



ALBERTA CHAMBER OF RESOURCES

ABORIGINAL PROGRAMS PROJECT FINAL REPORT - Sharing knowledge July 2005



In Partnership with:



Western Economic
Diversification Canada

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Alberta
GOVERNMENT OF ALBERTA

*Cover designed by David Blondeau, Four Feathers Media Inc., Calgary, Alberta, (403) 387-0292
based on the theme of “sharing knowledge”.*

Alberta Chamber of Resources Aboriginal Programs Project: Final Report “Sharing Knowledge”



This is the Final Report of the Steering Committee for the Aboriginal Programs Project sponsored by the Alberta Chamber of Resources.

Submitted July 2003
Updated December 16, 2003

ACR Aboriginal Programs Project: Final Report

Foreword

This Project was sponsored by the Alberta Chamber of Resources (ACR) in partnership with Western Economic Diversification Canada and Alberta Aboriginal Affairs and Northern Development. It was intended to be a vehicle for sharing knowledge on successful or promising practices in Aboriginal relations among Chamber members. The distribution of the Final Report and results is limited to the sponsors and Alberta Chamber members. The ACR Board of Directors may revisit the decision on distribution at some point in the future.

A Project Website has also been developed to provide electronic access to the detailed results of the study and the database of “best practice” templates. Access to the Website is also limited to sponsors and Chamber members. Feedback on the Project and its results is encouraged and can be sent to the Alberta Chamber of Resources at acr@telusplanet.net.

The Project Steering Committee wishes to express its appreciation to the Project sponsors for their generous support. Our thanks also goes to ACR members and other organizations that participated in the Project survey and contributed to the database of program templates. Non-ACR organizations, in particular, are recognized for their willingness to contribute “best practice” templates and share their experience with the Project.

We appreciate the assistance provided by the Canadian Centres for Health Evidence (CCHE) at the University of Alberta in the delivery of the Web-based survey. Special thanks to TTG Systems Inc. and in particular, Loren Andruko, Chris Barrett and Deanna Roszell, for ongoing support during the course of the Project and the expertise provided in the design of the Project Website, development of the databases and preparation of the Interim and Final Reports.

The Steering Committee also wants to acknowledge the early work by Ken Chapman of Cambridge Strategies Inc. to generate interest in the project concept and find sponsors. Jim Stevens of NewGen Synergistics Inc. provided helpful guidance along the way and assisted in the recruitment of Project staff. Thank you to everyone.

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ACR Aboriginal Programs Project: Final Report

Executive Summary

Purpose

The Aboriginal Programs Project was sponsored by the Alberta Chamber of Resources (ACR) to provide ACR members with well-documented information and analysis that will help them make informed decisions about their programs and practices related to Aboriginal communities.

The ACR sees value in helping its members learn from the experience of others with respect to what types of approaches have been successful in creating positive corporate-Aboriginal relationships and what have been the important factors contributing to success.

Project Design

The Project commenced in September 2002 and was completed in June 2003 in two phases:

- (a) Phase One consisted of a confidential survey of ACR members to obtain an overall baseline on the scope, nature and experience gained from their Aboriginal programs and practices.
- (b) Phase Two involved in-depth interviews with ACR members and other organizations to identify promising approaches and document these in templates that can be used by ACR members to develop, evaluate and improve their own Aboriginal programs and practices.

The principal means of access to the results and database created by the Project is through the Project Website. An electronic format was necessary because of the size of the data files and the desire to be able to quickly access and retrieve information. The Final Report contains only a summary of the survey results and program templates, in addition to the Project learnings and success factors.

Final Report Structure

The Final Report is organized into 5 major sections which generally correspond with the main objectives of the Project:

Section 1 - provides a brief overview and description of the Project including the business case for Aboriginal initiatives, benefits of the Project, design and implementation, and sponsors.

Section 2 - provides an overview of the Aboriginal population in Alberta, key demographic trends and the implications for Aboriginal relations in the future.

Section 3 - summarizes the results of the extensive electronic survey of ACR members and provides baseline information on the extent to which they are involved in Aboriginal programs. The results of all 90 survey questions are reported including a profile of ACR members.

Section 4 - presents a summary of successful or promising Aboriginal programs and practices which have been entered into the Project database as templates. There are 96 program templates including 37 templates from non-ACR organizations and 24 templates on programs implemented outside Alberta.

Section 5 - sets out the learnings from the Project including overall observations and conclusions, success factors and the role of government programs. There are 32 success factors identified in 5 program areas which contribute to the effectiveness of Aboriginal programs and practices.

Overall Conclusions

There are a number of conclusions which can be drawn from the results of the ACR member survey and interviews with ACR members and other organizations. These reflect the overall experience with Aboriginal programs and practices in Alberta as documented by the Project.

ACR member organizations have been very active in developing and implementing Aboriginal programs intended to increase the level of Aboriginal participation. The Project Survey indicated that 71 ACR members out of 113 respondents have Aboriginal programs. It was also able to identify 165 specific programs and practices sponsored by ACR members and reported spending of \$43 million a year on these programs.

The survey and subsequent interviews showed uncertainty about the effectiveness of many Aboriginal programs. The experience has generally been a record of some success and much frustration. Most programs identified as a best or promising practice during the interviews and included in the database are relatively new - largely implemented in the last 12 to 18 months.

For many companies, programs are not well-documented and tend to be a response, usually at the operational level, to an immediate issue rather than as part of an overall strategy. Few have specific budgetary appropriations for Aboriginal initiatives but tend to find the money in other areas when needed.

A surprising number of companies do not have a formal Aboriginal policy and a significant portion of those that have a policy, do not communicate it well internally. Even for those companies which have an Aboriginal policy, it is often part of an overall corporate vision, values and principles framework. Few companies have a designated "champion" at senior management levels.

Corporate reputation and image on Aboriginal issues are important to many companies. However, there is a general lack of systematic reporting, assessment or benchmarking of results. This may become a more significant issue in the future if customers, shareholders and the general public start to demand evidence of corporate responsibility on Aboriginal relations.

Corporate culture and lack of strong commitment by senior management were cited as limiting factors for some companies in developing and implementing Aboriginal programs. These factors were also seen as helping to perpetuate negative stereotypes and sending a message to employees that increased Aboriginal participation is not a corporate priority.

Most suppliers generally follow the lead of their resource industry clients and do what is necessary to meet bid requirements rather than initiate their own programs. However, there are some notable exceptions where suppliers have seen a business case in building relationships with Aboriginal communities and organizations as a business development strategy.

Most companies focus on workforce development programs (education, training and employment) and to a lesser degree, on business development programs in dealing with Aboriginal communities. There seems to be far less confidence in programs aimed at community relations and resource management as an approach to build Aboriginal relationships.

For resource companies, the lack of clarity on consultation requirements with Aboriginal communities and the perception of increased risk concerning access and tenure on traditional lands are key concerns and have started to influence investment decisions. There is also concern that much of the recent case law is being made in B.C., and even though the situation in Alberta is different, it is unclear what “spillover” effects may result.

Some Key Success Factors

An extensive list of factors which contribute to the success of Aboriginal programs and practices were identified in the course of the Project. These success factors may be useful to companies interested in developing or improving their programs by learning from the experiences of others.

Workforce Development

- in recruiting Aboriginal candidates for training and employment opportunities, broaden the recruiting pool rather than relax standards. Support pre-employment and educational upgrading as strategies to improve pre-recruitment qualifications.
- integrate training and employment opportunities. It sends the wrong message to the individual and back to the community if an Aboriginal person cannot find or retain work after training. A potential strategy is for employers to work together on a regional basis to coordinate training opportunities with future employment requirements.
- implement Aboriginal awareness and diversity training sessions at all levels - senior management to front-line staff. There is a tendency for managers to overestimate the comfort level of Aboriginal employees. Awareness training is intended to create a more welcoming environment. Involve Aboriginal communities in the design and delivery of cross-cultural training programs.

Business Development

- ensure that the Aboriginal or Aboriginal/corporate venture has adequate management capacity in place. This is the most common and underestimated factor in the success or failure of business ventures. Even after a venture has operated for a period of time, follow-up (aftercare) is important to ensure that the situation continues to progress.
- using procurement as a tool to provide opportunities for Aboriginal suppliers can be an effective strategy. However, it should be linked with mentoring and skills development to strengthen business capabilities and enable the Aboriginal business to compete successfully for contracts. Support should be finite (two years) and have a requirement to diversify its customer base.

Community Relations

- the three key factors to success: relationships, relationships and relationships. Don't show up only when you want something. Build trust and confidence. This requires commitment from the organization to develop and sustain the relationship over time. It is important that expectations are managed and kept modest on both sides of the table. Also seek out engagement with different groups within the community so that if there is a change in local governance, a company does not have to start over.
- maintain relationships through the "peaks and valleys" of the business. Companies often see Aboriginal relations as a non-core aspect of their business and reduce the level of commitment when cash flows are tight. It is important that companies establish a sustainable level of commitment and engagement from the outset. Always undercommit and overdeliver.

Resource Management

- early consultation, even before a decision is made on whether a project will proceed, is important to building trust, communication and a solid relationship with the Aboriginal community. If the community has some understanding of the business of the company, the nature of the project, potential impacts on the community and potential opportunities, this can help to establish a basis for cooperation and reduce/eliminate possible objections to the project and costly interventions in the regulatory processes.
- develop an effective consultation process with Aboriginal communities as a management strategy to mitigate the risk of possible legal interventions in future on constitutional and treaty rights. Notwithstanding whatever obligations may exist for government to consult, it appears that the courts also see a role for industry.

Corporate Commitment

- success in Aboriginal relations requires a clear commitment in corporate policies reinforced by senior management and driven by explicit goals, targets and timetables. This often requires a champion at the executive level - even the CEO, to ensure that the message gets through to all levels of the organization. Managers, front-line staff and consultants need to be held accountable for results and rewarded for performance.
- make the business case for building Aboriginal relationships. Unless a company can make a direct linkage to its core business needs, programs are unlikely to be sustainable. Examples of a business case include reduced uncertainty or risk on resource access and management, reduced potential for costly interventions in regulatory approval processes for projects, a stable local workforce, new market opportunities, and better customer service.
- success in Aboriginal programs needs to be measured as incremental gains rather than success or failure. Start with small, manageable projects or steps that help build community capacity and develop a relationship of trust between the company and the Aboriginal community from the outset.

ACR Aboriginal Programs Project: Final Report

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1.0 PROJECT OVERVIEW AND DESCRIPTION

The Aboriginal Programs Project is sponsored by the Alberta Chamber of Resources (ACR) to provide ACR members with well-documented information and analysis that will help them make informed decisions about their programs and practices related to Aboriginal communities.

The purpose is to assist ACR members in building positive and stable relationships with Aboriginal people, communities and organizations. Many ACR members are active in areas of Alberta with significant Aboriginal populations. Member companies have taken different approaches in developing and managing Aboriginal relationships. Some have extensive experience learned over many years, while others are relatively new to the process of Aboriginal relationship-building.

The ACR sees value in helping its members learn from the experience of other companies in terms of what types of programs and practices have been successful in creating positive and stable corporate-Aboriginal relationships and what have been the important factors contributing to success.

1.1 Alberta Chamber of Resources

Alberta Chamber of Resources is an association of approximately 160 companies and other organizations operating in the natural resources sector of the Alberta economy, and has evolved to meet the emerging needs of its members over its 67-year history. Oil and gas, oil sands, mining, forestry, pipelines, and electric power generation and transmission are the major resource sectors represented. Suppliers to the resource industries are the other major component of ACR membership and include the following areas: engineering, procurement, and construction; industrial supply, services and fabrication; environmental, geotechnical and business services; and associations, foundations and education services.

