

9<sup>TH</sup> ANNUAL FNMPC CONFERENCE

# THE NEXT SEVEN GENERATIONS: OUR SHARED FUTURE

April 29-May 1, 2026  
Sheraton Centre Toronto Hotel  
123 Queen St W, Toronto, Ontario, Canada

#FNMPC26



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CO-HOST  
**KAHSENNHAWE  
SKY-DEER**  
(Kanien'keh.:ka/Mohawk Nation)  
CEO and President,  
Sky-Deer Consulting



CO-HOST  
**JAKE SINCLAIR**  
(George Gordon First Nation)  
Chief Executive Officer,  
Cowessess Ventures Ltd.

## AGENDA

### The Next Seven Generations: Our Shared Future

As Canada and the world face rising pressures over energy, resources, climate and security, the Law of Seven Generations offers a simple test: judge today's choices by their impact on those yet to come. Our shared future depends on stewarding the present while respecting those who will inherit it.

Join First Nations, industry, and government leaders from around the world at the Sheraton Centre Toronto Hotel, April 29–May 1, 2026, to define what wise commercial choices look like in practice.

### WEDNESDAY, APRIL 29, 2026

#### 6:00pm Welcome Reception

To launch the 9th Annual FNMPC Conference *The Next Seven Generations, Our Shared Future*, Enbridge will host the opening reception on Wednesday night, April 29th. This event will bring together First Nations, industry, and government delegates from across Canada and around the world.

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# AGENDA DAY 1

THURSDAY, APRIL 30, 2026

Conference Begins 8:00am



## 8:00am Welcoming Address and Opening Ceremony

**Cultural Performance** by Red Sky Performance

### Welcome from Emcees:

- » **Kahsennenhawe Sky-Deer** (*Kanien'keh.:ka/Mohawk Nation*), CEO and President, Sky-Deer Consulting
- » **Jake Sinclair** (*George Gordon First Nation*), Chief Executive Officer, Cowessess Ventures Ltd.

### Opening Blessing:

- » **Councillor Jesse James Herkimer** (*Mississaugas of the Credit First Nation*), Councillor, Mississaugas of the Credit First Nation

### Introductory Remarks:

- » **National Chief Cindy Woodhouse Nepinak** (*Pinaymootang First Nation*), National Chief, Assembly of First Nations
- » **Ontario Regional Chief Abram Benedict** (*Haudenosaunee*), Chiefs of Ontario
- » **The Honourable Tim Hodgson**, Minister of Energy and Natural Resources
- » **Dave McKay**, President & CEO, RBC
- » **Sharleen Gale** (*Fort Nelson First Nation*), Executive Chair, FNMPC
- » **Mark Podlasly** (*Nlaka'pamux*), CEO, FNMPC

## 9:20am SESSION 1 Address

### **Te Arikinui Kuini Nga wai hono i te po**, the Māori Queen, Aotearoa New Zealand

Te Arikinui, the Māori Queen, is the eighth sovereign of the Kiingitanga, the Māori King Movement, and a prominent voice for Māori rights, culture, and self-determination in Aotearoa New Zealand. Continuing a dynastic line that has defended mana motuhake (self-determination) and Māori lands and identity since 1858, she urges Māori to “walk a new path” toward economic independence and resist forces that undermine Māori initiatives. In her address, she will discuss intergenerational leadership, Crown–Indigenous relations, and Indigenous nation-building in a shifting political landscape, offering lessons for Indigenous nations navigating their own futures.

## 10:00am SESSION 2 Address

### **Kgosi Leruo Tshekedi Molotlegi**, King of the Royal Bafokeng Nation, South Africa

His Majesty Kgosi Leruo Tshekedi Molotlegi, King of the Royal Bafokeng Nation, will give a keynote on how to build lasting Indigenous wealth. The Royal Bafokeng, a Setswana-speaking Indigenous nation in South Africa, used pooled member earnings in the 19th century to buy back ancestral land and to secure title when most Black South Africans were barred from owning property. Later, platinum was found under that land; the Royal Bafokeng Nation asserted mineral rights, struck royalty and equity deals with miners, and created a R49b (C\$4b) community-owned investment vehicle that now funds education, health, housing, and infrastructure—an example of turning land, law and resources into durable, intergenerational prosperity.



