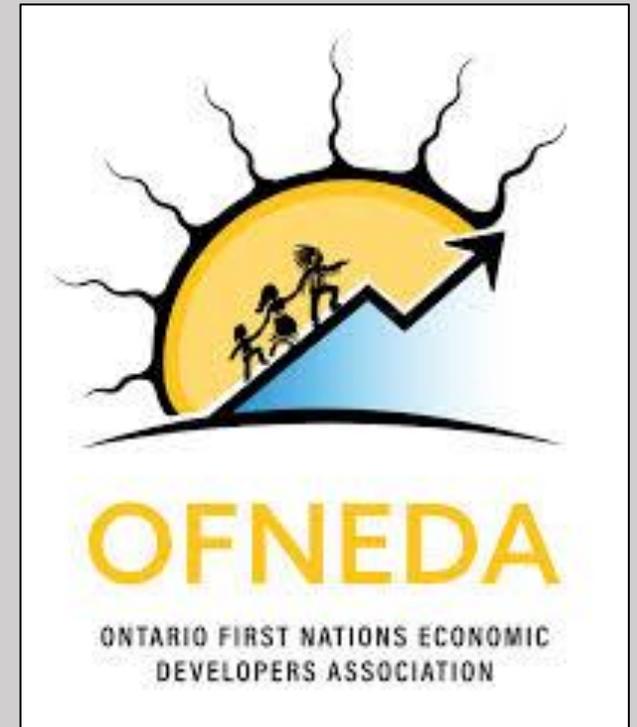




# Indigenous Participation Plans

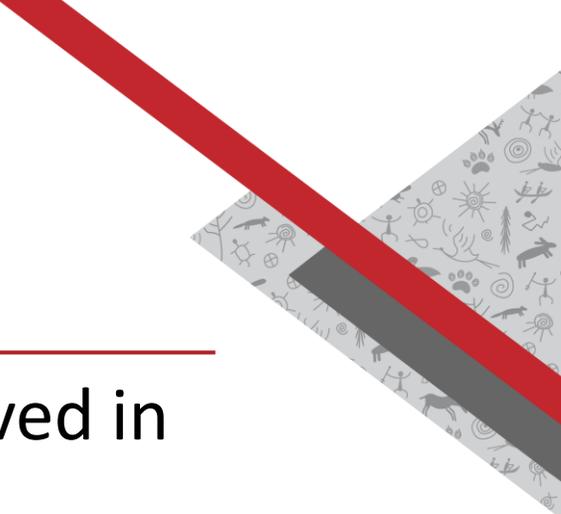
## Webinar For First Nation Practitioners

A Resource to Support First Participation in  
Procurement Opportunities



Presented By: Michael Jacobs, CEO  
February 17, 2026

# What is an Indigenous Participation Plan?



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Procurement tool to ensure Indigenous Peoples are involved in all project stages.

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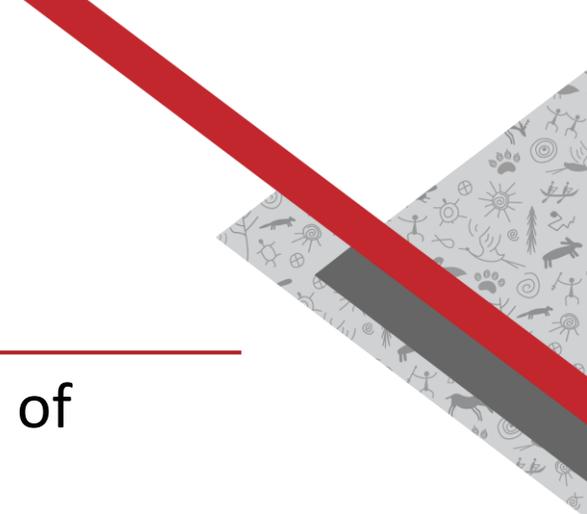
Promotes engagement, inclusion, training, and Indigenous business opportunities through project design and execution.

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Intended to recognize and respect Indigenous rights, cultures, and knowledge systems through project design and execution.

*IPP success is about long-term empowerment, cultural continuity, and self-determined development. They should guide projects to benefit not only today, but the next seven generations.*

# What an Indigenous Participation Plan is not?



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IPP's are ***not intended*** to increase the overall cost of procurement of goods and services.

---

IPP's support Duty to Consult and Accommodate project's negotiated obligations, however, **do not replace** the legal Duty to Consult and Accommodate obligation.

---

IPP's are ***not executed by the federal government***. IPP's are executed by the successful bidder. Compliance and monitoring of the IPP execution is managed by the federal government procurement manager.

# How Do IPP's Intersect With Federal Procurement?

An Indigenous Participation Plan intersects with the Canadian federal procurement process at several key points.

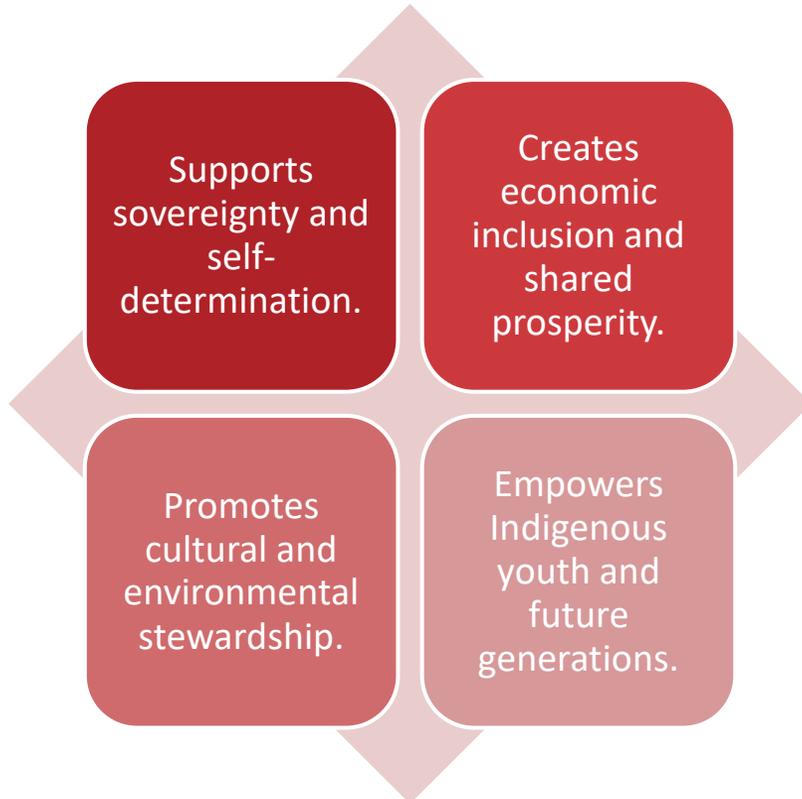
IPP's may be requested by federal departments in specific procurement solicitations to compliment broader Indigenous procurement strategies.