The ACR is dedicated to the orderly development of Canadian natural resources with a primary focus on Alberta. Generally speaking, activities support an industry sector approach to opportunities and issues, rather than the concerns of individual companies. The ACR also fosters cross-sector cooperation and joint problem-solving to the mutual benefit of those involved.

1.2 Business Case for Aboriginal Initiatives

The decision by ACR to initiate the Aboriginal Programs Project was based on the fact that most ACR corporate members, at some level, are involved with Aboriginal issues. They share the objective of developing effective strategies to manage relationships with Aboriginal communities and provide meaningful opportunities for Aboriginal people and businesses. For many companies, this has led to the development of a business case for working with Aboriginal communities. The business case often consists of one or more of the following elements.

Build a stable and dedicated local workforce: Skilled labour shortages are a problem particularly in many areas of Alberta and this is expected to become more pronounced in the coming years. The Aboriginal population represents a significant potential workforce, which with the appropriate training and support can become a significant contributor to the skilled labour force. This is particularly important in many remote areas where turnover is a large factor.

Find new market opportunities: Aboriginal communities and businesses represent a significant and growing market for goods and services. There is a need for companies to improve their business understanding of this market and develop cooperative and collaborative approaches with Aboriginal partners to pursue new business opportunities.

Encourage diversity in the workplace: Aboriginal people can bring more than special skills to a workplace. They offer new perspectives and enhance the ability to better serve Aboriginal clients at home and indigenous peoples abroad. This can lead to new business opportunities and create a more dynamic workplace.

Build long-term constructive relationships: Resource companies and suppliers face growing uncertainty on resource access and land management decisions as these affect Aboriginal rights on Crown lands. This lack of clarity affects perception of investment risk and thus impacts the ability to raise capital and maximize the return to shareholders. Building long-term relationships with Aboriginal communities is a strategy to mitigate risk by putting in place a process for working together and defining expectations.

Establish a reputation for social responsibility: Shareholders and the general public are increasingly interested in a broader social and environmental agenda, including how companies manage their relationships with Aboriginal communities. Corporate image and reputation have become increasingly important in marketing goods and services, and even the ability to access certain markets. A positive image with respect to Aboriginal relations can be a significant competitive advantage in the marketplace.

For these and other reasons, ACR members agreed on the need to undertake a major study on Aboriginal programs and practices as a guide to assessing current efforts and designing new initiatives based on the best information available. The cross-sectoral membership of ACR brought the additional advantage of being able to share experiences across industries.

1.3 Sponsors

The ACR Aboriginal Programs Project was funded by members of the Alberta Chamber of Resources, the Government of Canada and the Government of Alberta. A number of ACR members have demonstrated their interest and commitment to this Project by providing direct financial or in-kind support. The list of sponsors includes the following organizations:

ACR Sponsors

Ainsworth Lumber Ltd.	Imperial Oil/ExxonMobil
Alberta-Pacific Forest Industries Inc.	Petro-Canada Ltd.
Border Paving Ltd.	Shell Canada Ltd.
Canadian Natural Resources Limited	Suncor Energy Inc.
Elk Valley Coal Corporation	Syncrude Canada Ltd.
Enbridge Pipelines Inc.	TransAlta Corporation
EnCana Corporation	Weldwood of Canada Ltd.
Finning Canada Ltd.	Weyerhaeuser Ltd.

Government Sponsors

Western Economic Diversification Canada
Alberta Aboriginal Affairs and Northern Development
Alberta Energy

1.4 Benefits of the Aboriginal Programs Project

When the Aboriginal Programs Project was initiated, ACR members saw the benefit of sharing their experiences in Aboriginal programs and practices. There has been a tendency in the past to deal with this area as part of a company's competitive advantage. However, there is a growing recognition that inappropriate practices and unsuccessful relationships by individual companies can affect the image and reputation of an entire industry. At the same time, the importance of building positive relationships with Aboriginal communities continues to grow in response to a number of issues such as access to resources on Crown lands, the need for a skilled local workforce and the lack of clarity on consultation requirements in regulatory processes. The benefit of working together is exemplified by the non-ACR members who agreed to share program templates with this Project.

By encouraging and facilitating the sharing of information, the ACR is helping its members develop, assess and improve their Aboriginal programs and practices. The specific benefits of the Project for ACR members and government sponsors include:

- provide an overall picture of the ways in which the resource industry is currently involved with Aboriginal communities;
- provide a well-researched body of information to bring business insights into policy discussions with governments on Aboriginal development issues;
- provide a database of programs and practices that ACR members can use in networking with other companies and developing or improving their own Aboriginal programs and practices;
- identify key factors that affect business relationships with Aboriginal communities and thus increase the potential for success;
- provide options for ACR members to integrate their Aboriginal programs and practices, internally and with other companies, in ways that meet multiple objectives; and
- assist companies to compile and report on the scope and nature of their involvement in Aboriginal issues and programs as an internal management tool.

1.5 Project Design

The genesis of the Aboriginal Programs Project goes back to 2001 when some ACR members started talking about the need for the Chamber to become involved in assisting its members to manage the increasing scope and importance of Aboriginal issues. Discussions were also held with Alberta Aboriginal Affairs and Northern Development and Western Economic Diversification Canada to explore opportunities for partnering on a project to identify "best practices" in working with Aboriginal communities. This led to commitments of financial support by a number of ACR member companies and the Alberta and Federal governments.

The Aboriginal Programs Project commenced in September 2002 and was completed in June 2003. It was structured in two phases:

- Phase One covered the period from September 2002 to January 2003 and consisted of a confidential survey of ACR members on the scope, nature and experience gained from their Aboriginal programs and practices. This data was aggregated into an overall picture of the extent to which ACR members are engaged in Aboriginal programs; the types of programs and approaches which have been used; and what has been learned by experience.
- Phase Two covered the period from February 2003 to June 2003. It involved detailed analysis of the survey database and confidential in-depth interviews with ACR members to better understand their Aboriginal programs and practices, and the extent to which these have been successful. The intent was to identify promising approaches and document these in templates that can be used by ACR members to develop, evaluate and improve their own Aboriginal programs and practices.

1.6 Project Implementation

The **Steering Committee** was established to manage the Aboriginal Programs Project and provide direction on the progress of the study. The **Steering Committee** consisted of the following members:

- | | |
|---------------------------|---|
| ➤ Doug Golosky (Chairman) | Clearwater Welding & Fabricating Ltd. |
| ➤ Bill Hunter/Doug Willy | Alberta-Pacific Forest Industries Inc. |
| ➤ Brad Anderson | Alberta Chamber of Resources |
| ➤ John McDonough | Alberta Aboriginal Affairs & Northern Development |
| ➤ Gisele Dansereau | Western Economic Diversification Canada |
| ➤ Ex Officio - Art Meyer | Enbridge Pipelines Inc. |

One of the first tasks of the Steering Committee was to recruit a Project Director to manage the project on a day-to-day basis. Dave Walker of DMD Associates was contracted to serve as Project Director of the Aboriginal Programs Project. Mr. Walker had responsibility for developing and implementing the project design and workplan, and recruiting additional project team members to assist with the implementation of the project.

A professional **Project Team** was put in place and included the following people who were involved and contributed on an as needed basis:

- | | |
|---------------------|---|
| ➤ Dave Walker | Project Director |
| ➤ Mary Coward | Senior Research Associate – Edmonton |
| ➤ Beverley Campbell | Senior Research Associate – Calgary |
| ➤ Sharon Matthias | Senior Research Consultant |
| ➤ May-Britt Jahelka | Research Associate – Fort McMurray (Interviews) |
| ➤ Robin Wortman | Research Associate – Calgary (Interviews) |

1.7 Project Deliverables

As part of the Project design, it was established early in the process that the principle means of access to the results and database would be through a Project Website. An electronic format was necessary because of the size of the data files and the desire to have the capacity to quickly access and retrieve information. This Final Report contains only a summary of the results and database analysis.

The Website serves as a resource for ACR members and provides access to the intelligence gathered by the Aboriginal Programs Project. The Website is accessible through the main Alberta Chamber of Resources Website at www.acr-alberta.com and clicking on the Aboriginal Project link. Access to the electronic database is limited to ACR members and Project sponsors, and requires an authorized password and username. If you are unsure of your password and username, these can be obtained from the Alberta Chamber of Resources office in Edmonton at (780) 420-1030 or by email at acr@telusplanet.net.

The Project Website is divided into four main areas:

- **Project Development** – presents an easy to read overview of the Project including its design, objectives, benefits and results.
- **Phase One** – provides access to the Interim Report, the Demographic Background Report on the Aboriginal Population in Alberta, and the database of survey results and analysis.
- **Phase Two** – provides access to the Program Framework, Summary of Government Programs and the database of Aboriginal program templates compiled by the Project.
- **Final Report** – provides access to the Final Report including the Executive Summary, project conclusions and learnings, and summaries of the survey results and program templates.

The products available from the Project Website are provided in .pdf format and can be viewed, downloaded and printed from the site. Adobe Acrobat Reader is required to download the .pdf files; if you do not have this software, it can be downloaded free of charge from www.adobe.com.

2.0 ABORIGINAL POPULATION IN ALBERTA

During the Project Survey, a number of ACR members asked for more information and clarification on “who are Aboriginal peoples?” This section of the Final Report was developed as a response to this question and provides an overview of the Aboriginal population in Alberta and a summary of key demographic trends. It is intended to provide useful information that helps ACR members put Aboriginal programs and practices in a wider context with regard to how the Aboriginal population is changing and the implications for developing successful programs.

2.1 A Brief Historical Perspective

Aboriginal people are the descendants of the first people to settle on the Western plains. Archaeologists believe that the first people came to America from Asia some 20 - 30,000 years ago, likely crossing a land bridge that once existed between Asia and Alaska. When the first European traders arrived in what is now Alberta, they met many different First Nations with distinct languages, beliefs, artistic traditions, histories, and alliances. Each First Nation had developed its own way of life and distinctive culture based on the specific natural characteristics of their home territories.

It is believed that the First Nations settled the plains about 8,000 years ago. They sustained themselves by hunting buffalo and gathering activities. Later, these First Nations - who included the Blackfoot, Blood, Peigan, Plains Cree, Assiniboine and Sarcee - tamed horses and hunted buffalo with rifles they obtained from trading with European explorers and fur buyers.

In central Alberta, other groups such as the Woodland Cree and some Assiniboine/Stoney hunted and collected food in the parkland areas in summer, before moving north and west into the foothills and boreal forests to winter. They hunted buffalo but were also more involved in fishing and trapping to support their way of life.

In northern Alberta, many of the Athapaskan-speaking peoples - such as the Chipewyan/Dene - followed a different approach. Many hunted the caribou that move between the boreal forests in winter and the barrens in summer. Most Athapaskan groups also developed sophisticated techniques for fishing and hunting wild fowl.

During the 19th century, European fur traders married Native women. The result was the creation of a new people unique to Canada’s plains. The children of these marriages are called Métis (meaning “mixed blood”) and they followed a way of life that was similar to that of First Nations.

Over the centuries, Aboriginal peoples have acquired knowledge and developed a way of life adapted to their specific environment. This has been expressed through traditional knowledge and beliefs which have been passed down from generation to generation. While traditional knowledge remains an important aspect of Aboriginal culture today, many Aboriginal people are also successfully engaged in mainstream economic activities and occupations.