## DAY 1 MORNING MINING

### 10:45am **SESSION 3** Keynote/Fireside Chat

*Introduction by:* **Terry Copenance**, TD

**Stuart Chambers**, Chair, Anglo American

Stuart is Chair of Anglo American, one of the world's leading mining companies, offering a boardroom-level perspective on resource governance and strategic decision-making. His leadership spans multiple commodities and jurisdictions, placing him at the forefront of discussions on capital allocation, corporate accountability, and resource development. As Anglo American prepares to merge with Teck and expand its presence in Canada, Stuart's insights are especially relevant amid sector-wide transformation. His session will address the realities facing major projects today—complexity, scrutiny, and rising stakeholder expectations—providing essential perspective for those shaping the future of resource development.

**Moderator:** **Mark Podlasly** (*Nlaka'pamux*), CEO, First Nations Major Projects Coalition

### 11:15am **SESSION 4** Keynote/Fireside Chat

**Rohitesh “Ro” Dhawan**, President and Chief Executive Officer of the International Council on Mining and Metals (ICMM)

For many First Nations, “good mining” is about who decides what happens on our lands, how harm is managed, and whether projects leave lasting benefits. Rohitesh “Ro” Dhawan, President and CEO of the International Council on Mining and Metals, leads a London-based coalition of 35 industry associations pushing the industry to centre Indigenous rights and participation. This session gives the opportunity for First Nations participants to hear how ICMM's new commitments on engagement, rights, benefit-sharing, and cultural heritage may play out—and gauge how far those commitments align with First Nations' own expectations for future mining projects.

**Moderator:** **Mark Podlasly** (*Nlaka'pamux*), CEO, First Nations Major Projects Coalition

### 11:45am **SESSION 5**

#### **Paper Presentation: Critical Minerals, Critical Decisions: First Nations as Partners and Owners**

Canada's critical-minerals industry is already a major economic force, with even faster growth ahead. This panel presents the First Nations Major Projects Coalition's (FNMPC) new report and sets out practical ways for First Nations to plug into the value chain, from exploration and extraction to processing, recycling, and owning infrastructure. With roughly 55,000 critical-minerals jobs, 430,000 mining jobs overall, C\$117b in GDP and Indigenous workers now 11% of the upstream workforce as demand surges, the session offers First Nations a concise look at how to shift from participation to decision-making and ownership.

*Introduction by:* **Lesley Gallinger**, IESO

» **Sagateh Williams** (*Curve Lake First Nation*) Senior Advisor, External Relations, FNMPC

### ***Tickets Sold Separately***

Join a small group over lunch for a tightly focused session on building effective partnerships in Indigenous, community, and equity-participation settings. Practitioners, community representatives, and industry leaders will test what works, dissect what fails, and probe new ideas. Numbers are capped to keep discussion genuinely interactive, with lunch provided and early registration recommended. In 45 minutes, you will join a concentrated conversation shaped around the issues that matter most to you.

### **Osgoode West - Indigenous Unicorns — First Nations Building \$100+ Million Enterprises**

Across Canada, a growing number of First Nations–owned enterprises now hold more than \$100 million in income-producing, non-trust assets, creating a new class of “Indigenous Unicorns” built under First Nations’ leadership rather than on Bay Street. Drawing on experience from capital markets, First Nations–owned corporations, and institutional investing, panelists will discuss how this growth has occurred, how ownership and governance can be structured to ensure Nations retain control and benefits, and how larger balance sheets—through acquisitions, infrastructure investment, and diversified portfolios—are reshaping First Nations’ roles in major projects and the broader Canadian economy.

