

INDIGENOUS

ECONOMIC CONTRIBUTION STUDY

DECEMBER 2023



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LAND ACKNOWLEDGEMENT

In the spirit of reconciliation, we acknowledge that we live, work and play on the traditional territories of the Blackfoot Confederacy (Siksika, Kainai, Piikani), the Tsuut'ina, the îethka Nakoda Nations, Otipemisiwak Métis Government, Calgary Nose Hill Métis District 5 and Calgary Elbow Métis District 6, and all people who make their homes in the Treaty 7 region of southern Alberta.



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FOREWORD

CALGARY ECONOMIC DEVELOPMENT RECONCILIATION COMMITMENT STATEMENT

Calgary Economic Development is committed to advancing Reconciliation with and for Indigenous Peoples, businesses and communities to contribute to an equitable future. We strive to respond to and adopt the Truth and Reconciliation Commission's Calls to Action.

We collaborate with The City of Calgary and work with the Indigenous Relations Office, to develop actionable items in response to the White Goose Flying Report. We are responsible for listening to, learning from and visiting with Indigenous Peoples, Elders, Traditional Knowledge Keepers and community members. This is in the spirit of fostering reciprocal and mutually beneficial relationships to become a trusted partner to Indigenous communities and businesses. This commitment is only the start of a pathway that is intergenerational. We will identify, amplify and elevate the power of the Indigenous economies in the Treaty 7 Region and Otipemisiwak Métis Government, Calgary Nose Hill Métis District 5 and Calgary Elbow Métis District 6. We commit to holding ourselves accountable through our Reconciliation Action Plan, to support actions and strategies that create tangible benefits for Indigenous Peoples towards economic prosperity.

THE CITY OF CALGARY'S INDIGENOUS RELATIONS OFFICE RECONCILIATION STATEMENT

It is in the spirit of celebration and ceremony that The City of Calgary moves forward on its journey towards Truth and Reconciliation. This journey includes Economic Reconciliation, which is part of a larger effort to address the Calls to Action outlined in the Truth and Reconciliation Commission's Final Report.

We are especially committed to implementing those calls that Calgary Aboriginal Urban Affairs Committee (CAUAC) identified in the 2016 White Goose Flying Report as actionable for Calgary's municipal government. We hope that the Indigenous Economic Contributions Study enables The City, its partners and subsidiaries, and the Calgary business community to implement the 43 recommendations outlined in White Goose Flying. If these recommendations are implemented, The City will be moving towards sustainable Reconciliation.

It is our expressed hope that with the support and guidance of our Indigenous Relations Office, we inspire a movement towards a new environment where both Indigenous and non-Indigenous people can work together to achieve Truth and Reconciliation.

The City of Calgary is guided by several policies, documents, and reports as it works towards implementing the Calls to Actions outlined in the Truth and Reconciliation Commission's Final Report:

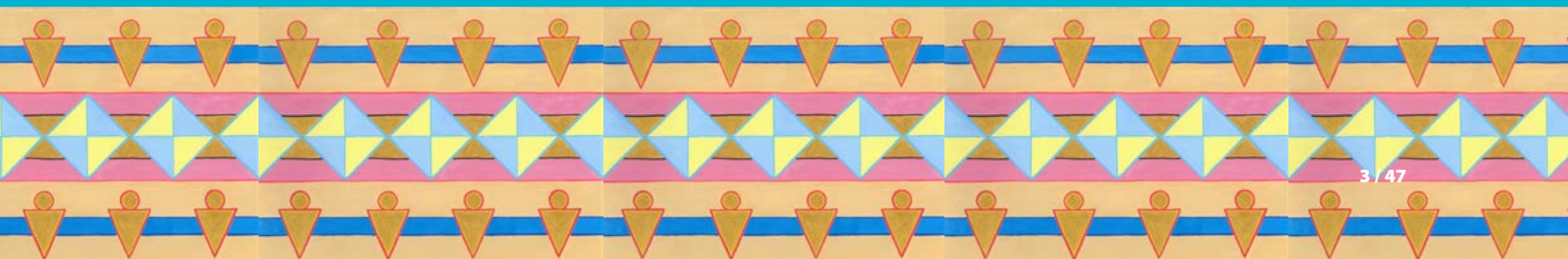
- [Honouring the Truth, Reconciling for the future \(summary report of the TRC Commission report\)](#)
- [Truth & Reconciliation Commission of Canada: Calls to Action \(the Calls to Action\)](#)
- [White Goose Flying Report Calls to Action \(calgary.ca\)](#)

EXECUTIVE SUMMARY

Calgary Economic Development and The City of Calgary engaged MNL LLP (“MNP”) to develop a benchmark study that measures the economic participation and contribution of Indigenous Peoples in the Calgary region.

This study is the first of its kind.

It will inform a path forward for Economic Reconciliation by identifying opportunities to reduce socio-economic gaps between non-Indigenous and Indigenous Peoples in Calgary and the Treaty 7 region, and allow progress to be meaningfully tracked going forward.



KEY FINDINGS

- **3.2 per cent of Calgary’s population is Indigenous** – Over 40,000 Indigenous Peoples live in Calgary.²
- **Total employment supported by Indigenous expenditures was 32 per cent of the total employment in Calgary’s tech sector in 2021 (40,600)** – Total household, business and government expenditures were estimated to be approximately 12,800 Full-Time Equivalent (FTEs), which was approximately 32 per cent of the total employment in Calgary’s tech sector in 2021 (40,600).¹
- **Approximately 86 per cent of income for Indigenous households comes from employment** – The majority of employment income is generated through non-Indigenous-owned businesses.
- **Indigenous Peoples have lower incomes than the non-Indigenous population** – The median income of Indigenous Peoples in Calgary (\$38,800) is approximately 86 per cent of the median income of the non-Indigenous population (\$45,200).³
- **Indigenous Peoples face systemic barriers** – This includes discrimination and intergenerational effects of residential schools that contribute to a lack of trust in mainstream institutions, lower rates of education and other socio-economic barriers.



FOR EVERY DOLLAR SPENT

by Indigenous households, businesses and governments in Calgary and the Treaty 7 Region, approximately \$2.60 of total output is generated within the Alberta economy.

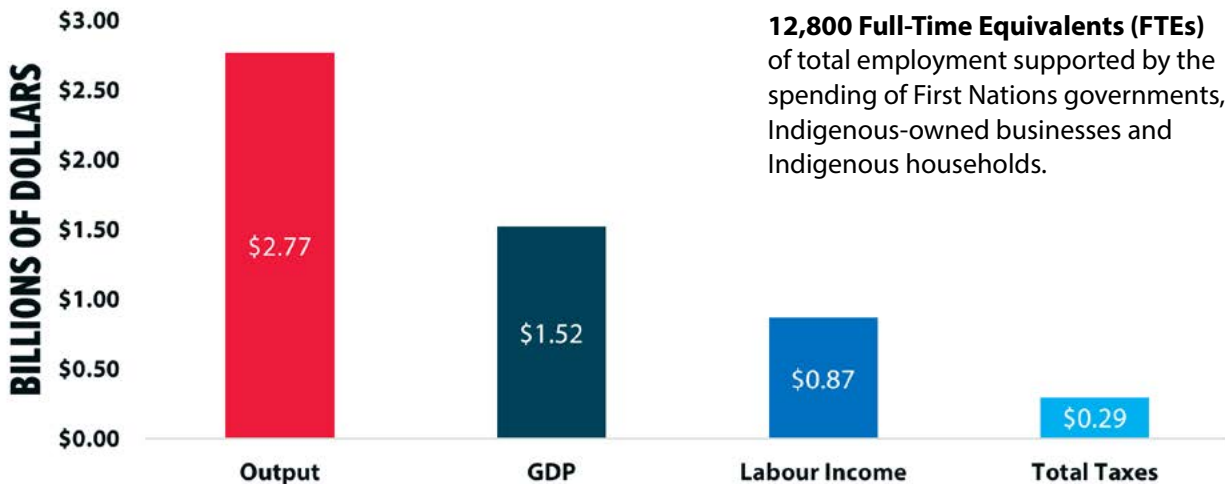
The GDP generated by the Indigenous economy in Calgary and the Treaty 7 Region was estimated to be equivalent to approximately

1.2 PER CENT

of Calgary’s total GDP in 2021.



TOTAL ECONOMIC CONTRIBUTIONS OF INDIGENOUS PEOPLES IN CALGARY AND THE TREATY 7 FIRST NATION LANDS, 2021/22



12,800 Full-Time Equivalents (FTEs) of total employment supported by the spending of First Nations governments, Indigenous-owned businesses and Indigenous households.

1 Scoring Tech Talent 2022” Available here: <https://mktgdocs.cbre.com/2299/957e9b99-3410-4f62-b1b1-b4a53147cee1-897668710/2022-Scoring-Tech-Talent.pdf>

2 Statistics Canada. Census Profile 2021

3 Statistics Canada. Census Profile 2021

OPPORTUNITIES

Opportunities for The City of Calgary, civic partners, community organizations and businesses to increase Indigenous economic participation in Calgary include:

SUPPORT AND COLLABORATE WITH THE CITY IN ITS CURRENT DEVELOPMENT AND IMPLEMENTATION OF THE INDIGENOUS PROCUREMENT PROGRAM.

The intent of the program is to remove barriers and increase access to City contracts for Indigenous-owned businesses. According to The City of Calgary the Indigenous Procurement Program once implemented will be reflective of the Indigenous market capacity which has been articulated in this report, meeting these businesses where they are today, and supporting paths for growth and development tomorrow. The program will include progressive benchmarks and targets which will be established to govern the program and monitor the progress.

WORK WITH THE BLACKFOOT CONFEDERACY NATIONS, TSUUT'INA, STONEY NAKODA NATIONS, MÉTIS AND URBAN INDIGENOUS ECONOMIC DEVELOPMENT ORGANIZATIONS TO ENHANCE PROGRAM OFFERINGS AND SUPPORT FOR INDIGENOUS BUSINESSES.

There are a number of existing programs and supports available to Indigenous businesses that are designed to address barriers. In many cases, the capacity to access the programs or to identify and assess opportunities is a barrier. Working with provincial economic development organizations to identify how to support Indigenous businesses will increase the diversity of the regional economy and may unlock new opportunities.

ATTRACT INDIGENOUS MEETINGS AND EVENTS.

Bringing together Indigenous groups in Calgary can foster a sense of connection with the region, provide a foundation for building relationships and encourage the establishment of Indigenous businesses in the region. Tourism Calgary could lead the exploration and identification of such opportunities in partnership with businesses and community organizations.

INTRODUCTION

BACKGROUND AND PURPOSE

Economic Reconciliation is the process of making economic amends for historical injustices to Indigenous Peoples through developing mutually beneficial partnerships and opportunities. Economic Reconciliation is increasingly a priority across Canada. In Calgary, Calgary Economic Development and The City of Calgary are championing Economic Reconciliation and supporting Indigenous Peoples in achieving their economic development goals. As part of this, Calgary Economic Development and The City of Calgary engaged MNP LLP (“MNP”) to develop a benchmark study that measures the economic participation and contribution of Indigenous Peoples in Calgary and the Treaty 7 Region. The study is intended to provide a baseline and will be used to track progress moving forward. Calgary Economic Development and the City of Calgary will periodically update the key metrics from this study when comparable data are available.

This study was inspired by a similar study MNP completed in 2021 entitled *Opening the Door to Opportunity Reporting on the Economic Contribution of Indigenous Peoples in Alberta*, which estimated the economic contributions of Indigenous Peoples to the Alberta economy.

APPROACH

In preparing this study, MNP undertook the following activities:

- Collected data and information from publicly available sources and through interviews with representatives from Indigenous communities, Indigenous governments, Indigenous non-profits and Indigenous-owned businesses.
- Developed estimates of the number of Indigenous Peoples and the number of Indigenous-owned businesses in Calgary and the Treaty 7 Region.
- Developed estimates of the economic contributions of Indigenous governments, households, and businesses.

STRUCTURE OF THE REPORT

The remainder of this report is organized as follows:

- Section 2 describes the methodology and approach used in the study.
- Section 3 provides an overview of Indigenous Peoples in the Calgary Region.
- Section 4 provides estimates of the contributions of Indigenous Peoples.
- Section 5 provides case studies detailing the economic contributions of specific Indigenous organizations and communities. This includes three alumni of Calgary Economic Development’s Trade Accelerator Program (TAP) (West Earth Sciences, Bridges Furniture, and Two Canoes Media).

LIMITATIONS

The report is provided for information purposes and is intended for general guidance only. It should not be regarded as comprehensive or a substitute for personalized, investment or business advice.

We have relied upon the completeness, accuracy and fair presentation of all information and data obtained from Calgary Economic Development, The City of Calgary and public sources, believed to be reliable. The accuracy and reliability of the findings and opinions expressed in the presentation are conditional upon the completeness, accuracy and fair presentation of the information underlying them. As a result, we caution readers not to rely upon any findings or opinions for business or investment purposes and disclaim any liability to any party who relies upon them as such.

METHODOLOGY

GEOGRAPHY AND COMMUNITIES

Indigenous Peoples in the Calgary region are comprised of First Nations, Métis and Inuit. Economic contributions of Indigenous Peoples arise from the spending by Indigenous households, Indigenous governments and Indigenous-owned businesses. These contributions occur through activities both within Indigenous communities and outside Indigenous communities.

The scope of this study includes the economic contributions of Indigenous Peoples within Calgary and adjacent to Calgary.