IPP's provide a mechanism for the federal government to monitor, and track spend on a project-by-project basis as well as a cumulative government spend basis.

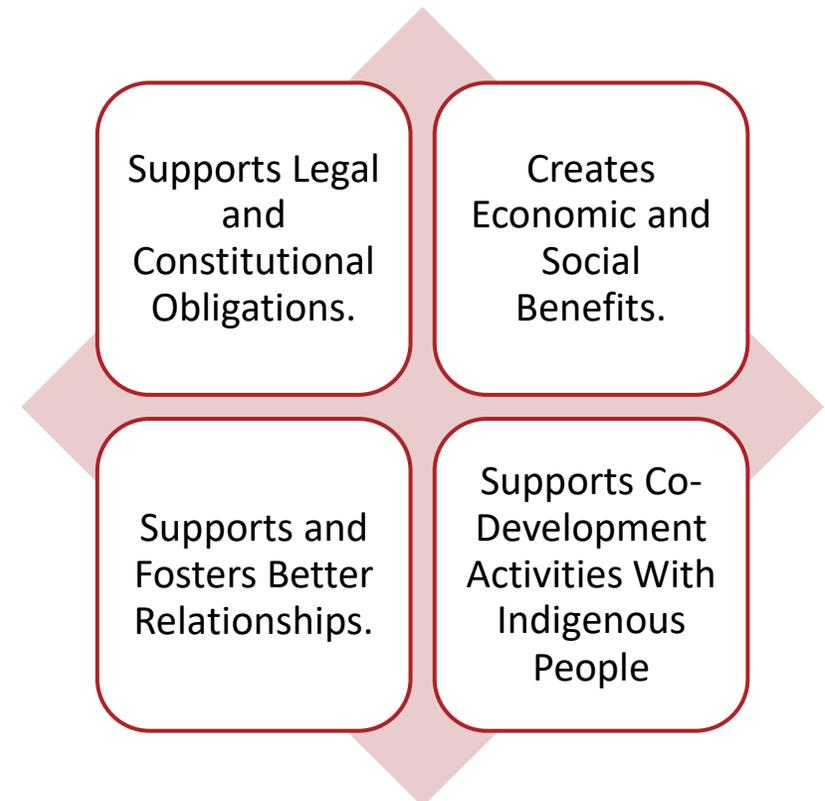


# Why Are IPP's a Generally Accepted Procurement/Relationship Tool?

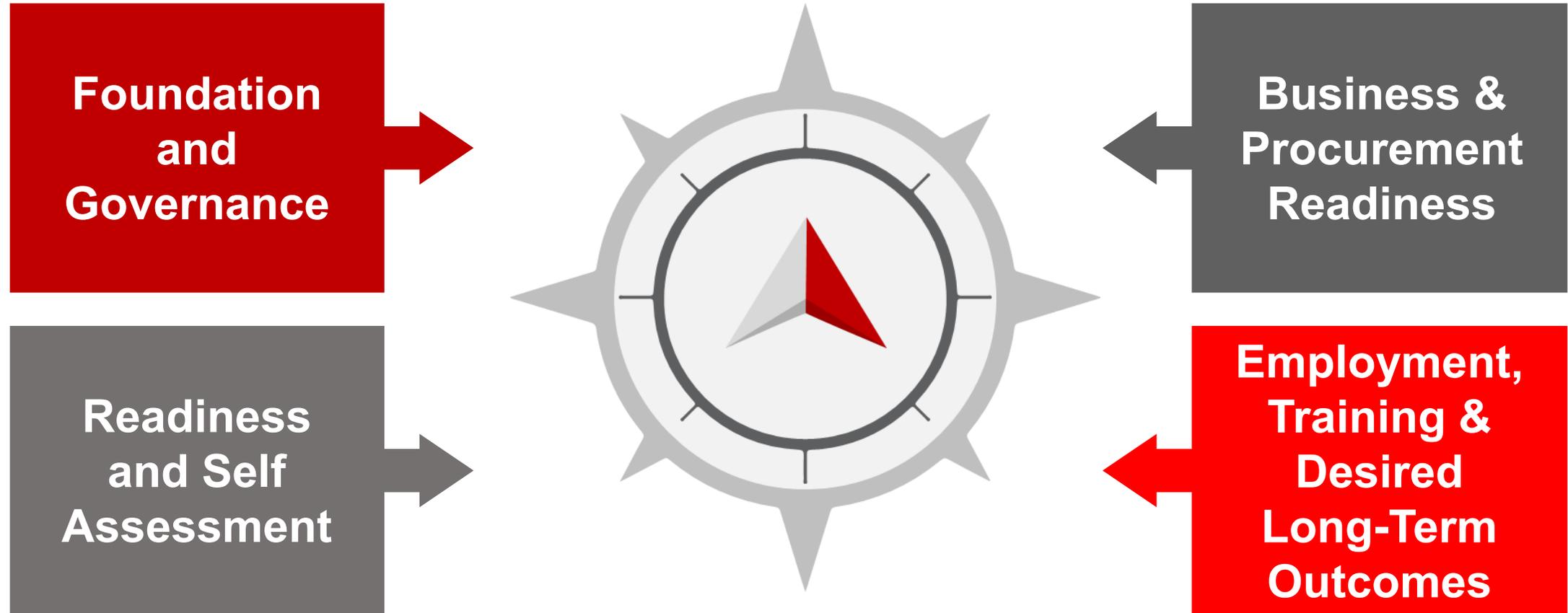
## Indigenous Perspective



## Government Perspective



# Community Readiness: Four Key Areas Requiring Preparation





# Foundation and Governance

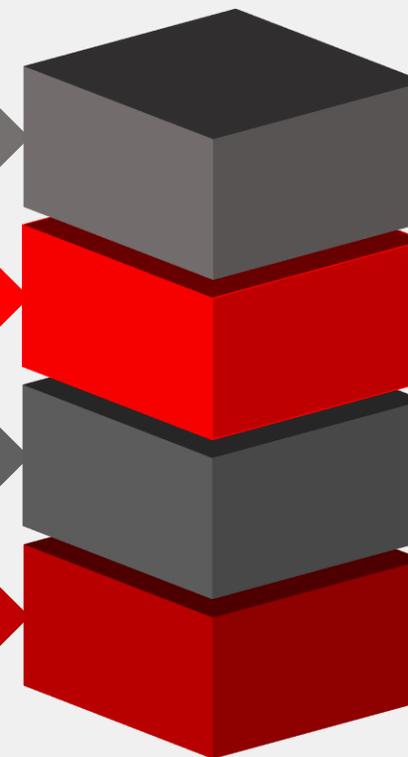


**Internal Leadership**

**Decision Making**

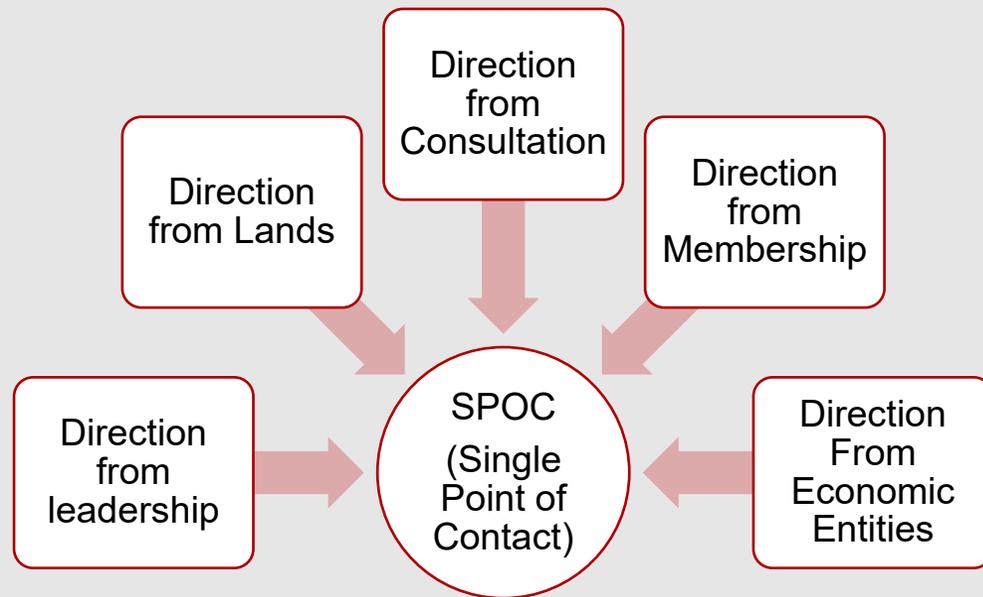