2.2 Aboriginal Population in Canada

The term “Aboriginal people” refers to the descendants of the original inhabitants of North America, as defined in the Constitution Act of 1982, Section 35(2) “In this Act, the ‘Aboriginal people of Canada’ includes the Indian, Inuit, and Métis peoples of Canada”. Just over 1.3 million (2001) people of Aboriginal ancestry – representing 4.4% of the total population – live in Canada. In 1996, people with Aboriginal ancestry represented 3.8% of the total population.

Using new data from the 2001 Census, Statistics Canada (*Aboriginal Peoples of Canada: A Demographic Profile*) has highlighted several interesting trends.

From 1901 to 2001, the population of Aboriginal ancestry increased tenfold, while the total population of Canada rose by a factor of only six. However, the growth rate was very different in the first half of the 20th Century compared with the second half.

During the first 50 years, the Aboriginal population grew only 29%, whereas the total population far more than doubled (161%). This relatively slow rate of growth among the Aboriginal population occurred because high mortality rates more than offset high birth rates.

On the other hand, between 1951 and 2001, the Aboriginal ancestry population grew sevenfold, while the Canadian population as a whole only doubled. A major factor in this trend was the rapid decline in the infant death rate, mainly as a result of improved access to health services. The other factors included fewer incompletely enumerated Reserves and an increased tendency of people to identify as Aboriginal.

2.3 Key Demographic Trends in Canada

Aboriginal peoples represent a significant and growing segment of the population in Canada and Alberta. Projected demographic changes make increased Aboriginal participation in the workforce important for society. While some of the barriers to Aboriginal workforce participation have lessened, other barriers to Aboriginal employment still remain. These barriers include skills and training, culture, communication and negative stereotypes.

Based on an analysis of the Census 2001 Aboriginal data, Statistics Canada has identified seven important trends in Aboriginal demographics, education and labour force participation. These trends represent opportunities and challenges for Aboriginal communities, business and governments.

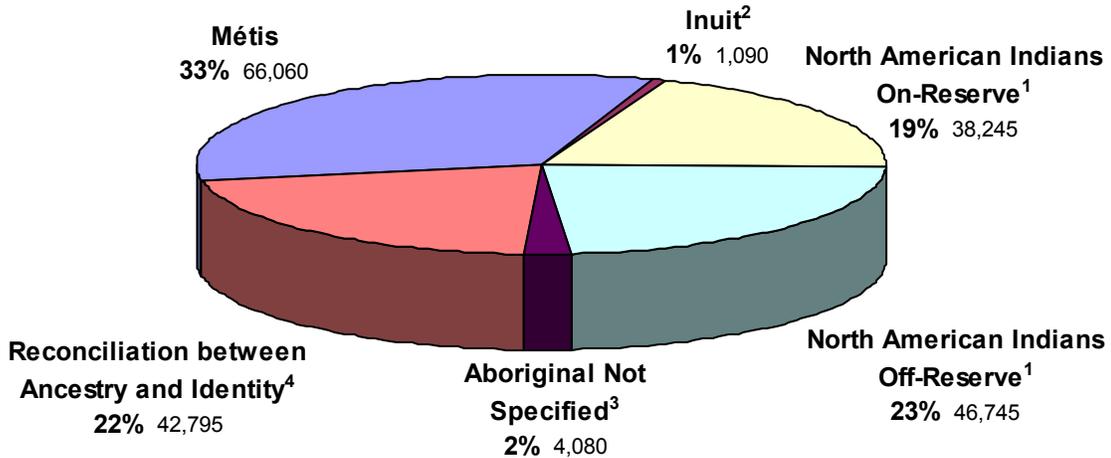
- 1. The Census shows a dramatic increase of 43% in the growth of the Métis population between 1996 and 2001. This is attributed to a combination of higher birth rates and greater awareness among Métis people related to their status.*
- 2. The age distribution of the Aboriginal population shows that one-third are under the age of 15 and will be entering the labour force during the next ten years. This at a time when Canada expects a skilled labour force shortage.*
- 3. There is still a gap in the percentage of Aboriginal youth graduating from high school compared to the Canadian average. The situation is much worse On-Reserves compared to Aboriginal people living in urban centers and this is reflected in higher unemployment On-Reserves compared to Aboriginal people living in cities.*
- 4. There is a close relationship between the level of schooling and employment. For those who do not finish high school, employability prospects are low. Education is the key to good job prospects.*

5. Between 1996 and 2001 Census there has been an increase of 63% in the number of Aboriginal people graduating from university and a 46% increase graduating from college. The percentage of Aboriginal people who do not receive a high school diploma declined from 45% to 39%.
6. The employment situation On-Reserves has actually got worse. From 1996 to 2001 employment has declined from 74% to 70%. There is also the possibility that the data doesn't give a clear indication of the true unemployment rate On-Reserves partly because of the seasonal nature of some employment On-Reserves.
7. 24% of Aboriginal individuals reported that they had enough knowledge of an Aboriginal language to carry on a conversation. This was down from 29% in 1996.

2.4 Size and Composition of the Aboriginal Population in Alberta

Alberta's Aboriginal population was 199,015 (2001) which represented 6.7% of the total Alberta population. This consisted of North American Indians (84,990), Métis (66,060), Inuit (1,090), Aboriginal Not Specified (4,080), and people who reported Aboriginal ancestry but did not self-identify as Aboriginal in the 2001 Census (42,795).

**Aboriginal Population in Alberta – 2001
Total 199,015 (Reporting Aboriginal Ancestry)**



Source: Statistics Canada, 2001 Census data (except where identified below)

¹ **On-Reserve and Off-Reserve categories for North American Indians** are based on a percentage allocation derived from the 2001 Census using Ethnic Identity data (55% Off-Reserve and 45% On-Reserve). By comparison, INAC Indian Registry System (IRS) data show 36% identify as Off-Reserve and 64% as On-Reserve.

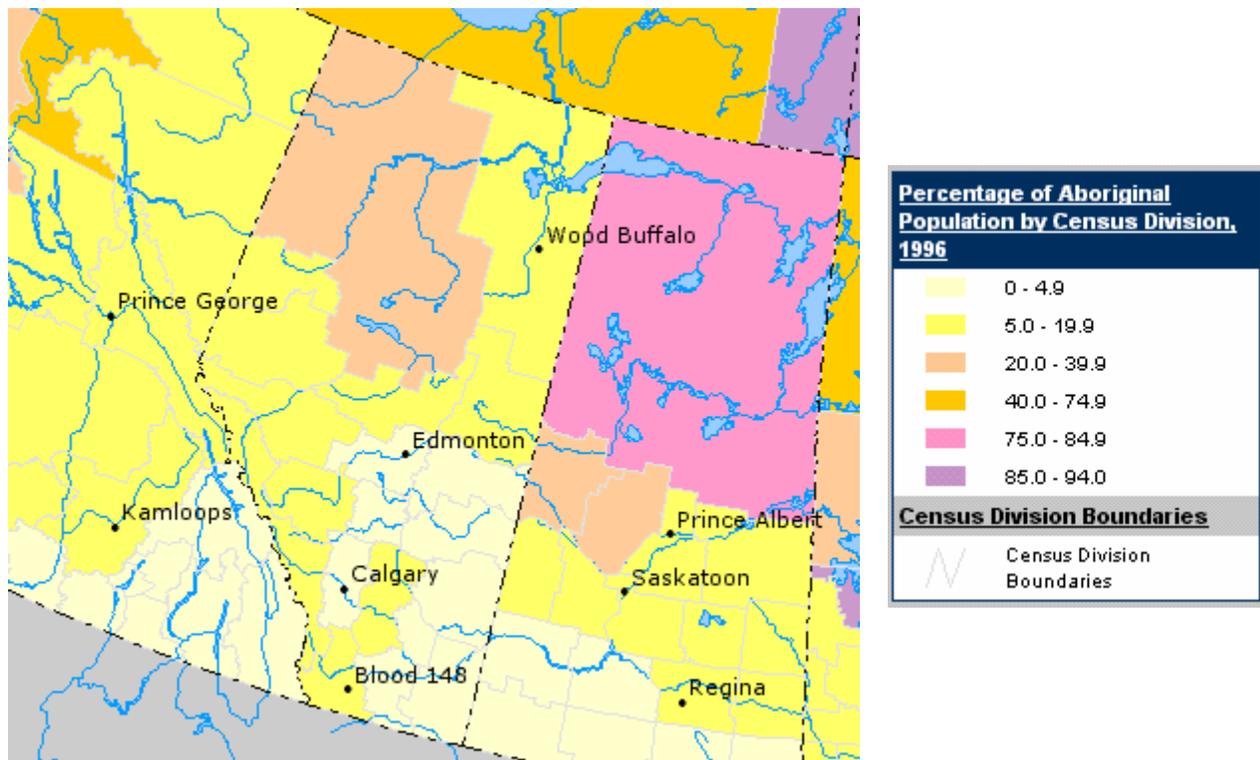
² **Inuit.** There are no Inuit communities in Alberta, but 1,090 report living in the province, largely as a result of migration from the north.

³ **Aboriginal Not Specified** are people who self-identified as Aboriginal but did not indicate whether they are North American Indian, Métis, or Inuit.

⁴ Alberta's Aboriginal Population reported by **Ancestry** was 199,015 in the 2001 Census. Not everyone who reported having Aboriginal ancestry identified himself or herself as an Aboriginal person. Those people who **Self-Identified** as Aboriginal totaled 156,220 in the 2001 Census.

The following map summarizes the percentage of Aboriginal population by Census division in Alberta and neighboring areas.

Percentage of Aboriginal Population by Census Division



Source: Natural Resources Canada – The Atlas of Canada

2.5 Key Demographic Trends in Alberta

The demographic trends presented earlier in this section for Canada generally apply to Alberta as well. Following are some key statistical indicators specific to Alberta. All data is from Statistics Canada for 1996, except where otherwise noted.

- the Aboriginal population in Alberta is significantly younger than the non-Aboriginal population. Approximately 46% of the Aboriginal population is under 19 years of age compared to 29% for non-Aboriginal people. The median age for the Aboriginal population was 23.4 years in 2001, while that of the non-Aboriginal population was 35.4 years (median age is the point where exactly one-half of the population is older, and the other half is younger).
- the Aboriginal labour force participation rate and employment rate are significantly lower than the rates for non-Aboriginal Albertans. The Aboriginal participation rate was 72.9% for males and 59.5% for females, compared to non-Aboriginal rates of 79.6% and 65.8%, respectively. The employment rate is 54.4% compared to the non-Aboriginal rate of 67.8%.

- Aboriginal peoples' incomes are well below the Alberta average. Aboriginal average annual income is \$21,661 for males and \$13,294 for females. For the non-Aboriginal population, average annual incomes are \$33,662 for males and \$19,136 for females.
- while the proportion of overall income from employment is about the same for Aboriginal and non-Aboriginal people in Alberta, government transfers represent a much higher portion of total Aboriginal income. Aboriginal income composition is from employment (78%), government transfer payments (18%) and other (4%). This compares to non-Aboriginal Albertans with income from employment (79%), government transfer payments (11%) and other (10%).
- education levels for certain segments of the Aboriginal population are below the Alberta average. 52.2% of Aboriginal people over 15 years of age have completed high school compared to 67.2% of non-Aboriginal Albertans. 25% of Aboriginal people have a post-secondary degree or certificate, compared to the non-Aboriginal rate of 38%. There is likely to be a wide range of variation across Aboriginal communities in Alberta based on national level data which shows only 31% of the Aboriginal On-Reserve population in Canada having completed high school.

