

# INDIGENOUS RECONCILIATION ACTION PLAN

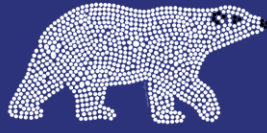


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We extend our appreciation to the Building Trades of Alberta for providing the photographs of Indigenous tradespeople featured in this IRAP





## EXECUTIVE SUMMARY

Canada's skilled trades are entering a pivotal period. Historic levels of infrastructure investment are creating an extraordinary opportunity for our members to build the critical projects that will shape Canada's future.

Seizing this opportunity requires more than technical expertise. It demands leadership and coordination, particularly in how we engage with Indigenous communities and peoples. As an industry, we must provide governments, project owners, and partners with consistent national direction on Indigenous relationships - direction that is principled, respectful, and applied across all regions and worksites.

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**CBTU extends our deepest gratitude to the Indigenous leaders and organizations who participated in this process and contributed their knowledge, experience, and guidance to the development of this IRAP.**

**Your insights and feedback have been instrumental in shaping this plan and building our understanding of how to successfully implement it. We recognize that we have much to learn and understand, and we are committed to continuous growth, reflection, and improvement as we advance on this journey.**

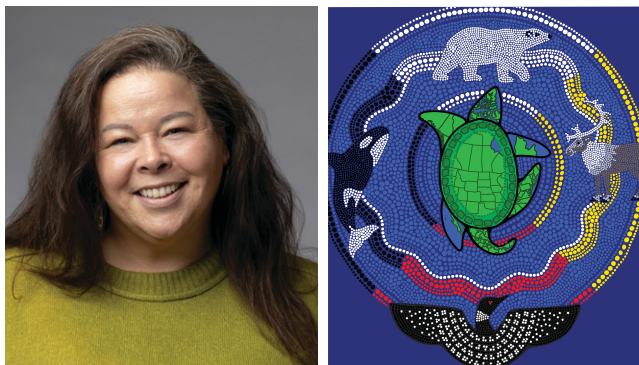
This **Indigenous Reconciliation Action Plan (IRAP)** takes a significant step in that direction, providing national leadership and a shared framework for Canada's Building Trades Unions (CBTU), its members, Affiliates, Provincial Councils, and partners. The IRAP builds upon CBTU's learning and engagement over the last decade, following our 2017 commitment to act on the **Truth and Reconciliation Commission of Canada's Call to Action #92**.

In this IRAP, we have identified **four key pillars** and 12 commitments to drive our activities and decision-making:

- 1. Workforce Participation:** Grow and deepen Indigenous participation in the unionized trades workforce through training pathways, coordinated advocacy, and culturally relevant communications.
- 2. Learning and Engagement:** Strengthen cultural awareness, peer learning, and consistent engagement practices across CBTU through enhanced training, knowledge sharing, and national guidance frameworks.
- 3. Economic Reconciliation:** Establish and expand coordinated policies, frameworks, and procurement practices to increase CBTU's procurement of goods and services from Indigenous suppliers.
- 4. Representation:** Increase Indigenous leadership, visibility, and influence within CBTU governance structures to ensure accountability and sustainable, long-term reconciliation efforts.

## ABOUT

# THE ARTIST



Aanii/Hello, I'm Angie. I am a member of the Métis Nation of Alberta, with roots from the Red River. I am Ojibwe and European mix, with ancestral ties to Pinaymootang First Nation. I have always been an artist, but it's only in the last few years that I have begun sharing and selling my illustrations with the world. Creating art is healing; it brings me closer to my culture and to myself. This illustration reflects Turtle Island and the Indigenous economy, with a medicine wheel tying it all together. Turtle Island is a well-known Indigenous origin story describing the creation of Mother Earth.

I am also a scholar. I hold a Master of Business Administration from SFU, and I focused on Indigenous business leadership. I also hold a Plain Language Certificate and a Computer Technician Diploma.

What I am most proud of (besides being a mom and wife) is being the majority owner of two national technology companies: Saltmedia and IT Horizons. We often become an organization's communications and marketing department, or its IT department.

I am proud to support reconciliation projects like this one.

## ABOUT

# MOKWATEH

Canada's Building Trades Unions (CBTU) partnered with Mokwateh, an Indigenous-owned consultancy, to support the development of this Indigenous Reconciliation Action Plan (IRAP).

Mokwateh is an Indigenous-owned consultancy focused on fostering collaboration between governments, corporations, and Indigenous Nations. Our team of expert consultants and advisors are dedicated to building sustainable partnerships and innovations within the Indigenous economy. Specializing in strategic consulting, research, Indigenous engagement, communications, project support, and thought leadership, we offer tailored solutions designed for lasting impact.

We work with organizations across Canada to develop customized IRAPs and are proud of our collaboration with CBTU. Given CBTU's national presence and influence, we saw the opportunity to shape an ambitious, meaningful IRAP. In collaboration with CBTU employees, Affiliates, Provincial Councils, and Canadian Executive Board Sub-Committee members, we helped define clear, achievable commitments and actions.

Our team looks forward to continuing our partnership with CBTU as they strengthen their relationships with Indigenous Peoples across Canada.



[mokwateh.com](https://mokwateh.com)

## MESSAGE FROM THE

# BOARD OF DIRECTORS



As Chair of the Canadian Executive Board, it is an honour to speak on behalf of the many tradespeople across this country. Each trade brings its own expertise and character, and every

contribution is distinct and necessary, yet we are united by one shared purpose: to build a better Canada, together.

This plan is a formal commitment born from listening, learning, and working alongside Indigenous communities, our own membership, and building trades organizations across Canada. Through consultation interviews, we uncovered many best practices from these organizations, and the Indigenous Reconciliation Action Plan now brings those practices together and outlines an action plan to address the gaps identified. On behalf of the Canadian Executive Board, I extend our sincere thanks to the members, Indigenous partners, union leaders, apprentices, and journeypersons who generously gave their time, experience, and perspectives to shape IRAP. Your candid feedback and guidance were essential to developing a practical, respectful plan that reflects your voices, and it is with pride that I present CBTU's Indigenous Reconciliation Action Plan (IRAP).