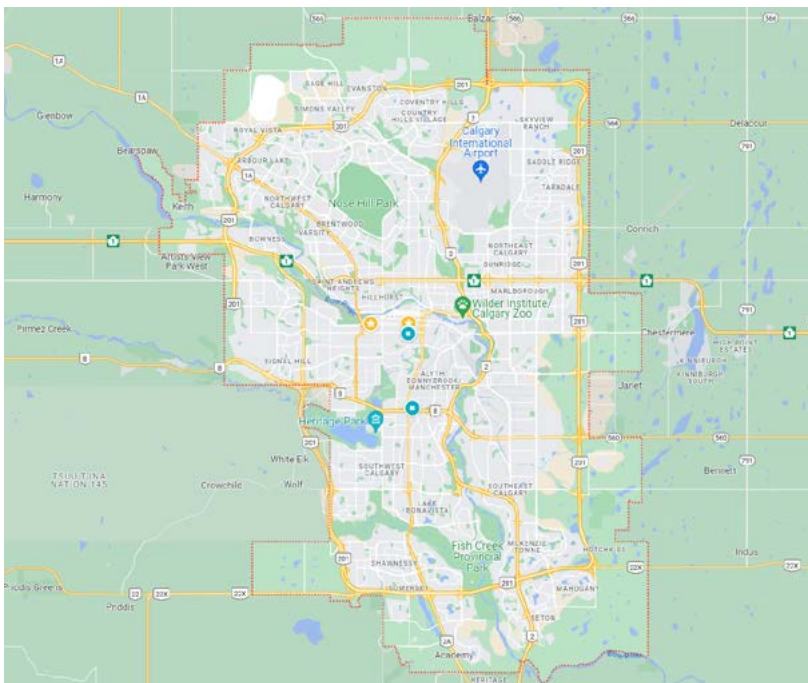
Economic contributions within Calgary

The economic contributions of Indigenous Peoples included in Calgary are the following:

- **Indigenous Households.** This includes all expenditures made by First Nations Peoples living in Calgary as well as Métis and Inuit Peoples living in Calgary.
- **Indigenous Businesses.** This includes all revenues generated by Indigenous-owned businesses as well as First Nation and Métis economic development corporations located in Calgary.

Figure 1 displays the geographic boundaries used for the assessment

FIGURE 1: GEOGRAPHIC SCOPE –CALGARY



Source: Google Maps

TERMINOLOGY

Indigenous Identity – refers to individuals who identify as First Nations, Métis or Inuit as well as members of First Nations bands and/or Registered or Treaty Indians.

First Nations – refers to Indigenous Peoples who are neither Métis nor Inuit. It includes both status (e.g., have status under the Indian Act) and non-status First Nations (e.g., either have lost their status or have not had their status recognized).

Inuit – refers to Indigenous Peoples from areas of northern Canada, including Nunavut, the Northwest Territories and parts of Ontario, Quebec and Labrador.

Métis – refers to those who are of mixed Indigenous and European ancestry, have an ongoing connection to the historic Métis community, are accepted by the modern Métis community and self-identify as Métis.

Urban Indigenous Peoples – refers to First Nations, Métis and Inuit people that live in urban centres. This is in contrast to most First Nations lands, which are primarily, though not entirely, in rural parts of Canada. Approximately 61 per cent of Canada's Indigenous population resides in urban settings, and this figure has been steadily growing.

First Nations Lands – Tracts of land set aside under the Indian Act and/or Treaty agreements for use and occupancy by a First Nations group. These are synonymous with First Nations reserves.

Traditional Territories – Traditional territories are areas where Indigenous groups historically controlled their lands and resources. The territories were not set in stone, and it was common for them to shift over time - often in response to population variations or available resources. The boundaries are typically well known and passed down orally.

TERMINOLOGY

Urban Reserve – A First Nations reserve located within or adjacent to an urban centre. Urban reserves are typically created through a specific land claim or Treaty Land Entitlement settlement that provides First Nations with capital that may be used to purchase land.

Urban reserves offer First Nations' residents the benefits of living and working in an urban setting, as well as the supports provided by living on-reserve. These include tax exemptions, availability of affordable housing, job opportunities and connection with traditional language, culture and community.

An urban reserve must be initiated by a First Nation through an application process with Indigenous Services Canada.

ECONOMIC CONTRIBUTIONS ADJACENT TO CALGARY

The economic contributions of Indigenous Peoples adjacent to Calgary are the contributions of the Treaty 7 First Nations:

- Tsuut'ina Nation
- Kainai Nation
- Piikani Nation
- Siksika Nation
- Bearspaw First Nation
- Chiniki First Nation
- Goodstoney First Nation

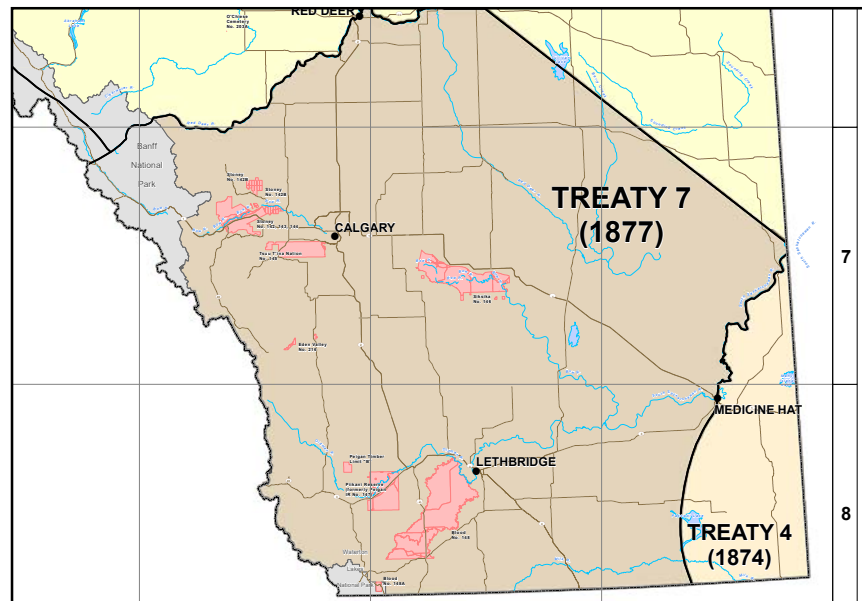
It also includes the contributions of the Stoney Nakoda – Tsuut'ina Tribal Council (G4) and Blackfoot Confederacy.

The economic contributions are the following:

- **Indigenous Households.** This includes all expenditures made by First Nations Peoples living in the above First Nations lands.
- **Indigenous Governments.** This includes all expenditures made by the Band administration of the above First Nations.
- **Indigenous Businesses.** This includes all revenues generated by Indigenous-owned businesses operating in the above First Nations lands.

Figure 2 displays the geographic boundaries of economic contributions adjacent to Calgary.

FIGURE 2: GEOGRAPHIC BOUNDARIES – ADJACENT TO CALGARY



Source: Alberta Government. First Nations Lands and Métis Settlements

APPROACH

Figure 3 provides a high-level overview of the approach used to undertake the study.

FIGURE 3: APPROACH

DATA COLLECTION	MODELLING	REPORTING
<ul style="list-style-type: none"> Gathered data from publicly available sources. Reviewed available data to identify gaps. Conducted interviews with individuals from Indigenous communities and organizations. Identified supplemental sources to fill data gaps. 	<ul style="list-style-type: none"> Developed estimates of the number of Indigenous Peoples within the geographic boundaries. Estimated the total expenditures associated with activities within Indigenous communities, across government, businesses and households, by industry category. Estimated the contributions that Indigenous Peoples make to the Calgary region's economy. 	<ul style="list-style-type: none"> Prepared a draft report of the study findings and incorporated feedback from Calgary Economic Development and The City of Calgary into the final report.

DATA SOURCES

Data used in the study were collected through a combination of primary and secondary research. The secondary sources used included the following:

- First Nation financial statements, published under the First Nations Financial Transparency Act
- Canada Revenue Agency
- Statistics Canada
- Canadian Council for Aboriginal Business (“CCAB”)
- Indigenous Services Canada
- Government of Alberta

TIME PERIOD

We used the most recent data available as of January 2023 to develop estimates of Indigenous economic contributions and benchmarks. For First Nations’ financial information this was the 2021/22 fiscal year, and for many of the household, business and socio-economic metrics this was the 2021 calendar year, which corresponded to the Statistics Canada Census.

INDIGENOUS PEOPLES IN THE CALGARY REGION

OVERVIEW AND POPULATION

Calgary is located in the Treaty 7 Territory and in the homeland of the Otipemisiwak Métis Government, Calgary Nose Hill Métis District 5 and Calgary Elbow Métis District 6. Indigenous Peoples in the Calgary region include First Nations, Métis and Inuit.

First Nations have defined traditional territories in the region, and within them are the First Nations lands. While Métis in Alberta have a recognized land base in Alberta (eight Métis Settlements), it is not within the Treaty 7 Region. The regional governance authority for Metis in Alberta is the Otipemisiwak Metis Government, which is comprised of 22 Metis Districts across the province, including two in Calgary: Calgary Nose Hill Metis District 5 and Calgary Elbow Metis District 6. Inuit do not have a land-base within the province.

In 2021, there were approximately 63,576 Indigenous Peoples living in Calgary and the Treaty 7 Region (see Table 1). In Calgary, there were approximately 41,350 Indigenous Peoples, which accounts for 3.2 per cent of the city's total population. Métis account for the largest number of Indigenous Peoples in Calgary, with nearly 21,000 individuals in 2021.

TABLE 1: INDIGENOUS POPULATION IN CALGARY AND THE TREATY 7 REGION, 2021⁴

	POPULATION*	PER CENT OF TOTAL POPULATION
First Nations – Total	40,666	64%
Treaty 7 First Nations Lands	22,226	35%
Urban Indigenous – Calgary**	18,440	29%
Métis – Calgary	20,855	32%
Inuit – Calgary	430	1%
Other – Calgary ⁵	1,625	3%
Total	63,576	100%

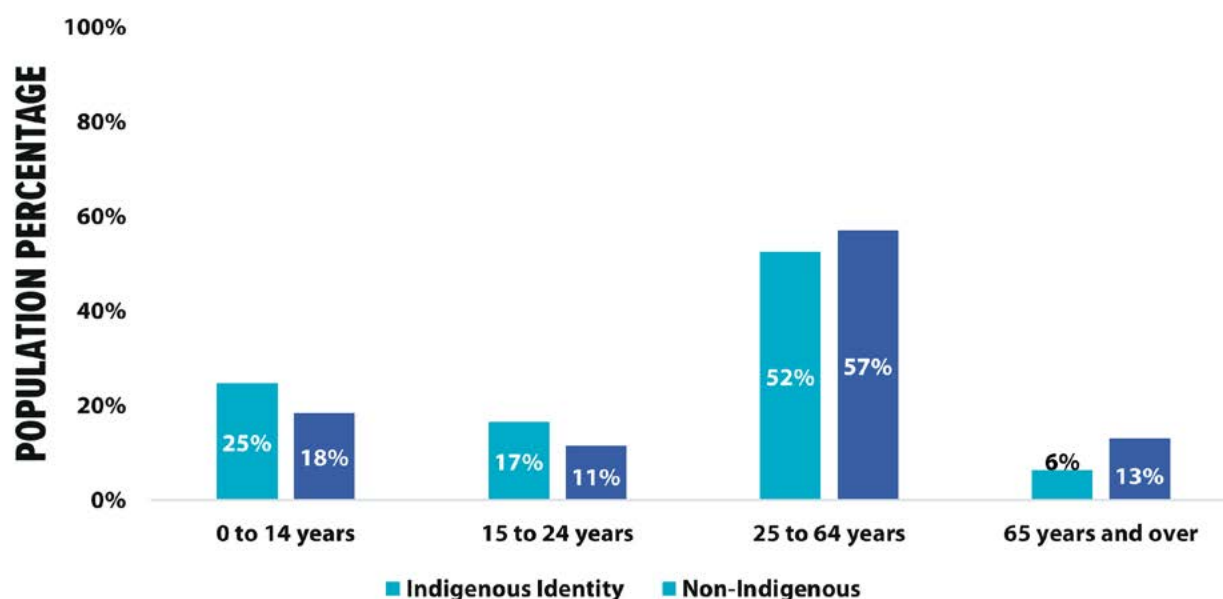
* Please note that the Statistics Canada Census is the most complete source for data on Urban Indigenous populations. It is self-reported and Indigenous Peoples are less likely to respond to the Census than non-Indigenous People. Consequently, there is likely some measurement error in the estimates of Urban Indigenous people, the magnitude of which is unknown.

** This includes both individuals registered under the Indian Act as well as individuals that self-identify as First Nations.

The Indigenous population in Calgary grew by an annual average of 3.6 per cent between 2006 and 2021, which is nearly double the growth of the non-Indigenous population (1.9 per cent annually). Additionally, the Indigenous population in Calgary, and much of the rest of the country, is younger than the non-Indigenous population, as shown in Figure 4. Approximately 42 per cent of the Indigenous population in Calgary is under the age of 25, compared with 29 per cent of the non-Indigenous population, while approximately 6 per cent of the Indigenous population is over age 65 compared with 13 per cent of the non-Indigenous population.

The relatively fast-growing and younger population of Indigenous Peoples in Calgary presents significant opportunities for Indigenous economic advancement. As the non-Indigenous population ages, there is an opportunity for the younger Indigenous population to fill labour market gaps.

