significant and sustained way.

- For example, a recent survey noted that just under one-third (29%) of Indigenous businesses in Canada had no current lending relationships with banks, credit unions, or government lenders, and even fewer had relationships with Aboriginal Financial Institutions.<sup>6</sup>

International legal and economic orders have failed to consider Indigenous interests in their development and often operate at the detriment of Indigenous peoples. Poor social well-being indicators are a symptom of failure by nation-states to consider the interests of Indigenous peoples. The solution is to provide space for Indigenous peoples, including Indigenous enterprise, to have influence over the laws, regulations, and policies affecting their economies. In many ways, the United Nations Declaration on the Rights of Indigenous Peoples is an economic rights document. Canada has already recognized these substantive economic rights through the proposal of an Indigenous Chapter into the New NAFTA negotiations.<sup>10</sup>

This review indicates both countries will benefit from growing the entrepreneurial spirit of Indigenous peoples through the development of a comprehensive, wide-reaching entrepreneurial support system, however the Indigenous populations in both countries experience challenges in accessing and navigating the current systems.

In order to facilitate an Indigenous enterprise eco-system leap, we have identified two key success factors:

- Implement an effective, comprehensive, and coordinated Indigenous enterprise support eco-system in order to foster enterprise that is grounded in Indigenous values, knowledge and connection with place.
- Foster a long-term, holistic Indigenous business environment which integrates Indigenous culture, commerce, creativity, innovation, and STEAM.

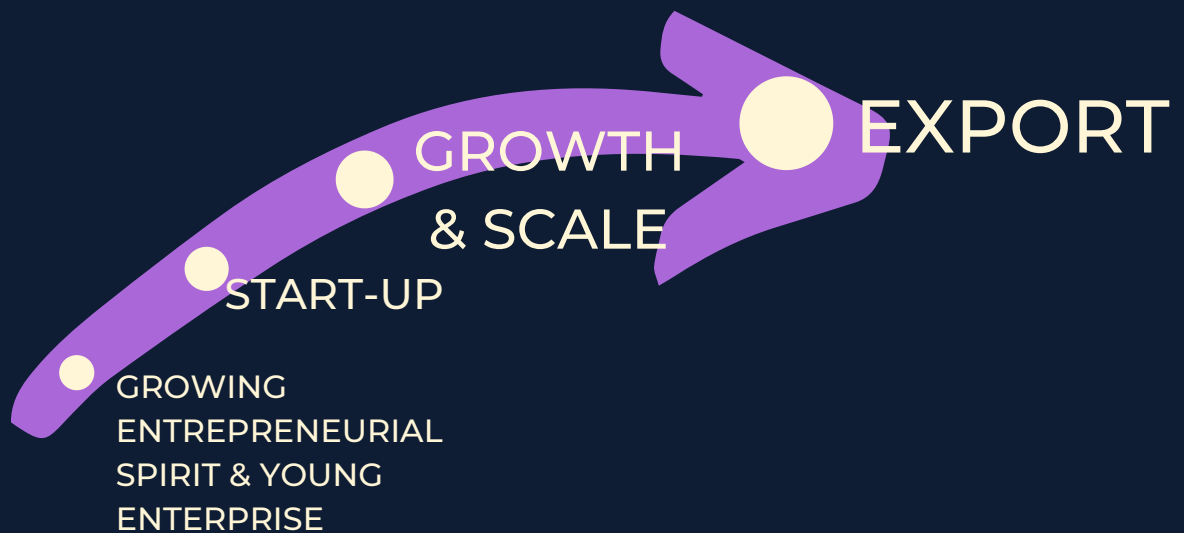
# Enterprise LEAP

In order to facilitate an enterprise leap, we recommend appointing working groups tasked with performing a full review of the Indigenous entrepreneurial ecosystems in both countries. A map outlining the stakeholders, resources available, and potential gaps should be developed and then discussed with the end-users in each country. The map should be reviewed with key stakeholders before being finalized. We expect this process to take up to 6 months.