The IRAP will be shared nationally as CBTU's accountable framework for driving meaningful progress: practical, actionable, and rooted in respect. I invite every Affiliate, Provincial Council, contractor, government partner, and Indigenous community we work with to engage with the IRAP, to hold us to our commitments, to collaborate with us, and to help us advance and measure results.

Meaningful reconciliation requires more than words; it requires sustained action, shared leadership, and genuine partnership. This IRAP strengthens CBTU's governance by embedding accountability mechanisms at the board level. We have committed the highest levels of our Canadian affiliates to oversee progress, measure outcomes, and ensure the promises in this plan translate into real opportunities for Indigenous tradespeople and real benefits for communities.

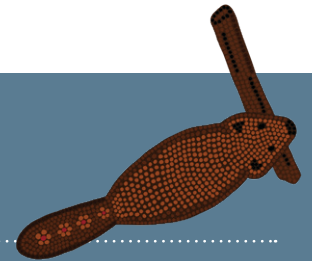
Thank you for your partnership and leadership as we move forward together.

*In solidarity,*

**Robert Kucheran**

Chairman of the Canadian Executive Board

## ABOUT CBTU



Canada's Building Trades Unions (CBTU) is the national voice for more than 600,000 Canadian skilled trades construction workers - members of 14 international unions, working in more than 60 different trades and occupations, generating 6% of Canada's GDP.

Each year, more than \$300 million in private sector funding is invested in our 197 world-class union training centres across Canada.

MESSAGE FROM THE

## EXECUTIVE DIRECTOR



We stand at a defining moment for Canada's skilled trades. With unprecedented public and private investment in infrastructure, our members have a once-in-a-generation opportunity to build the roads, transit, energy, and community projects that will shape our country for decades. To meet that moment responsibly and effectively, it is our responsibility to ensure that major project owners, governments, and industry partners have a clear, unified national voice to guide Indigenous engagement and partnership across every jobsite and every community. Canada's Building Trades Unions' Indigenous Reconciliation Action Plan is that voice.

The plan developed lays out practical, operational pathways, including training, procurement practices, site protocols, partnership models, and measurable accountability mechanisms, that CBTU will implement and hold itself accountable to, and that Affiliates and Provincial Councils can adopt or adapt from any starting point. As designed, this IRAP is intended to be actionable on the ground: straightforward steps for contractors, tools for community partnership, and clear expectations

for employers and project owners so reconciliation is embedded in project design and delivery, not as an afterthought.

CBTU's journey towards reconciliation began in 2017 after formally adopting the Truth and Reconciliation Commission of Canada's Calls to Action and Principle #92. We first published an Indigenous Allyship guidebook and then developed and rolled out a national Indigenous Awareness Training program to foster a culture of broader acceptance and deepen our industry's understanding Indigenous peoples, their histories, and cultures.

The work outlined in this IRAP is also a strategic investment in the future of our industry. Meaningful reconciliation creates a durable labour supply by expanding access and opportunity for Indigenous apprentices and journeypersons; it cultivates a broader pipeline of diverse leaders who will guide our unions and workplaces; and it fosters long-term stability by building trust and shared benefit between industry and Indigenous Nations. When reconciliation is done meaningfully, projects run more smoothly, communities share prosperity, and our membership is stronger and more resilient.

Reconciliation is not a checklist; it is sustained relationship building and continuous improvement, and CBTU will hold ourselves accountable to these commitments.

Thank you for joining us as we build infrastructure, trust, opportunity, and a stronger future together.

*In solidarity,*

**Sean W. Strickland**

Executive Director,  
Canada's Building Trades Unions



CBTU'S

# RECONCILIATION JOURNEY

From the settlements established long before European contact, built using traditional knowledge and techniques, to the modern wonders like the Empire State Building and the Toronto SkyDome, built by legendary Iroquoian Ironworkers, the foundations of this country are not only rooted in the traditional territories of Indigenous peoples; our cities and infrastructure have been built by their work, knowledge, and expertise. CBTU acknowledges this history and is committed to reconciliation with Indigenous Peoples, and to fostering respectful and positive relationships with our Indigenous members and their communities.

In 2017, CBTU adopted the Truth and Reconciliation Commission of Canada's Call to Action #92, in support of reconciliation with Indigenous Peoples. This commitment encompasses meaningful consultation, the development of respectful and collaborative relationships, the obtaining of free, prior, and informed consent (FPIC) of Indigenous Peoples, equitable access to employment, training, and education opportunities within the unionized construction sector, and the advancement of long-term, sustainable economic benefits for Indigenous communities.

CBTU has acted on Call to Action #92's focus on education and deepening understanding of the culture and history of Indigenous Peoples. CBTU created an Indigenous Allyship Guide, offering guidance on allyship, workplace accommodations, territorial acknowledgments, and community-based training approaches. Working with Indigenous members of the building trades and organizational

partners, CBTU then developed a comprehensive Indigenous Awareness Training course for apprentices, journeypersons, contractors, and union leadership. Initially delivered to over 400 building trades leaders during the COVID-19 pandemic, the program was later adapted into a virtual self-directed course in partnership with SkillPlan. To date, over 1800 tradespeople and their employers have taken the course.

In 2024, CBTU started working closely with the First Nations Power Authority to support Indigenous workforce and project development initiatives, a collaboration that will be formalized through an MOU. The IRAP is the next step in our journey, helping to move CBTU's goals into tangible actions and augment the important work underway across the organization.

Across the country, Affiliates and Provincial Councils are already driving momentum by supporting Indigenous apprentices, expanding enhanced direct entry pathways, supporting career fairs and community events, procuring goods from Indigenous suppliers, and building strong relationships with local Nations. During the process of developing this IRAP, we heard about many such initiatives.