FIGURE 4: AGE DISTRIBUTION, CALGARY, 2021⁶



4 Statistics Canada. Census Profile 2021. Indigenous Services Canada. First Nation Profiles.

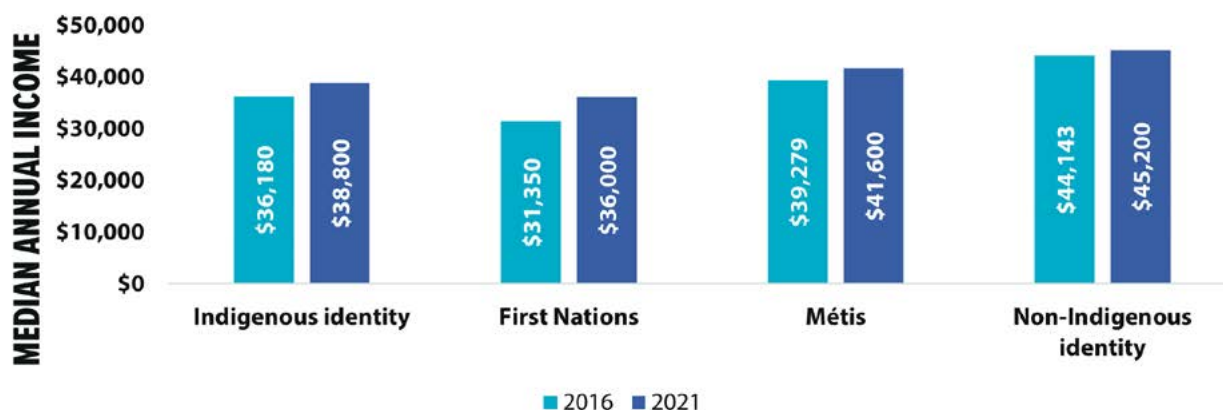
5 Other indicates Indigenous individuals who identify with two or more Indigenous groups (e.g., First Nations and Inuit)

6 Statistics Canada. Census Profile 2021 City of Calgary

SOCIO-ECONOMIC OUTCOMES

There is an income gap between non-Indigenous and Indigenous Peoples in the Calgary region. In 2021, the median annual income for Indigenous Peoples in Calgary was approximately 86 per cent of the non-Indigenous median income, as shown in Figure 5. For First Nations in Calgary, the percentage drops to 80 per cent of non-Indigenous income, while Métis earn approximately 92 per cent of the median income of non-Indigenous people. There is some indication that the income gap has narrowed over time. In 2016, Indigenous median income was 80 per cent of non-Indigenous median income, while for First Nations, median income was 69 per cent of non-Indigenous median income.

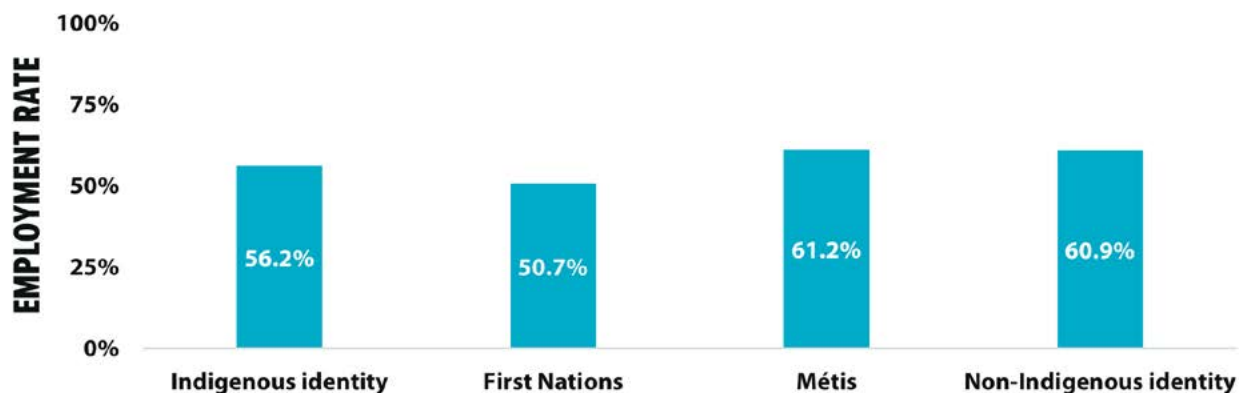
FIGURE 5: MEDIAN ANNUAL INCOME, INDIGENOUS VS. NON-INDIGENOUS PEOPLE, CALGARY, 2016 TO 2021⁷



The employment rate measures the percentage of the population over 15 years of age that are employed. As shown in Figure 6, the employment rate in Calgary among Indigenous Peoples is 4.7 percentage points lower than the non-Indigenous population. For First Nations in Calgary, the rate is over 10 percentage points lower. Métis in Calgary have a slightly higher employment percentage than the non-Indigenous population.

The difference in employment rates between Indigenous and non-Indigenous Peoples is likely due in part to the differences in the age distributions of the two populations. Employment rates tend to be highest among those 25 to 64, and lower among people aged 15 to 24. As shown in Figure 4, among the Indigenous population there are relatively more people aged 15 to 24 and relatively fewer people between 25 and 64 compared with the non-Indigenous population.

FIGURE 6: EMPLOYMENT RATES, CALGARY, 2021⁸

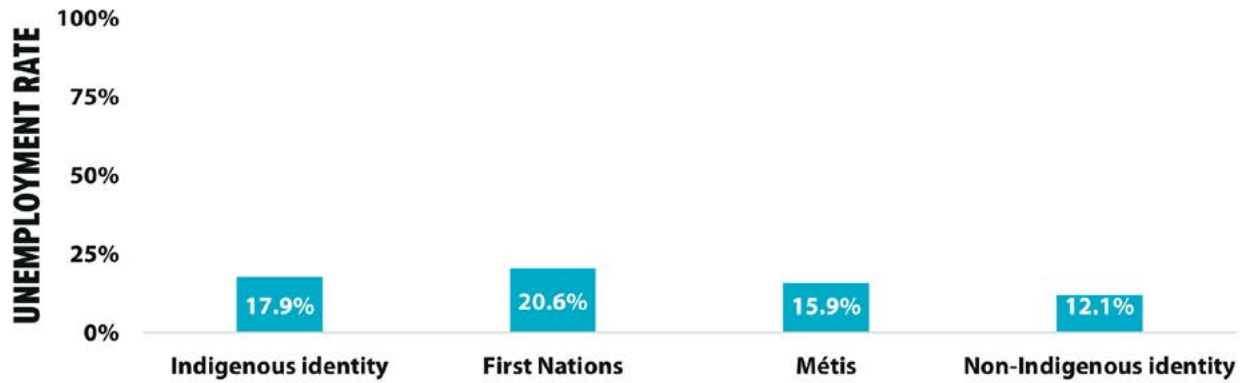


7 Statistics Canada. Census Profile 2021.

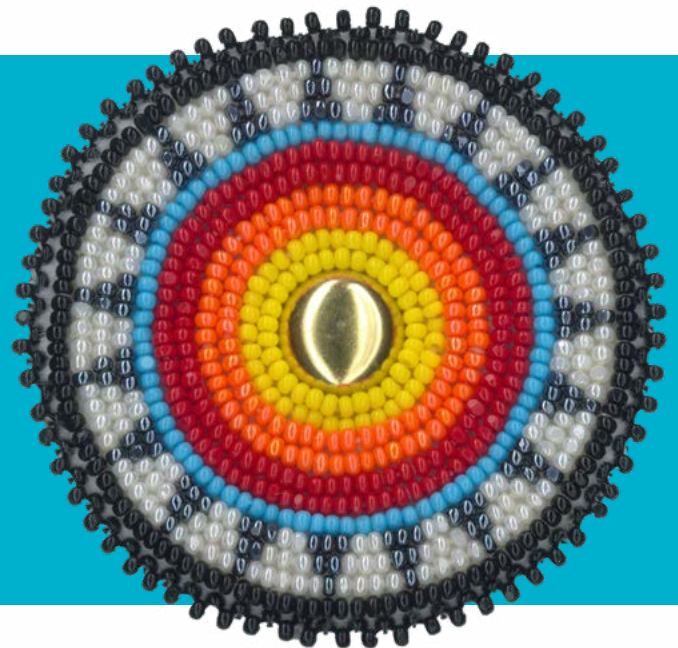
8 Statistics Canada. Labour Force Survey.

As shown in Figure 7, the unemployment rate among Indigenous Peoples in Calgary (17.9 per cent), and First Nations in particular (20.6 per cent), is higher than the non-Indigenous population (12.1 per cent).

FIGURE 7: UNEMPLOYMENT RATES, CALGARY, 2021⁹



In 2021, the median annual income for Indigenous Peoples in Calgary was approximately 86 per cent of the non-Indigenous median income.

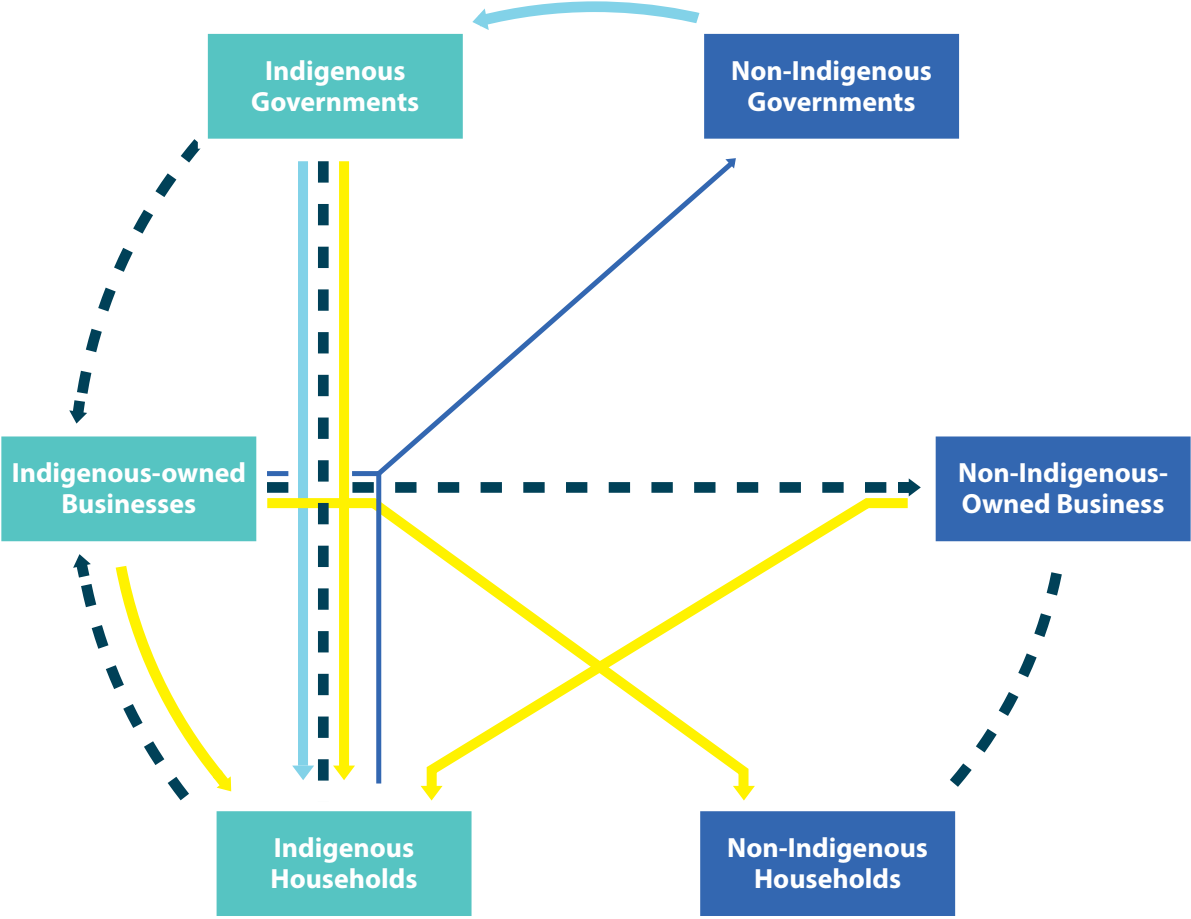


ECONOMIC CONTRIBUTIONS OF INDIGENOUS PEOPLES

OVERVIEW

The Economic Contributions of Indigenous Peoples arise from the direct employment of Indigenous Peoples and spending by Indigenous governments, Indigenous-owned businesses and Indigenous households. These contributions occur through activities both within Indigenous communities and outside Indigenous communities as shown in Figure 8.

FIGURE 8: ECONOMIC CONTRIBUTIONS OF INDIGENOUS PEOPLES



LEGEND

- ■ ■ Spending on goods and services
- Spending on wages and salaries
- Spending on transfers (transfer payments, social assistance)
- Spending on taxes

Source: MNP

TAX EXEMPTIONS

While there are tax exemptions that apply to Indigenous individuals and businesses, the majority of Indigenous Peoples pay taxes. Tax exemptions do not apply to Métis or Inuit Peoples, or to First Nations individuals living and working outside of First Nations lands. This accounts for an estimated 65 per cent of the Indigenous population of Calgary and the Treaty 7 region.

In general, income earned by individuals with Indian status through entities based on First Nations lands are exempt from taxes, as are goods and services purchased in First Nations lands for personal use by individuals with Indian status or by the Administration.

Source:

Government of Canada. Information on the tax exemption under section 87 of the Indian Act.

Available here: <https://www.canada.ca/en/revenue-agency/services/-peoples/information-indians.html#hdng2-1>

ECONOMIC IMPACT ANALYSIS

Economic impacts are generally viewed as being restricted to quantitative, well-established measures of economic activity. The most commonly used of these measures are output, GDP, employment, and government tax revenue:

- **Output** – is the total gross value of goods and services produced by a given organization, industry or project, measured by the price paid to the producer. This is the broadest measure of economic activity.
- **GDP** – the “value added” to the economy (the unduplicated total value of goods and services).
- **Employment** – the number of additional jobs created, measured as full-time equivalents (FTEs).
- **Labour income** – income that is received by households from the production of goods and services that is available for spending on goods and services. It includes all forms of employment income, as well as employers’ social contributions (e.g., contributions to employee welfare, pensions, workers compensation and employment insurance).
- **Government tax revenue** – the total amount of tax revenues generated for different levels of government.