**Economy Vs. Rights**

**Community Document**

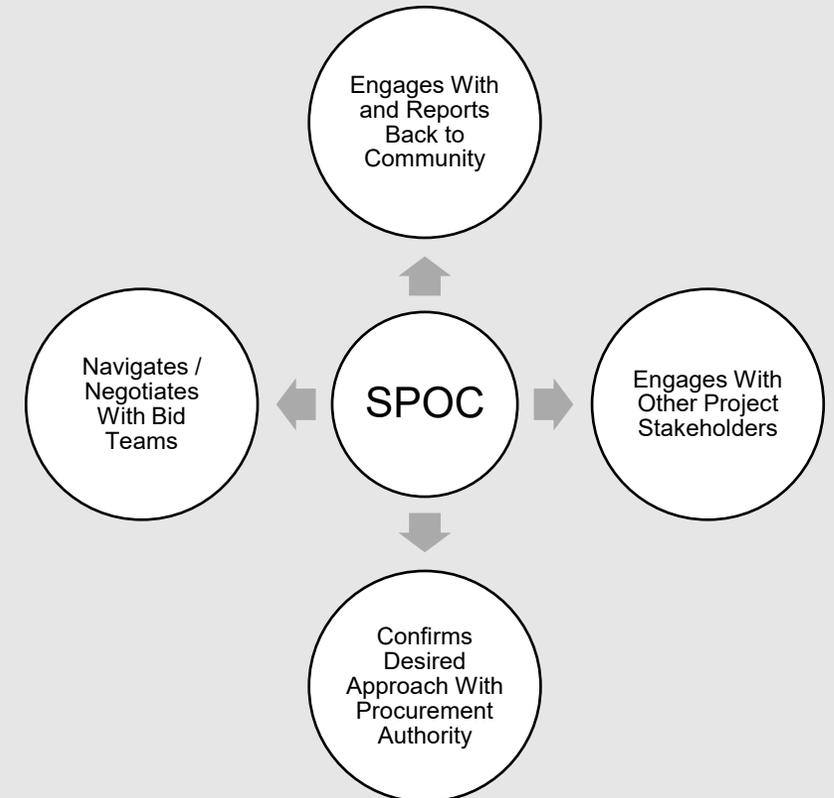


# Indigenous Participation Plan Leadership

## Community IPP Lead



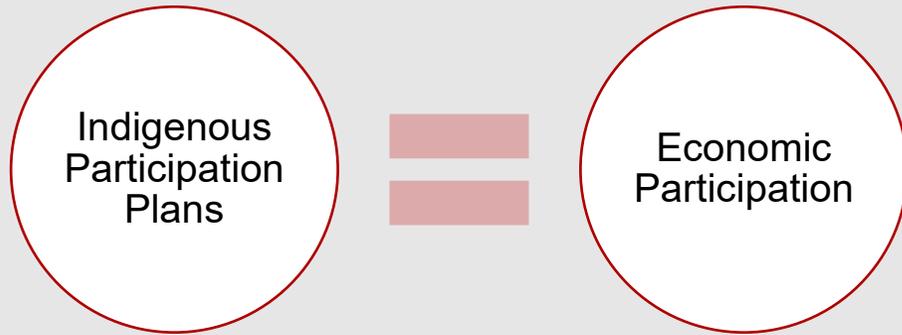
## Engagement & Bid Management Lead



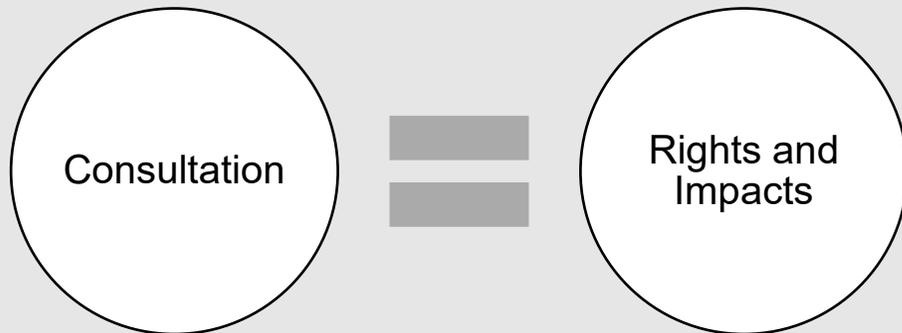
# Community Defined IPP Decision Making



# Balancing Economy & Rights



Internal Communication and boundary setting is very important.



Education of the bidder of this relationship is very important as it is foundational to many non-commerce related decisions by community.