**In 2017, CBTU adopted the Truth and Reconciliation Commission of Canada's Call to Action #92, in support of reconciliation with Indigenous Peoples.**

## FEATURE PROFILE

# RAVEN HILLENBRAND



This Hard Hat graphic was designed by Raven Hillenbrand from the Gitxaala Nation, of the Raven/Ganhada clan, from the house of Dzo'alaaks. She carries the Traditional name Stawaay Leulgis Dzo'alaaks (Straight Paddling Niece of Sea Monster.)

**Raven Hillenbrand** is the Indigenous Relations and Special Projects Coordinator with the UA Piping Industry College of British Columbia. She moved from her Northern BC community to the city to pursue education and career opportunities. In 2009, as a single mother of two, she entered the Women in Trades program through Access Trades at the UA Piping Industry College, where critical supports such as childcare, meals, and transportation enabled her to fully commit to training. Through the Women in Trades Exploratory Program, she was introduced to plumbing, pipefitting, sprinkler fitting, and welding, ultimately choosing plumbing and beginning her apprenticeship.

Raven's journey included significant challenges, including time away from her apprenticeship as she confronted and healed from addiction. With the support of her family and UA Local 170, she returned and successfully completed her apprenticeship, earning three Red Seals: Plumber, Gasfitter B, and Steamfitter/Pipefitter. She has worked across Vancouver, the Lower Mainland, Northern BC, and Alberta on high-rise construction and industrial gas and chemical plants. Raven served six years as a Plumbing Instructor at the UA Piping Industry College. Her family continues in the trades, with both her children and her husband working as plumbers with Local 170. Guided by lived experience, Raven believes learning comes from both success and mistakes. Her message to future generations is: "Education is key, live one day at a time!"



The Hard Hat graphic was first designed using my actual hard hat from when I was a first-year apprentice back in 2010. I started to create some art on my hard hat everyone loved it and I thought of it as my connection as an Indigenous person in trades and a sense of belonging.



*Raven and her children*

# OVERVIEW

CBTU's IRAP provides a national, structured framework for collective action to advance the participation of Indigenous Peoples across the unionized building trades - in the workforce, as suppliers, and as project owners and partners.

CBTU started its IRAP development process in the summer of 2025, defining three main objectives to guide the work:

- 1 Address systemic barriers** to Indigenous participation in skilled trades and strengthen CBTU's long-term reconciliation efforts across its affiliates.
- 2 Develop a tailored IRAP framework** customized to the diverse capacities and readiness levels of CBTU Affiliates and Provincial Councils, focusing on core areas such as procurement, training, and workforce development, supported by accountability measures and implementation roadmaps.
- 3 Emphasize participatory engagement**, enabling CBTU, Provincial Councils and Affiliates to meaningfully shape and refine the IRAP framework.

## PROCESS

The IRAP commitments and actions outlined in this document were shaped by the insights, priorities, and feedback generously shared by Affiliates, Provincial Councils, CBTU employees, Canadian Executive Board members, and Indigenous organizations.

To support this work, Mokwateh conducted a comprehensive review of internal documents, examined union and local initiatives, and carried out multiple rounds of interviews with Affiliates, Provincial Councils, Board members, and Indigenous organizations.

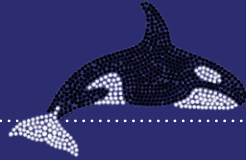
These findings informed the initial IRAP roadmap, which was then refined through workshops with Affiliate and Council representatives, discussions with CBTU staff and the Board Sub-Committee, and several cycles of iterative feedback.

**The IRAP is organized around four core pillars – areas of strategic focus that outline a set of commitments and actionable initiatives designed to support measurable, long-term change across the organization.**

- 1. Workforce Participation**
- 2. Learning and Engagement**
- 3. Economic Reconciliation**
- 4. Representation**

# PILLARS

1



## WORKFORCE PARTICIPATION

To expand Indigenous participation in the unionized building trades, CBTU will strengthen workforce development, align advocacy with industry and Indigenous partners, and increase community understanding of union membership. The actions in this Pillar aim to build sustainable, community-anchored training pathways and a compelling business case for investment in Indigenous capacity in major projects. Through this work, we are striving for systemic change through coordinated partnerships, targeted advocacy, and Indigenous-led storytelling that normalizes unions and highlights their value to communities and industry.

2



## LEARNING & ENGAGEMENT

This pillar focuses on strengthening learning and engagement across CBTU by deepening cultural awareness, embedding Indigenous perspectives into training, and supporting continuous improvement through shared learning. We will focus on building individual and collective capacity by equipping CBTU members, Affiliates and Provincial Councils with culturally informed knowledge, practical tools, and opportunities for peer exchange. The intent is to foster consistent, respectful, and effective Indigenous engagement, grounded in peer learning and collaboration.

3



## ECONOMIC RECONCILIATION

CBTU is committed to building the Indigenous economy by leveraging its relationships and purchasing power to support Indigenous businesses and communities. We will create resources to help match CBTU, Affiliates, and Provincial Councils with Indigenous suppliers who can meet their procurement needs, while also supporting signatory contractors in building relationships. CBTU will develop and adopt policies, frameworks, and guidelines to set the foundation for this work internally, while looking externally to understand and address barriers to participation.

