

PATHWAYS FORWARD: ENHANCING INDIGENOUS PARTICIPATION IN CANADA'S DEFENCE SECTOR





About the Report

Pathways Forward: Enhancing Indigenous Participation in Canada's Defence Sector is funded by Indigenous Services Canada (ISC). This is the seventh report in a multi-report collaboration with ISC, focusing on Indigenous procurement.

About the Design

The cover and additional report graphics were designed by Jolene Arcand, CCIB Associate, Marketing and Communications. The artwork in this report was designed using a modern take on the traditional Indigenous woodland art style.

Table of Contents

Executive Summary	4
Key Findings	6
Introduction and Background	7
Profile and Overview of the Defence Sector in Canada	8
Methodology	9
Roundtable Findings	11
Building Capacity, Skills and Training	15
Enhancing Relationships and Trust	19
Supporting Advancement to Higher Supply-Chain Tiers	22
Recommendations	24
Conclusion	26
References	28

EXECUTIVE SUMMARY



This report builds upon the research presented in **Partnerships in Procurement: Understanding Indigenous Business Engagement in Canada's Defence Industry**. It draws on evidence gathered through virtual roundtable sessions and individual interviews with Indigenous entrepreneurs, business owners, community leaders, and prime contractors. The report shifts the focus from identifying barriers to developing practical measures to increase Indigenous participation in the defence sector.

Consultations identified four interconnected capacity barriers: the administrative burden of procurement processes, gaps in skills and training, limitations in relationship-building opportunities, and knowledge gaps that constrain advancement to higher tiers of the defence supply chain. Participants also proposed targeted solutions, including Indigenous-specific accelerator and mentorship programs, greater policy flexibility, dedicated networking events, and improved knowledge-sharing mechanisms.

Implementation of these measures would support progress beyond the Government of Canada's 5 per cent Indigenous procurement target and contribute to more robust supply chains, economic reconciliation, and a resilient national defence industry.



Key Findings

The roundtable discussions and interviews identified four primary barriers, together with corresponding solutions:

- **Administrative Burden:** Complex procurement platforms, procedural requirements, and inconsistent application of the Procurement Strategy for Indigenous Businesses, which is consistent with the findings from the Procurement Ombudsman Report, continue to limit entry into defence contracting.¹ Recommended solutions include accelerator programs, recognition of indirect services such as janitorial and maintenance services, and the creation of a defence-specific database of certified Indigenous suppliers.
- **Skills and Training Gaps:** Deficiencies in foundational knowledge, certifications, and hands-on experience hinder capacity development. Solutions centre on expanded mentorship, scholarship-supported training pipelines, and the integration of training into procurement activities. Importantly, these approaches must be structured so that they do not place a disproportionate burden or risk on prime contractors, including scenarios in which primes are effectively required to train themselves out of future contracts.

- **Relationship and Trust Deficits:** Limited opportunities for direct engagement and gaps in cultural competency among prime contractors and government representatives impede partnership development. Solutions include supported participation in events, tailored networking activities, reverse trade shows, and reciprocal training.
- **Knowledge Gaps for Scaling:** Challenges in advancing beyond lower-tier subcontracting stem from limited familiarity with global projects, Industrial and Technological Benefits (ITB) frameworks, and long-term compliance requirements. Solutions include knowledge transfer from successful programs, policy credits for capacity-building investments, and structured scaling pathways.

These findings demonstrate that focused, relationship-based interventions—such as those already shown to be effective through programs like the CCIB Defence Sector Accelerator—can increase Indigenous participation while advancing government reconciliation objectives.

¹ Procurement Practice Review of Contracts Awarded to Indigenous Businesses - Office of the Procurement Ombudsman



The background is a solid deep purple. A thick, wavy, light purple line starts from the bottom left, curves upwards and to the right, then loops back down and to the left. A small, stylized flower with five petals and a dark purple center is positioned at the top right end of this line. In the bottom left corner, there is a large, partially visible stylized flower with multiple layers of petals in various shades of purple and white.