# IPP Engagement Document

*Setting the stage for bid partners will ensure that relationship building can act quickly and with purpose. Contents that would support the relationship may include:*

## **Governance, Authority, and Representation**

- Identifies the community's Single Point of Contact and other authorized representatives for IPP discussions
- Clarifies decision-making authority and approval processes (e.g., staff, EDC, Chief & Council)
- Confirms that engagement does not equal approval unless explicitly stated

## **Separation of IPP and Consultation**

- Confirms IPP engagement is economic and procurement-focused, not rights-based consultation
- Identifies separate processes, leads, and protocols for consultation and accommodation
- Explains how the two may run in parallel without replacing one another

## **Engagement Protocols and Communication Expectations**

- Sets expectations for how and when engagement will occur, including timelines and formats
- Outlines cultural protocols, respectful conduct, and community capacity considerations
- Establishes preferred communication channels and coordination through the SPOC

## **Information Sharing, Confidentiality, and Use of Community Input**

- Defines how community information may be used in bid materials and public documents
- Establishes confidentiality expectations and attribution requirements
- Protects community knowledge from misuse or misrepresentation

## **Capacity Funding and Participation Supports**

- Identifies expectations for resourcing community participation in IPP development
- Clarifies eligible supports (staff time, technical review, legal, workforce coordination)
- Reinforces that meaningful engagement requires adequate capacity support

## **Accountability, Follow-Through, and Ongoing Relationship**

- Sets expectations for documenting IPP commitments and measuring outcomes
- Defines reporting, monitoring, and community feedback mechanisms
- Confirms that relationship-building extends beyond bid submission or contract award



# Readiness & Self-assessment



# Potential Process to Map Community Assets

## Identify Asset Categories

- Confirm which assets will be included (people and skills, Indigenous businesses, facilities, equipment, lands, partnerships).
- Ensure asset categories align with the project scope and IPP opportunities.

## Gather Information Across the Community

- Collect information from economic development, employment and training, education, lands, and consultation departments.
- Use existing lists, directories, and data where available to reduce duplication.

## Validate Assets Through Internal Discussion

- Hold a staff or leadership session to confirm accuracy and completeness of the asset list.
- Identify under-utilized assets and clarify current readiness versus potential.

## Document Assets in a Usable Format

- Record assets in a simple, updatable format such as a spreadsheet or inventory.
- Ensure information can be easily referenced during engagement with bidders.

## Prioritize Assets for Project Relevance

- Identify which assets are immediately applicable to the project and which require development.
- Use this prioritization to guide discussions on capacity building and procurement opportunities.

# Developing A Workforce Inventory

## Identify Workforce Categories

- Confirm which workforce categories will be included (trades, labour, administrative, technical, environmental, professional roles).
- Ensure categories align with the project scope and IPP employment opportunities.

## Gather Workforce Information

- Collect information from employment and training, education, and community programs.
- Use existing databases, participant lists, and records where available.

## Assess Availability and Readiness

- Identify who is available now versus who may be available with training or supports.
- Document certifications, experience, and any barriers to participation.

## Document the Workforce Inventory

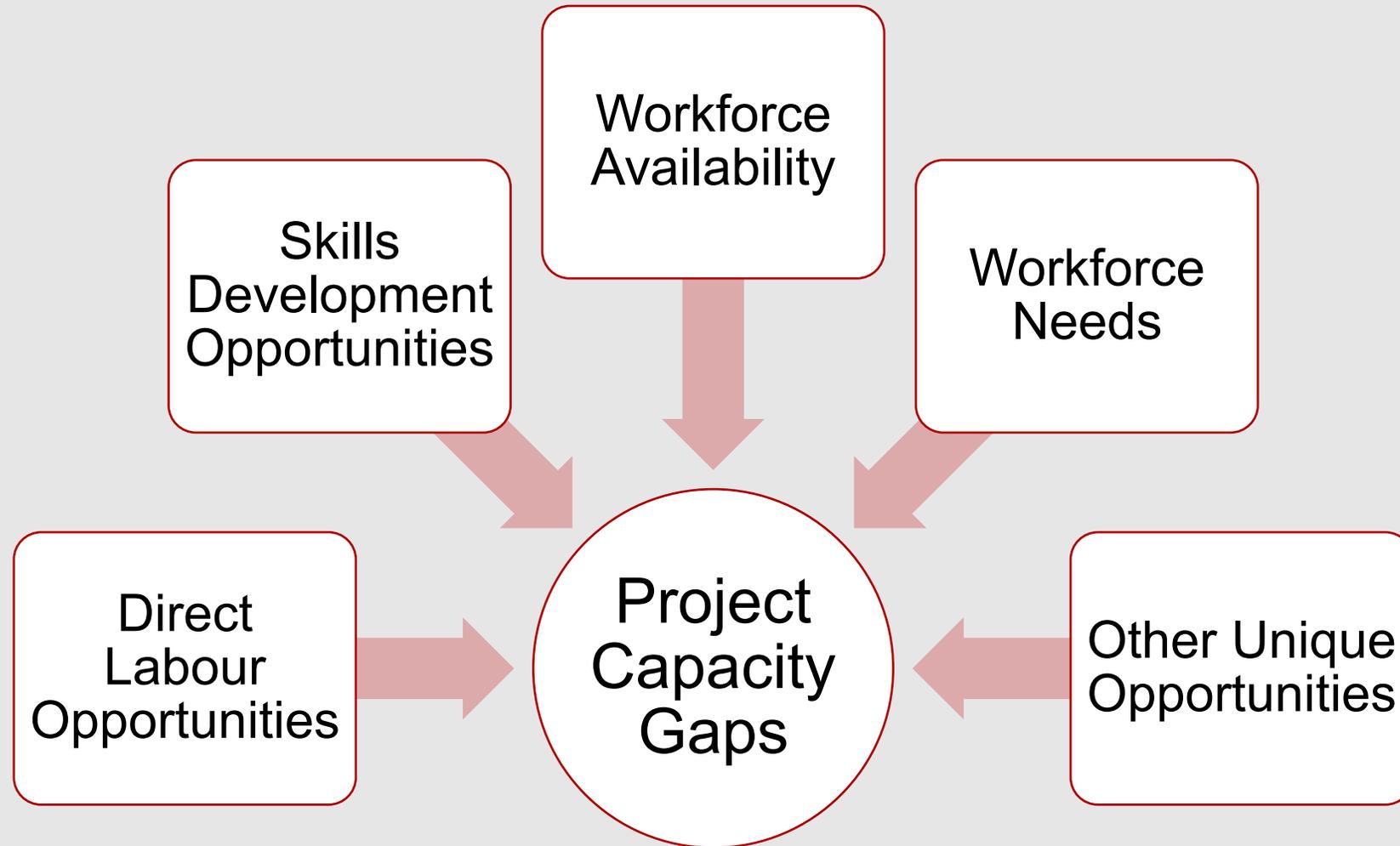
- Record workforce information in a clear, updatable format such as a spreadsheet or database.
- Ensure information can be easily referenced during engagement with bidders.