4



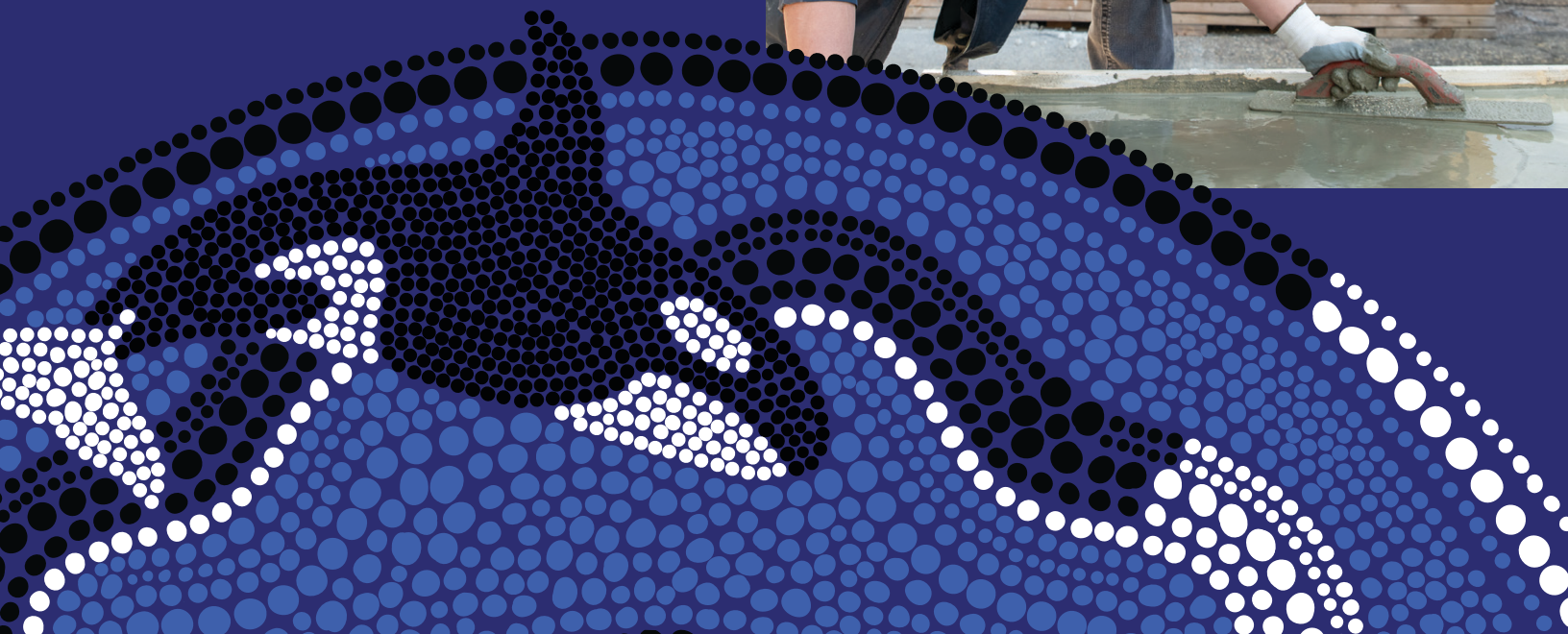
## REPRESENTATION

Representation means increasing Indigenous leadership, visibility, and influence within CBTU governance and leadership structures. One way to do this is by establishing an Indigenous Advisory Council that will work closely with the Executive Board. We will also focus on enabling Indigenous leadership growth throughout CBTU, through mentorship, awareness, and the Annual Conference. To ensure the IRAP is well supported, we will implement accountability structures and designate an Indigenous Relations lead.

# PILLAR 1

## WORKFORCE PARTICIPATION

Grow and deepen Indigenous participation in the unionized trades workforce through training pathways, coordinated advocacy, and culturally relevant communications.



## PILLAR 1: WORKFORCE PARTICIPATION

### COMMITMENT 1

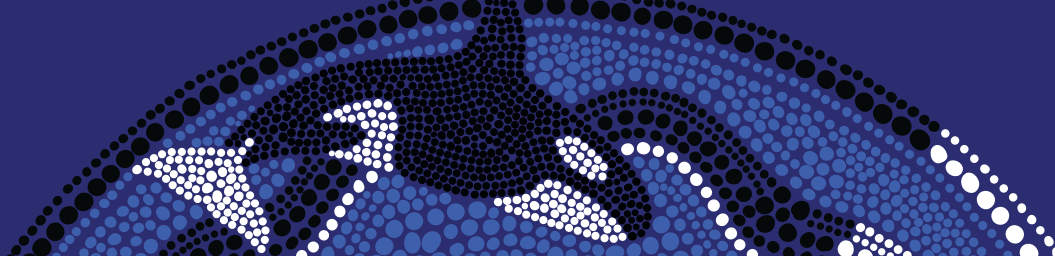
Expand locally anchored Indigenous workforce development opportunities by sharing and supporting successful training and partnership models with potential for replication or expansion.

| #   | ACTION                                                                                                               | DETAILS                                                                                                                                                                                                                                                                                                         | TIMELINE |
|-----|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.1 | Develop and pilot a national pre-employment Workforce Ready curriculum for prospective Indigenous tradespeople.      | Develop a culturally relevant, locally implementable curriculum that helps new or prospective Indigenous tradespeople see their value, relate to the trades industry, and prepare for on-the-job realities. Take inspiration and lessons from existing training designed by Affiliates and Provincial Councils. | 2029     |
| 1.2 | Assist Affiliates & Councils with strategies for scaling up successful Indigenous workforce development initiatives. | Support interested Affiliates and Provincial Councils with finding funding partners or grants, providing grant application advice, and making connections. Advocate for new federal funding programs to address gaps.                                                                                           | 2028     |
| 1.3 | Support Affiliates & Councils to develop training partnerships with First Nations, Métis, and Inuit communities.     | Create a guidance document and set of key actions, informed by successful training partnerships to date.                                                                                                                                                                                                        | 2026     |

### COMMITMENT 2

Strengthen national alignment between CBTU, industry, and Indigenous organizations to jointly advance a clear case for support and undertake coordinated, data-driven advocacy efforts.

| #   | ACTION                                                                                                                                  | DETAILS                                                                                                                                                                                                                                                                                                                    | TIMELINE |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 2.1 | Build relationships with national Indigenous organizations and representatives.                                                         | Make connections, identify and pursue shared interests, and coordinate on advocacy efforts with groups like the First Nations Major Project Coalition, First Nations Power Authority, and the Assembly of First Nations.                                                                                                   | 2027     |
| 2.2 | Articulate a clear, compelling business case for investing in Indigenous capacity in the Building Trades.                               | Develop consistent messaging for use with internal and external audiences, with specific key messages for contractors, proponents, government, and Unions.                                                                                                                                                                 | 2026     |
| 2.3 | Working with partners and Affiliates, advocate for greater Government support for Indigenous workforce participation in major projects. | Increase awareness of the business case within Government. Advocate for programs and resources to address known barriers to off-reserve employment (transportation, accommodation, family support) while highlighting the value of importance of utilizing local workforce for projects on or near Indigenous communities. | 2027     |