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- » **Geoff Gay**, CEO, Athabasca Basin Development
- » **Matt Smith**, Vice President Government & Stakeholder Relations, Kitsaki Management Limited Partnership (KMLP)

**Moderator:**

**Bill Lomax** (*Gitxsan Nation*), President & CEO, First Nations Bank of Canada (FNBC)

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### **Osgoode East - On the Frontlines: Global Data and Energy Security**

Canada’s energy edge has long relied on abundant resources, dependable systems, and strong export capacity. That view is expanding. As economies become more data-driven, energy and data security are converging, reshaping how governments approach infrastructure and resilience. Canada’s cool climate and reliable power suit secure data hosting alongside vital natural-gas exports. For Indigenous nations, this creates openings as partners and hosts of critical assets. Realizing the promise will require clear policy, credible partnerships, and sustained investment. This panel weighs the risks and rewards of meeting rising global demand.

**Opening Remarks: Henry Liu**, Embassy of Taiwan to Canada

- » **Chief Isaac Laboucan-Avirom** (*Woodland Cree First Nation*), Woodland Cree First Nation
- » **Crystal Smith** (*Haisla*), ESF Fellow and Advisory Council Member, Federal Major Projects Office
- » **Susanna Zagar**, President and CEO, Canadian Gas Association

**Moderator:**

**Shannon Joseph**, Chair of Energy for a Secure Future

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## DAY 1 AFTERNOON ENERGY

1:30pm **Welcome Back**

Speaker: **Peter Zebedee**, Suncor

1:45pm **SESSION 6**

### Panel: Inside the First Canada Indigenous Loan Guarantee Deal – 38 Nations United

This session examines Stonlasec8 Indigenous Alliance LP as a milestone in Indigenous ownership of critical energy infrastructure—and the first deal backed by the Canada Indigenous Loan Guarantee Corporation (CILGC). 38 First Nations in British Columbia acquired a 12.5% stake in Enbridge's Westcoast gas pipeline for roughly C\$725m, supported by a C\$400m federal guarantee. Panelists from the First Nations, Enbridge, and CILGC will explain how the deal was structured, how financing was secured, and, critically, how dozens of First Nations came together around a shared governance and benefits model.

Introduction by: **Greg Orencsak**, Deputy Minister, Natural Resources Canada

- » **Emily Black**, Vice President, Corporate Strategy and Power, Enbridge
- » **Chief David Jimmie** (*Squiala First Nation*), Chief and CEO of Squiala First Nation, President of the Tselxweyeqw Tribe, Chair and President of Stonlasec8 Indigenous Alliance
- » **Kristan Staub** (*Henvey Inlet First Nation*), President & CEO, Canada Indigenous Loan Guarantee Corporation

Moderator: **Trevor Gardner**, Head, Global Investment Banking Coverage

2:20pm **SESSION 7**

### Panel: When Nations Decide: Indigenous-Led Regulators and Better Projects

When First Nations act as our own regulators on major energy projects, everyone gains—and projects tend to move faster with fewer surprises. Nations secure real decision-making power and better protection of their lands and rights; companies and investors get clearer approval paths with fewer conflicts and court fights; governments advance UNDRIP and reconciliation; the public sees stronger environmental outcomes and more legitimate decisions. This panel explores Indigenous-led, consent-based assessment processes in the context of LNG development and energy project permitting, and how this approach centres Indigenous law and knowledge, drives innovations such as electrification and lower-carbon design, and streamlines the path from proposal to construction.

Introduction by: **Valerie Helbronner**, Partner, Torys LLP

- » **Chief Ian Campbell-Xalek/Sekyu Siyam** (*Squamish*), Hereditary Chief of the Squamish Nation
- » **Luke Schauerte**, CEO, Woodfibre LNG
- » **Sxwixwtn, Wilson Williams** (*Squamish*), Council Chairperson, Squamish Nation

Moderator: **Kimberly Lavoie** (*Qalipu First Nation*), ADM, NRCan

2:45pm **KEYNOTE REMARKS** **The Honourable Brian Jean**, Minister of Energy and Minerals

2:55pm **Break**

3:30pm **SESSION 8**

## Paper Presentation: Indigenous-Led Transmission: Ownership, Opportunity, and the Path to a Decarbonised Grid

Canada's electricity grid must double or triple in capacity over the next two decades. Every major electricity transmission corridor runs through Indigenous traditional territory — making the question of who builds and owns that infrastructure inseparable from the broader work of reconciliation.