## Align Workforce Inventory With Project Opportunities

- Match workforce capacity to specific project roles and timelines.
- Use gaps to inform discussions on training, hiring plans, and capacity-building supports.

**Potential  
Process:  
Inventory the  
Community  
Workforce**

# Determine Skills and Employment Asks in an IPP



# Where Effective Readiness Planning Leads to Strategic, Community Directed Targeted Asks





# Business and Procurement Readiness

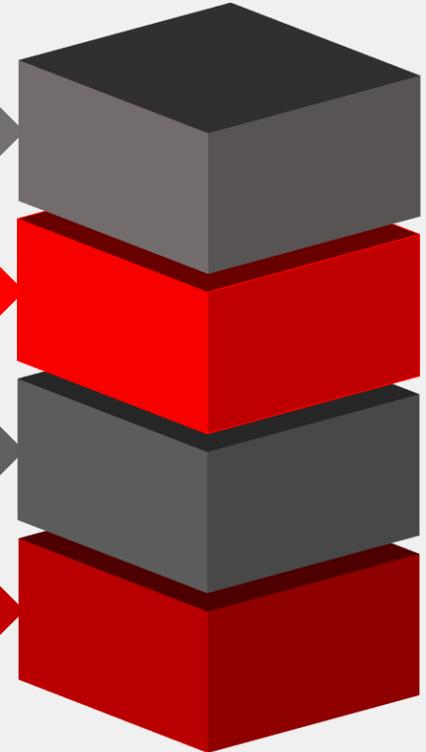


Business Directory

Joint Venture Policy

Process Demands

Dev Corp Alignment



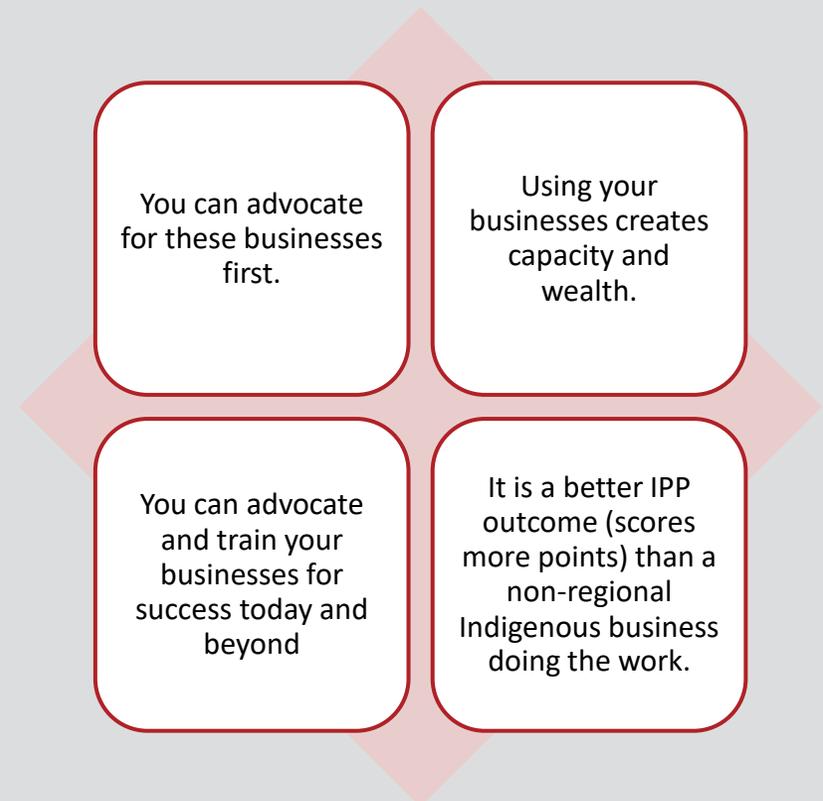
# Community Business Directory

The federal government has a mandatory 5% minimum Indigenous procurement. All departments and agencies are to meet or exceed the 5% target no later than the fiscal year-end of 2024 to 2025.