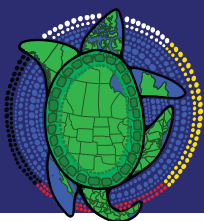


### COMMITMENT 3

Make union membership more visible, familiar, and easily understood through integrated messaging and storytelling that amplifies the experiences of Indigenous union members and leaders.

| #   | ACTION                                                                                   | DETAILS                                                                                                                                                                                                                      | TIMELINE |
|-----|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 3.1 | Develop a set of key messages for demystifying and normalizing union membership.         | Develop messages through grounded research methods, such as interviews, focus groups and/or surveys with CBTU members, pre-employment participants, and external Indigenous organizations.                                   | 2026     |
| 3.2 | Develop resources for Indigenous businesses and communities to better understand unions. | Collaborate with Affiliates and Provincial Councils to develop and distribute a plain-language guide for Indigenous businesses and communities explaining union environments, labour standards, and contractor expectations. | 2028     |
| 3.3 | Build brand awareness through targeted advertising in Indigenous media channels.         | Advertise CBTU and share information about the unionized building trades in targeted Indigenous publications and platforms.                                                                                                  | 2028     |
| 3.4 | Launch a multifaceted communications campaign centering Indigenous union members.        | Platform Indigenous union members and leaders in the Building Trades and their stories, to shift the narrative and demonstrate union benefits through storytelling via diverse channels.                                     | 2028     |

Here are some of the ways that Affiliates and Provincial Councils are already driving momentum in this area

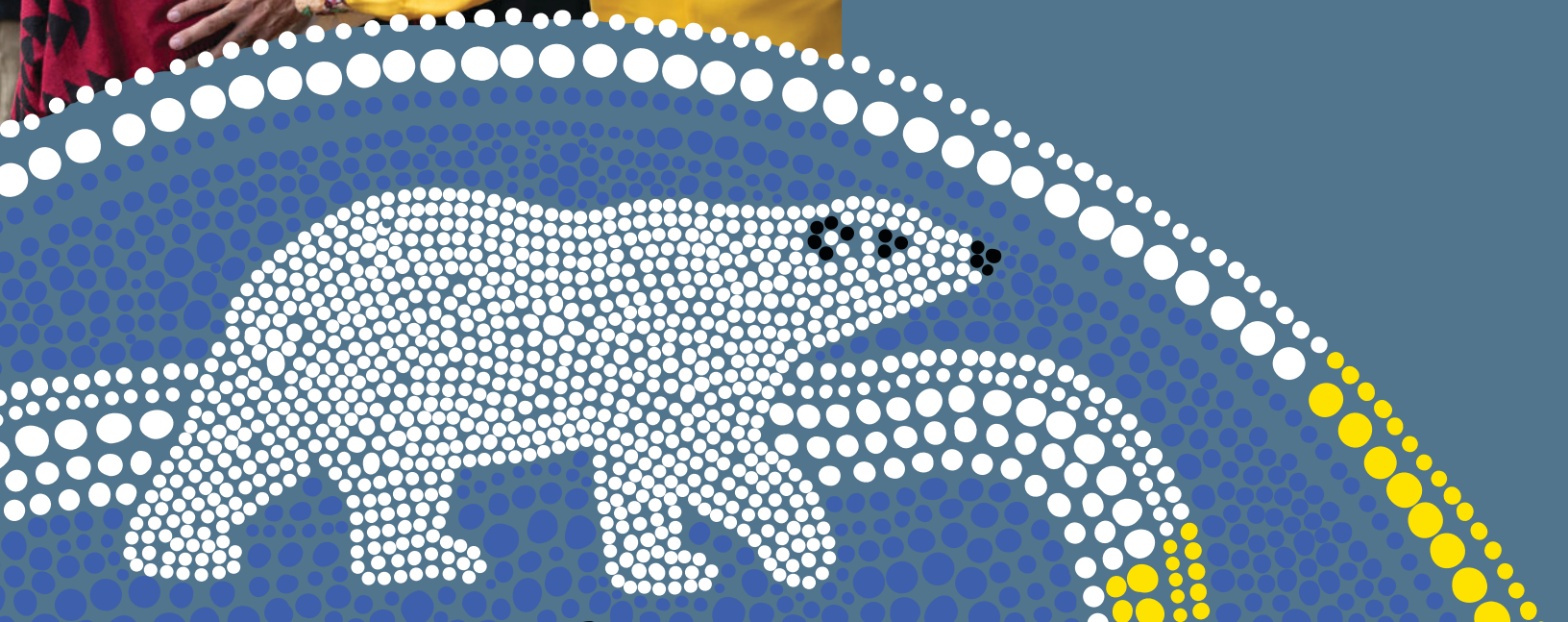


- Providing bursaries to support Indigenous apprentices
- Hosting an Indigenous Youth Skilled Trades Fair
- Providing entry-level trades training while working on a community retrofit project within a First Nation
- Facilitating workplace readiness training
- Deploying a mobile training centre in partnership with a First Nation and an Indigenous partner organization
- Hiring a role to build local relationships and support workers with overcoming barriers such as transportation, childcare, and worksite culture
- Establishing Indigenous hiring priority mechanisms on specific projects

Strengthen cultural awareness, peer learning, and consistent engagement practices across CBTU through enhanced training, knowledge sharing, and national guidance frameworks.