2.6 Treaty Areas and First Nations in Alberta

First Nations, which is a term preferred by many Aboriginal people and the Assembly of First Nations, refers to the various governments of the first people of Canada. Its usage has increased since it emerged in the 1970s and is generally preferred to terms such as Indians, Tribes, and Bands. First Nations were first able to vote in Canada in 1960. There are over 600 First Nations in Canada, with 44 First Nations and 123 Reserves in Alberta. There is approximately 700,537 hectares of Reserve land in Alberta.

Alberta is included in three populated Treaty Areas covered by Treaties 6, 7 and 8. Treaties 4 and 10 have some Alberta land but are not populated. Treaties are legal documents between government and a First Nation that confer rights and obligations on both parties. No two Treaties are identical. Because of the legal, historic and sacred elements of the Treaties, First Nations consider these documents to be the essential factor in any relationship between the Government of Alberta and First Nations people, leaders, governments and organizations.

The First Nations population in Alberta grew from 76,419 in 1996 to 87,703 in 2001 using data from the INAC Indian Registry System (IRS). Of this total, 38% (33,459) are registered in Treaty 6, 26% (23,223) in Treaty 7 and 35% (30,308) in Treaty 8. There were also 713 individuals (1%) included on the Alberta District General List who do not belong to any one First Nation.

See pages 12 and 13 for a legend and map showing the Treaty Areas in Alberta and the constituent First Nations.

Legend of Treaty Areas and First Nations in Alberta

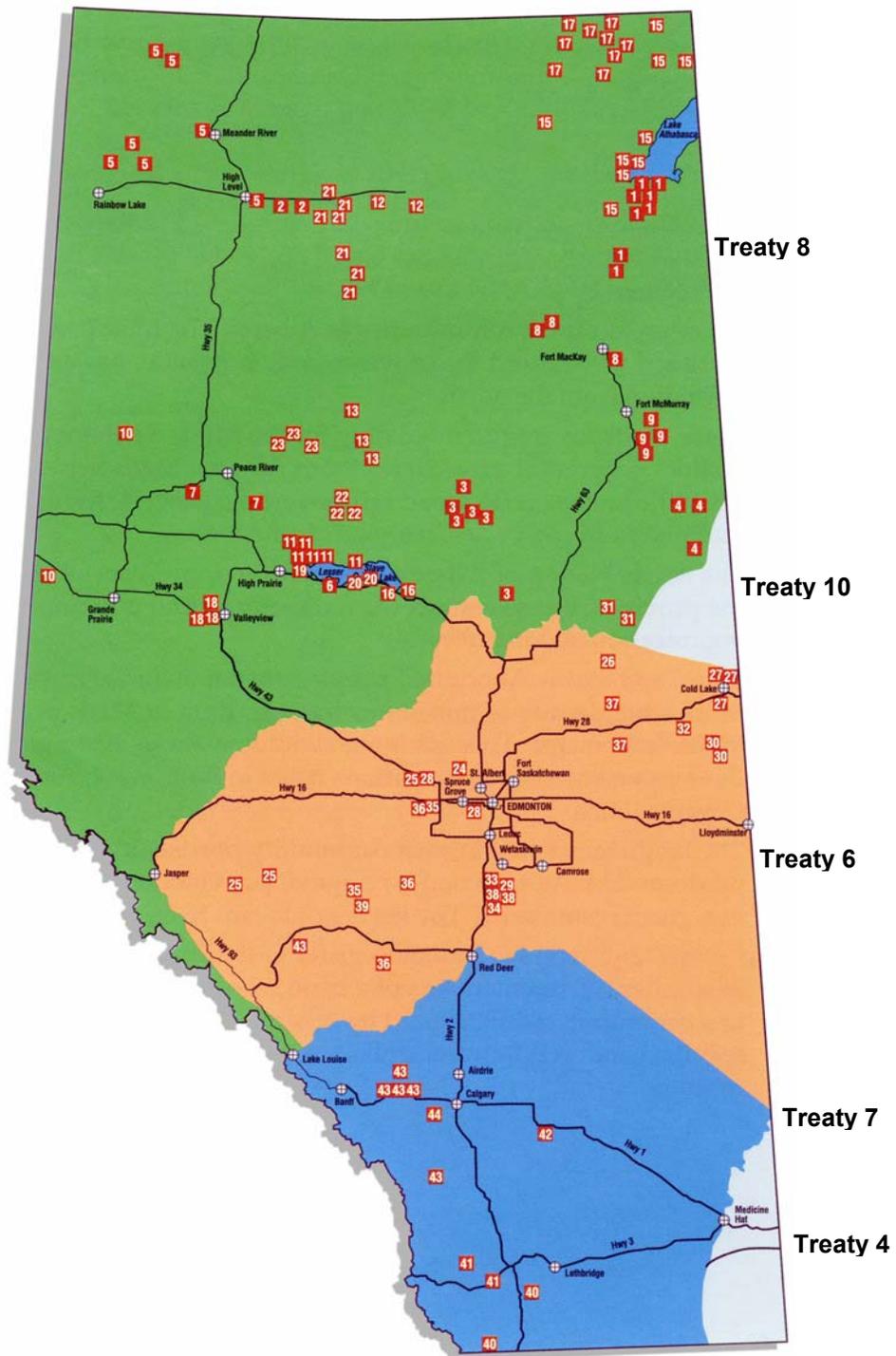
Treaty 8	
1	Athabasca Chipewyan First Nation
2	Beaver First Nation
3	Bigstone Cree First Nation
4	Chipewyan Prairie First Nation
5	Dene Tha' First Nation
6	Driftpile First Nation
7	Duncan's First Nation
8	Fort McKay First Nation
9	Fort McMurray #468 First Nation
10	Horse Lake First Nation
11	Kapawe'no First Nation
12	Little Red River Cree Nation
13	Loon River Cree Nation
14	Lubicon Lake Band (no reserve)
15	Mikisew Cree First Nation
16	Sawridge First Nation
17	Smith's Landing First Nation
18	Sturgeon Lake Cree Nation
19	Sucker Creek Band
20	Swan River First Nation
21	Tallcree First Nation
22	Whitefish Lake First Nation (Atikameg)
23	Woodland Cree First Nation

Treaty 6	
24	Alexander First Nation
25	Alexis Band
26	Beaver Lake First Nation
27	Cold Lake First Nation
28	Enoch Cree Nation #440
29	Ermieskin tribe
30	Frog Lake First Nation
31	Heart Lake First Nation
32	Kehewin Cree Nation
33	Louis Bull Tribe
34	Montana Band
35	O'Chiese First Nation
36	Paul First Nation
37	Saddle Lake First Nation
	* Whitefish Lake (Goodfish)
38	Samson Cree Nation
39	Sunchild First Nation

Treaty 7	
40	Blood Tribe
41	Peigan Nation
42	Siksika Nation
43	Stoney Tribe
	* Bearspaw
	* Chiniki
	* Wesley
44	Tsui T'ina Nation

Source: Adapted from *First Nations in Alberta*, Indian Affairs and Northern Development Canada – Alberta Region (July 2000). QS-A011-000-EE-A3.

Treaty Areas and First Nations in Alberta



Source: Adapted from *First Nations in Alberta*, Indian Affairs and Northern Development Canada – Alberta Region (July 2000). QS-A011-000-EE-A3.

2.7 Métis Population in Alberta

Métis is a French word meaning "mixed blood" which usually refers to people of mixed ancestry who emerged during the days of the fur trade when Europeans and Indian people had children. The Métis are recognized as Aboriginal people in the Constitution Act, 1982. The Métis history and culture draws on diverse ancestral origins such as Scottish, Irish, French, Ojibway and Cree.

The largest Métis population, 66,060 (2001 Census), live in Alberta and account for almost 23% of Canada's total Métis population. There are eight distinct Métis Settlements in Alberta covering 1.25 million acres which were established in the 1930's. Under 1990 legislation, the Settlements were established as corporate entities, similar to municipal corporations with broad self-governing powers. The Settlements are governed locally by elected 5-member councils and collectively by the Métis Settlements General Council. About 12% of Métis live in these Settlements.

The Métis Nation of Alberta Association represents all other Métis people in the province. The Métis Nation of Alberta Association's (MNAA) Provincial Council consists of an elected Provincial President and Vice-President, and elected representatives from each of six zones across Alberta. There are approximately 65 MNAA Locals. See page 15 for a map showing the Alberta Métis Settlements and Regional Zones.

2.8 Royal Commission on Aboriginal Peoples (1996)

There's been a substantial volume of research, public consultation and discussion over the years on the direction of Aboriginal communities and culture, and the relationship to mainstream Canadian society. Aboriginal people want to preserve their values, traditions and culture while at the same time becoming full participants in the economic, social and political life of Canada.

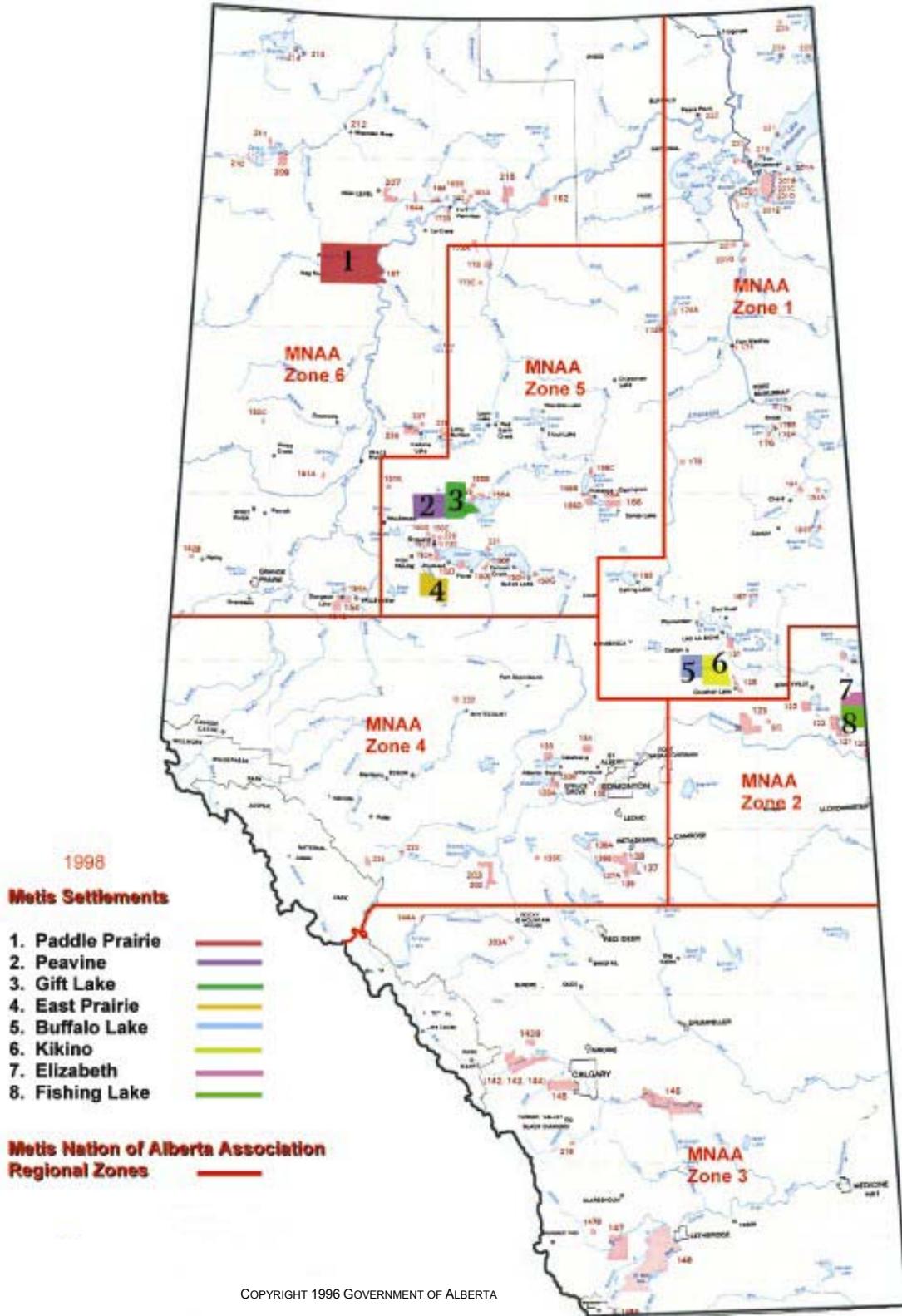
The Royal Commission on Aboriginal Peoples (1996) examined in detail the reality of societal and cultural differences. There were two differences in particular that stand out and help to explain why effective Aboriginal programs are often difficult to achieve.