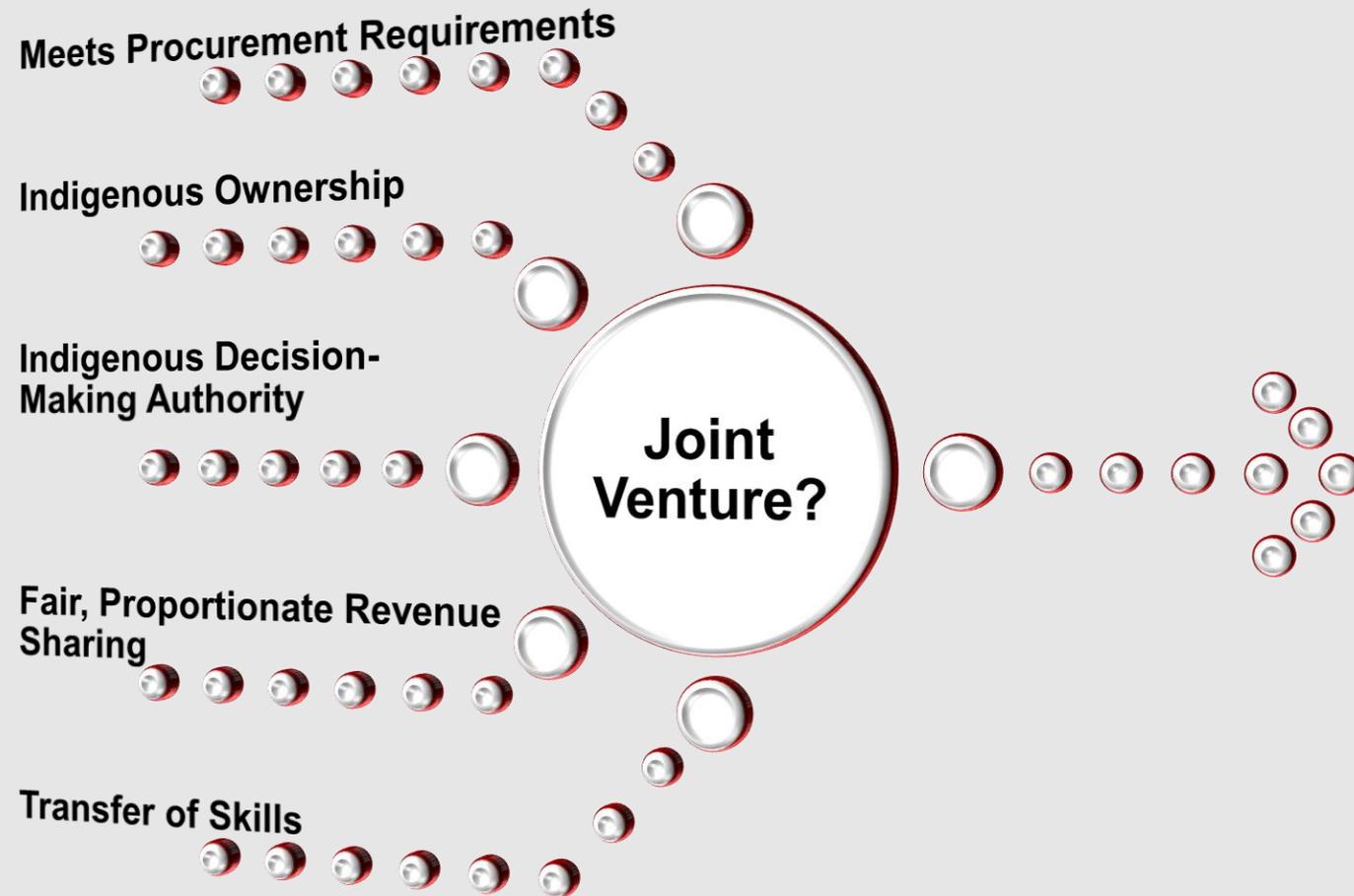
## Where Bidders Go Now



## Why Create Your Own Directory?

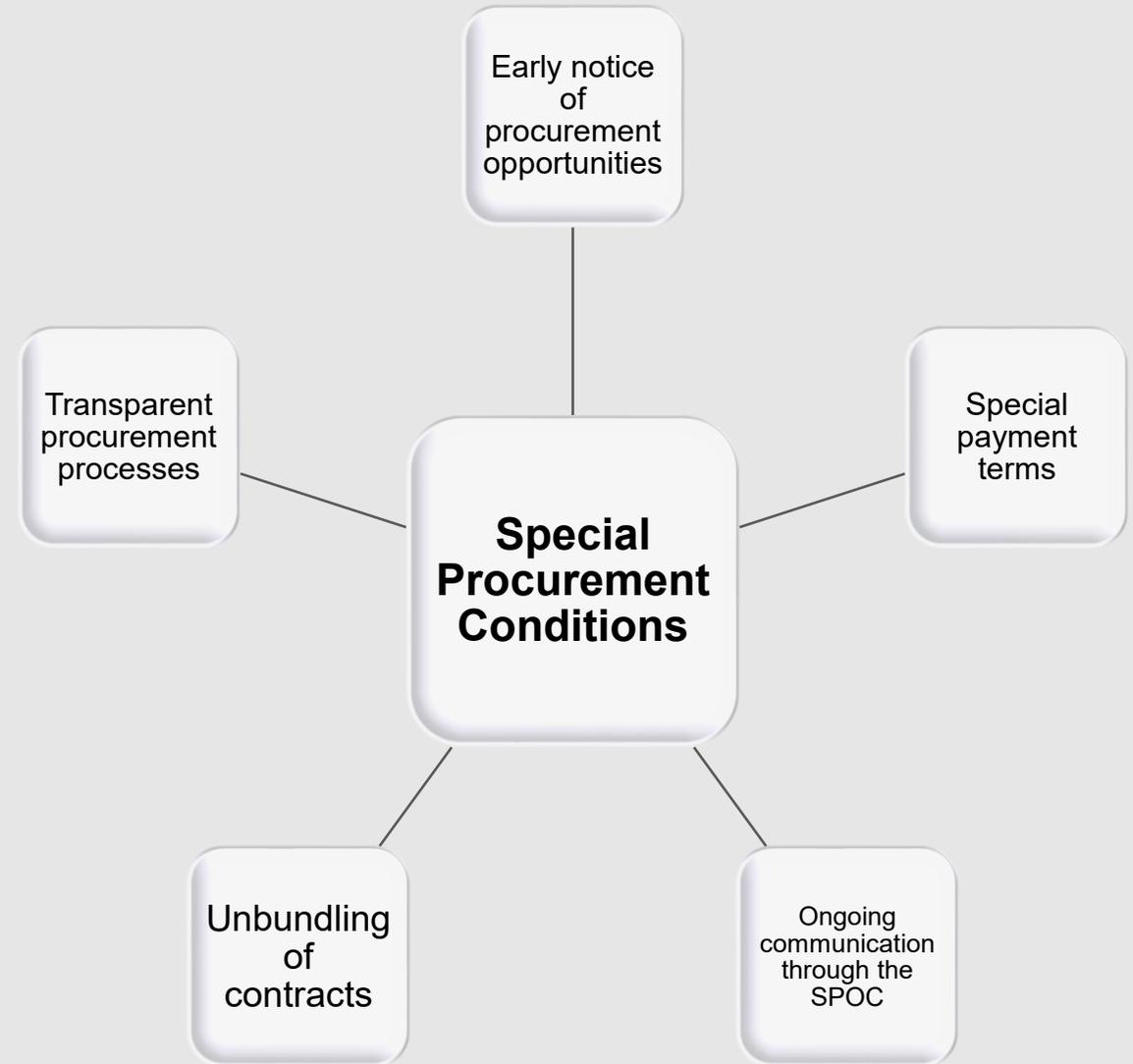


# Community Approach To Joint Ventures/Partnerships



- Participation in economic benefit beyond the current scale of the community.
- Supports Real Capacity Building
- Build Long-Term Business Relationships
- May result in stronger bids with a larger project portions completed by Indigenous entity