This session introduces FNMPC's paper providing First Nations with an overview of Canada's transmission networks and the ownership models currently being pursued across Turtle Island. Indigenous Nations are already playing a central role in transmission development. The paper examines those projects, outlines the relevance of Free, Prior, and Informed Consent to transmission planning, and offers an accessible introduction to the economic opportunities available to Nations through Indigenous-led, -owned, and -partnered electricity infrastructure.

**Presenter:** Dr. Sue von der Porten, Vice President of Clean Energy Strategy, FNMPC

3:45pm **SESSION 9**

## Panel: Keeping the Lights On — Investment in the Wasoqonatl Transmission Project

Canada's energy grid requires deliberate, coordinated investment. The Wasoqonatl project delivers exactly that: a 160 km, 354 kV intertie transmission line connecting Onslow, NS to Salisbury, NB— physically linking two provincial grids. Financed through an integrated partnership of private, public, and First Nations capital, this session examines how the transaction was structured, what it means for grid resilience and energy security, and why its Indigenous equity ownership model is attracting attention as a replicable framework for critical infrastructure investment across the country. This is a concrete example of communities participating as co-investors — not consultees — in nation-scale infrastructure.

*Introduction by:* Tayna Thorpe, Manager CSP, Rio Tinto

### FIRESIDE CHAT

» **Sashen Guneratna**, Executive Vice President, Public Infrastructure, Canada Infrastructure Bank

**Fireside Moderator:** Tiffany Murray (*Six Nations, Mohawk Nation*), Partner, Banking & Financial Services Group, BLG

### PANEL

» **Karen Augustine** (*Elsipogtog and Neqotkuk First Nations*), Director of Economy Building, Mi'gmawé'l Tplu'taqnn Inc.

» **Crystal Nicholas** (*Potlotek First Nation*), President & General Manager, Wskijnu'k Mtmo'taqnuow Agency

» **Nirushan Thambirajah**, Managing Director of Energy, Infrastructure & Transition, CIBC Capital Markets

**Panel Moderator:** Danna Donald, Partner, Project Finance, Osler

4:30pm **KEYNOTE REMARKS** The Honourable Stephen Lecce, Minister of Energy and Mines, Ontario

**Conference Day 1 Ends** 5:00pm

# AGENDA DAY 2

FRIDAY, MAY 1, 2026

Day Begins 8:15am



## DAY 2 MORNING FINANCE

### 8:15am SESSION 10

#### Panel: Turning Existing Indigenous Capital into Project Ownership

This session explores how existing Indigenous wealth can be turned into direct ownership of projects on your lands. It looks at how more than C\$120b in capital from settlements, trusts, and other sources can be mobilized through Indigenous bonds to buy equity or build revenue-generating infrastructure, with investors repaid from stable cash flows. Drawing on examples such as First Nations Financial Authority +C\$4b bond issues, First Nation equity in a B.C. gas pipeline, and the first Indigenous bond from a major Canadian bank, it shows how an emerging Indigenous bond market can keep more value in Indigenous hands.

*Introduction by:* **Colin Gruending**, Enbridge

**Ernie Daniels** (*Salt River First Nation*), President and Chief Executive Officer, First Nations Finance Authority

- » **Gordon Keesic** (*Lac Seul First Nation*), Portfolio Manager, Vice President and National Head, Indigenous Investment Services, RBC Global Asset Management
- » **Doug MacDonald**, CFA, Managing Director & Global Head of Distribution, CIBC Global Asset Management
- » **Sue McNamara**, CFA, Senior Vice President, Fixed Income, Head of Responsible Investing, Beutel Goodman

**Moderator:** **Clint Davis** (*Nunatsiavut Inuit*), CEO, Cedar Leaf Capital Inc

### 8:50am SESSION 11

#### Presentation: Taking Your Nation to Market: How Indigenous Businesses List on the Stock Exchange

For First Nations wanting to know more about the process of taking a company public on the stock market, this session offers a step-by-step primer toward doing so in plain language. Speakers from TMX Group and Nations Royalty, Canada's first majority indigenous-owned public company, will launch a practical guide on how public markets work, the differences between private and public companies, how shares and equity function, and how both the TSX and TSX Venture Exchange can link Indigenous-owned firms with investors. Speakers will also cover why some companies "go public", what structures must be in place in order to do so, what changes for a company once they go public, and share existing examples of Indigenous ownership in public markets.