INTRODUCTION AND BACKGROUND

Profile and Overview of the Defence Sector in Canada

Canada's defence industry includes approximately 600 firms, contributes more than \$9.6 billion to gross domestic product, and supports over 81,000 jobs.² Recent federal commitments, including \$81.8 billion in new defence spending over five years as outlined in Budget 2025 and the launch of a Defence Industrial Strategy supported by a new Defence Investment Agency, indicate significant growth to strengthen sovereign capabilities and meet international obligations.³

Historical Context

The historical impacts of colonialism and systemic discrimination, including policies under the Indian Act, residential schools, and exclusionary practices, have restricted Indigenous participation in the defence sector. These legacies have limited access to capital, networks, and opportunities for

trust-building. Indigenous Peoples have served with distinction in every major conflict since the War of 1812, often at higher proportional rates than non-Indigenous Canadians. These contributions continue to inform current efforts to expand participation.

Indigenous Participation in the Defence Sector

Current levels of Indigenous participation remain below potential. With more than \$500 billion in projected defence related spending by 2035, CCIB research shows that Indigenous businesses and communities remain underrepresented in defence procurement and supply chains.

The Procurement Strategy for Indigenous Business establishes a 5 per cent minimum target. Government-wide, this target was reported as exceeded in 2023–24, with \$1.24 billion awarded (6.1% of eligible contracts).⁴ However, CCIB has been critical of these numbers, as have others. Along with CCIB, the Assembly of First Nations and the Procurement Ombudsman point to weak verification processes and inadequate oversight. Even more problematic are defence-specific results, which are even lower: the Department of National Defence

achieved approximately 2.5 per cent in the same period. Within the Canadian Armed Forces, Indigenous representation stands at approximately 3 per cent, with higher rates in the Canadian Rangers.⁵

While barriers such as procurement complexity, security clearance requirements, geographic constraints, limited relationship-building opportunities, and gaps in skills and training are well known, there remains a critical gap in practical, solution-focused supports that help Indigenous entrepreneurs, businesses, and communities move from interest to procurement readiness and successful participation.

² defence-industrial-strategy-update-en (1).pdf

³ Chapter 4: Protecting Canada's sovereignty and security | Budget 2025

⁴ Indigenous Services Canada's Report on the Mandatory Minimum 5% Target - Fiscal Year 2023-24

⁵ Indigenous - Canada.ca



METHODOLOGY

Research Methodology

This report is informed by:

- Desk research, reviewing prior studies, policy documents, and program outcomes;
- Virtual roundtable sessions and targeted individual interviews with Indigenous business owners, entrepreneurs, and prime contractors;
- Data collection from a diverse cross-section of First Nations, Métis, and Inuit businesses across regions and defence-adjacent sectors; and
- Thematic analysis of transcripts and notes, validated through participant feedback.





ROUNDTABLE
FINDINGS

Building on the previous report, participants confirmed that Indigenous businesses and entrepreneurs continue to face structural barriers in the defence sector. This report translates those insights into practical, evidence-based measures that centre Indigenous voices and support trust-based partnerships.

Addressing Administrative Burden in Defence Procurement

Indigenous businesses encounter complex systems, multiple platforms, heavy procedural demands, and relationship-driven processes that were not designed with their needs in mind. Despite the 5 per cent Indigenous procurement target, structural challenges persist.

Prime Contractor: *"There's a ton of acronyms, portals, pre-qualification layers, and none of them reward innovation, and none of them reward early-stage participation."*

Solutions

Participants identified improved access to networks, mentorship, and regulatory guidance as key enablers.

Prime Contractor: *"Setting expectations and helping businesses understand our industry, we have a whole language of acronyms that we could all toss around and understand each other. But for someone new entering that environment, that's just one hurdle they need to overcome. Understanding what those terms mean and what impact that has on their business, and understanding how long it's going to take to get up to that learning curve to get to a point where you can do business."*

Prime Contractor: *"I think in terms of how to best support Indigenous businesses and navigating the whole thing, it comes down to investment from both sides. We talked about the tremendous costs and level of engagement that are required from these businesses just to go through all the certifications to get started, to understand the whole environment."*

INDIGENOUS DEFENCE ACCELERATOR PROGRAMS AND PROCUREMENT MENTORSHIP

Programs such as the CCIB Defence Sector Accelerator provide hands-on support in proposal writing, compliance, and contracting while facilitating connections with prime contractors and contracting officers in low-risk environments. Early relationship-building was highlighted as critical. Participants recommended wider industry adoption and knowledge sharing to reduce duplication of effort for new entrants.

Prime Contractor: *"I think that's where the defence accelerator program with General Dynamics was helpful because we were able to understand some of the language; they were able to be a bit of a translator to understand some of the aspects."*

Prime Contractor: “We’ve learned that our success wasn’t just about knowing how to bid but about understanding how the system thinks, and we found it helpful to have key mentors to help us do that. We’ve had some limited success in that way.”