# Engage on Special Procurement Conditions Your Community Envisions



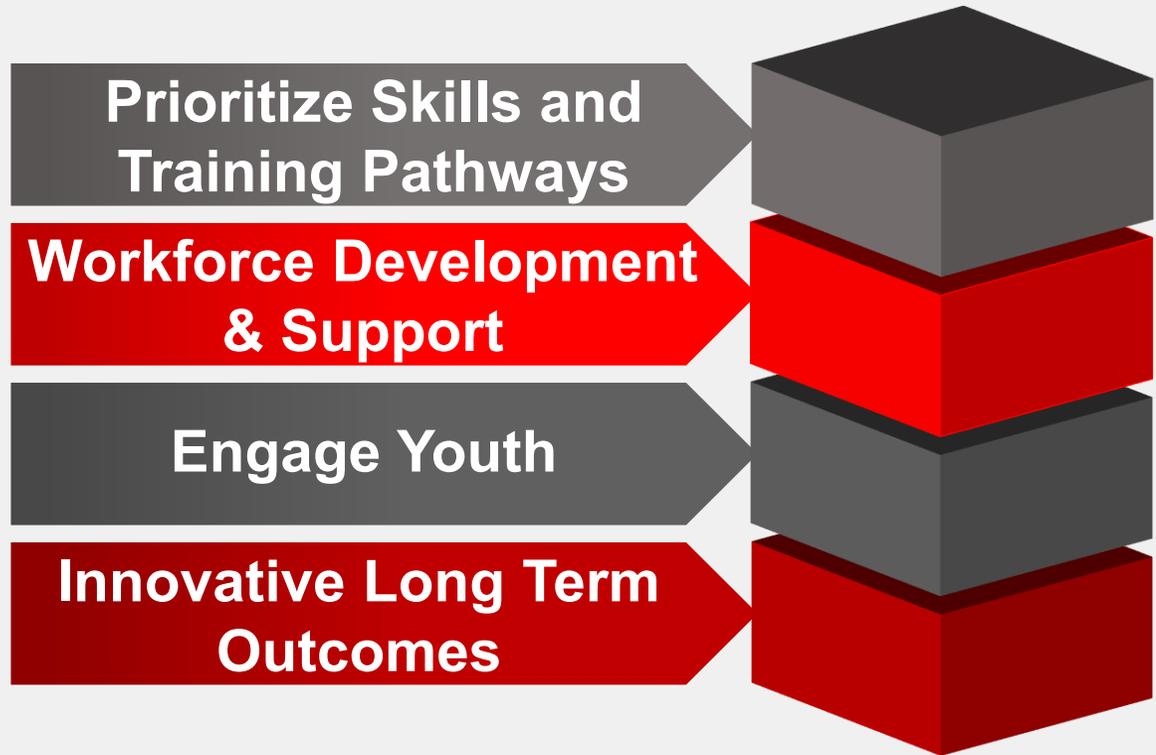
# Development Corporation Alignment

## Community Roles & Responsibilities Matrix (IPP Context)

Community Role	Primary Responsibilities	Negotiate	Approve	Commit / Sign
<b>Leadership (Chief &amp; Council)</b>	<ul style="list-style-type: none"> <li>• Set strategic direction and community priorities</li> <li>• Protect rights, Treaty interests, and long-term objectives</li> <li>• Provide political oversight and accountability</li> </ul>	May provide direction or mandates	Yes, final authority (unless delegated)	Yes (unless formally delegated)
<b>Community Staff (e.g., EDO, SPOC, Departments)</b>	<ul style="list-style-type: none"> <li>• Coordinate engagement with bidders</li> <li>• Gather, analyze, and report information</li> <li>• Manage day-to-day IPP discussions</li> <li>• Provide recommendations to leadership</li> </ul>	Yes (within approved mandate)	No (unless explicitly delegated)	No
<b>Economic Development Corporation (LP / Holding Company)</b>	<ul style="list-style-type: none"> <li>• Lead commercial and business discussions</li> <li>• Enter negotiations and partnerships</li> <li>• Manage operational delivery and risk</li> </ul>	Yes	Often internal board approval	Yes (if authority is delegated)



# Employment, Training & Desired Long- Term Outcomes



# Prioritize Skills and Training Pathways

Effective skills and training pathways are those that reflect community readiness, connect directly to employment opportunities, and build capacity beyond a single project.

## Transferability Beyond the Project

- Prioritize skills and certifications that remain valuable after the project is complete.
- Focus on credentials that support ongoing employment in construction, infrastructure, operations, or related sectors.

## Alignment With Community Workforce Readiness

- Match training pathways to current skill levels, experience, and realistic timelines.
- Distinguish between entry-level training, upskilling, and advanced pathways to ensure inclusive participation.

## Connection to Real Employment Opportunities

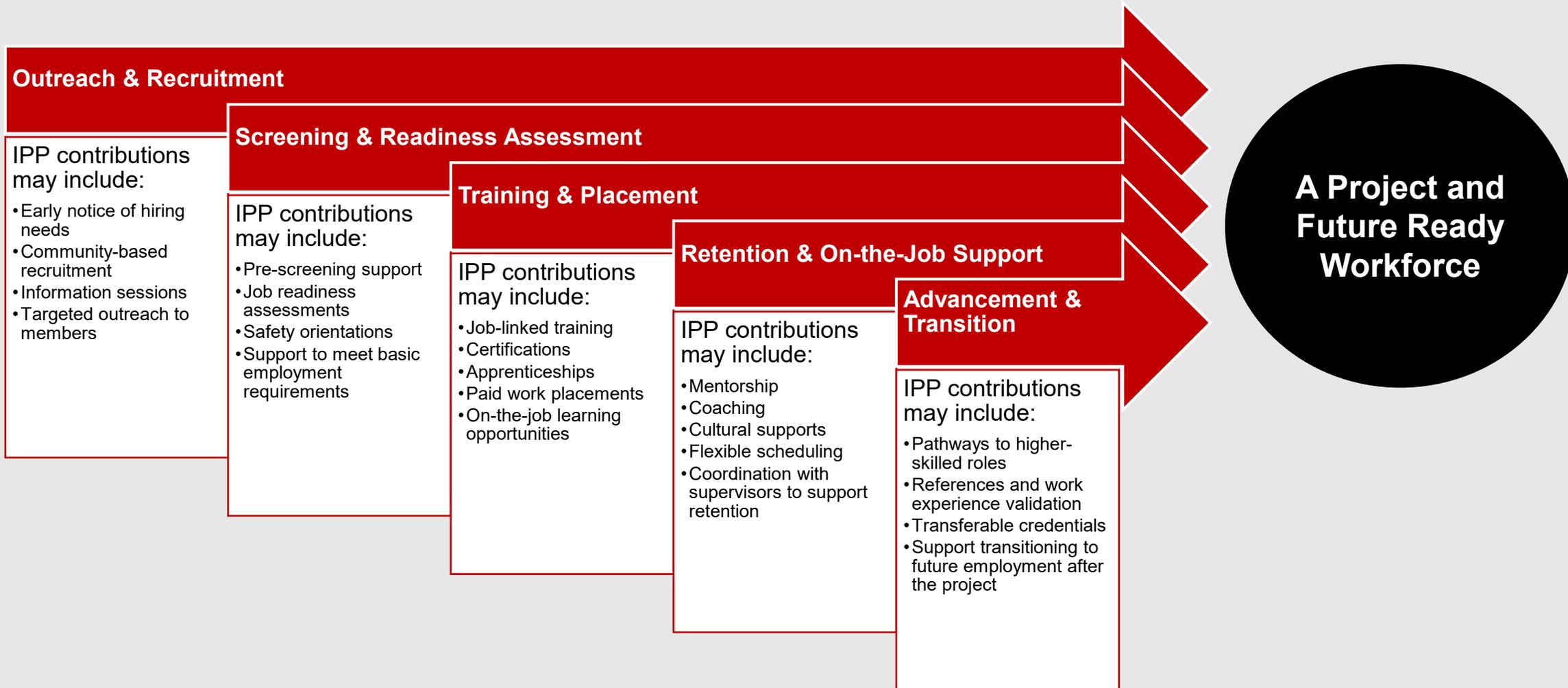
- Ensure training is directly linked to job placements, apprenticeships, or on-the-job experience.
- Avoid training programs that are not tied to clear employment outcomes on the project.