## PILLAR 2

### LEARNING & ENGAGEMENT



## PILLAR 2: LEARNING & ENGAGEMENT

### COMMITMENT 1

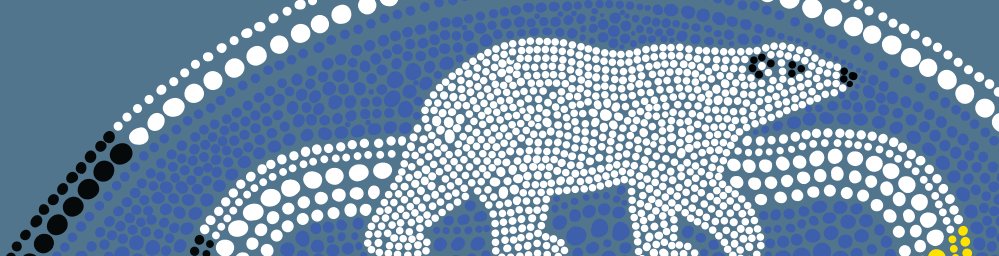
Continuously improve and expand Indigenous Awareness training to best meet member needs, while finding opportunities to embed Indigenous perspectives in other CBTU courses.

| #   | ACTION                                                                                      | DETAILS                                                                                                                                                                                                                                           | TIMELINE |
|-----|---------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.1 | Adapt existing Indigenous Awareness Training to better reach journeypeople and apprentices. | Create a series of shorter, topic-based modules to improve training uptake and awareness among journeypersons and apprentices.                                                                                                                    | 2029     |
| 1.2 | Develop an additional module to further enhance Indigenous Awareness Training.              | Working with Affiliates and Provincial Councils, assess gaps and opportunities and identify priority content for an additional module, building it into SkillPlan course delivery (ex. TRC Call to Action 92, UNDRIP, regional-specific content). | 2029     |
| 1.3 | Embed Indigenous cultural awareness across other CBTU training courses.                     | Review other CBTU training courses to identify opportunities to embed cultural awareness or adapt content to better reflect Indigenous member realities. Make revisions based on the review findings.                                             | 2029     |
| 1.4 | Review and assess CBTU-led Climate Literacy projects with an Indigenous lens.               | Review and assess elements of CBTU led projects relating to Climate Literacy including Green Futures Partnership and Building it Green training programs to ensure Indigenous inclusion, knowledge and perspectives.                              | 2029     |

### COMMITMENT 2

Strengthen collective capacity across CBTU by establishing shared spaces and tools for storytelling, and knowledge exchange that facilitate peer learning and continuous improvement.

| #   | ACTION                                                                                       | DETAILS                                                                                                                                                                                         | TIMELINE      |
|-----|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 2.1 | Compile a robust set of case studies and initiatives from across the CBTU network.           | Bring together case studies of promising practices, providing Affiliates and Councils with inspiration, recognition, and the ability to connect with each other directly to learn more.         | 2027          |
| 2.2 | Coordinate a lunch and learn series, where local leaders share insights and lessons learned. | Host Lunch and Learn peer learning sessions, for Affiliates and Provincial Councils to share more about their initiatives, what's working or not working, and what they have learned.           | 2027          |
| 2.3 | Convene an Indigenous Engagement Community of Practice.                                      | Establish a Community of Practice open to Indigenous and non-Indigenous members across CBTU to encourage connection, learning, and collaboration that advances Indigenous engagement practices. | 2027          |
| 2.4 | Establish and maintain a CBTU virtual Indigenous Engagement Resource Hub.                    | Launch the Resource Hub - a central repository and common access point for materials, toolkits, case studies, and recorded learning sessions.                                                   | 2027<br>-2029 |

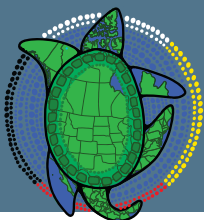


### COMMITMENT 3

Increase consistency in engagement approaches across the CBTU network, by providing a common set of guidelines and resources that can be adapted to the local context.

| #   | ACTION                                                                                                      | DETAILS                                                                                                                                                                                                             | TIMELINE      |
|-----|-------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|
| 3.1 | Establish a national framework with principles and priorities to guide local Indigenous engagement.         | Define a common purpose, priorities and guiding principles to guide meaningful and consistent Indigenous engagement across CBTU.                                                                                    | 2026          |
| 3.2 | Develop a practical Indigenous Engagement Toolkit with best practices to guide local relationship-building. | Building from best practice examples both within and external to CBTU, this toolkit will include practical steps, do's and don'ts for building relationships with Indigenous communities, and engagement protocols. | 2026<br>-2027 |

Here are some of the ways that Affiliates and Provincial Councils are already driving momentum in this area



- Providing Indigenous cultural awareness training customized to the local context and neighbouring Indigenous communities
- Launching an Indigenous Sharing Circle to scan and capture successes and lessons learned across a union's Locals
- Publishing a magazine for Indigenous members
- Facilitating an employment agreement between a corporation and a First Nation for direct pathways to employment and training, mentorship, and career development
- Working closely with local organizations such as Native Councils and Friendship Centres

# PILLAR 3

## ECONOMIC RECONCILIATION

Advance Indigenous economic participation through procurement policy, supplier engagement, and frameworks to reduce barriers to participation in major projects.



## PILLAR 3: ECONOMIC RECONCILIATION

### COMMITMENT 1

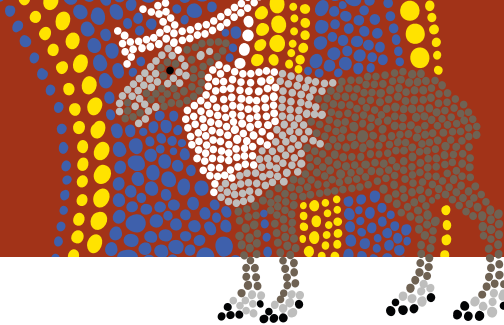
Develop national policies, frameworks and guidelines to support Indigenous economic participation in major trades projects.