Economic impacts may be estimated at the direct, indirect, and induced levels:

- **Direct impacts** – the changes that occur in “front-end” businesses that would initially receive expenditures and operating revenue as a direct consequence of the operations and activities of an organization.
- **Indirect impacts** – changes in activity for suppliers of the “front-end” businesses.
- **Induced impacts** – shifts in spending on goods and services because of changes to the payroll of the directly and indirectly affected businesses.

To assess the economic impacts of the Indigenous economy in the Calgary region, MNP followed an input-output methodology using provincial industry multipliers published by Statistics Canada. Input-output modeling is a widely used and accepted approach, making it recognizable by many different stakeholders and audiences. The structure of the approach also facilitates easy comparisons between reported results for different industries and projects.

For a detailed description of MNP’s economic impact methodology, please refer to Appendix A.

ECONOMIC CONTRIBUTIONS OF INDIGENOUS GOVERNMENTS

Indigenous government spending in Calgary and the Treaty 7 Region includes expenditures by the Band Administrations of the Treaty 7 First Nations and those of the Otipemisiwak Métis Government, Calgary Nose Hill Métis District 5 and Calgary Elbow Métis District 6. The primary sources of funding for Indigenous governments include the following:

- Indigenous Services Canada
- Own-source Revenue (e.g., investment income, interest income, rent payments, etc.)
- First Nations Development Fund
- Health Canada
- Canada Mortgage and Housing Corporation
- Tribal Council Funding
- Other Federal and Provincial Government Grants

The activities and expenditures of Indigenous governments include the following six broad categories:

1. **Community development.** This may include investments in physical infrastructure (such as new roads and bridges), housing (including housing construction and renovations), waste management (including recycling and landfills), internet connectivity, community and recreational amenity buildings, and government operations.
2. **Health.** This may include investments in homecare and community care programs, community-based healing initiatives, prevention programs, health services integration initiatives and substance abuse programs.
3. **Education.** This may include investments in post-secondary school education, elementary and secondary education programs, apprenticeship and trades programs, and industry-specific training (such as training of Indigenous healthcare professionals).
4. **Economic development.** This may include Indigenous business development programs (i.e. entrepreneur support), Indigenous economic development programs, employment support programs, financial lending programs and Indigenous skills training.
5. **Cultural development.** This may include Indigenous language projects, Indigenous broadcasting and communications, and Indigenous cultural celebrations.
6. **Social assistance.** This includes income assistance payments to households in First Nations lands.

To estimate total expenditures of Indigenous governments, MNP used reported expenditures from First Nation's financial statements published through the First Nations Financial Transparency Act.¹⁰ This included the expenditures of the following First Nations:

- Tsuut'ina Nation
- Kainai Nation
- Piikani Nation
- Siksika Nation
- Bearspaw First Nation
- Chiniki First Nation
- Goodstoney First Nation

Data were not available on the expenditures of the Otipemisiwak Métis Government, Calgary Nose Hill Métis District 5 and Calgary Elbow Métis District 6.

¹⁰ All expenditures were adjusted to reflect the 2021/22 fiscal year.

As shown in Table 2, spending by First Nation governments in the Treaty 7 Region were estimated to be approximately \$590 million in 2021/22, of which approximately \$190 million was paid to households as wages, salaries and benefits and \$35 million was paid to households through social assistance payments. The remaining \$365 million was spent on goods and services.

TABLE 2: ESTIMATED EXPENDITURES OF FIRST NATION GOVERNMENTS IN THE TREATY 7 REGION, 2021/22

	EXPENDITURES (\$ MILLIONS)
Goods and Services	\$365
Labour Income	\$190
Social Assistance Payments	\$35
Total Spending	\$590

The total spending of First Nations government was estimated to have generated the following economic impacts, as shown in Table 3:

- Approximately \$1.1 billion in total output, of which \$590 million is direct output and \$470 million is indirect and induced output.
- Approximately \$540 million in total GDP, of which \$250 million is direct GDP and \$290 million is indirect and induced GDP
- Approximately \$360 million in total labour income, of which \$190 million is direct labour income and \$170 million is indirect and induced labour income.
- Approximate total employment of 5,600 FTEs, including 2,900 FTEs of direct employment and 2,700 FTEs of indirect and induced employment.
- Approximately \$60 million in total tax revenue, which is all derived at the indirect and induced level.

TABLE 3: ESTIMATED ECONOMIC IMPACTS OF FIRST NATIONS GOVERNMENT SPENDING IN THE TREATY 7 REGION, 2021/22

	OUTPUT (\$ MILLIONS)	GDP (\$ MILLIONS)	LABOUR INCOME (\$ MILLIONS)	EMPLOYMENT (FTEs)	TOTAL TAX REVENUES (\$ MILLIONS)
Direct Impacts	\$590	\$250	\$190	2,900	\$0
Indirect Impacts*	\$380	\$230	\$150	2,400	\$40
Induced Impacts**	\$90	\$60	\$20	300	\$20
Total	\$1,060	\$540	\$360	5,600	\$60

*The indirect impacts are generated by the spending of suppliers to First Nations governments. These are expected to accrue primarily to non-Indigenous-owned businesses located outside of First Nations lands.

**The induced impacts are generated by the spending of the employees of the suppliers to First Nations governments.

ECONOMIC CONTRIBUTIONS OF INDIGENOUS BUSINESSES

Indigenous-owned businesses are located both within and outside First Nations lands and are involved in nearly every sector of the economy. These businesses generate economic impacts through spending on wages and salaries for employees as well as through spending on suppliers throughout the province. Table 4 displays the estimated distribution of Indigenous-owned businesses by sector in Calgary as well as in First Nations lands in the Treaty 7 Region, compared with the distribution in Calgary as a whole. Indigenous-owned businesses in First Nations lands are significantly more likely to be in natural resources-related sectors like agriculture, forestry or mining. Indigenous-owned businesses in Calgary are more likely to be in the construction, professional services and arts/recreation sectors and significantly less likely to be in real estate or finance.

TABLE 4: INDUSTRY SECTOR DISTRIBUTION OF INDIGENOUS-OWNED BUSINESSES AND ALL BUSINESSES IN CALGARY¹¹

INDUSTRY SECTOR	DISTRIBUTION OF INDIGENOUS-OWNED BUSINESSES – CALGARY	DISTRIBUTION OF INDIGENOUS-OWNED BUSINESSES – FIRST NATIONS LANDS TREATY 7	DISTRIBUTION OF BUSINESSES – CALGARY TOTAL
Professional, scientific and technical services	29%	12%	22%
Real estate and rental and leasing	1%	8%	16%
Construction	19%	9%	12%
Health care and social assistance	3%	3%	7%
Finance and insurance	2%	3%	7%
Transportation and warehousing	0%	2%	6%
Other services (except public administration)	0%	6%	6%
Retail trade	8%	4%	5%
Administrative and support, waste management and remediation services	5%	2%	4%
Accommodation and food services	5%	4%	3%
Wholesale trade	1%	1%	3%
Mining, quarrying, and oil and gas extraction	7%	1%	2%
Manufacturing	4%	1%	2%
Arts, entertainment and recreation	7%	1%	1%
Information and cultural industries	4%	1%	1%
Educational services	1%	1%	1%
Agriculture, forestry, fishing and hunting	0%	41%	1%
Management of companies and enterprises	0%	0%	1%
Utilities	4%	0%	0%

¹¹ Government of Canada. CCAB. Statistics Canada, Business Counts December 2019.

As shown in Table 5, Indigenous-owned business in Calgary and in Treaty 7 First Nation lands were estimated to have generated \$552 million in revenue in 2021/22. Approximately 60 per cent of these revenues were estimated to accrue to Indigenous-owned businesses in Calgary. The overwhelming majority of the Indigenous-owned businesses in Calgary are small, owner-operated businesses that generate less than \$100,000 in annual revenue. The majority of revenue generated by businesses in First Nations lands are Nation-owned businesses.

TABLE 5: ESTIMATED REVENUES OF INDIGENOUS-OWNED BUSINESSES, 2021/22

	URBAN INDIGENOUS (CALGARY)	FIRST NATIONS LANDS (TREATY 7 NATIONS)	TOTAL
Revenues (\$ millions)	\$329	\$223	\$552
Percentage	60%	40%	100%

ECONOMIC ACTIVITY WITHIN CALGARY

The total spending of Indigenous-owned businesses in Calgary was estimated to have generated the following economic impacts, as shown in Table 6.

- Approximately \$530 million in total output, of which \$310 million is direct output and \$220 million is indirect and induced output.
- Approximately \$290 million in total GDP, of which \$170 million is direct GDP and \$120 million is indirect and induced GDP.
- Approximately \$170 million in total labour income, of which \$110 million is direct labour income and \$60 million is indirect and induced labour income.
- Approximate total employment of 2,300 FTEs, including 1,500 FTEs of direct employment and 800 FTEs of indirect and induced employment.
- Approximately \$60 million in total tax revenue, of which \$30 million is direct tax revenue and \$30 million is indirect and induced tax revenue.

TABLE 6: ECONOMIC IMPACTS OF INDIGENOUS-OWNED BUSINESSES SPENDING, CALGARY, 2021/22

	OUTPUT (\$ MILLIONS)	GDP (\$ MILLIONS)	LABOUR INCOME (\$ MILLIONS)	EMPLOYMENT (FTEs)	TOTAL TAX REVENUES (\$ MILLIONS)
Direct Impacts	\$310	\$170	\$110	1,500	\$30
Indirect Impacts*	\$130	\$70	\$40	500	\$10
Induced Impacts**	\$90	\$50	\$20	300	\$20
Total	\$530	\$290	\$170	2,300	\$60

*The indirect impacts are generated by the spending of suppliers to Indigenous-owned businesses. These are expected to accrue primarily to non-Indigenous-owned businesses located in Calgary.

**The induced impacts are generated by the spending of the employees of Indigenous-owned businesses and the employees of the suppliers to Indigenous-owned businesses.

ECONOMIC ACTIVITY ADJACENT TO CALGARY

The total spending of Indigenous-owned businesses in First Nations lands in Treaty 7 Nations was estimated to have generated the following economic impacts, as shown in Table 7.

- Approximately \$330 million in total output, of which \$210 million is direct output and \$120 million is indirect and induced output.
- Approximately \$160 million in total GDP, of which \$100 million is direct GDP and \$60 million is indirect and induced GDP.
- Approximately \$115 million in total labour income, of which \$80 million is direct labour income and \$35 million is indirect and induced labour income.
- Approximate total employment of 1,600 FTEs, including 1,100 FTEs of direct employment and 500 FTEs of indirect and induced employment.
- Approximately \$13 million in total tax revenue, of which is all derived at the indirect and induced level.

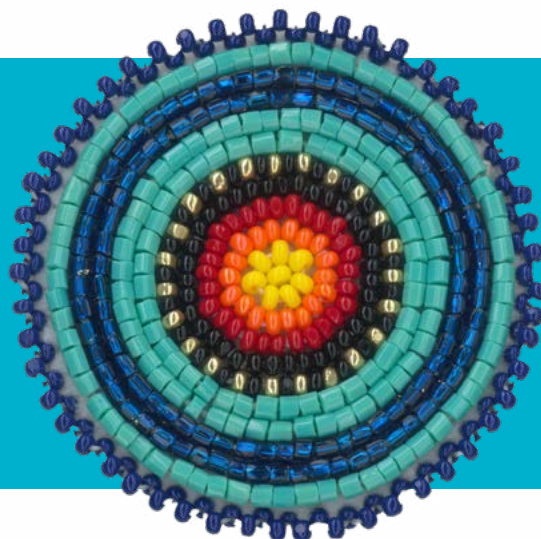
TABLE 7: ECONOMIC IMPACTS OF INDIGENOUS-OWNED BUSINESS SPENDING, TREATY 7 FIRST NATIONS LANDS, 2021/22

	OUTPUT (\$ MILLIONS)	GDP (\$ MILLIONS)	LABOUR INCOME (\$ MILLIONS)	EMPLOYMENT (FTEs)	TOTAL TAX REVENUES (\$ MILLIONS)
Direct Impacts	\$210	\$100	\$80	1,100	\$0
Indirect Impacts*	\$100	\$50	\$30	400	\$10
Induced Impacts**	\$20	\$10	\$5	100	\$3
Total	\$330	\$160	\$115	1,600	\$13

*The indirect impacts are generated by the spending of suppliers to Indigenous-owned businesses. These are expected to accrue primarily to non-Indigenous-owned businesses located outside of First Nations lands.

**The induced impacts are generated by the spending of the employees of the suppliers to Indigenous-owned businesses. The induced spending of employees of Indigenous-owned businesses is captured in the Economic Contributions of Indigenous Households section.

Indigenous-owned business in Calgary and in Treaty 7 First Nation lands were estimated to have generated \$552 million in revenue in 2021/22. Approximately 60 per cent of these revenues were estimated to accrue to Indigenous-owned businesses in Calgary.



ECONOMIC CONTRIBUTIONS OF INDIGENOUS HOUSEHOLDS

Spending by Indigenous households is supported by employment income, government transfers (e.g., social assistance payments and Canada Pension Plan income) and other sources (e.g., private pensions, savings, etc.). Estimates of household income in the Indigenous economy were developed based on labour spending by First Nations governments and income reported by the Canada Revenue Agency by those living in First Nations lands as well as employment information for urban Indigenous Peoples from the Statistics Canada Labour Force Survey, and information on government transfers from Statistics Canada. For a complete methodology please refer to Appendix A.

