

How Can We Do Better?

Broader participation connects Indigenous Nations and businesses with more of the resource economy.



Expand opportunities

Create pathways into procurement, skilled work and transportation services.



Train and hire locally

Infrastructure projects, including at Churchill, can create opportunities to train and hire Indigenous workers.



Build partnerships

Long-term relationships can connect industry expertise with Nations' priorities.



Support ownership

Equity and governance can give Nations a lasting role in infrastructure.

Indigenous participation shouldn't stop at the mine.

Who Participates Along the Way?

Indigenous participation can extend from resource extraction into rail, ports and logistics. Jobs and contracts create economic benefits; ownership and governance offer different roles in the infrastructure that moves resources.

On participation beyond resource development:

"Not so much with the supply chain, to my knowledge."

John Corey, President
Freight Management Association of Canada

Interviewed in writing • June 4, 2026

Why ownership can be harder

Major transportation infrastructure requires substantial capital and ongoing operating funds. Supplying a project differs from owning it: contracts can create benefits without transferring ownership or decision-making authority.

LET'S CONTINUE THE CONVERSATION

Questions or ideas about Indigenous participation in resource supply chains?

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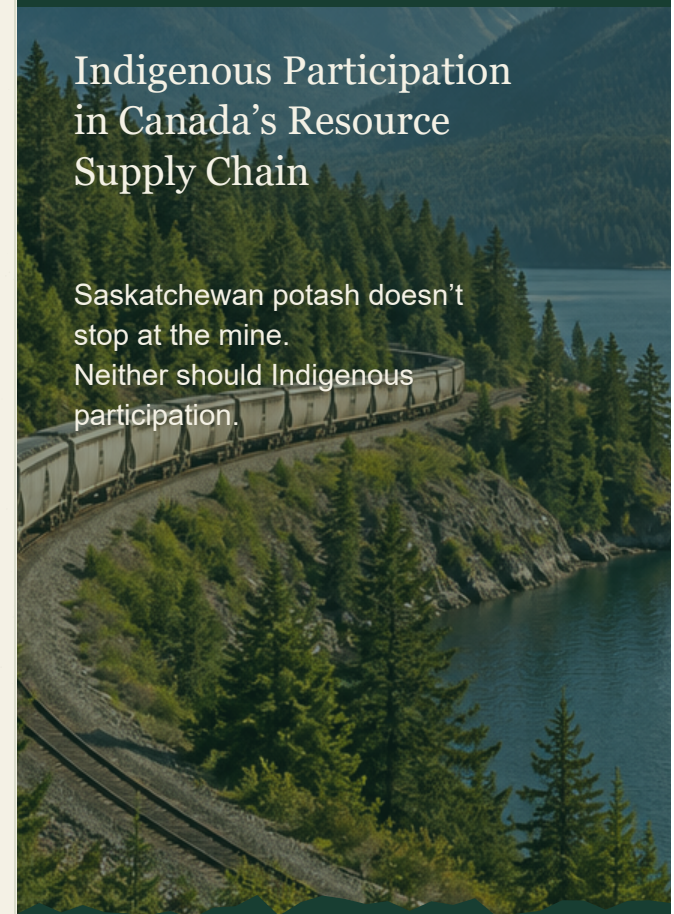
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BEYOND THE MINE

Indigenous Participation in Canada's Resource Supply Chain

Saskatchewan potash doesn't stop at the mine. Neither should Indigenous participation.



MINE



RAIL



PORT



MARKET

THE TRANSPORTATION JOURNEY

Saskatchewan to Washington

Potash supplies potassium for crop growth. Moving it from Saskatchewan to overseas customers requires an interconnected transport system.



MINE

Potash is extracted and processed in Saskatchewan.



RAIL

Freight trains carry bulk potash toward export terminals.



TERMINAL / PORT

Product is received, stored and loaded onto ocean vessels.



GLOBAL MARKET

Ships connect Canadian production with overseas customers.

WHY LONGVIEW?

Rail connectivity, skilled labour, market access and logistics are key criteria for Nutrien's proposed Longview potash terminal. A final investment decision is expected in 2027.

Reliability matters. Labour stoppages and port congestion can interrupt the movement of goods. Maintaining and upgrading transportation infrastructure helps build a more reliable and resilient supply chain.

MORE THAN CONSULTATION

What Does Participation Actually Mean?



EMPLOYMENT

Jobs, skilled trades, operations and logistics.



PROCUREMENT

Indigenous businesses supplying goods and services.



PARTNERSHIPS

Joint ventures and long-term industry relationships.



OWNERSHIP

Equity in ports, terminals and transportation infrastructure.



GOVERNANCE

A meaningful role in decisions affecting territories and resources.



ECONOMIC BENEFIT

Revenue, business development and lasting community benefits.

Supplying infrastructure and owning it are different forms of participation.

A REAL-WORLD EXAMPLE

From Mine to Market

PORTLAND CANAL MARINE TERMINAL



The terminal in Stewart, B.C., celebrated its official opening in September 2026, a year after its acquisition by the partnership.

Nisga'a Nation, Tahltan Nation Development Corporation and Arrow Transportation share ownership equally. The two Indigenous partners together hold a two-thirds majority.

The partnership integrates trucking, logistics and marine terminal services for B.C.'s critical-minerals sector. It demonstrates Indigenous ownership beyond extraction.