Introduction by: **Jim Hemsworth**, Air Canada

- » **Josh Kierce**, CFO, Selkirk Mining
- » **Morris Morrison** (*Selkirk First Nation*), Manager, Community Relations, Selkirk Mining
- » **Derrick Pattenden** (*Mohawks of the Bay of Quinte First Nation - Tyendinaga*), CFA, CEO, Nations Royalty

Moderator: **Christa Dewar**, TSX

9:30am **SESSION 12**

**OPENING OF THE TORONTO STOCK EXCHANGE FROM THE CONFERENCE**

**KEYNOTE REMARKS** John McKenzie, CEO, TMX Group

9:35am **KEYNOTE REMARKS** **The Honourable Rebecca Alty**, Minister of Crown-Indigenous Relations

9:45am **SESSION 13**

**Panel: Indigenous-Led Sovereign Wealth Funds**

Indigenous-led sovereign wealth funds—collective investment funds owned by a Nation and managed for the long term—can turn one-off payments into steady financing for housing, water, education, health, and local businesses, so benefits outlast today's agreements. Worldwide, such funds now manage on the order of US\$13–15 trillion, showing what disciplined, long-horizon investing can achieve. This session outlines how Indigenous governments can channel resource revenues, settlements and project income into these funds to smooth revenue volatility, cut dependence on outside governments and firms, and build a permanent financial base.

- » **Tristan Jackson**, CEO, Nikutik LP, North Shore Mi'kmaq Tribal Council
- » **Obakeng Phetwe**, CEO, Royal Bafokeng Development Trust
- » **Rukumoana Schaafhausen**, Delegation of the Māori Queen, Kotahitanga Fund, Aotearoa New Zealand

Moderator: **Jon Davey** (*Haudenosaunee -Lower Cayuga of Six Nations of the Grand River*), Managing Director, Indigenous & Government Advisory, Scotiabank

10:30am **KEYNOTE REMARKS** **The Honourable Doug Ford**, Premier of Ontario

10:50am **SESSION 14**

**Panel: Global View on Investment in Indigenous-Led Projects**

For First Nations pursuing large-scale projects, combining global capital markets with strong Canadian financing tools creates more choice, sharper competition, and better terms, instead of relying on domestic sources alone. The Canadian Indigenous Investment Summit in London, England is designed for Indigenous leaders ready to move from “interest in

capital” to concrete transactions. The Summit’s co-chairs will host a discussion with the CEO of a major Canadian pension fund with investments in Canada and around the world about what both foreign and domestic institutional investors are looking for in terms of investing in Canada . The session will show how Indigenous-led projects can be framed, structured, and pitched to secure both domestic and international capital and partners.

- » **Blake Hutcheson**, President & CEO, OMERS
- » **Mark Magnacca**, Co-Founder, Canadian Indigenous Investment Summit

**Moderator: Robert Brant** (*Mohawks of the Bay of Quinte*), Partner & Co-head of McCarthy Tétrault’s Indigenous Projects & Transactions Group

## 11:45am LUNCH AND LEARN SESSIONS

### ***Tickets Sold Separately***

Join a small group over lunch for a tightly focused session on building effective partnerships in Indigenous, community, and equity-participation settings. Practitioners, community representatives, and industry leaders will test what works, dissect what fails, and probe new ideas. Numbers are capped to keep discussion genuinely interactive, with lunch provided and early registration recommended. In 45 minutes, you will join a concentrated conversation shaped around the issues that matter most to you.

### Osgoode West - **Export Development Canada (EDC): Turning Export into Indigenous Opportunity**

Indigenous participation is central to Canada’s future economic growth - whether in resource development, trade enabling infrastructure, or across the export supply chain. EDC’s Lunch & Learn will showcase the tools, financing solutions, and expertise we offer to support meaningful, long-term partnerships with the Indigenous business community that affect our shared economic and social future.