Indigenous Entrepreneur: “Building relationships early is key, but regardless of the business, it’s hard to build that track record. And once you build that track record of performance, because it is a lot about performance, it becomes so much easier. That’s something we talked about both years in the program [Defence Accelerator Program], which is how do we create those open gates, like opening doors to get people involved.”

Indigenous Entrepreneur: “I think to help more Indigenous companies be successful, we need more practical relationship-based procurement and mentorship. The defence accelerator was fantastic because it paired us with contracting officers, the prime and experienced suppliers, and we got a chance to do proposal writing and talk about compliance, guidance, and we had a mentor throughout that whole process.”

Prime Contractor: “I think with the defence companies, there’s learning there too, right. The first year we went through the program, we learned a lot about what the mentees needed, where we should be focusing on, how we should be presenting information, and what the challenges are.”

PROGRAM EXAMPLE: CCIB DEFENCE SECTOR ACCELERATOR

The Indigenous Business Defence Sector Accelerator was established to increase awareness of and support for Indigenous businesses throughout the supplier qualification process. The program was sponsored for two years (2023–2025) by General Dynamics through its Canadian business units.

RECOGNITION OF NON-DIRECT DEFENCE PROCUREMENT

Greater flexibility in experience requirements and inclusion of indirect services (for example, catering, maintenance, infrastructure support, and solar installation) would expand opportunities for Indigenous businesses. Defence bases function as small communities requiring precisely these types of support services.

Indigenous Entrepreneur: “If there was any way to bring flexibility in so that our Indigenous spend for indirect could be considered. I feel like there’s a big opportunity out there that could be taken advantage of to promote more Indigenous businesses that maybe aren’t direct to program, that maybe would get forgotten about in the defence world, just because they’re not direct to program. So, for activities where they’re not necessarily building a product but rather providing services like catering.”

Indigenous Entrepreneur: “The defence space is about more than just missiles and tanks and guns. The defence space includes all 33 bases across Canada. Those 33 bases are cities that require city-like infrastructure to function. Someone has to come along and install toilets, or someone must come along and put in solar panels, and there are Nations that are adjacent to bases who could be a direct labour draw to be doing work on the bases that doesn’t necessarily require high security clearances.”

DEFENCE-SPECIFIC DATABASE OF CERTIFIED SUPPLIERS

A searchable database of certified Indigenous businesses would streamline subcontracting and inclusion in participation plans.

Prime Contractor: “If you could make it easy to find these partners that are certified, because one of the other challenges is finding these certified Indigenous businesses so that we can subcontract them and know that they’re compliant and certified, so that we can include them in the Indigenous participation plans.”

Prime Contractor: “I know there are databases, but maybe we need a database that’s unique to defence, where there’s a way to identify programs or companies that are interested in defence.”

IMPROVED POLICY CONSISTENCY AND DIALOGUE

Standardizing the application of the Procurement Strategy for Indigenous Business within the Industrial and Technological Benefits framework, providing consistent training for officials, and establishing ongoing dialogue (for example, through annual advisory meetings) would reduce inconsistency. Policy flexibility—such as recognizing capacity-building investments toward targets—would further support long-term scaling.

Corporate: “The biggest challenges for us at first were really because of the contracts. We participate in the Indigenous Procurement Plan (IPP), and our first challenge was really to understand what the clear point is regarding the policy surrounding IPP.”

Prime Contractor: “Through all of the different spaces, I think the best support for them is going to come from the government directly or from programming.”

Prime Contractor: “The IPP and application of the 5 per cent, and how it is administered, are inconsistent for businesses of any size to navigate. It would have made more sense for it to be rolled into the ITB under ISED.”



BUILDING CAPACITY: SKILLS AND TRAINING

Participants described gaps in foundational terminology, acronyms, security requirements, certifications, supply-chain integration, quality assurance, and compliance. High entry costs and long procurement cycles exacerbate these challenges.

Solutions

Robust, ongoing skills development and mentorship are required. While awareness webinars are helpful, practical, hands-on experience delivered throughout the procurement process is essential.