ECONOMIC ACTIVITY WITHIN CALGARY

Indigenous household income in Calgary includes employment income and non-employment income earned by Indigenous Peoples living in Calgary. As shown in Table 8, Indigenous household income in Calgary was estimated to be approximately \$937 million, of which approximately 85 per cent was generated from employment income and 15 per cent was generated from other, non-employment sources. This is similar to the total income distribution by source for Calgary, where approximately 14 per cent of income is earned from government transfers.¹²

TABLE 8: INDIGENOUS HOUSEHOLD INCOME BY SOURCE, CALGARY, 2021/22

	TOTAL (\$ MILLIONS)	PERCENTAGE OF INCOME
Employment Income	\$800	85%
Other (pension, EI, social assistance, disability)	\$137	15%
Total	\$937	100%

Table 9 shows the distribution of household spending used to develop economic impact estimates.

TABLE 9: DISTRIBUTION OF INDIGENOUS HOUSEHOLD SPENDING, CALGARY, 2021/22¹³

	INDIGENOUS HOUSEHOLDS - SPENDING DISTRIBUTION	ALL CALGARY HOUSEHOLDS - SPENDING DISTRIBUTION
Shelter	22%	20%
Food expenditures	11%	10%
Transportation	14%	14%
Household operations	6%	6%
Water, fuel and electricity for principal accommodation	3%	3%
Health care	3%	3%
Recreation	5%	6%
Income taxes	18%	21%
Other*	18%	18%

*Other includes furniture, clothing, education, personal care products, alcohol and tobacco, and other miscellaneous items.

12 Statistics Canada. Census Profile 2021.

13 Statistics Canada.

The spending of Indigenous households in Calgary was estimated to have generated the following economic impacts, as shown in Table 10:

- Approximately \$630 million in output from Indigenous household spending.
- Approximately \$400 million in GDP from Indigenous household spending.
- Approximately \$160 million in labour income from Indigenous household spending.
- Approximate total employment of 2,500 FTEs from Indigenous household spending.
- Approximately \$120 million in tax revenues from Indigenous household spending.

TABLE 10: ESTIMATED ECONOMIC IMPACTS OF INDIGENOUS HOUSEHOLD SPENDING, 2021/22

	OUTPUT (\$ MILLIONS)	GDP (\$ MILLIONS)	LABOUR INCOME (\$ MILLIONS)	EMPLOYMENT (FTEs)	TOTAL TAX REVENUES (\$ MILLIONS)
Spending by Indigenous Households	\$630	\$400	\$160	2,500	\$120

ECONOMIC ACTIVITY ADJACENT TO CALGARY

Indigenous household income adjacent to Calgary includes the employment income and non-employment income earned by households in the Treaty 7 First Nations lands:

- Tsuut’ina Nation
- Kainai Nation
- Piikani Nation
- Siksika Nation
- Bearspaw First Nation
- Chiniki First Nation
- Goodstoney First Nation

As shown in Table 11, household income in Treaty 7 First Nations lands was estimated to be \$327 million, of which 58 per cent was from employment income earned by Band Administration employees. The remaining 42 per cent of income is divided between employment income from other sources and social assistance payments.

TABLE 11: INDIGENOUS HOUSEHOLD INCOME BY SOURCE, TREATY 7 FIRST NATIONS, 2021/22

	TOTAL (\$ MILLIONS)	PERCENTAGE OF INCOME
Salaries and benefits from First Nations Band Administration	\$190	58%
Employment income – other sources	\$102	31%
Social assistance payments	\$35	11%
Total	\$327	100%

As shown in Table 12, shelter is the largest spending category for households in Treaty 7 First Nations lands.

TABLE 12: DISTRIBUTION OF INDIGENOUS HOUSEHOLD SPENDING, TREATY 7 FIRST NATIONS, 2021/22¹⁴

SPENDING CATEGORY	INDIGENOUS HOUSEHOLDS - SPENDING DISTRIBUTION	ALL CALGARY HOUSEHOLDS - SPENDING DISTRIBUTION
Shelter	28%	20%
Food expenditures	13%	10%
Transportation	15%	14%
Household operations	8%	6%
Water, fuel and electricity for principal accommodation	4%	3%
Health care	4%	3%
Recreation	6%	6%
Income taxes	1%	21%
Other	20%	18%

The spending of households in Treaty 7 First Nations lands was estimated to have generated the following economic impacts, as shown in Table 13:

- Approximately \$220 million in output from Indigenous household spending.
- Approximately \$130 million in GDP from Indigenous household spending.
- Approximately \$60 million in labour income from Indigenous household spending.
- Approximate total employment of 800 FTEs from Indigenous household spending.
- Approximately \$40 million in tax revenues from Indigenous household spending.

TABLE 13: ESTIMATED ECONOMIC IMPACTS OF TREATY 7 FIRST NATIONS HOUSEHOLD SPENDING, 2021/22

	OUTPUT (\$ MILLIONS)	GDP (\$ MILLIONS)	LABOUR INCOME (\$ MILLIONS)	EMPLOYMENT (FTEs)	TOTAL TAX REVENUES (\$ MILLIONS)
Spending by First Nations Households	\$220	\$130	\$60	800	\$40

14 Statistics Canada.

Indigenous Peoples spending was estimated to have generated \$860 million from Indigenous-owned businesses and \$850 million from Indigenous household spending.



ECONOMIC CONTRIBUTIONS OF INDIGENOUS HOUSEHOLDS

The total economic contributions of Indigenous Peoples in Calgary and the Treaty 7 Region include the spending of the Treaty 7 First Nations governments, Indigenous-owned businesses and Indigenous households. As shown in Table 14, the total spending of Indigenous Peoples was estimated to have generated the following economic impacts:

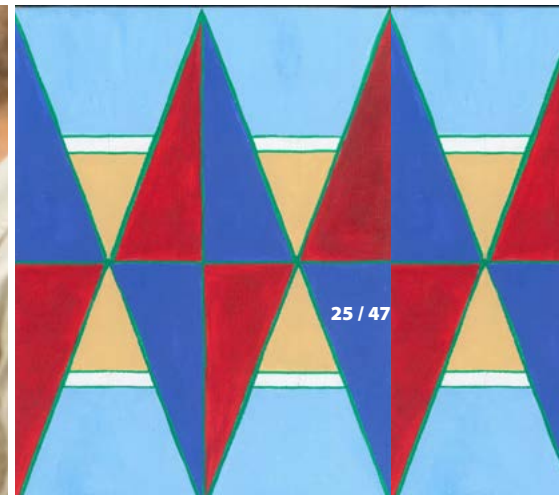
- Approximately \$2.8 billion in total output, including \$1.1 billion from First Nations governments, \$860 million from Indigenous-owned businesses and \$850 million from Indigenous household spending.
- Approximately \$1.5 billion in total GDP, including \$540 million from First Nations governments, \$450 million from Indigenous-owned businesses and \$530 million from Indigenous household spending.
- Approximately \$865 million in total labour income, including \$360 million from First Nations governments, \$285 million from Indigenous-owned businesses and \$220 million from household spending.
- Approximate total employment of 12,800 FTEs, including 5,600 from First Nations governments, 3,900 from Indigenous-owned businesses and 3,300 from household spending.
- Approximately \$293 million in total tax revenue, including \$60 million from spending by First Nations governments, \$73 million from spending by Indigenous-owned businesses and \$160 million from household spending.

TABLE 14: ESTIMATED TOTAL ECONOMIC IMPACTS OF CALGARY’S AND THE TREATY 7 REGION’S INDIGENOUS ECONOMY, 2021/22

	OUTPUT (\$ MILLIONS)	GDP (\$ MILLIONS)	LABOUR INCOME (\$ MILLIONS)	EMPLOYMENT (FTEs)	TOTAL TAX REVENUES (\$ MILLIONS)
First Nations Governments	\$1,060	\$540	\$360	5,600	\$60
Indigenous-Owned Businesses	\$860	\$450	\$285	3,900	\$73
Indigenous Households**	\$850	\$530	\$220	3,300	\$160
Total	\$2,770	\$1,520	\$865	12,800	\$293

*Employment is the direct, indirect and induced employment generated by the spending of First Nations governments, Indigenous-owned businesses and Indigenous households. It does not include total employment of Indigenous Peoples at non-Indigenous-owned businesses or organizations.

**Indigenous household impacts include the impacts of spending by all urban Indigenous households in Calgary and in Treaty 7 First Nations lands regardless of the income source.





FOR EVERY DOLLAR SPENT

by Indigenous households, businesses and governments in Calgary and the Treaty 7 Region, **approximately \$2.60** of total output is generated within the Alberta economy.



GROWTH POTENTIAL

The median income of Indigenous Peoples in Calgary has grown more rapidly than have median incomes of the non-Indigenous population.

Between 2016 and 2021, the median incomes of all Indigenous Peoples in Calgary grew by 7.2 per cent.

Similarly the median incomes of all First Nations' median incomes grew by 14.8 per cent.

Median incomes among the non-Indigenous population grew by 2.4 per cent.

CONCLUSION

If the median income growth for non-Indigenous Peoples continues at the same rate through 2026, median incomes for Indigenous Peoples will need to grow by nearly 30 per cent in order to fully close the gap between the two populations.

Source: Statistics Canada, Census Profiles 2016, 2021.

COMPARISONS

To provide perspective on the size of the Indigenous economy in Calgary and the Treaty 7 Region, we compared the Indigenous economy with key metrics for Calgary.

TOTAL CALGARY ECONOMY

The total Indigenous economy was estimated to have generated total GDP of \$1.5 billion in 2021/22, which is approximately **1.2 per cent of the total Calgary GDP in 2021** (\$123.4 billion¹⁵).

CALGARY'S TECH SECTOR EMPLOYMENT

Total employment supported by Indigenous household, business and government expenditures was estimated to be approximately 12,800 FTEs, which was approximately **32 per cent of the total employment in Calgary's tech sector in 2021 (40,600)**.¹⁶

BARRIERS AND RECOMMENDATIONS

The following provides a summary of barriers faced by Indigenous Peoples in Calgary and the Treaty 7 Region, as discussed by case study participants.

- **Intergenerational Trauma** – Indigenous Peoples in Calgary and across Canada are under-represented in the skilled trades, business ownership/management and generally in higher paying professions. Historical trauma, systemic discrimination and the intergenerational effects of residential schools contribute to the lower rates of educational attainment and financial outcomes facing Indigenous Peoples. This leads to challenges pursuing higher paying careers and business ownership.
- **Program / Project Funding** – Limited funding for programs and projects is a major barrier facing Indigenous organizations, largely due to the limited pool of accessible funders. With limited funding and financial resources, many Indigenous organizations require staff to run multiple programs to ensure they are being paid an ethical wage. As a result, many organizations are only able to offer programming or projects conditionally, based on funding requirements.

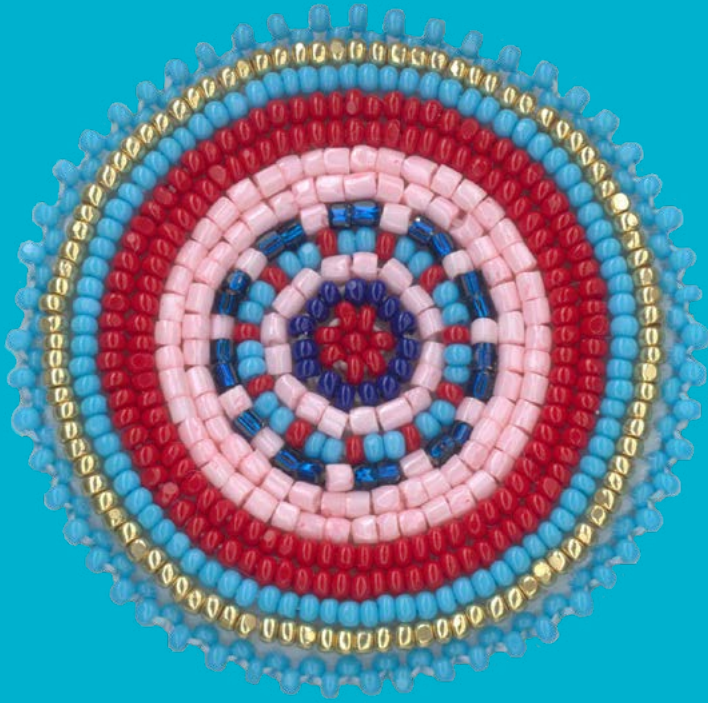
15 Calgary Economic Development. Available here: https://www.calgaryeconomicdevelopment.com/assets/Reports/WhyCalgary_Our-Economy-in-Depth-Section-4-Economy-2022-06.pdf

16 CBRE. "Scoring Tech Talent 2022" Available here: <https://mktgdocs.cbre.com/2299/957e9b99-3410-4f62-b1b1-b4a53147cee1-897668710/2022-Scoring-Tech-Talent.pdf>

- **Home Ownership on First Nations Lands** – First Nations lands are not owned by the First Nations or the residents that live on them. They are held in trust for First Nations Peoples by the Government of Canada. As a result, First Nations Peoples living on First Nations lands cannot use their homes as collateral to receive a loan from a bank. This can be a barrier to entrepreneurship and building equity and wealth through home ownership.
- **Commercial Opportunities** – Many programs that target First Nations exclude partnerships or profit-generating ventures. There are few programs that exist to support the type of commercial scale-up of an economy that many First Nations are undergoing. Indigenous partnerships and communities looking to scale-up businesses quickly can be stuck trying to overcome significant infrastructure hurdles and are therefore penalized when other municipalities can access public dollars to build larger infrastructure projects.
- **Federally-Imposed Structures** – First Nations indicated challenges working within federally-imposed structures. The Bears paw First Nation, Chiniki First Nation and Goodstoney First Nation, although distinct and separate, have been forced to share a single land base. This means that any economic activity, industrial activity, and commercial activity on those lands need to be approved by each of the member Nations. This can cause issues when one Nation or more may approve a project or activity while other Nations do not, which can in turn stall economic activity.