| #   | ACTION                                                                                                 | DETAILS                                                                                                                                                                                                                                           | TIMELINE |
|-----|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.1 | Develop and adopt a CBTU-wide policy to support Indigenous economic participation.                     | Develop and implement policy statements committing CBTU and its Affiliates and Provincial Councils to exploring opportunities to advance Indigenous economic participation in projects.                                                           | 2026     |
| 1.2 | Investigate, recommend and implement measures to remove barriers to Indigenous supplier participation. | Engage with CBTU Affiliates, Provincial Councils, Contractors, Project Proponents, Indigenous communities and subject matter experts to understand and develop measures to remove barriers to Indigenous participation in trade-related projects. | 2028     |
| 1.3 | Develop frameworks and guidelines for Indigenous supplier participation in projects.                   | Building on the learnings in 1.2 and in collaboration with Indigenous partners, provide tools and guidance to support increased Indigenous participation in major projects.                                                                       | 2028     |
| 1.4 | Explore how CBTU might support Indigenous suppliers to meet project participation requirements.        | Through engagement with Indigenous communities and organizations, identify ways in which CBTU can best support Indigenous businesses to meet project participation requirements.                                                                  | 2028     |

### COMMITMENT 2

Encourage widespread adoption of Indigenous procurement policies and increase CBTU Head Office's procurement from Indigenous suppliers.

| #   | ACTION                                                                                    | DETAILS                                                                                                                                             | TIMELINE |
|-----|-------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 2.1 | Develop an Indigenous Procurement Policy.                                                 | Develop an Indigenous Procurement Policy and post publicly.                                                                                         | 2027     |
| 2.2 | Develop Indigenous Procurement guidelines and encourage adoption among CBTU's network.    | Develop Indigenous Procurement guidelines and support Affiliates and Provincial Councils to adopt their own Indigenous procurement policies.        | 2027     |
| 2.3 | Identify and engage with Indigenous suppliers for key spend areas (CBTU National Office). | Examine key areas of CBTU's procurement spend, identify Indigenous suppliers that can support those needs, and source goods and services from them. | 2027     |



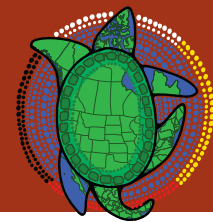
### COMMITMENT 3

Support Affiliates and Councils to increase procurement from Indigenous suppliers and contractors.

| #   | ACTION                                                                                          | DETAILS                                                                                                                                                                         | TIMELINE |
|-----|-------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 3.1 | Develop and maintain a list of potential Indigenous suppliers.                                  | Collaborate with Indigenous partners, Affiliates and Provincials Councils to develop and maintain a list of Indigenous businesses and community partners for procurement needs. | 2027     |
| 3.2 | Develop practical toolkits for Affiliates and Councils to guide Indigenous supplier engagement. | Develop toolkits explaining how to verify Indigenous ownership, approach suppliers respectfully, and structure procurement processes.                                           | 2027     |
| 3.3 | Explore successful models for Indigenous businesses to become union signatories.                | Work with Affiliate, Provincial Councils and Indigenous partners to investigate barriers and opportunities for Indigenous businesses to become union signatories.               | 2027     |
| 3.4 | Support signatory contractors with outreach to Indigenous communities and contractors.          | Support signatory contractors in the construction and natural resources sectors with outreach to Indigenous communities and contractors.                                        | 2028     |

Here are some of the ways that Affiliates and Provincial Councils are already driving momentum in this area

- Purchasing leather tool holders from a local Indigenous supplier
- Sourcing conference gifts from Indigenous artists and artisans



Increase Indigenous leadership, visibility, and influence within CBTU governance structures to ensure accountability and sustainable, long-term reconciliation efforts.

## PILLAR 4

### REPRESENTATION



## PILLAR 4: REPRESENTATION



### COMMITMENT 1

Increase internal representation to ensure Indigenous perspectives have a consistent and influential voice in CBTU's operations and governance.

| #   | ACTION                                                                                   | DETAILS                                                                                                                                                                                                                                                                                                                                                                        | TIMELINE |
|-----|------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 1.1 | Establish an Indigenous Advisory Committee.                                              | Establish an Indigenous Advisory Committee (IAC) comprised of Indigenous Affiliate and Provincial Council representatives, Indigenous community and economic leaders, Indigenous skills training providers, and other subject matter experts to advise on CBTU's efforts to advance Indigenous trades participation. The IAC will report to the CBTU Canadian Executive Board. | 2027     |
| 1.2 | Investigate opportunities to increase Indigenous representation on CBTU's internal team. | Explore opportunities to hire Indigenous candidates for roles within CBTU, particularly in roles that directly engage with Indigenous workers or communities.                                                                                                                                                                                                                  | 2026     |
| 1.3 | Increase Indigenous-focused content at CBTU's Annual Conference.                         | Identify and implement opportunities such as networking sessions, breakouts, or panel discussions with an Indigenous focus.                                                                                                                                                                                                                                                    | 2027     |

### COMMITMENT 2

Advance Indigenous leadership and inclusion by elevating Indigenous champions, expanding self-identification practices, and cultivating the next generation of Indigenous union leaders.

| #   | ACTION                                                                                      | DETAILS                                                                                                                                                                                                                                                                          | TIMELINE |
|-----|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|
| 2.1 | Develop and maintain a list of Indigenous leaders in the building trades across Canada.     | Collaborate with Affiliates, Provincial Councils and relevant Indigenous partners to develop a list of regional, Indigenous champions to raise awareness of Indigenous leaders in the trades and support regional relationship-building and events (ex. career and trade fairs). | 2027     |
| 2.2 | Promote widespread adoption of respectful member self-identification processes across CBTU. | Develop standardized processes for tracking Indigenous self-identification among Unions and their local chapters. Communicate the rationale and business case, and create a guide to support implementation.                                                                     | 2027     |
| 2.3 | Design a mentorship program to develop Indigenous leaders in the trades.                    | Collaborate with Affiliates, Provincial Councils, and relevant Indigenous partners to establish a model for a national mentorship program, aimed at increasing Indigenous representation in leadership roles. Pursue separate funding for implementation.                        | 2029     |