Indigenous Entrepreneur: *"There are very few programs that actually teach Indigenous companies how to deliver inside a defence system. Getting the skills is important, and having access to those resource guides and those webinars is important."*

Prime Contractor: *"For some of the smaller businesses that we're trying to bring into the industry, the best way we've found to do that is to create connections at the right points and the right levels. So, we substituted individuals who are well-informed on our side and who could work with those businesses to understand their challenges, help them navigate the different phases of what they need to accomplish. That level of connection and relationship-building was what created the most advanced outcomes."*

Corporate: *"I think any businesses, suppliers and Indigenous businesses who want to engage in the defence sector first and foremost, they have to really understand the defence sector. It's a special monster. You would be surprised [by] the list of requirements."*



Skills Development Programs

Embedding mentorship within procurement activities, connecting entrepreneurs with subject-matter experts, and integrating participants into live projects to accelerate learning. Examples such as IBM's Skills Build demonstrate scalable technology training models.

PROGRAM EXAMPLE: MÉTIS DRONE TRAINING PROGRAM

This initiative offers free certification in advanced remotely piloted aircraft systems (RPAS) and real-world experience. Graduates are immediately employable in defence, emergency management, energy, and infrastructure sectors.

Indigenous Entrepreneur: "Real capability isn't built through information. It's built through hands-on participation and continuity, and Indigenous entrepreneurs, at least the ones I know, don't lack ambition. What we lack is access to a live guided experience in complex projects."

Indigenous Entrepreneurs: "When Indigenous people see themselves represented in these high-tech sectors, like defence, participation starts to turn into persistence, and they want to go and do it because we are very entrepreneurial and we are very driven to succeed. Our experience shows that once people have that training, mentorship, and the context to contribute, they are very quick to perform at the same level as any tier one partner and often with stronger retention. This promotes an even greater community impact because of the story that they're able to tell through their Indigenous roots."

Indigenous Entrepreneur: "We've been offering free drone training to anyone from the Métis Nation for free for life, so they can become drone operators, advanced drone operators. They get the same training that anyone who pays for the course gets. There's nothing different. The only difference is that I'm giving back to my community and our organization is giving back to our community."

PROGRAM EXAMPLE: PLATO'S INDIGENOUS TRAINING PROGRAM

PLATO delivers five months of software-testing instruction followed by paid internships and guaranteed full-time employment. Since 2015, the program has trained more than 400 Indigenous students through 12 centres across Canada.

Corporate: "That's one of the things that PLATO does very well is they've got that pipeline. They are taking Indigenous peoples, teaching them testing skills, and then they evolve them from testing to coding and more advanced capabilities."

Prime Contractor: "They're training people locally, providing scholarships, and then offering job opportunities."

PROGRAM EXAMPLE: URBAN SOCIETY FOR ABORIGINAL YOUTH (USAY) REAWAKENING THE DIGITAL PATH PROJECT

USAY's immersive virtual reality programs combine cultural storytelling with advanced technology training, supporting digital skills applicable to defence applications.

Indigenous Entrepreneur: "These kids are learning through coding and through, you know, exploration and discovery. Through trial, error, and failure, how to build these efficient coded structures that can be very easily ported and translated into the defence space."

TALENT PIPELINES INTO THE DEFENCE SECTOR

Scholarships for key certifications (ISO, AS9100, Controlled Goods) combined with co-ops, internships, and mentorship would remove financial barriers and create clear pathways for Indigenous businesses and individuals.

Indigenous Entrepreneur: "These were all new big concepts that we didn't really understand very well until we started looking them up through the Defence Accelerator Program. The capability will depend heavily on meeting those very expensive standards and, lastly, on having a long-term, sustained mentorship pipeline that connects youth, technicians, and entrepreneurs into this employment and contracting cycle."

Indigenous Entrepreneur: "If we can do it as an Indigenous organization, there's no reason why defence Primes and Tier 2 defence primes couldn't get into a similar game as well and create their own pipeline of people."

Prime Contractor: "Is there not an opportunity for businesses to offer scholarships, Co-op or mentoring opportunities? Then you create those students who become a part of your organization."

ENHANCING
RELATIONSHIPS
AND TRUST



Opportunities for engagement often require costly travel, while government and prime contractor staff may lack cultural competency. These factors contribute to partnership delays.

Indigenous Entrepreneur: *"As an Indigenous organization, the hardest part for us in entering the defence sector wasn't our capability. It was our connection."*

Solutions

Direct, face-to-face interaction and reciprocal understanding are essential.

SUPPORTED EVENT PARTICIPATION

Financial support and dedicated space for Indigenous businesses at major forums (CANSEC, DEFSEC, Best Defence, DND–DCC Industry Day), with cultural protocols in place, would improve visibility and engagement.