Below are recommendations for actions that could be taken by The City of Calgary, civic partner, community organizations and businesses to remove some of the economic barriers and improve socio-economic outcomes for Indigenous Peoples.

- **Support and collaborate with The City in its current development and implementation of the Indigenous Procurement Program.** In response to The Truth and Reconciliation Commission's findings, the White Goose Flying Report and calls to action, The City of Calgary through the Public Value through Procurement Policy is in the process of developing and implementing the Indigenous Procurement Program. The intent of the program is to remove barriers and increase access to City contracts for Indigenous-owned businesses. The Indigenous Procurement Program once implemented will be reflective of the indigenous market capacity which has been articulated in this report, meeting these businesses where they are today, and supporting paths for growth and development tomorrow. The program includes progressive benchmarks and targets which will be established to govern the program and monitor the progress.
- **Work with the Blackfoot Confederacy Nations, Tsuut'ina Nation, Stoney Nakoda Nations, Métis and urban indigenous economic development organizations to enhance program offerings and support for Indigenous businesses.** There are a number of existing programs and supports available to Indigenous businesses that are designed to address barriers. In many cases, the capacity to access the programs or to identify and assess opportunities is a barrier. Working with provincial economic development organizations to identify how to support Indigenous businesses will increase the diversity of the regional economy and may unlock new opportunities.
- **Attract Indigenous meetings and events.** Bringing together Indigenous groups in Calgary can foster a sense of connection with the region, provide a foundation for building relationships and encourage the establishment of Indigenous businesses in the region. Tourism Calgary could lead the exploration and identification of such opportunities in partnership with businesses and community organizations.



CASE STUDIES

The following section highlights Indigenous-owned businesses, entrepreneurs and community organizations in Calgary and the Treaty 7 region and their successes and challenges.

WEST EARTH SCIENCES

OVERVIEW

West Earth Sciences Ltd. (West) is a Métis-owned integrated Environmental, Engineering and Geomatics Technology firm based in Calgary, Alberta. West has worked in the oil and gas, construction, forestry, mining, utilities and energy sectors in Western Canada for over 50 years. Since 2015, West has been focused on site-closure initiatives as part of the federal Site Closure Program (Alberta - Site Rehabilitation Program (SRP); Saskatchewan - Accelerated Site Closure Program (ASCP); British Columbia - Dormant Site Reclamation Program (DSRP)). These grant programs provided funding for abandonment, decommissioning and reclamation work on oil and gas sites across the Western provinces. West is considered a forefront expert in turnkey site-closure and liability management activities.



“Our goal, in terms of employment, is we are making sure we are employing local Indigenous people wherever possible.”

INDIGENOUS PARTNERSHIPS

West is focused on developing partnerships with First Nations Band/ Companies and hiring local Indigenous contractors and employees for projects across Western Canada. West has formal partnership agreements with eight First Nations in Canada: Ermineskin Cree First Nation, Tobacco Plains Indian Band, Osoyoos Indian Band, Sea Bird Island First Nation, Horse Lake First Nation, Saugeen Ojibway Nation, Gwitch'n Tribal Council (also known as Teet'it Zheh), and Flying Dust First Nation (FDB West Environmental Joint Venture).

“We want to teach people skills they can use to make sustainable incomes or support their community.”

**- TYLER ADAIR
VP - CORPORATE DEVELOPMENT**

West strives to promote Indigenous involvement in all its projects, both in terms of employment and contracting. The company actively collaborates with First Nations' Band-owned businesses and local Indigenous-owned businesses wherever possible.

West places a high value on promoting skill and capacity building within communities. To achieve this goal, the company offers various in-community training opportunities, including environmental monitoring, drone piloting and Graphical Information System (GIS) skill building. As part of the drone training program, West provides drone pilot licensing, courses, online tests and also leaves a drone with the community for use. The approach not only fosters skill development within the community but also equips community members with the skills they can use to support themselves and their community.

Recent examples: Q4 2022 - a drone training program for the Tsay Keh Dene First Nation in Prince George, where West licensed 7 First Nation members with their UAV pilot license; 2023 ongoing - a new Environmental Monitoring & Drone training program being formulated in conjunction with the Indian Resource Council for First Nation members across Alberta.

COMMUNITY FUTURES TREATY 7



“CFT7 connects economic development offices to support small businesses.”

**- SHAWNA MORNING BULL
BUSINESS DEVELOPMENT MANAGER.**

OVERVIEW

Community Futures Treaty 7 (CFT7) supports Indigenous entrepreneurs and businesses by providing programs and services to build skills and facilitate economic development in the Treaty 7 area. CFT7 started in 1985 with an economic development branch and a lending branch. Since then, CFT7 has evolved to also support skill development and employment through the Indigenous Skill and Employment Training Strategies (ISET) program.

BUSINESS DEVELOPMENT

CFT7 business development arm has four major functions:

- Lending services provide timely pre-care with financial management assistance, business plan development and consultations regarding loan financing.
- Business support services provide resources to entrepreneurs through business training, business coaching and aftercare.
- Community economic development support action taken at the local level by a community to provide economic opportunities and improve social conditions in a sustainable way.
- The Youth Entrepreneur Symposium is a camp that trains Treaty 7 youth aged 18 to 35 to develop the tools they need to pursue entrepreneurship.

TRAINING & EMPLOYMENT

CFT7 training and employment arm has four major functions:

- General labour market provides support around the targeted wage subsidy, self-employment, job creation partnerships, skills development, employment assistance services, labour market partnerships and research innovation.
- Youth labour market provides skills development targeted at urban Indigenous youth aged 15 to 30.
- Disability employment provides inclusive labour market programs and business advisory services targeted at urban Indigenous Peoples with disabilities.
- Childcare support provides daycare services for working and training parents in First Nations lands and facilitates the development of Indigenous children.

BRIDGES ENVIRONMENTAL AND BRIDGE FURNITURES

OVERVIEW

Bridges Environmental is an Indigenous-owned business based in Mackenzie, British Columbia (BC) with a retail store in Calgary, Alberta. It is owned by Brayden and Tracy Sloan. Bridges Environmental creates wooden furniture from recycled and reclaimed wood waste, specifically old logging bridge modular sections.

Bridges Environmental started in 2018 after Brayden's father (LK Sloan) was commissioned to make a coffee table out of bridge wood. LK reached out to a major BC forestry company, to procure bridge wood for this project. LK enticed the company to allow him to re-salvage some of their old bridge wood. This meant the company would no longer have to pay to store and burn their old and unused wood, and LK had supplies for his project. During conversations with the company, it became clear that there was a business opportunity to partner with the company and other forestry companies on an ongoing basis, to create beautiful and unique art furniture.

BRIDGE FURNITURE

Brayden and Tracy saw a business opportunity in the partnership with the BC forestry company and decided to open Bridge Furniture, a retail store in Calgary. While the retail store is located in Alberta, the production shop is located in Mackenzie, BC. Bridge Furniture sources wood from forestry companies and works with local BC artists in the Mackenzie area to create the furniture. Every piece of furniture is a one-of-a-kind piece of art. Since the bridge wood used to create the furniture would have otherwise been burned, all Bridges Furniture pieces have a carbon offset certificate (with the carbon weight saved in the process of re-salvaging the wood rather than burning it) included with the purchase.

Bridge Furniture also has a product line for wood beams and patinas. Since some of the bridge wood is preserved with a substance that is not safe to include in furniture, Bridges Furniture sells this type of wood to architects and building designers.



“When you buy a piece of art furniture from bridge furniture you are sharing in the responsibility of preserving our beautiful Canadian forest and ecology.”

**- BRIDGES ENVIRONMENTAL
ABOUT US (WEBSITE)**



“92% of Indigenous youth in USAY’s programs feels more connected to their culture; a huge accomplishment when 69% of Indigenous youth are in the child welfare system or detached from their families.”

- USAY
[OUR HISTORY\(WEBSITE\)](#)

URBAN SOCIETY FOR ABORIGINAL YOUTH (USAY)

OVERVIEW

USAY was formed in response to the high suicide rates of Indigenous youth. In 1999, Redmond Little Chief called on The City of Calgary to address the crisis and created a working group that concluded Indigenous youth in Calgary needed their own, stand-alone space. In 2001, USAY was established with support from the Family and Community Support Services (City of Calgary), United Way of Calgary and Area, the Métis Nation of Alberta, and Alberta Community Development.

USAY programming is built around a sense of belonging; programs support youth to find their version of success (who they are and whom they want to be). In 2001, USAY ran less than 10 programs, but today it delivers between 40 to 60 programs annually. These include after-school programs, employment programs, lunch programs, skill-building programs, technology programs and research sector improvement projects. USAY requires youth to participate in two skill-building activities (e.g., diabetes or tax presentation) in order for youth to participate in two fun events (e.g., going to the arcade).

USAY views funding and programming differently than other charities. It works with youth to understand what they need, then USAY works with funders to advocate for programs that have substantial meaning in the community. USAY leans into change, if a program is not serving the youth or the greater community, USAY will move on and try something new.

TECHNOLOGY PROGRAMS

USAY provides programs that allow youth to build technology skills and leverage technology in a fun and exciting way. Some of the technology initiatives USAY offers are:

- Indigenous Virtual Reality (VR) Game: A youth suggested USAY pursue an Indigenous VR game. USAY then found funders who were willing to support the idea, and the video game Thunder was created. Thunder cost \$150,000 to create and took 18 months to complete. USAY is now working with Untethered Technologies to further develop the game with the youth.
- Indigenous Youth Action Figures: USAY brought youth to visit a brass band artist who was integrating technology into his art. During the visit, one youth suggested USAY attempt to create Indigenous action figures with 3D printing. USAY then pitched this idea to funders and eventually received the required support. Since the inception of the program in 2017, 150+ of USAY’s youth have been able to make their own action figures.

HOLLY FORTIER

OVERVIEW

Holly Fortier is a Cree/Dene woman from Ft. McKay First Nation, who tells stories through film and Indigenous Awareness Training. Holly owns and operates two businesses, Two Canoes Media – an Indigenous film and marketing organization and Nisto Consulting – an Indigenous Awareness Training organization.

TWO CANOES MEDIA

In the 1990s, Holly started in the film industry as a background performer, then began working as a stand-in, stunt woman, and actor working with animals and cowboys. Holly fell in love with the film process but realized there was limited Indigenous representation in the industry, and Two Canoes Media was born. Holly partnered with Pyramid Productions to deliver films and share Indigenous stories. Since 2020, Two Canoes Media has been involved in over 30 film projects, some of which have won awards. Examples of the films Two Canoes Media produced are:

- **A Mother's Voice:** A film about Holly's mother's residential school story.
- **AYOUNGMAN:** A film about a Siksika man who was killed during an argument over a package of cigarettes. This film was an American Documentary and Animation Film Festival Winner 2022 and a Calgary International Film Festival Official Selection.
- **Dodginghorse: One Man's Heroic Crusade Against Racism:** A film about a Tsuut'ina Nation hockey player who dealt with systemic racism in hockey and is on a mission to ensure this is not the reality for future Indigenous hockey players. This film was an official selection at the Dream Speakers International Indigenous Film Festival 2022.

NISTO CONSULTING

Nisto Consulting is an Indigenous awareness training organization. In 2007, Holly was approached to facilitate Indigenous awareness training, and soon after started Nisto Consulting Inc. Since then, Holly has worked independently and taught thousands of people in North America. In 2022, Holly completed 111 Indigenous awareness training sessions.

Holly provides Indigenous awareness training to government, industry, businesses, agencies and other organizations. During the training sessions, Holly educates about history to the modern day, touches on areas of culture, ceremony, and traditions, and gives tips for dos and don'ts, and Reconciliation.



“Young women see me as a mentor, they see me doing it and they know they can as well.”

**- HOLLY FORTIER
PRESIDENT/FACILITATOR**



BEARSPAW FIRST NATION ECONOMIC DEVELOPMENT CORPORATION

“We (Bears paw First Nation) need to be the economic driver, not the consultation process.”

**- ROB SHOTCLOSE
CEO OF BEARSPAW
FIRST NATION**

OVERVIEW

The Bears paw First Nation is one of three Stoney Nakoda Nations. Bears paw First Nation has 1,900 members and employs 75 to 80 people. Bears paw First Nation is involved in many economic activities and generated \$35 million in gross revenues in fiscal 2021/22.

The primary current business interests of the Bears paw First Nation include:

- Natural Gas Development and Pipeline Royalties flowing directly to its own BFN Capital Trust
- Stoney Nakoda Casino and Resort (1/3 ownership)
- Bears paw Service Centre in Morley, AB Townsite (Subway, Car Wash, Convenience store)
- Stoney Nakoda Telecom (Morley and Eden Valley AB)
- Clearwave Broadband Networks
- Bears paw Kananaskis Travel Centre (ESSO Cardlock, Tim Hortons, Convenience Store)
- Eden Valley, AB Gas Bar
- Acquired 98 Acres of fee simple Highway and River frontage lands on Highway 541 west of Longview AB

Bears paw First Nation is also involved in negotiations and/or development of several additional business interests, including:

- **Working Partnership with the town of Cochrane, AB:** Bears paw First Nation is in discussions with the municipality of Cochrane to develop joint planning for economic development and land development since they are directly adjacent to each other.
- **Kananaskis Tower Project:** Bears paw First Nation has explored developing a major tourism destination with the developers of the Malahat SkyWalk owned by the Malahat First Nation, on Vancouver Island. This would be a tourism tower showcasing the natural beauty along the Kananaskis River and the Base of the Rocky Mountains. Bears paw First Nation is examining the feasibility of developing a similar tourism centre along with the Chiniki First Nation and Goodstoney First Nation. The project would be the first of its kind in the region, driving increased economic activity for the Stoney Nakoda Nations and increasing the number of visitors to Alberta and Canada.