The community and the collective play a very large role in the Aboriginal individual's sense of identity. He or she is unlikely to be comfortable with the individualism that many Euro-Canadians take pride in. If his culture is demeaned, if his history is dismissed, if his community is dysfunctional, he will find his sense of identity eroded and his capacity to function effectively impaired. Attempts to deprive Aboriginal peoples of their communal strength has been a consistent theme throughout Canada's history.

Aboriginal approaches to governance and conflict resolution depart in many ways from the practices of mainstream society. Involvement of the family and the clan are necessary for a sense of legitimacy. Clans are often excluded from a role in decision-making in a system of representation where the first past the post assumes all authority. This often results in dispute and dysfunction.

Notwithstanding the issues that remain, there has been substantial progress achieved over the last 20 years by Aboriginal peoples in Alberta and Canada. Major gains have occurred in the areas of educational achievement levels, labour force participation and employment rates, life expectancy and business formation rates. While Aboriginal rates in most cases are still below those of non-Aboriginal people, the gap is narrowing. The Aboriginal population is also much younger than the non-Aboriginal population, which has important implications for the future labour force. More needs to be done, but there are reasons for optimism.

Alberta Métis Settlements



3.0 SURVEY OF ACR MEMBERS

Phase One of the ACR Aboriginal Programs Project involved the design and implementation of an extensive electronic survey of ACR members. The purpose was to obtain a profile of ACR members and to understand the Aboriginal programs and practices they are using. The survey was also intended to identify programs and practices that worked well, those that members would do differently in hindsight and those that members would not do again.

ACR members were asked to respond only on the basis of their Alberta operations. However, three ACR members have operations largely limited to the Northwest Territories and Nunavut, and they responded to the survey based on those operations.

3.1 Survey Design

The survey questions were developed based on the objectives of the project, the experience of the project team and the direction of the Steering Committee. The questions were pre-tested using focus groups of invited ACR members which were held in Edmonton (September 2002) and Calgary (October 2002). The survey was organized in four parts:

- **Part A** covered keystone information on each company and identifies its involvement with Aboriginal programs and practices in Alberta. All companies were asked to complete Part A, even if they did not use Aboriginal programs and practices. Those who answered “yes” to having programs and practices were asked to go on and complete Parts B to D.
- **Part B** asked for information on how the company is structured and managed to implement Aboriginal programs and practices.
- **Part C** gathered detailed information on the company’s Aboriginal programs and practices in Alberta. These were organized into five programs areas. Companies were asked to complete a brief **Template** for each of their Aboriginal programs and practices.
- **Part D** provided an opportunity for the company to reflect on its experience over the past five years with respect to its Aboriginal programs and practices, and describe any overall conclusions.

3.2 Survey Process

The survey was a Web-based product, using technology developed by the Canadian Centres for Health Evidence at the University of Alberta. A Word-based version was also available. The data from the survey was then transferred to TTG Systems Inc. for database management and analysis. The database is maintained as a spreadsheet and used to prepare tables and charts for analysis and reporting.

The survey was sent to ACR members on October 25, 2002. The final cut-off date to respond for purposes of the Interim Report was January 17, 2003. Responses and supplementary information received after this date are part of the final database and Final Report.

The survey population was 136 ACR members, largely companies but also including associations, foundations, societies and not-for-profit organizations in education and research. The remaining ACR members were not included in the survey population as these are largely private memberships and were seen as unlikely to have any Aboriginal involvement. All information from the Project Survey is presented in aggregate form so individual companies cannot be identified.

Once the survey was sent out, the Project Team did considerable follow-up work to assist ACR members with their questions and provide other support required to complete the survey.

3.3 Survey Response

The response rate to the survey was excellent, especially considering the level of effort required by ACR members to compile and report the information requested.

Response Rate	
Number of surveys sent out:	136
Number of respondents:	<u>113</u>
Response Rate:	83%

Appendix A – Listing of ACR Respondents to the Survey provides a listing of all respondents to the ACR Aboriginal Programs Survey.

3.4 Products for ACR Members from the Survey Data

Using the data received from the survey responses, the ACR Project Team developed several interim products intended to report and interpret the results. These included the following documents which were released at the ACR Annual General Meeting on January 31, 2003 in Edmonton and subsequently distributed by mail to all ACR members:

- **ACR Aboriginal Programs Project: Interim Report** that summarizes some of the key findings of the survey and presents a picture of the extent to which ACR respondents are involved in Aboriginal programs; and
- **Aboriginal People in Alberta: Demographic and Statistical Information** that provides useful background information on Alberta's Aboriginal population for ACR members.

The Interim Report presented the results from 14 questions contained in the survey. Following its release, the ACR Project Team completed the analysis of all 90 questions and the results are presented in **summary form** later in this section of the Final Report. See **Appendix B – Listing of Survey Questions by Key Issues** for a listing of survey questions categorized by key issues.

The **detailed results by industry sector** to individual questions asked in the survey are contained in an electronic database on the ACR Project Website rather than reported in hard copy because of the data file size. This Website is accessible through the main Alberta Chamber of Resources Website at www.acr-alberta.com and clicking on the Aboriginal Project link. Access to the Project Website is limited to ACR members and Project sponsors, and requires an authorized password and username.

3.5 ACR Survey Results Summary

The interest of ACR members in the Aboriginal Programs Project was demonstrated by the high response rate to the survey, and respondents' willingness to take valuable time to complete a comprehensive questionnaire. This provides an overall picture of the extent to which ACR members are involved with Aboriginal programs and practices, and what has been the experience to date.

Following is a summary of the ACR Survey results based on analysis of responses to the 90 questions asked in the Survey Questionnaire.

3.5.1 ACR RESPONDENT PROFILE

The 113 respondents account for most of the ACR corporate membership and as such, the survey provides a valuable profile of ACR members today:

Respondents by Industry Sector

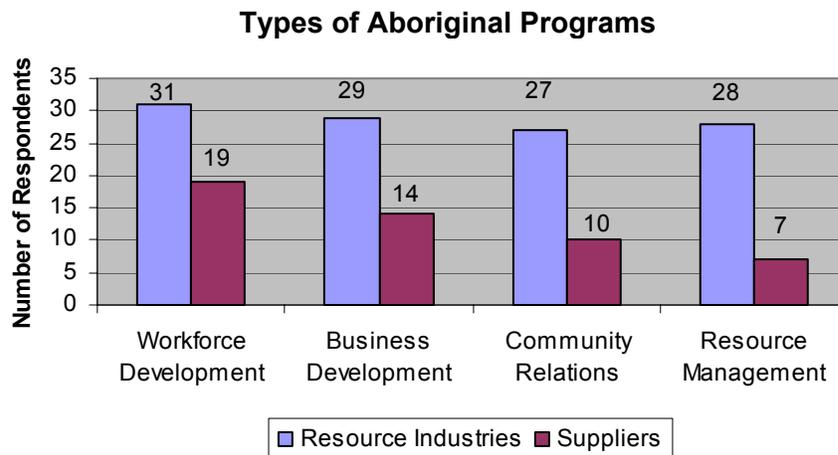
Category	Number of Respondents	Percentage (%) of Respondents
RESOURCE INDUSTRIES		
Forestry and Forest Products	8	7%
Mining	10	9%
Utilities (power generation and transmission, pipelines, railways)	8	7%
Oil Sands	8	7%
Conventional Oil and Gas	11	10%
<i>Resource Industries</i>	45	40%
SUPPLIERS		
Engineering, Procurement, Construction and Management (EPCM)	19	17%
Industrial Supply, Services and Fabrication	25	22%
Environmental, Geotechnical and Business Services	17	15%
Associations, Foundations and Education	7	6%
<i>Suppliers</i>	68	60%
TOTAL RESPONDENTS	113	100%

- 40% of ACR respondents are in the Resource Industries and 60% are Suppliers.
- ACR respondents generated estimated gross revenues from Alberta operations of \$53.2 billion in 2002, and reported 66,935 employees including full time, part time and contract.
- 65% of respondents reported employing Aboriginal people in Alberta, for an estimated total in 2002 of 4,448 Aboriginal employees including full time, part time and contract.
- the activities of ACR respondents are well-distributed throughout all Treaty Areas in Alberta (29% reported activities in Treaty 4 and 7, 28% in Treaty 6 and 43% in Treaty 8 and 10). Three respondents were active primarily in the Northwest Territories and Nunavut.
- 31% of ACR respondents are active on First Nation Reserves and 18% are active on Métis Settlement lands.

3.5.2 EXTENT OF INVOLVEMENT IN ABORIGINAL PROGRAMS

The main purpose of the survey was to identify the extent of Aboriginal involvement by ACR respondents and to compile information on successful programs.

- 63% of ACR respondents (71 of 113) reported having Aboriginal programs - including 84% of Resource Industries and 49% of Suppliers.
- top reasons for having Aboriginal programs as reported by Resource Industries are social responsibility, legal and regulatory compliance, and land access; and by Suppliers, workforce requirements, meeting bid criteria and social responsibility.
- some barriers stated by respondents who do not use Aboriginal programs are:
 - lack of information on Aboriginal programs
 - perception that skilled Aboriginal workers not available
 - little direct contact with Aboriginal communities or workers, and
 - Aboriginal workers don't apply for jobs.
- 44% of respondents who **do not** currently have Aboriginal programs expect to have them in future.
- 28% of respondents who **do** have Aboriginal programs plan to expand their programs or management capacity in this area. Resource Industries generally expressed a commitment to long-term relationship building with Aboriginal communities, whereas Suppliers generally expressed a preference for managing issues on a case-by-case basis.
- ACR respondents reported working with a wide variety of Aboriginal groups and businesses, including First Nation communities, Treaty or Tribal Council organizations (31%), Métis Settlements, General Council and Locals (26%), Aboriginal businesses and business organizations (28%) and Off-Reserve Aboriginal peoples (12%).
- ACR respondents were active in all four program areas outlined in the Aboriginal Program Framework. The largest program area for all respondents was Workforce Development (30% of all Aboriginal programs), followed by Business Development (27%), Community Relations (22%), and Resource Management (21%). Resource Industries were substantially more active than Suppliers in all program areas.



3.5.3 TYPES OF INVOLVEMENT IN ABORIGINAL PROGRAMS

3.5.3.1 WORKFORCE DEVELOPMENT PROGRAMS

66% of ACR respondents who have Aboriginal programs were involved in workforce development programs. For workforce development programs, 60% related to job-specific training, apprenticeship and safety; while 40% related to broader education programs such as academic upgrading and post-secondary education.