## PILLAR 4: REPRESENTATION

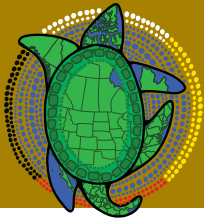
### COMMITMENT 3

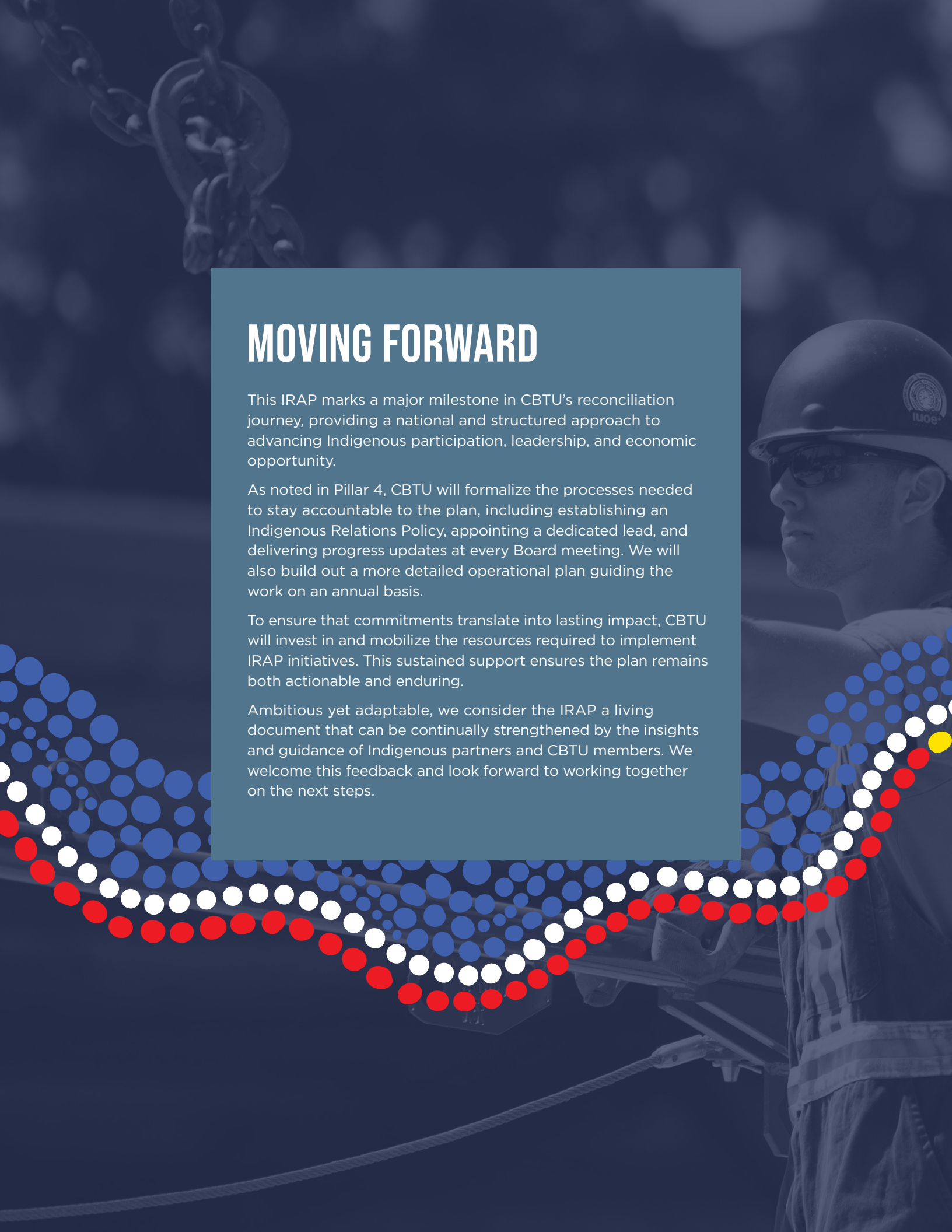
Establish processes and procedures to ensure that CBTU is accountable to the IRAP and its implementation.

| #   | ACTION                                                         | DETAILS                                                                                                                    | TIMELINE |
|-----|----------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------|
| 3.1 | Develop an Indigenous Relations Policy.                        | Establish a formal Indigenous Relations Policy that commits CBTU to advancing reconciliation.                              | 2026     |
| 3.2 | Identify an Indigenous Relations lead.                         | Designate a CBTU Indigenous Relations lead with authority to coordinate efforts across Affiliates and Provincial Councils. | 2026     |
| 3.3 | Integrate IRAP progress reports into Executive Board meetings. | Provide an IRAP Progress Update at every Executive Board meeting.                                                          | 2026     |

Here are some of the ways that Affiliates and Provincial Councils are already driving momentum in this area

- Publishing a role model calendar featuring Indigenous trades workers
- Developing a Provincial-level IRAP
- Adopting self-identification processes to understand levels of Indigenous representation





# MOVING FORWARD

This IRAP marks a major milestone in CBTU's reconciliation journey, providing a national and structured approach to advancing Indigenous participation, leadership, and economic opportunity.

As noted in Pillar 4, CBTU will formalize the processes needed to stay accountable to the plan, including establishing an Indigenous Relations Policy, appointing a dedicated lead, and delivering progress updates at every Board meeting. We will also build out a more detailed operational plan guiding the work on an annual basis.

To ensure that commitments translate into lasting impact, CBTU will invest in and mobilize the resources required to implement IRAP initiatives. This sustained support ensures the plan remains both actionable and enduring.

Ambitious yet adaptable, we consider the IRAP a living document that can be continually strengthened by the insights and guidance of Indigenous partners and CBTU members. We welcome this feedback and look forward to working together on the next steps.



**CBTU SMCC**

CANADA'S BUILDING TRADES UNIONS  
LES SYNDICATS DES MÉTIERS DE LA CONSTRUCTION DU CANADA

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