

Canadian Council for Indigenous Business
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To Whomever It May Concern,

At CBCL, we recognize that positive and progressive Indigenous relations are essential to building a more inclusive, respectful, and sustainable future for communities and our company. Our commitment to the Partnership Accreditation in Indigenous Relations (PAIR) program reflects our responsibility to listen, learn, and act in meaningful ways that support reconciliation and long-term partnership.

Indigenous Reconciliation has been a key area of focus for CBCL over the past several years. Early efforts included the establishment of the Inclusion, Diversity, Equity, Accessibility, and Support (IDEAS) Committee, with a dedicated sub-committee for an Indigenous Employee Resource Group (ERG). In 2023, CBCL became a founding partner of Dalhousie University's Inclusive Pathways to Engineering Careers Program, providing a scholarship to support Indigenous students pursuing engineering. As we continue to learn and build awareness across our organization, we actively apply these learnings and the relationships we have developed through our project work. By listening to and respecting Indigenous voices, CBCL has delivered project solutions that are mutually beneficial. We value our ongoing partnerships with Indigenous communities and are proud of the work completed alongside them, including process engineering projects that have contributed to keeping water supplies safe in Indigenous communities.

Through our participation in PAIR, we are strengthening our approach to leadership accountability, employment opportunities, business development, and community engagement with Indigenous Peoples. We understand that this work is not a one-time initiative, but an ongoing journey grounded in respect, transparency, and collaboration. We are committed to continuous improvement and to working alongside Indigenous communities and businesses in ways that create shared value and lasting impact.

The PAIR guiding principles are grounded within CBCL's existing CORE (Client experience, Openness, Respect, and Excellence) values, which shape how we lead, how we do business, and how we engage with others. By participating in PAIR, we are intentionally aligning our leadership practices and organizational actions with these values to ensure that reconciliation and relationship-building are embedded into our everyday operations.

Business Development and Economic Participation

Aligned with CBCL's Client Experience Pillar

Delivering a positive client experience at CBCL means building relationships founded on trust, respect, and mutual benefit. Through the PAIR business development pillar, we are strengthening our approach to working collaboratively with Indigenous communities and Indigenous-owned businesses to support meaningful economic participation. We seek opportunities to partner in ways that align with community priorities while contributing to successful project outcomes and long-term prosperity.

As part of this commitment, CBCL intends to participate, where appropriate, in Indigenous-led conferences and trade shows to build relationships, increase understanding, and strengthen connections within Indigenous business networks. These efforts support a client experience that is inclusive, informed, and reflective of the communities in which we operate.

Community Relationships and Meaningful Engagement

Aligned with CBCL's Openness Pillar

CBCL is committed to genuine and respectful engagement with Indigenous communities. Through listening, learning, and relationship-building, we hope to foster a transparent, two-way dialogue that prioritizes relationship-building over transactional interactions. We recognize that trust is built over time through consistent actions and a willingness to engage openly and respectfully. By remaining open to advice, guidance, and recommendations from Indigenous partners, CBCL will apply the knowledge gained to strengthen our relationships and improve how we engage across all Indigenous communities. This openness supports more meaningful engagement and ensures our actions are informed by Indigenous perspectives, knowledge, and priorities.

Employment and a Supportive Workplace

Aligned with CBCL's Respect Pillar

Respect is fundamental to CBCL's workplace culture. Through the PAIR employment and supportive workplace pillar, CBCL is committed to creating an inclusive and welcoming environment that supports learning, awareness, and understanding of Indigenous cultures, histories, and experiences. We believe that a respectful workplace is essential to building strong internal relationships and meaningful external partnerships.

Using the structured PAIR framework, CBCL will encourage team members to actively engage in learning while providing the resources and support needed to do so. Through a measured and intentional approach, we aim to ensure our staff are equipped with the knowledge and awareness necessary to engage respectfully and to contribute to mutually beneficial relationships with Indigenous communities.

Leadership Actions and Accountability

Aligned with CBCL's Excellence Pillar

Excellence is achieved through accountability, reflection, and continuous improvement. Through the PAIR leadership actions and accountability pillar, CBCL's leaders are responsible for setting clear expectations, resourcing this work, and embedding Indigenous relations into decision-making and day-to-day practices. PAIR provides a structured framework to measure progress, identify gaps, and ensure accountability as we advance along our reconciliation journey. CBCL's senior leadership team is actively involved in PAIR planning, implementation, and progress monitoring, ensuring a strong top-down commitment that supports engagement at all levels of the organization. This leadership-driven approach reinforces the importance of Indigenous relations as a shared responsibility across the firm.

CBCL's Commitment

We understand that meaningful progress requires consistency, reflection, and accountability. CBCL is committed to embedding the principles of PAIR and our CORE values into our leadership practices, business decisions, and community engagement efforts. Participation in PAIR represents an important step in strengthening and formalizing our ongoing commitment to learning, relationship-building, and action.

We appreciate the PAIR program framework for providing CBCL with a clear, action-driven approach to advancing Indigenous reconciliation and accountability. Through this work, we aim to contribute positively to Indigenous communities, strengthen partnerships, and support long-term, sustainable outcomes for all.

Sincerely,

John Flewelling
President & CEO, CBCL Limited