ARTHUR CUNNINGHAM

ELDER, MÉTIS OF ALBERTA

OVERVIEW

Arthur Cunningham is a member of Otipemisiwak Métis Government. This case study is based on his perspective as a member of the organization and is not necessarily the perspective of the organization itself or other Métis people.

Arthur noted it is important to consider the political landscape and laws governing Indigenous Peoples in Canada. Indigenous People have only been able to legally contribute to the economy for the last 35 years through the Canadian Constitution. Indigenous Peoples are governed differently than the rest of Canada. Because of this, the courts have often been the first place to see these types of things happen for Indigenous Peoples and their communities. Arthur also stated it is important to recognize that economic success may look different from an Indigenous perspective than from a Western one.

RESOURCE SECTOR

Arthur identified the resource sector as a major economic driver and big capacity builder for Indigenous Peoples and communities in Canada. Arthur gives credit to the resources sector for being one of the first sectors in Canada to build economic relationships with Indigenous Peoples and their communities.



“One of the biggest contributors to our economy is the resource sector, Indigenous People and their communities have contributed to Canada’s success.”

**- ART CUNNINGHAM
MEMBER OF THE OTIPEMISIWAK
MÉTIS GOVERNMENT**



TAZA DEVELOPMENT CORPORATION

OVERVIEW

Taza is a 1,200-acre master-planned development located on the eastern edge of Tsuut'ina Nation. The development is a partnership between the Tsuut'ina Nation and Canderel (a leading Canadian Real Estate Firm) which was formalized in 2016.

The concept for the development dates back to the 1970s. Tsuut'ina Nation foresaw the opportunity to have comprehensive economic development strategies backstopped by a large development site. Through negotiations for the Southwest Ring Road (SW Ring Road) there was an increased land value assigned for the development lands above and beyond the current appraised land values.

The land was designated through a double majority referendum by the Tsuut'ina citizens, which outlined the economic uses that were being contemplated for the development areas. The SW Ring Road provided guaranteed access to the development lands and significant anticipated traffic volumes adjacent to the sites to be developed positioned the development site to be a key location in southwest Calgary for retail and residential development.

ECONOMIC OPPORTUNITY AND RE-INVESTMENT

The Taza development is anticipated to create numerous ancillary opportunities for Tsuut'ina members, due to the scope and scale of the project. These are expected to include partnerships with retailers located on First Nation lands which will create job training and opportunities, art installations, construction partnerships and subcontractor opportunities. Additionally, there are expected to be small business and entrepreneurial ventures that can participate within the development.

There are several reinvestment opportunities for Tsuut'ina beyond land development through vertical property developments including residential, retail and office properties, as well as the longer-term ownership of key properties. These would be expected to provide additional returns on investment to Tsuut'ina both as an investment and through property management cash flows. In addition, the move towards decarbonization is expected to provide opportunities to integrate solar technology connected to the site.

The long-term vision is to have several investments that are all owned and operated by both Tsuut'ina Nation as a community as well as individual Tsuut'ina members. There are several opportunities for companies to employ and bridge the gap for Tsuut'ina members to be employed at the executive level as well as in upper and middle management roles. There is also a strong desire to have more Indigenous capital invested into the site, to see more partnerships between Tsuut'ina and other Indigenous communities throughout North America.

“There is no single path to Reconciliation; it is a series of individual actions and gestures that continue to recognize that there is a segment of society that has been eagerly looking for ways to participate and has been held back by policies that stifle creativity and flexibility. Inclusion is a key element of Reconciliation and is defined as the Equal or equitable access to opportunities and resources for people who might otherwise be excluded or marginalized.”

- BRYCE STARLIGHT
VP TAZA DEVELOPMENT
CORPORATION

PROJECT RECONCILIATION



OVERVIEW

Project Reconciliation is an organization that seeks to foster inclusive frameworks of partnerships to economic independence and strengthen environmental stewardship for Canada's Indigenous Peoples. It aims to facilitate a pivot in Canada's resource and infrastructure ownership and has three major initiatives:

RECONCILIATION INC. (TRANS MOUNTAIN CORPORATION (TMC))

Reconciliation Inc. is one of several groups working on options for transferring ownership of Trans Mountain Corporation (TMC) to Indigenous ownership. It has a proposal to facilitate transfer of TMC to 100 per cent Indigenous ownership. The proposal has Indigenous partners being given the choice of equity ownership, revenue sharing or having their interest held in trust. Reconciliation Inc. will not hold any portion of the organization. TMC will remain the operator.

The Government of Canada indicated that it does not plan to be the long-term owner of the pipeline and is open to Indigenous ownership of it.¹⁷ As of March 2023, the Government of Canada has not made any announcements on how it will proceed with TMC.

INDIGENOUS SOVEREIGN WEALTH FUND (ISWF)

The ISWF seeks to create the foundation for Canada's Indigenous People and communities, to partner with the industry in energy transition projects. ISWF creates a mechanism for Indigenous communities to become involved in green projects, bringing Indigenous partners to the table in operating decisions.

RETI (EAST CALGARY CARBON SEQUESTRATION HUB AND CALGARY GREEN ENERGY INDUSTRIAL PARK))

RETI is a development company that identifies, invests in, and develops low-carbon, energy transition projects in partnership with industry and Indigenous nations. RETI emphasizes Free Prior Informed Consent (FPIC), which is in alignment with the Truth and Reconciliation Calls to Action (TRC) #47 and #92 and the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) #3, #4, #20, and #26. RETI has partnered with the Siksika Nation on the East Calgary Carbon Sequestration Hub project and the Calgary Green Energy Industrial Park project:

- The East Calgary Carbon Sequestration Hub is a carbon capture and storage project, selected by the Alberta Government as part of the carbon capture, utilization and storage hub development process.¹⁸ It was one of 25 proposals accepted to begin exploring safe development of storage hubs. The project will seek to be a solution for meeting 2030 emission targets and has the potential to create blue hydrogen as a by-product.
- Calgary Green Energy Industrial Park is a proposed sustainable aviation fuel (SAF and renewable diesel) facility that RETI is conducting feasibility on. If the project proceeds it will deliver SAF to Calgary International Airport.

“ Ensuring shareholder value while pursuing material Indigenous ownership of our projects.”

- RETI CORPORATE OVERVIEW

17 CBC News. Indigenous-led prospective buyer 'not going away' even as TransMountain costs spiral." (March 17, 2023). Available here: <https://www.cbc.ca/news/canada/calgary/trans-mountain-pipeline-indigenous-buyer-price-tag-1.6782533#:~:text=The%20Trans%20Mountain%20pipeline%20%E2%80%94%20Canada's,owner%20Kinder%20Morgan%20Canada%20Inc.>

18 Alberta Government. Available here: <https://www.alberta.ca/carbon-capture-utilization-and-storage-hub-development-process.aspx#jumplinks-5>



ROD STAGG

OVERVIEW

Rod Stagg is a Métis entrepreneur with over three decades of business experience headquartered in Calgary. Rod currently operates four businesses: Cougar Technical Services Ltd., Stag Construction Solutions Ltd, Mother Earth Energy Services Ltd. and the Indigenous Incubator Inc.

COUGAR TECHNICAL SERVICES LTD.

Cougar Technical Services, which was founded in the early 1990s, is a plumbing, HVAC and drain cleaning company with a focus on preventative maintenance. Its client base is primarily in Southern Alberta.

STAG CONSTRUCTION SOLUTIONS LTD.

Stag Construction Solutions Ltd. is led by Rod's son, Jeremy Stagg. Stag Construction Solutions Ltd. has established itself as a trusted partner for the federal government in a wide range of construction projects, with projects spanning multiple provinces from BC to Ontario, Yukon, and NWT.

MOTHER EARTH ENERGY SERVICES LTD.

Mother Earth Energy Services helps businesses and communities to transition to more sustainable practices through collaborative solutions and green technology.

INDIGENOUS INCUBATOR INC. PROJECT

Nearly two decades ago, Rod Stagg travelled to Ottawa with a mission: to rewrite the PSIB (Procurement Strategy for Indigenous Business) agreement. To Rod, it was an honor of a lifetime and an incredibly important task. He knew that if Canada could create a more equitable procurement system, it could help promote Indigenous economic development and self-sufficiency. It was during this time that he began to realize the potential of an Indigenous business incubator.

The Indigenous Incubator aims to create a future for Indigenous Peoples and the communities by supporting entrepreneurship and business development. The business model is to purchase baby boomer-owned businesses, ensuring their continuity while also providing opportunities for Indigenous youth to gain hands-on experience and mentorship in skilled trades and business acumen. The ultimate goal is to transfer ownership to a new generation of Indigenous youth/entrepreneurs.

Rod believes this will preserve the legacy and value of successful businesses that would otherwise be at risk of closure, while providing a unique opportunity for Indigenous youth to gain practical experience and mentorship in key industries, setting them up for long-term success. Rod also believes it helps to create a more sustainable and diversified economy in Indigenous communities, which in turn can help to promote economic self-sufficiency and reduce dependence on external sources of support.



Indigenous Incubator Inc.

“It is an incredible feeling to see the impact that this initiative (Indigenous Incubator) is having on the lives of Indigenous youth and the communities they live in. I am proud to have been a part of this important work, and I am more committed than ever to promoting Indigenous economic development and building a better future for all Canadians.”

- ROD STAGG, INDIGENOUS VISIONARY & ENTREPRENEUR

APPENDICES



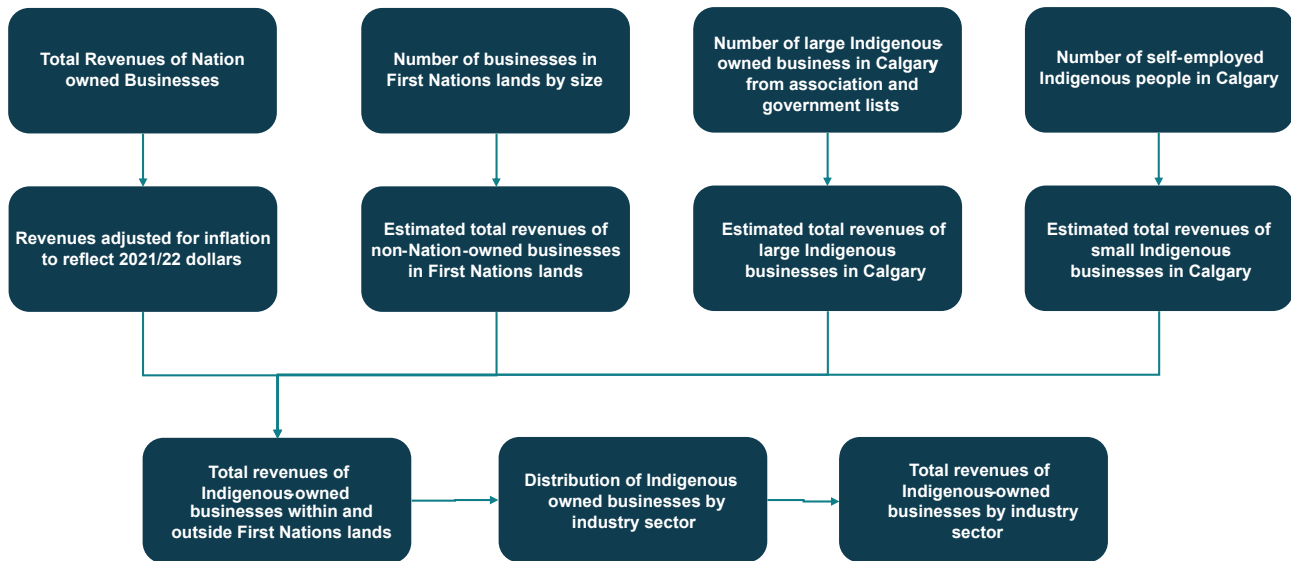
APPENDIX A

INDIGENOUS SPENDING ESTIMATION METHODOLOGY

The following sections provide a detailed explanation of MNP’s approach to estimating spending for Indigenous-owned businesses and Indigenous households.

INDIGENOUS-OWNED BUSINESSES

FIGURE 9: APPROACH TO ESTIMATING INDIGENOUS-OWNED BUSINESS REVENUES



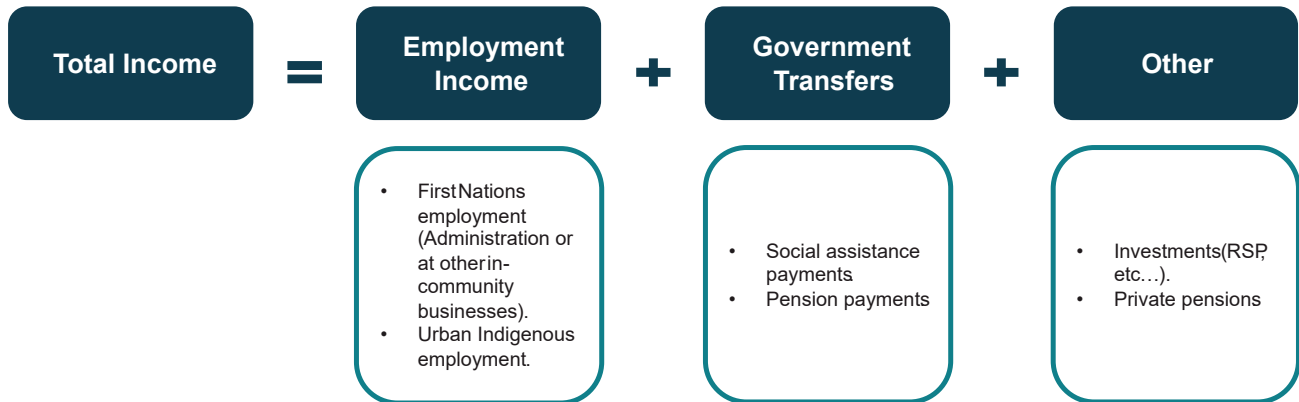
Indigenous-owned business located in Calgary were estimated using lists of Indigenous-owned businesses compiled from the Government of Canada, CCAB, Métis Business Works and MNP. These lists provided a baseline of the larger Indigenous-owned businesses in Calgary. Their revenues were estimated using information available regarding their number of employees and industry sector, as well as industry sector average revenue estimates from Innovation, Science and Economic Development Canada. The smaller Indigenous-owned businesses were estimated using Statistics Canada data for self-employment levels of Indigenous Peoples, as well as data for average revenues of sole-proprietorships and small businesses in Calgary.