- ACR respondents are involved in a broad range of **internal** programs to promote awareness of Aboriginal culture and values and to improve communication and consultation skills between Aboriginal and non-Aboriginal employees.
- ACR respondents used a wide range of **employment recruitment** programs including short term local hiring to provide work experience, in-house internships, job mentoring, and college and university recruitment.
- Of those ACR respondents with workforce development programs, 54% indicated they used **employee retention and advancement** strategies for Aboriginal people, including strategies to address the workplace environment and use of a buddy system or formal mentoring program.

33% of Resource Industries and 39% of Suppliers believe their workforce development programs have been successful; 67% of Resource Industries and 55% of Suppliers reported mixed results; and 6% of Suppliers reported their programs were not successful.

3.5.3.2 BUSINESS DEVELOPMENT PROGRAMS

60% of ACR respondents who have Aboriginal programs were involved in business development programs, including 67% of Resource Industries and 37% of Suppliers. Programs included business counseling and management support, contracts for goods and services, joint ventures and partnerships, and financial support.

Of those ACR respondents with business development programs:

- 62% used Aboriginal content criteria in bid requirements for suppliers, contractors and sub-contractors.
- 35% used a company purchasing policy that promotes Aboriginal business development.
- 86% used procurement and bidding practices to promote Aboriginal content.
- only 35% reported having a clear definition or criteria for what constitutes an Aboriginal business.

38% of Resource Industries and 17% of Suppliers believed their business development programs were largely successful, while 58% of Resource Industries and 75% of Suppliers reported mixed results. 4% of Resource Industries and 8% of Suppliers reported their programs were not successful.

3.5.3.3 COMMUNITY RELATIONS PROGRAMS

52% of ACR respondents with Aboriginal programs were involved in community relations programs, including 71% of Resource Industries and 30% of Suppliers. There is a wide range of community relations programs such as basic infrastructure investment, community development and wellness initiatives, donations, and emergency preparedness and response.

One way ACR members create relationships with Aboriginal communities is through formalized agreements. Survey respondents reported making extensive use of **bilateral agreements** and **multi-party agreements** with Aboriginal communities and other partners:

- for workforce development programs, 67% of Resource Industries used bilateral agreements and 75% used multi-party agreements to develop and promote education and training initiatives. By comparison, 33% of Suppliers used bilateral agreements and 25% used multi-party agreements.
- for business development programs, 84% used bilateral agreements and/or multi-party agreements with Aboriginal parties to implement business development programs.
- for community relations programs, 86% used bilateral agreements and/or multi-party agreements with Aboriginal communities.

35% of Resource Industries and 50% of Suppliers believed their community relations programs were successful; 61% of Resource Industries and 40% of Suppliers reported mixed results; and 4% of Resource Industries and 10% of Suppliers reported their programs were not successful.

3.5.3.4 RESOURCE MANAGEMENT PROGRAMS

50% of ACR respondents who have Aboriginal programs were involved in access and resource management programs, including 80% of Resource Industries and 25% of Suppliers. Programs primarily involve consultation and information sharing. Of those ACR respondents with access and resource management programs:

- 61% have established consultation offices in Aboriginal communities.
- 55% have encountered the need to develop strategies for dealing with threats of project delays due to regulatory compliance issues in areas claimed as Aboriginal traditional lands.
- 75% have encountered overlapping Aboriginal claims or traditional land use areas during consultation activities.
- 64% have been requested by Aboriginal communities to undertake pre-project site visits on Crown land, and 44% have paid such compensation.
- 36% experienced project or operations delays due to actions by Aboriginal communities.
- 47% have negotiated agreements with Aboriginal communities as a condition of access to Crown lands.

46% of Resource Industries and 49% of Suppliers believed their Aboriginal access and resource management programs were successful; 54% of Resource Industries and 29% of Suppliers reported mix results; and 14% of Suppliers reported their programs were not successful.

3.5.4 CORPORATE STRATEGIES

3.5.4.1 BID REQUIREMENTS, CORPORATE REPUTATION AND MARKET POSITIONING

- 30% of ACR respondents with Aboriginal programs **responded to Aboriginal content criteria** in meeting bid requirements as a contractor, subcontractor or supplier. 71% were Suppliers and 29%, Resource Industries (mainly utilities). 55% believed they have been successful in responding to Aboriginal content criteria in meeting bid requirements; 41% reported mixed results; and 4% reported they were not successful.
- 35% reported that Aboriginal relationships and involvement are a significant component of the **corporate image** that their company wants to present to employees, customers and stakeholders. 56% were Resource Industries and 44%, Suppliers. Activities to enhance corporate image included internal reporting on Aboriginal involvement and relations; providing information to customers and the public; and reporting to a third party rating or monitoring index. 54% believed they have been successful in presenting a positive corporate image on Aboriginal issues; 42% reported mixed results; and 4% reported they were not successful.
- 20% used **partnerships or joint ventures** with Aboriginal communities or organizations for competitive advantage or to otherwise position their company in the marketplace. 43% were Resource Industries and 57%, Suppliers.
- 17% reported that Aboriginal communities and organizations represent a significant existing or **potential market** for their products and services. 35% were Resource Industries and 65%, Suppliers. 35% believed they have been successful in activities that facilitated access to Aboriginal market opportunities; 53% reported mixed results; and 12% reported they were not successful.
- 21% stated that Aboriginal issues have been cited by **customers** or potential customers as a factor in making a purchasing decision. 35% of respondents were Resource Industries and 65% were Suppliers. 57% believed they have been successful in satisfying the concerns of customers and the marketplace on Aboriginal issues; 39% reported mixed results; and 4% reported they were not successful.

3.5.4.2 CORPORATE COMMITMENT, POLICY AND EXPENDITURES

The survey asked ACR respondents about their company's corporate Aboriginal policy and strategic or business plan. Of those ACR respondents with Aboriginal programs:

- 58% of Resource Industries had a **corporate Aboriginal policy** compared to 19% of Suppliers. Of these, 63% of Resource Industries said their corporate Aboriginal policy was endorsed and communicated internally, compared to 24% of Suppliers.
- 51% of Resource Industries had a **strategic or business plan** for managing Aboriginal relations, compared to 30% of Suppliers.
- 16 respondents have *both* a corporate Aboriginal policy and a strategic or business plan for managing Aboriginal issues; 11 respondents have a policy only, and 11 respondents use a strategic or business plan only.

ACR respondents were asked to describe their senior management’s involvement in Aboriginal relations. While some companies, particularly in the Resource Industries, reported a strong commitment and continuing interest by senior management, most respondents indicated a more reactive, case-by-case involvement. Very few companies reported having a “champion” for Aboriginal relations at the senior management level.

The survey asked ACR respondents about their company’s structure and expenditures on Aboriginal programs. Of those ACR respondents with Aboriginal programs:

- most companies have a centralized **structure** for managing Aboriginal relations, with perhaps one or two coordinators or liaison officers working with line departments. Some larger companies, and especially those with a well-defined operating area, tend to have larger and more formal internal structures for managing Aboriginal relations.
- annual **expenditures** on Aboriginal programs were estimated at \$43 million in 2002. This was based on actual reported expenditures of \$28.3 million plus an extrapolated value of \$14.7 million using average expenditures for those respondents who reported having programs but did not provide expenditure data.

2002 Expenditures on Aboriginal Programs				
	No. Respondents	Average	Total Reported (N=44/71)	Estimated Total (N=71/71)
Resource Industries	25	\$951,600	\$23,790,000	\$36,160,800
Suppliers (excluding Associations, Foundations and Education Services)	16	\$100,000	\$1,600,000	\$3,918,700
Associations, Foundations and Education Services	3	\$979,667	\$2,939,000	\$2,939,000
TOTAL	44	\$643,841	\$28,329,000	\$43,018,500

- average annual expenditures on Aboriginal programs by Resource Industries are \$951,600 for 2002; by Suppliers, \$100,000; and by Associations, Foundations and Education Services, \$979,667.
- 66% of ACR respondents reported that their expenditures have increased over the past 5 years, while 7% have decreased their expenditures and 27% have stayed about the same.

The survey asked ACR respondents about their company’s methods for reporting Aboriginal programs and relations. Of those ACR respondents with programs:

- 61% of Resource Industries and 50% of Suppliers do report their company’s activity and performance in Aboriginal programs internally on a consistent basis. **Internal reporting** methods include reporting results in the company management reporting system and annual report; reporting the measurement of Aboriginal activity and performance as part of the performance management system; and using a mechanism such as a Balanced Scorecard or Triple Bottom Line.
- 56% of ACR respondents (64% of Resource Industries and 54% of Suppliers) **communicate externally** with stakeholders (Aboriginal communities, government, business community, media, public, etc.) about their Aboriginal initiatives.

3.5.5 OVERALL EXPERIENCE AND FUTURE DIRECTION

The survey asked ACR respondents how their company measures success of Aboriginal programs. Responses include a range of methods, from quantitative results (e.g. numbers of jobs) to activity measures (e.g. number of workshops) to qualitative measures (e.g. perceptions of success).

Examples of typical comments received from ACR respondents:

We will measure success by whether or not we have a mutually agreed upon strategic plan in place and that this plan is delivering real value for both parties.

Success from an Alberta perspective is where there are not a lot of negative media comment or reporting of Aboriginal confrontation with industry development (land rights). From a Company perspective, success is where Aboriginal groups appear to be content with the Company operations.

We measure success by monitoring the number of times that Aboriginal communities, leaders and others ask the company for its advice on issues that affect them.

Success is measured by timely economic access to resources as well as respectful and cooperative relationships between Aboriginal communities and the Company.

Success in building relationships is where discussions continue regardless of past failures. There is incremental gain measured over periods of years - not immediate success necessarily. Trust and understanding are developed between the two parties.

Success is measured by feedback from community organizations and formalized Advisory Board mechanisms; measurement of performance against commitments for northern employment, expenditures and successfully trained participants; and use of external opinion surveys.

We must ask if the programs and strategies are helping the Aboriginals become self sufficient while at the same time providing a cost competitive function for business.

We subjectively monitor the success through the number of bids we are successful in winning, and the number of qualified and experienced Aboriginal labourers we are able to attract and retain on our projects.

The survey asked ACR respondents several questions about the success of their Aboriginal programs. Of the respondents to these questions:

- 39% of Resource Industries and 13% of Suppliers expect to see results within one year. 22% of Resource Industries and 30% of Suppliers use a one to three year timeframe. 39% of Resource Industries and 57% of Suppliers use a timeframe exceeding three years.
- 56% of Resource Industries and 20% of Suppliers reported that Aboriginal programs have been very important to their company's business success.
- 55% of Resource Industries and 20% of Suppliers felt Aboriginal programs have been very important to fulfilling the company mission.

- 75% of Resource Industries and 54% of Suppliers felt there are factors in their company culture that limit the direction or success of their Aboriginal programs.
- 59% of Resource Industries and 54% of Suppliers see themselves as leaders in Aboriginal relations.
- 59% of Resource Industries and 33% of Suppliers believe there are programs in other organizations that are misguided or create problems for the industry.
- 82% of Resource Industries and 50% of Suppliers expect changes to their Aboriginal programs in the future.

The survey asked ACR respondents what should be done to influence a successful outcome. In general, views were that governments should focus on building partnerships, enhancing education and training, and resolving land claims and access issues. Aboriginal people should focus on strengthening their communities and businesses, primarily through education and governance. Industry should focus on job-related training, employment and supporting Aboriginal business.

Examples of typical comments received from ACR respondents on what governments should do:

Stand up and say it the way it is – quit skirting around the issue [consultation requirements] forcing the industry to come to resolution on issues they have no control over or were not a party to negotiating.

Develop a regional model, for example NE Alberta, rather than the existing general federal or provincial models. Aboriginal people are not homogeneous from coast to coast to coast.