- » **Jennifer Cooke**, Director Small Business, Customer Care & Inclusive Trade, Export Development Canada
- » **Booker Cornea** (*Métis*), Associate Vice President Market & Shareholder Engagement, First Nations Bank of Canada
- » **Sean Willy** (*Denesuline First Nation*), President & CEO, Des Nedhe Group

**Moderator:**

**Donna St Louis** (*Nlaka’pamux*), National Lead, Indigenous Business | Inclusive Trade, Export Development Canada

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### Osgoode East - **Indigenous Youth and the Future**

Indigenous young professionals are stepping into leadership across business, government, and civil society, grounded in both global experience and Indigenous traditions. Their perspectives—shaped by nationhood, stewardship, and lived experience—are influencing how institutions think and operate. This session explores how this rising cohort is reshaping industries, advancing institutional change, and applying Indigenous worldviews to decisions that affect our shared economic and social future.

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**Opening Remarks: Allan James**, BHP

- » **Caleb Adams** (*Wulli Wulli [Australia]*), Dilin Duwa Centre for Indigenous Business Leadership
- » **Elsa Doxtdator-Jansson** (*Haudenosaunee*), UBC Sauder School of Business
- » **Jordan Montour** (*Mohawk - Kanienkeha:ka*), Investment Advisor, Goldman Sachs (Boston)

**Moderator:**

**Monique Fry** (*Xwchíyò:m First Nation*), Manager Indigenous Strategy, Procon



## DAY 2 AFTERNOON POLICY

### 12:00pm SESSION 15

#### Presentation: Culture at the Centre: Indigenous-Led Assessment and the Spirit of the Land Toolkit

As energy, critical minerals, and infrastructure projects are proposed on First Nations territories, Nations are demanding that major projects reflect who they are — not what others want to build. Too often, culture and community law are treated as obstacles to be managed rather than foundations to be respected. This info session introduces the FNMPC Spirit of the Land Cultural Rights & Interests Toolkit: a practical framework for embedding free, prior, and informed consent into project design, building genuine partnerships with industry and government, embedding free, prior and informed consent, and building non tokenistic partnerships—with youth involved as knowledge holders and future stewards.

*Introduction by:* **Terence Hubbard**, President, Impact Assessment Agency of Canada

» **Angel Ransom** (*Nakazdli Whut'en First Nation*), Firelight, Stewardship Technical Lead

*Moderator:* **Chief Priscilla Mueller** (*Saik'uz First Nation*), Saik'uz First Nation

### 1:20pm SESSION 16

#### Panel: Forging Indigenous Gateways to the World: Ruakura Superhub & the Port of Churchill

Indigenous nations are no longer petitioners in infrastructure — they are owners, operators, and architects of world-class trade gateways. This session examines Waikato-Tainui's Ruakura Superhub, a NZ\$1 billion inland port in New Zealand; and Arctic Gateway Group's Port of Churchill, Canada's only Arctic deep-water seaport.

Executives from both projects will address what matters most to investors, Indigenous leaders, and policymakers: structuring Indigenous ownership in complex deals, attracting institutional capital, and making the business case when your community is both shareholder and neighbour.

The lesson is unambiguous: Indigenous-owned infrastructure, built on strong governance and long-term vision, is a national asset and a compelling investment.

» **Donna Flavell**, Delegation of the Māori Queen, CEO, Waikato-Tainui, Aotearoa New Zealand

» **Michael Spence** (*York Factory First Nation*), Mayor of Churchill and Arctic Gateway Group Board Chair

» **Craig West**, Delegation of the Māori Queen, CEO, Tainui Group Holdings, Aotearoa New Zealand

*Moderator:* **Mark Podlasly** (*Nlaka'pamux*), CEO, FNMPC

1:55pm **SESSION 17**

## Briefing: The Military Threat to Canada's North

Canada's Arctic is fast becoming a front line of great-power rivalry as thinning ice, new sea routes, and critical minerals draw foreign military interest—often on Indigenous lands and waters. This keynote, aimed at Indigenous leaders and northern partners, outlines how Russian and Chinese activity is reshaping security and how Canada is responding, with defence spending heading toward roughly 5% of GDP (C\$160b/yr.) and tens of C\$ billions earmarked for NORAD, Arctic surveillance, patrol ships, radar, and northern bases—and asks what this militarization could mean for Indigenous peoples.