Indigenous-owned business revenues for those located in Treaty 7 First Nations lands were estimated using the First Nations’ financial statements, which provided revenues for Nation-owned businesses. For non-Nation-owned businesses, Statistics Canada business counts for the First Nations lands were used to estimate the number of businesses with adjustments made for businesses in urban reserves that would not be expected to be Indigenous-owned. Their revenues were estimated using information available regarding their number of employees and industry sector, as well as industry sector average revenue estimates from Innovation, Science and Economic Development Canada.

INDIGENOUS HOUSEHOLDS

Spending by Indigenous households was estimated based on total income. As shown in Figure 10, total income was estimated as the sum of employment income, government transfers and other sources.

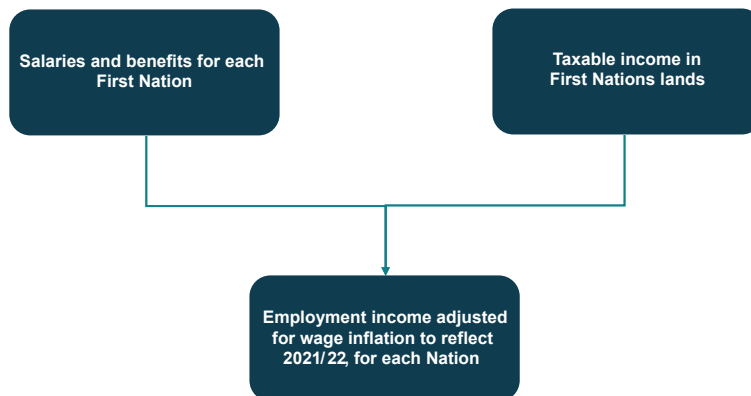
FIGURE 10: INDIGENOUS HOUSEHOLD INCOME



INDIGENOUS HOUSEHOLDS – EMPLOYMENT INCOME, FIRST NATIONS LANDS

Figure 11 displays the general approach used to estimate employment income for households in First Nations lands.

FIGURE 11: APPROACH FOR ESTIMATING EMPLOYMENT INCOME FOR HOUSEHOLDS, FIRST NATIONS LANDS



First Nations' financial statements were used to estimate the total salaries and benefits paid to individuals living in First Nations lands and working for the Band Administration and associated entities. For individuals living in First Nations lands who receive taxable income (eg. employment income from non-Indigenous businesses), tax filing data for First Nations lands from the Canadian Revenue Agency was used to estimate the taxable income received by individuals living in First Nations lands. This total combined with all salaries and benefits paid to employees of the Band Administrations and associated entities was adjusted for inflation to reflect 2021/22.

INDIGENOUS HOUSEHOLDS – SOCIAL ASSISTANCE INCOME, FIRST NATIONS LANDS

Figure 12 displays the general approach used to estimate social assistance income for households in First Nations lands.

FIGURE 12: APPROACH FOR ESTIMATING SOCIAL ASSISTANCE INCOME FOR HOUSEHOLDS, FIRST NATIONS LANDS

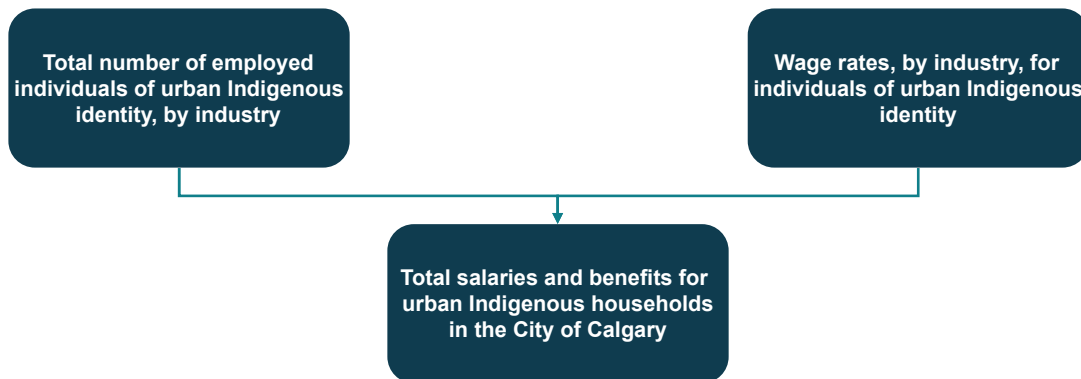


First Nations’ financial statements were used to estimate total social assistance payments to individuals living in First Nations lands. The total was adjusted to reflect 2021/22.

INDIGENOUS HOUSEHOLDS – EMPLOYMENT INCOME, URBAN INDIGENOUS PEOPLES

Figure 13 displays the general approach used to estimate employment income for urban Indigenous households.

FIGURE 13: APPROACH FOR ESTIMATING EMPLOYMENT INCOME FOR HOUSEHOLDS IN URBAN INDIGENOUS COMMUNITIES

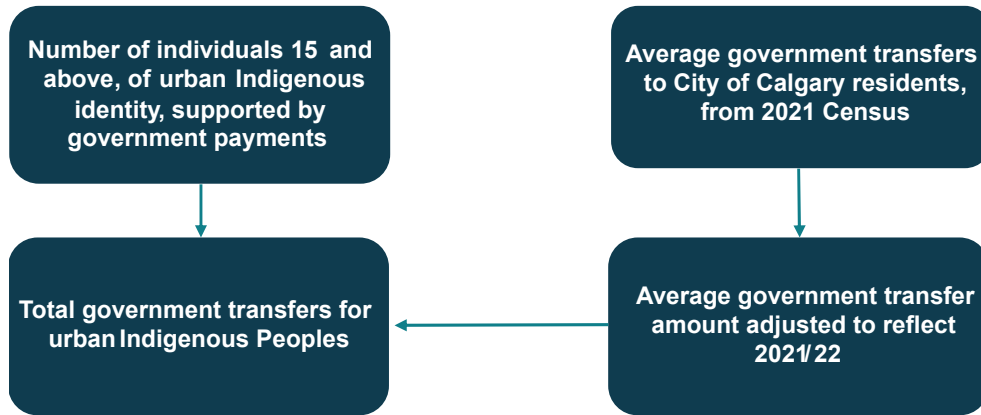


Statistics Canada data were used to calculate the total Indigenous population in Calgary, as well as the number of Indigenous individuals over the age of 15 and the employment rate for Indigenous Peoples in Calgary. This provided an estimate of the total number of employed Indigenous Peoples in Calgary. The Alberta Government’s “2019 Alberta labour force profiles: Indigenous Peoples living off-reserve” was also used for estimates of average wage rates for urban Indigenous individuals, by industry sector as well as the distribution of employment by industry sector. The average wages were adjusted to reflect 2021/22 and total aggregate annual earnings were estimated for all Indigenous Peoples in Calgary.

INDIGENOUS HOUSEHOLDS – GOVERNMENT TRANSFERS, URBAN INDIGENOUS

Figure 14 displays the general approach used to estimate government transfers for urban Indigenous households.

FIGURE 14: APPROACH TO ESTIMATING GOVERNMENT TRANSFERS TO URBAN INDIGENOUS HOUSEHOLDS



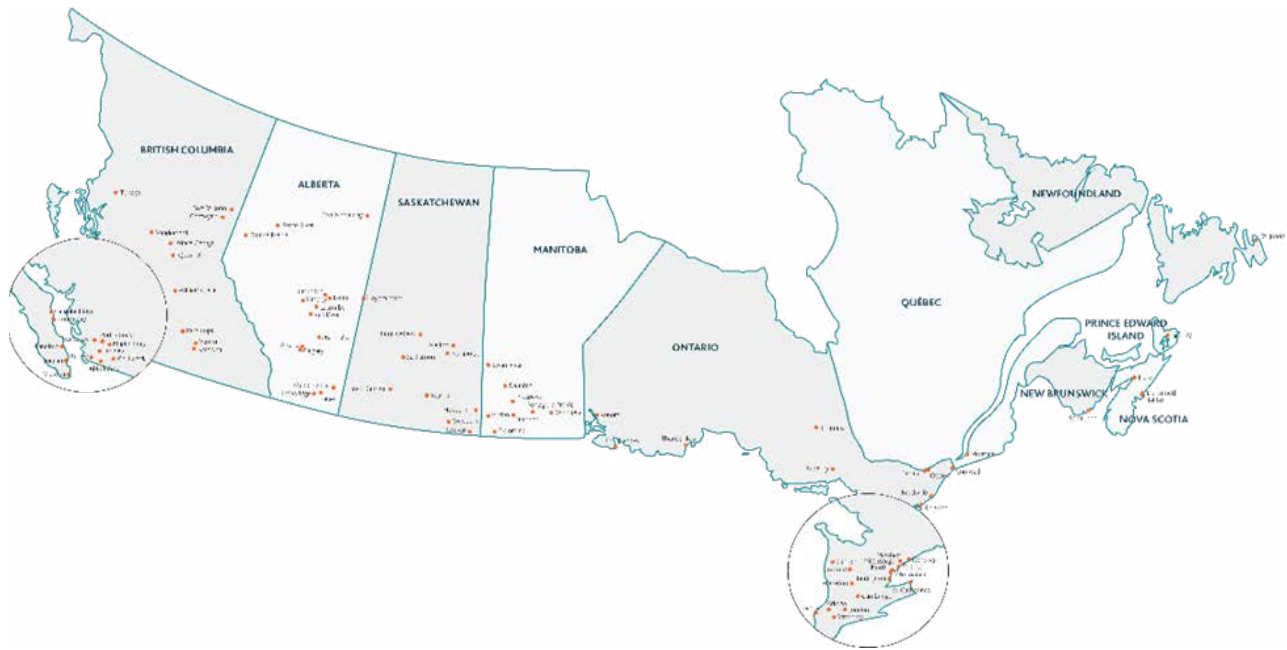
The estimate of total employed Indigenous Peoples in Calgary was used to estimate the number not receiving employment income and assumed to be supported financially by government transfers. These government transfers include Canadian Pension Plan, other pensions, employment insurance and social benefits. Statistics Canada data for average social assistance rates for Calgary residents was used to estimate total social assistance payments to Indigenous households in Calgary.

APPENDIX B

ABOUT MNP

For 60 years, MNP has proudly served and responded to the needs of clients in the public, private and not-for-profit sectors.

Today, MNP is the fifth largest Chartered Professional Accountancy and business consulting firm in Canada and is the only major accounting and business consulting firm with its head office located in Western Canada. MNP has 117 locations and 7,100 team members across the country.



MNP'S CONSULTING SERVICES

MNP Consulting provides a broad range of business and advisory services to clients including:

- Strategy and Development Planning
- Stakeholder Engagement
- Performance Measurement
- Economic Analysis
- Research
- Data and Analytics
- Business Plans and Feasibility Studies
- Performance Improvement
- Financial Analysis

MNP'S ECONOMIC AND RESEARCH PRACTICE

Economic and industry studies are carried out by MNP's Economics and Research Practice. The Economics and Research Practice is one of the largest of its kind in Western Canada and consists of a team of dedicated professionals that have a successful track record assisting clients with a variety of financial and economic studies. The team's work has encompassed a wide range of programs, industries, company operations and policy initiatives, and has helped clients with decision-making, communication of economic and financial contributions, documentation of the value of initiatives and activities, and development of public policy.

MNP'S INDIGENOUS SERVICES PRACTICE

MNP is Canada's leading national accounting, tax and consulting firm to Canada's Indigenous governments. We have a dedicated team of 300 professionals working with Indigenous nations in every province and territory and represent more than 250 Indigenous nations and over 800 clients.

MNP offers an integrated approach to working with all our clients in the assessment of their needs and in the development and implementation of practical and realistic solutions to address requirements. Our in-depth suite of business services combines industry expertise, market knowledge and professional insight with cultural awareness to identify opportunities to take you and your community, organization or business to the next level.

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**ARTWORK THROUGHOUT THIS
STUDY CREATED BY:
STAR CROP EARED WOLF**

Star Crop Eared Wolf is a Niitsiitapi multidisciplinary artist, curator and member of the Kainai Nation and Blackfoot Confederacy. Crop Eared Wolf graduated from The University of Lethbridge with a Bachelor of Fine Arts in Native Art and Museum Studies.

As an artist, educator and researcher she is a strong advocate for Native art, history and Niitsiitapi cultural preservation. Crop Eared Wolf's past and current media include painting, sculpture, photography, video and beading. She uses her art practices to explore themes centered around the environment, culture, social and political issues impacting Indigenous peoples.

Currently Crop Eared Wolf is the indigenous curator at the CASA Saokitapi Gallery and the Art Project Coordinator for the Blackfoot Confederacy.

 [@starskywolf](https://www.instagram.com/starskywolf)