Prime Contractor: *"Going to a show that size, it's hard to find folks. I really like the idea of having a section, perhaps for the Indigenous businesses. I think the relationship-building will be more meaningful versus just walking around and stopping at someone's booth."*

Indigenous Entrepreneur: *"Make the whole space feel more Indigenous, so that when you walk in there, you feel the Indigeneity rippling throughout the whole space, rippling from the rafters. That could be one way to boost participation."*

TAILORED NETWORKING EVENTS

Regular matchmaking sessions and Indigenous-focused forums would provide consistent opportunities for relationship-building.

Indigenous Entrepreneur: *"When we can meet people directly, we have a much higher sales success rate than when we just submit a form or submit an RFP into an email and then nothing ever comes back to us. But when we can meet someone in person, even if it is online, our chances of being successful are much, much higher."*

Indigenous Entrepreneur: *"Quarterly Indigenous defence forums, having those curated matchmaking sessions around the country that are hosted by Indigenous Organizations and DND together, I think we could really make something of this where certified Indigenous businesses can meet and present their capability directly to those buyers and primes."*

Corporate: *"You could have a networking event for Indigenous peoples specifically. I would say holding more specific events across Canada is a way of bringing out and enabling that networking and then participating in things like CANSEC."*

REVERSE TRADE SHOWS

Quarterly reverse trade shows hosted by the Department of National Defence and Indigenous organizations—bringing prime contractors and government representatives to Indigenous businesses—would facilitate targeted demonstrations and collaboration.

Indigenous Entrepreneur: “So I’m going back to the reverse trade mission because it brings buyers to us as companies. It puts all the buyers in one place, so I can go up to them and showcase my things. Suppliers can learn what the government and other organizations purchase, understand the procurement process, and promote their products and services.”

Indigenous Entrepreneur: “Having a defence innovation field day where there are live demonstration events where Indigenous firms can showcase working technologies. Whether that is showing AI analytics or how well they can weld. When those decision makers can witness the real capability, it’s been our experience that that accelerates trust and opportunity and future business.”

Indigenous Entrepreneur: “It was a really good way for us to touch a lot of different government departments that we may not necessarily have otherwise had access to.”

SECTOR-SPECIFIC SUPPLIER DATABASE

A platform listing certified Indigenous suppliers by technical domain (aerospace, cybersecurity, logistics) would assist prime contractors in identifying partners.

Indigenous Entrepreneur: “Establishing the registries so that they are curated by sector, so that the primes can go in and easily identify quality Indigenous partners that are aligned with defence technical domains, like aerospace, cyber, logistics, and manufacturing. Instead of just having a generic directory, just saying defence, they could actually slice and dice that data a little bit more granular so that defence primes could go through the supply chains database and have more targeted information.”

MUTUAL TRAINING INITIATIVES

Cultural-competency training for government officials and prime contractors, paired with defence-procurement training for Indigenous businesses, would build mutual understanding.

The roundtables showed, in a unanimous voice, that many government staff are uneducated about Indigenous culture, so they remain out of the loop in these knowledgeable discussions because reciprocity and outreach are unfamiliar to them.

Indigenous Entrepreneur: “I would suggest that we spend time collectively as a community training both sides of this equation because government buyers and primes need cultural competency training. Indigenous firms need insight into defence contracting language and bid cycles. When we can both understand each other’s context, I think negotiations can move faster. I think partnerships can deepen, relationships can deepen, and you know we don’t need more outreach; we need more reciprocity.”

Indigenous Entrepreneur: “There’s a complete inability for the government, in my experience, to talk to Indigenous folks, so they can’t get the input from Indigenous businesses on the ground. And Indigenous peoples by nature are untrusting of defence folks, so there’s this ingrained resistance to take that feedback from the corporate side.”

**SUPPORTING
ADVANCEMENT TO HIGHER
SUPPLY-CHAIN TIERS**



Even after initial entry, businesses face challenges in navigating global projects, maximizing ITB credits, managing multi-tier compliance, and planning long-term growth.

Solutions

Knowledge transfer from accelerator graduates and successful partners, combined with policy credits for capacity-building investments and structured scaling pathways, would enable smaller firms to become reliable higher-tier suppliers. Formal mechanisms to capture and share lessons learned would prevent repeated starts from scratch and accelerate industry-wide progress.