Take responsibility to resolve the land claims and entitlements issues and then recognize self government On-Reserves. Promote education and economic development to resolve many of the social and economic issues within Aboriginal communities.

Provide a clear direction regarding consultation requirements. Facilitate the development of a consistent framework that communities and industry can use to work together. Provide support and participate in related development activities.

Provide more support for Industry/Aboriginal partnerships - assume some risk if the potential outcomes warrant it.

Give the Aboriginal people some pride, by letting them get involved in training programs that will provide meaningful work for them. Do not create work programs that the community does not want. Let them be a part of the solution.

The Aboriginal community only wants what other Canadians want. Hope that their children have full time employment in the future.

Examples of typical comments received from ACR respondents on what Aboriginal peoples should do:

Work towards a solution rather than throwing the issue of “Rights” into the context of negotiation or direction. Work together and look for positive opportunities- take them when offered (i.e. jobs).

Aboriginal leaders and influencers must continually work towards improving the education capacity of their members in order to take advantage of the present and future opportunities. The Aboriginal leaders must instill in their community members that the subsistence life style of yesterday is no longer sustainable. Leaders and the community must accept an open, responsible governance style that ensures equal opportunity for everyone not just certain persons in their community. Leaders must become role models and encourage others to do the same.

Aboriginal communities are most successful when they take responsibility for the success of the success they seek. Corporations cannot solve the challenges without the full participation and shared accountability of Aboriginal groups.

Become consistent in their dealings with developers – learn more about the oil and gas industry/ contractor and business works – finish high school – have driver's license – prepare their own community for taking advantage of the opportunities.

All business whether large or small thrive on reliable sources of labour, materials and subcontractors that are available when needed. Aboriginal businesses, organizations or individuals must display this reliability to be considered seriously.

The leaders of the communities must become more involved, the leaders must instill better work habits in the young people, so that they can move ahead, develop a strong, supportive community support base for youth to survive and thrive in high school studies leading to graduation.

Examples of typical comments received from ACR respondents on what *industry* should do:

Create a common business case wherein we pool our funding and resources to create regional solutions. Rather than everybody doing their own thing, for what might seem like competitive advantage, put our heads together to influence the community and government to improve everyone's quality of life.

Understand the Aboriginal philosophy and importance of spirituality to their culture. Their values are different then ours and we should not work to change those values but work to understand them.

Think about the consequences of actions prior to implementing the action. Short-term decisions done in haste often lead to long-term problems.

As a whole, increase their level of common understanding regarding processes and issues associated with work on traditional lands and Aboriginal communities. A common approach and framework would be valuable.

Give them their pride back. Continue to provide meaningful jobs to the Aboriginals. Make sure it is jobs they want not what government thinks will work. Let them decide what they would like to do. Make them accountable when they fail.

Industry needs to provide more support to any initiative they undertake. It is not enough to hire 10 Aboriginals and throw them into the work place. If industry really wants to have Aboriginal success they need to support the individual or business more than they do with other employees or businesses.

Implement Aboriginal strategies and develop more resources such as Aboriginal coordinators etc. to deal with Aboriginal groups and people directly.

Industry is accustomed to hiring skilled workers from the marketplace as needed. To increase Aboriginal employment, industry has to understand the human development process. Adults in northern communities will need three to four years of academic, skill and employability training in order to be ready for industrial workforce. Industry should identify upcoming needs and form partnerships to develop adults for the opportunities. Industry should sponsor more training programs in communities and offer student sponsorships and mentorships.

There is a need for a collective, industry-based method to proactively address issues around education and employment.

Industry must shift away from “knee-jerk” reactions when problems occur, and move towards long-term relationship building and other strategic opportunities.

4.0 ABORIGINAL PROGRAM TEMPLATES

The results of the ACR survey indicate that some ACR members are extensively involved in Aboriginal programs and have learned a great deal along the way. Other companies have started more recently. Some claim to be very successful; others have been disappointed in the results. Some companies see no business value in becoming involved in Aboriginal programs; others believe these programs will be necessary in the future. It appears that the results of investing in Aboriginal programs may take longer than anticipated and success is often difficult to measure. However, there is also an emerging level of understanding about what factors are important to the short and long term success of Aboriginal programs and what types of programs are more likely to succeed.

Phase Two of the Aboriginal Programs Project was intended to develop templates of successful or promising programs and practices that could be used by ACR members to assess, develop and improve their own Aboriginal programs and practices. The survey of ACR members collected information on 165 program templates – including a range of programs and practices which were rated from successful to “would not do again”. The descriptions provided were typically abbreviated and incomplete but the information provided a good point of departure for designing this phase of the Project. The breakout of templates by major program category from the Project Survey were as follows: Workforce Development – 69 templates (42%); Business Development – 33 templates (20%); Community Relations – 35 templates (21%); and Resource Management – 28 templates (17%).

4.1 Interview and Program Template Design

In order to develop program templates, the Project initiated a series of in-depth interviews with ACR members and other parties to identify and document successful or promising Aboriginal programs and practices. An interview list was developed based on template information collected in the survey, as well as referrals to companies and organizations recognized for their successful Aboriginal programs. The interview list was modified in progress to reflect leads and referrals received during the interview process. An interview guide was also developed to provide consistency in the types of information collected.

The interviews started on March 5, 2003 and were completed on June 13, 2003. The information compiled was analyzed and where appropriate, written up as a program template or model. The draft template was then reviewed by the industry sponsor to ensure accuracy. In most cases, the industry sponsor agreed to be a contact for follow-up information relating to their template(s). Once finalized, the templates were entered into the ACR Project database.

A total of 75 organizations were interviewed and this required, in some cases, multiple contacts within the same organization. It is estimated that the Project Team was in contact with over 225 people to gather the necessary information. Some non-ACR organizations who had been referred by ACR members as having Aboriginal “best practices” were also contacted and agreed to share information. The result was the development of 97 program templates. A total of 37 templates came from non-ACR organizations and 24 templates are based on programs implemented outside Alberta.

There was much interest by ACR members on support programs available which could potentially assist their efforts in working with Aboriginal communities. Government programs are generally limited to access by Aboriginal organizations and are intended to support Aboriginal efforts to build capacity, pursue training and educational opportunities, and participate in partnerships and other business arrangements with industry. Some of the templates constructed are intended to provide models for these programs and will assist industry in understanding what support is available and the conditions under which it can be accessed.

4.2 Program Framework

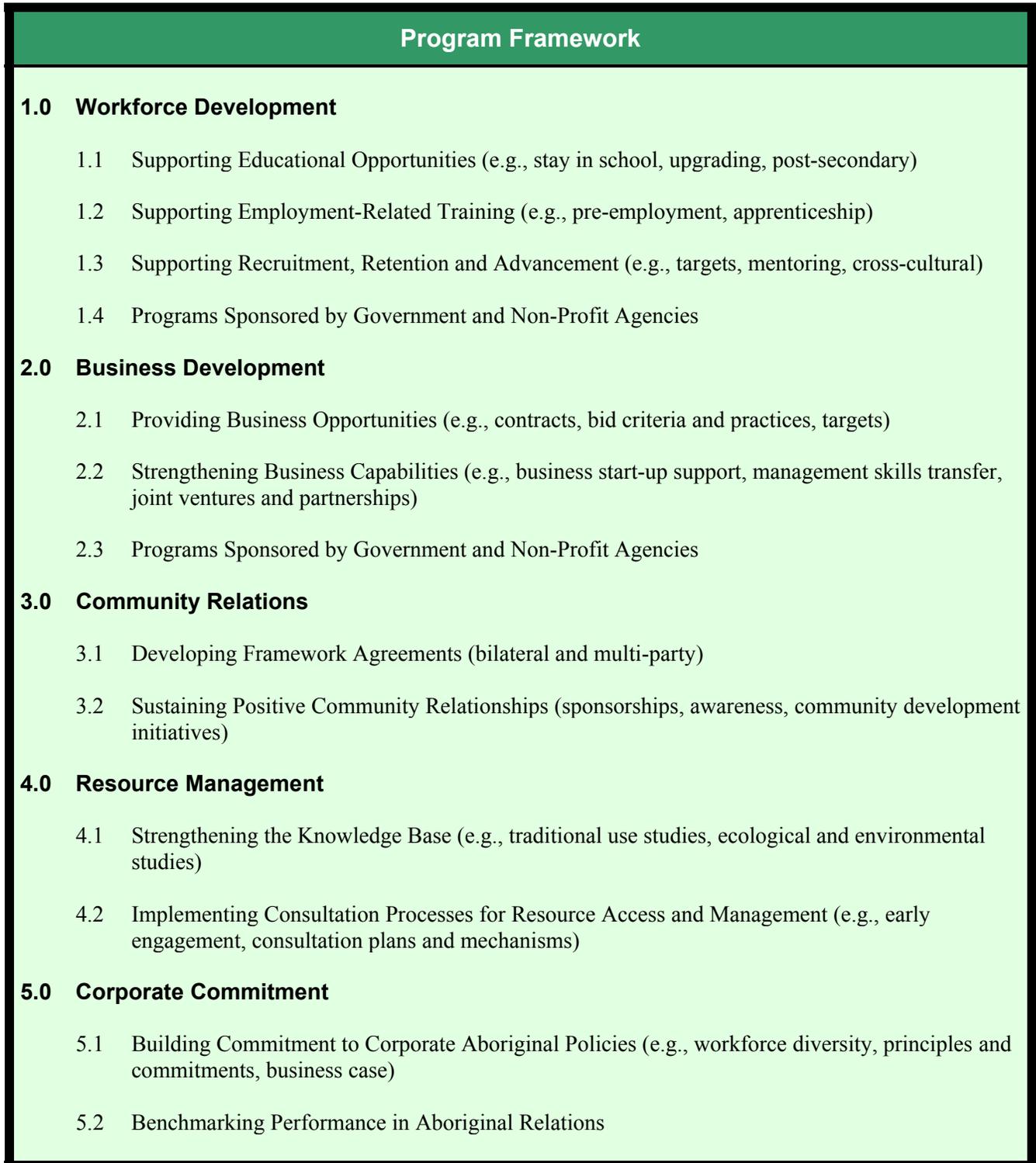
The templates have been organized into five program areas. This program framework was developed over the course of the Project and has been revised several times. The intent was to arrive at a transparent, useful and efficient way of classifying programs that would make sense to practitioners in the area. The Project Team started by researching program classifications used by other studies and then made innovations based on what was learned in carrying out this Project. A schematic of the resulting program framework is shown below.



4.3 Program Areas Description

The Program Framework is intended to capture the range of programs used by ACR members and other organizations to develop and strengthen their relations with Aboriginal communities and increase the participation of Aboriginal businesses and people in their operations. These programs reflect successful or promising approaches and practices. The five program areas identified in the framework are in turn organized into a number of program sub-areas which group specific programs and practices based on common objectives.

See the chart shown below for an overview of the program framework including program areas and sub-areas.



Following is a brief description of the program sub-areas and their main elements.

Workforce Development programs are intended to assist Aboriginal people in acquiring the skills, training and qualifications necessary for employment and career advancement. These accounted for 42% of all programs identified in the survey of ACR members. Workforce Development is organized into four sub-program areas under the Program Framework including: (a) educational opportunities (stay-in-school programs, scholarships); (b) employment-related training (pre-employment, apprenticeship); (c) recruitment, retention and career advancement of Aboriginal employees (targeted measures, mentoring, cross-cultural training); and (d) programs sponsored by governments, educational institutions and non-profit agencies. This last category was separated out as these programs often cross several sub-program areas.