Regular collaboration between the two countries will assist in reciprocal learning and implementation of best practices. We recommend this review occur in tandem and that challenges and findings are discussed on a regular basis between both working groups.

A plan can then be developed to address these gaps and support businesses in making the entrepreneurial leap from start-up to an export-ready business.

## Enterprise LEAP System



Our objective is to find ways to support Indigenous entrepreneurs make leaps through the enterprise system. The transitions between stages is where the hard work, challenges and growth pains occur.

Sustainable Indigenous business requires a holistic approach that celebrates what makes Indigenous business unique. Some elements of such an approach are outlined below.

## A Modern Indigenous Approach



Indigenous businesses who embrace a widely integrative and cross-disciplinary collaborative approach, underpinned by strong Indigenous values, will be well positioned to attain enterprise leaps.

The Harvard Project on Indian Economic Development determined that cultural match was a strong determining factor in sustainable economic development in Indigenous Tribes. Case studies on Membertou and Osoyoos Indian Band in Canada, who have succeeded in sustainable enterprise, cite culture as integral to their business success. A strong cultural heritage has allowed them to “overcome adversity and develop economic strength.”<sup>10</sup>

Furthermore, through continued virtual and physical exchanges between Indigenous Peoples, we will inspire younger generations to start new businesses, connect existing ones and explore together how Indigenous businesses can harness their cultural competitive comparative advantages.



# Recommendations

**Appoint** a working group in each country to develop a cohesive, comprehensive, and coordinated review of the Indigenous enterprise ecosystems in each country

**Prioritize** the development of a joint working group which will further explore the key components which foster a holistic Indigenous enterprise approach

# Conclusion

Indigenous business has consistently been proven to be one of the highest growth areas of commerce in both countries. Ensuring businesses an adequate base of support is available to entrepreneurs in both countries is important; and making sure they know how to navigate it is key to ensuring Indigenous entrepreneurs have all the tools they need to be successful.

The world is in turmoil and many businesses, particularly Indigenous businesses, are threatened by the impacts of COVID-19. We believe the key to facilitating an acceleration of the development of this support ecosystem is the Indigenous-led exchange of information, experience and people between entrepreneurs and government officials in both countries.

There is an incredible amount of cross-learning to be done in both countries and we - as Indigenous Professionals - are best placed to lead.

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1. Canadian Council for Aboriginal Business. "Promise and Prosperity: the 2016 Aboriginal Business Survey", [www.ccab.com/wp-content/uploads/2016/10/CCAB-PP-Report-V2-SQ-Pages.pdf](http://www.ccab.com/wp-content/uploads/2016/10/CCAB-PP-Report-V2-SQ-Pages.pdf)
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# CLOSING THOUGHTS

First of all, if you've made it this far through the report - congratulations! As you have undoubtedly noticed, there are a number of complex, interconnected elements at play considering each of the topics discussed in this report.

These issues and factors will require additional effort, time and resources to work through, however our inaugural cohort has done a fabulous job in researching and forming recommendations in such a short time period.

What is abundantly clear is that by connecting Indigenous Professionals across borders, amazing things can happen in a short period of time.

It is through relationships based on trust and reciprocity that Indigenous Peoples and their economies have an incredible opportunity to grow and prosper.

We look forward to working with both government and industry to resource this program so we can continue this work and create meaningful change on a global scale.

*"I have truly enjoyed being a part of this inaugural session of INDIGI-X.*

*It is not just the information sharing, the identification of commonalities,  
and the incredible caliber of the participants, it's the friendships that  
have quickly developed.*

*We spent a lot of the time sharing our own stories about our careers and  
families outside of our formal meetings. We developed a deep level of  
trust and respect for one another.*

*INDIGI-X is proof that distance is irrelevant."*

*- Vanessa Mountain  
member of the inaugural INDIGI-X cohort*

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