RECOMMENDATIONS

Recommendations

The following recommendations provide clear, actionable steps to increase Indigenous participation in Canada's defence sector:

- 1. Scale accelerator and mentorship programs** nationally and encourage all major defence prime contractors to adopt comparable models focused on proposal writing, compliance, and relationship-building.
- 2. Revise procurement policies** to recognize indirect services (maintenance, infrastructure, and support services) and capacity-building investments toward the 5 per cent Indigenous procurement target and integrate the Procurement Strategy for Indigenous Business more closely with the Industrial and Technological Benefits framework.
- 3. Establish a defence-specific, searchable database** of certified Indigenous businesses to facilitate identification and connection by prime contractors and government buyers.
- 4. Organize quarterly reverse trade shows** hosted by the Department of National Defence and Indigenous organizations, and provide dedicated space, cultural protocols, and financial support for Indigenous businesses at major defence exhibitions.
- 5. Implement mutual training programs:** cultural-competency training for government officials and prime contractors, and defence-procurement training for Indigenous entrepreneurs.
- 6. Fund scholarship programs** for critical certifications and link them with mentorship, internships, and co-op placements to create clear talent pipelines into the defence sector.
- 7. Establish annual advisory forums** involving Indigenous business representatives, Public Services and Procurement Canada, the Department of National Defence, and industry to monitor progress and refine policies and programs.



CONCLUSION

Conclusion

The discussions conducted for this report confirm that Indigenous businesses and entrepreneurs possess the ambition, innovation, and capability necessary to play a far more significant role in Canada's defence sector. The barriers limiting their participation are structural in nature and can be effectively addressed through targeted, collaborative, and sustained action.

This report has identified four key capacity challenges—administrative burdens in procurement, skills and training gaps, deficits in relationships and trust, and knowledge limitations that impede scaling—while presenting practical, participant-informed solutions. Proven initiatives such as the CCIB Defence Accelerator Program, the Métis Drone Training Program, PLATO, and the USAY Reawakening the Digital Path Project have already demonstrated that removing these barriers yields concrete results: job creation, community economic development, diversified and resilient supply chains, and meaningful progress toward economic reconciliation.

Canada now stands at a pivotal moment. With substantial new investments in defence capability through Budget 2025 and the development of a Defence Industrial Strategy, there is a strategic imperative to build an inclusive, robust, and sovereign defence industrial base. To achieve this, the Government of Canada, together with prime contractors, Indigenous businesses, and other key stakeholders, must move with purpose and commitment to implement the recommendations contained in this report.

By scaling successful programs, modernizing procurement policies, fostering meaningful partnerships, and creating clear pathways for advancement, Canada can exceed the 5 per cent Indigenous procurement target and position Indigenous businesses as integral contributors to higher tiers of the defence supply chain. This is not only an economic and reconciliation imperative—it is a national security opportunity.

The path forward demands coordinated leadership and sustained collaboration. Acting decisively on these recommendations will deliver a stronger, more resilient, and more inclusive defence sector that fully reflects the diversity and strength of Canadian society and advances reconciliation in action.

References

- Government of Canada. 2026. Procurement Practice Review of Contracts Awarded to Indigenous Businesses. March 26. Accessed April 24, 2026. <https://opo-boia.gc.ca/paapp-prorev/2026/epa-ppr-03-2026-eng.html>.
- Government of Canada. 2025. Protecting Canada's sovereignty and security. November 4. Accessed April 24, 2026. <https://budget.canada.ca/2025/report-rapport/chap4-en.html>.
- Government of Canada. 2026. Canada's Defence Industrial Strategy. February 26. Accessed April 24, 2026. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/industrial-strategy/security-sovereignty-prosperity.html>.
- Government of Canada. 2025. Indigenous Relations. March 21. Accessed April 24, 2026. <https://www.canada.ca/en/department-national-defence/corporate/reports-publications/proactive-disclosure/supplementary-estimates-dnd-caf-21-nov-2024/indigenous.html>.
- Government of Canada. 2025. Indigenous Services Canada's Report on the Mandatory Minimum 5% Target - Fiscal Year 2023-24. December 19. Accessed April 24, 2026. <https://www.sac-isc.gc.ca/eng/1761738280117/1761738313724>.



CANADIAN COUNCIL FOR
**INDIGENOUS
BUSINESS**

Canadian Council for Indigenous Business
2 Berkeley Street, Suite 202 Toronto (Ontario) M5A 4J5
Telephone : 416 961-8663 | Fax : 416 961-3995

www.ccib.ca