## Capacity Building for Long-Term Economic Goals

- Select training that supports broader community economic development priorities.
- Build pathways into supervisory, technical, professional, or business leadership roles over time.

# Beyond Training and Skills

## Using an IPP to Build the Workforce



# Youth and Student Engagement Activities in IPPs

Through IPPs, communities and bidders can work together to support youth and students with early exposure, hands-on experience, and pathways into future careers.

## Career Awareness and Exposure

- IPP contributions may include:
  - Career presentations
  - Site visits
  - Job shadowing
  - Community information sessions

## Apprenticeships and Entry-Level Placements

- IPP contributions may include:
  - Apprenticeship opportunities
  - Trainee or helper positions
  - Entry-level project roles

## Internships, Co-ops, and Summer Employment

- IPP contributions may include:
  - Paid internships
  - Co-op placements
  - Summer employment opportunities

## Mentorship and Coaching

- IPP contributions may include:
  - One-on-one mentorship
  - Peer or group coaching
  - Workplace navigation support

## Education and Training Pathway Support

- IPP contributions may include:
  - Support for certifications or credentials
  - Safety training
  - Access to tools or equipment
  - Exposure to post-secondary or trades education pathways

# Innovative, Long-Term Outcomes

**Creative, Project  
or Bidder  
Aligned IPP  
Considerations**

**1**

## **Community Capacity and Institutional Strengthening**

- Systems, tools, or knowledge transfer that strengthen long-term community capacity

**2**

## **Indigenous Business Ecosystem Development**

- Mentorship, shared services, or supports that help Indigenous businesses grow and scale

**3**

## **Infrastructure, Equipment, or Asset Legacy**

- Equipment, facilities, or technical assets that support ongoing economic activity

**4**

## **Community-Led Environmental, Cultural, or Stewardship Initiatives**

- Indigenous-led monitoring, stewardship, or cultural protection aligned with project needs

**5**

## **Long-Term Economic Resilience and Opportunity Creation**

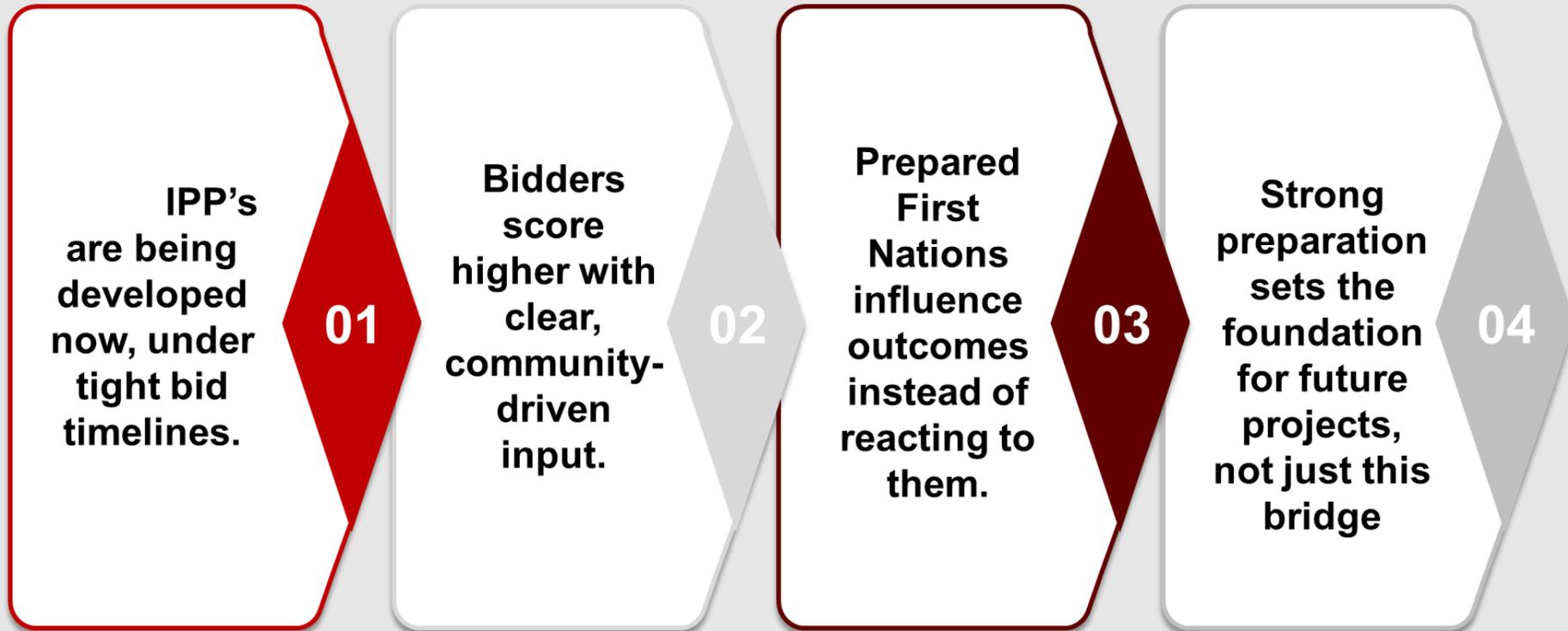
- Planning or pilot initiatives that support economic diversification and future opportunity

**6**

## **Other Unique Measures**

- Community inspired outcomes jointly developed with bid partners

# The Importance of Preparation and Planning for Communities in IPP's



## Successful Participation



# About CIPS



Cambium Indigenous Professional Services (CIPS), formed in 2014, is led by experienced, Indigenous consultants serving projects that include traditional and Western science approaches to the betterment of Indigenous Canadians. CIPS provides both Indigenous and non-Indigenous clients with professional and technical environment, engineering, and engagement consulting services.

We are proudly located in Curve Lake First Nation, just north of Peterborough, Ontario. Our targeted services to First Nations ensure we focus on what is important –the desired outcomes of our First Nation clients.