*Introduction by:* **The Honourable Caroline Wawzonek**, Deputy Premier, Minister of Finance, Minister of Infrastructure, and Minister Responsible for the Northwest Territories Power Corporation

» **Lieutenant-Colonel M.S. Moody**, Commanding Officer of 3rd Canadian Ranger Patrol Group

*Moderator:* **Captain Jonathan Davey, CD** (*Lower Cayuga, Six Nations of the Grand River*), AdeC The Queen's York Rangers (1st American Regiment)

2:30pm **Break**

3:15pm **SESSION 18**

## Panel: Owing the Future: Indigenous Investment in Defence and Beyond

Flowing River Capital, a Saskatchewan-based Indigenous-owned investment firm, was founded in 2024 with a straightforward proposition: that Indigenous communities should own assets, not merely participate in them. In January 2026, it acquired Marshall Land Systems — a 600-employee defence manufacturer turning over CAD \$200 million a year — making it one of the most significant Indigenous-owned industrial acquisitions in Canadian history.

Marshall Land Systems designs and delivers deployable, mission-critical infrastructure - such as military command centres, logistics platforms, and medical units - and integrates complex subsystems into vehicles and base platforms, including bomb disposal vehicles, for NATO militaries including Canada, Britain, the Netherlands, Sweden, and the United States. It now holds a CAD \$434 million, long-term contract with the Canadian Armed Forces.

In this session, Flowing River Capital and RBC will set out the mechanics of the deal and what it suggests about the broader potential for Indigenous communities to build long-term economic capacity — moving well beyond the transactional arrangements that have historically characterized Indigenous participation in Canadian business.

*Introduction by:* **Brittane Laverdure** (*Liard First Nation*), Director, Truth and Reconciliation Office, RBC Origins

» **Thomas Benjoe** (*Muscowpetung First Nation*), CEO, Flowing River Capital

» **Eric Clark**, CFO, Flowing River Capital

» **Stevie O'Brien**, Barrack Hill Public Affairs

*Moderator:* **Chinyere Eni** (*Little Pine First Nation*), Head, RBC Origins

### 3:45pm SESSION 19

## Panel: Indigenous Participation in Canada's Defence Procurement Surge

Billions of dollars in new money will be invested in Canadian defence; the issue is whether the money simply changes hands, or better, entrenches First Nations jobs, firms, and institutions. Aimed at First Nations that want procurement to serve their membership and businesses rather than distant contractors, this panel examines how the military procurement system really works: setting requirements, issuing tenders, scoring bids, and managing contracts. It will show how rights recognition, the duty to consult, and benefit-sharing can both secure preferred-partner status and map concrete steps—pre-qualification, joint ventures, set-aside schemes—to turn defence budgets into durable local capacity and economic development.

- » **Heather Bishop** (*Cold Lake First Nation*), Cold Lake First Nations, Economic Development Director
- » **Mark Brown** (*Pasqua First Nation*), President, Pro Metal Industries Ltd.
- » **Michael Peters** (*Glooscap First Nation*), CEO, Glooscap Ventures

**Moderator: Sean Willy** (*Denesuline First Nation*), President & CEO, Des Nedhe Group

### 4:20pm KEYNOTE REMARKS

**The Honourable Greg Rickford**, Minister of Indigenous Affairs and First Nations Economic Reconciliation, Minister Responsible for Ring of Fire Economic and Community Partnerships, Ontario

## 4:30pm Closing Ceremonies

### Closing Remarks:

- » **Sharleen Gale** (*Fort Nelson First Nation*), Executive Chair, FNMPC
- » **Councillor Jesse James Herkimer** (*Mississaugas of the Credit First Nation*), Mississaugas of the Credit First Nation
- » **Mark Podlasly** (*Nlaka'pamux*), CEO, FNMPC

**Cultural Performance** by Red Sky Performance

## 5:00pm Conference Day 2 Ends

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