Business Development programs are intended to assist Aboriginal communities and businesses in building capacity to successfully compete for contracts to supply goods and services. These programs represented 20% of all programs identified in the survey. Business Development is organized into three program sub-areas as follows: (a) providing business opportunities (corporate procurement, targets, bid criteria and practices); (b) strengthening business capabilities (business start-up support, management skills, joint ventures and partnerships); and (c) programs sponsored by government and non-profit agencies. The last category groups together programs which cut across several sub-program areas.

Community Relations programs are designed to foster the development of positive long-term relationships between industry and Aboriginal communities. In part, this involves helping the Aboriginal community develop the capacity to engage with industry. As well, it facilitates a process for discussing impacts, mitigation and benefits associated with a project. Community Relations programs accounted for 21% of all programs identified in the survey. They are organized into two program sub-areas: (a) framework agreements (bilateral and multi-party); and (b) support for building and sustaining community relationships (sponsorships, awareness workshops, community development initiatives).

Resource Management programs are intended to foster collaborative and consultative processes between industry and Aboriginal communities. This is important for developing supportive relationships and meeting consultation obligations by industry in implementing projects in proximity to Aboriginal communities or traditional lands. These programs comprised 17% of all programs identified in the survey. Resource Management programs are structured into two program sub-areas in the Program Framework including: (a) strengthening the knowledge base (traditional use studies, ecological and wildlife studies, archeological investigations); and (b) implementing consultation processes for resource access and management (early engagement, consultation plans and mechanisms).

Corporate Commitment programs are the policies, strategies and assessment processes used by companies to define, communicate and measure their commitment to strengthening their relationships with Aboriginal communities and people, and increasing the participation of Aboriginal employees in their workforce and Aboriginal businesses in their operations. This is seen as an essential element to successful Aboriginal programs in that it signals the support of senior management and communicates this commitment to all levels of the organization and external audiences. Corporate Commitment programs are organized into two sub-program areas: (a) building commitment (policies and strategies, principles, workforce diversity, business case); and (b) benchmarking performance (assessment protocols).

4.4 Aboriginal Program Templates

The Final Report now moves on to the task of identifying successful or promising Aboriginal programs or practices that can be used by ACR members to assess, improve and develop their own Aboriginal initiatives. These are presented in summary form in Section 4.5. The summary follows the structure of the program framework and provides a short description of the Aboriginal program or practice and the name of the sponsor(s). A number is assigned to each program template which corresponds to the template numbering system used in the program framework and ACR Project database.

The programs identified are based on the experience of the sponsoring organization. Care must be taken in assessing their transferability to other circumstances and situations. Differences in the level of corporate commitment; the impact of the project and the capacity, readiness and expectations of the Aboriginal community are all important factors in the potential for success. Companies need to decide what types of programs are appropriate in their situation and to take a flexible approach in the design and implementation of Aboriginal programs and practices.

There are a total of 97 Aboriginal program templates included in the summary as shown in the table below. As noted earlier, 37 templates came from non-ACR organizations and 24 templates are based on programs implemented outside Alberta.

Program Area	Number of Templates
Workforce Development	32
Business Development	27
Community Relations	13
Resource Management	12
Corporate Commitment	13
TOTAL	97

The detailed program templates can be accessed through the ACR Project Website. This Website is accessible through the main Alberta Chamber of Resources Website at www.acr-alberta.com and clicking on the Aboriginal Project link. Access to the Project Website is limited to ACR members and Project sponsors, and requires an authorized password and username.

4.5 Summary of Program Templates

Program Framework (1.0) – Workforce Development Programs

1.1 SUPPORTING EDUCATIONAL OPPORTUNITIES

1.1.1 Academic Upgrading Bursaries

Sponsors: Husky Energy

Provides bursaries for Aboriginal people to complete their high school requirements, so that they may have the opportunity to attend post-secondary education, training programs, or be eligible to access post-secondary scholarships.

1.1.2 Building Futures Scholarships

Sponsors: Canadian Natural Resources Limited

Intended to provide training and education scholarships at accredited institutions for students in communities where the Company has operations, as part of a broader Building Futures Program.

1.1.3 Community E-learning

Sponsors: Nexen, ConocoPhillips

Delivers multi-faceted educational choices, increases the successful retention of Aboriginal students, and creates a pool of talented local employees.

1.1.4 Workplace Literacy and Learning Program

Sponsors: BHP Billiton

Intended to improve the literacy of employees with very low literacy levels through individual literacy assessment, one on one and group instruction, and on-the-job support.

1.1.5 Youth Stay in School and Work Experience Program

Sponsors: ConocoPhillips

Exposes students to local business, oil and gas and service industries and places them in youth work experience programs with local businesses.

1.2 SUPPORTING EMPLOYMENT-RELATED TRAINING

1.2.1 Aboriginal Capacity Building Program: Apprenticeship Training

Sponsors: Alberta-Pacific Forest Industries Inc.

Assists Aboriginal people in acquiring the apprenticeship training and certification needed to participate in skilled job opportunities in Alberta's resource-based industries.

1.2.2 Aboriginal Community Training

Sponsors: Golder Associates

Intended to increase local capacity, employment and business opportunities in environmental field services, impact assessment and environment monitoring, environmental inspection, and auditing both on and Off-Reserve.

1.2.3 Aboriginal Workforce Capacity Expansion Project (AWCEP)

Sponsors: Alberta-Pacific Forest Industries Inc.

A pilot project to increase the education and skill level of Aboriginal adults in northeastern Alberta for entry level employability in resource-based industry and for further training.

1.2.4 Donation of Training Facility to Northern Lights College

Sponsors: Nabors Canada

Enables local Aboriginal people to gain qualifications and skills for entry level service rig positions by training on a service rig that has been donated to a local educational institution.

1.2.5 Junior Operator Training

Sponsors: ConocoPhillips

Intended to increase the qualifications and skills of local Aboriginal people through a local training initiative that enables them to take advantage of operator job opportunities.

1.2.6 Petroleum Employment Training (PET) Project

Sponsors: Husky, Canadian Natural Resources Limited, EnCana Corporation, Japan Canada Oil Sands (JACOS), ConocoPhillips, Shell Canada, Petro-Canada, Nexen, Imperial Oil

An industry-based training modules program to prepare local trainees for employment opportunities by developing skills and knowledge required by prospective employers.

1.2.7 Sponsorship of Technical Training Facility

Sponsors: Nabors Canada

Intended to provide Aboriginal people the opportunity to gain qualifications and skills for entry level service rig positions at an industry training facility.

1.2.8 Training for Tickets

Sponsors: ConocoPhillips, Japan Canada Oil Sands (JACOS), Nexen, EnCana Corporation

Intended to assist local Aboriginal people to gain qualifications and skills required to take advantage of job opportunities in resource based industries and experience short-term employment opportunities.

1.3 SUPPORTING RECRUITMENT, RETENTION AND ADVANCEMENT

1.3.1 Aboriginal Employment Program

Sponsors: Syncrude Canada

A recruitment and retention program using targeted employment measures to achieve an Aboriginal employee population that reflects the composition of the general Regional Municipality of Wood Buffalo population.

1.3.2 Aboriginal Employment Targets

Sponsors: Suncor Energy Inc.

Intended to increase the recruitment and retention of Aboriginal employees through the use of various employment, training and education initiatives to achieve an Aboriginal employee population that reflects the Wood Buffalo Region demographic.

1.3.3 Campus Recruitment

Sponsors: Nexen

Intended to increase Aboriginal workforce by maintaining an ongoing presence at educational institutions, and building relationships with students through various campus recruitment initiatives.

1.3.4 Career Access Program

Sponsors: CIBC

A recruitment and career development program to increase the representation of Aboriginal people among career personnel of a major Canadian bank.

1.3.5 Job Shadowing/Mentoring Program

Sponsors: Ainsworth Lumber

Provides entry-level opportunities for Aboriginal people to be introduced to, and experience, shift work in a performance-based production environment that may lead to permanent employment.

1.3.6 Royal Eagles

Sponsors: RBC Financial Group

A program to create a more receptive work environment for Aboriginal employees by facilitating support networks and recognizing the added value that Aboriginal employees can bring to a company.

1.4 PROGRAMS SPONSORED BY GOVERNMENT AND NON-PROFIT AGENCIES

1.4.1 Alberta Aboriginal Apprenticeship Project (AAP)

Sponsors: Alberta Learning, Western Economic Diversification Canada, Human Resources Development Canada, Natural Resources Canada

An innovative new project piloted in three Alberta communities that will link employers with Aboriginal people and offer additional assistance to build successful working and learning relationships.

1.4.2 Aboriginal Entrepreneurship Certificate Program

Sponsors: Keyano College

Describes a program designed to meet the learning needs of Aboriginal individuals wanting to strengthen their entrepreneurship and business skills and non-Aboriginal individuals wanting to understand the influence of Aboriginal culture on business practice.

1.4.3 Aboriginal Human Resources Development Strategy (AHRDS)

Sponsors: Human Resources Development Canada

Focuses on expanding the employment opportunities of Aboriginal people across Canada, primarily using Aboriginal Human Resources Development Agreements (AHRDAs); Alberta's 11 AHRDAs provide \$43 million annually to Aboriginal communities for labour market initiatives and training.

1.4.4 Aboriginal Inclusion Network

Sponsors: Aboriginal Human Resource Development Council

Provides an electronic recruitment tool for Canadian employers by linking them to the Aboriginal talent pool and creates a means for Aboriginal talent to locate employers.

1.4.5 Aboriginal Workforce Program Initiative (AWPI)

Sponsors: Indian and Northern Affairs Canada

Works with Aboriginal communities, businesses and organizations; industry; government; labour; and educational institutions to promote activities and partnerships that increase Aboriginal participation in the labour market.

1.4.6 Aboriginal Youth Career Initiative Project

Sponsors: Careers: Next Generation

A pilot project to help Aboriginal youth build a career vision and pathway by enhancing school and workplace-based experiences which lead to full and meaningful participation in the workforce.

1.4.7 Blueprint for the Future

Sponsors: National Aboriginal Achievement Foundation (NAAF)

Sponsors Career Fairs to increase Aboriginal students' awareness of employment opportunities, emerging fields of employment and associated training requirements across diverse sectors of the Canadian workforce.

1.4.8 Circle of Work Program: Aboriginal Pre-Apprentice Training

Sponsors: Native Counseling Services of Alberta

Provides individualized assessment and action plan development for Aboriginal clients by guiding each client through a career development process toward an identified registered Apprenticeship-training goal.

1.4.9 First Nations Training to Employment Partnerships Program

Sponsors: Alberta Human Resources and Employment

Supports the individual training and employment needs of First Nations participants through partnerships of Aboriginal communities, industry and government.

1.4.10 Pre-Apprentice and Aboriginal Awareness Training

Sponsors: Construction Labour Relations Association

Describes two construction industry training programs – (a) one intended to improve the track record of the construction industry in attracting and retaining Aboriginal people in the apprenticeship stream and (b) the other intended to build a more supportive workplace for Aboriginal workers by training employers and particularly front-line supervisors on Aboriginal culture and human resource issues. Note these programs are no longer offered but were seen as successful by the industry.

1.4.11 Scholarship Program

Sponsors: National Aboriginal Achievement Foundation (NAAF)

A national Scholarship Program to increase the numbers of Aboriginal students pursuing post-secondary education and the number of Aboriginal people returning to the education system.

1.4.12 Taking Pulse Programs

Sponsors: National Aboriginal Achievement Foundation (NAAF)

Series of national programs including Aboriginal Stay-in-School, Aboriginal Employment Initiative and Teach the Teachers: Industry Curriculum Development intended to achieve the goal of greater Aboriginal participation in the Canadian economy and a decrease the Aboriginal dropout rate.

1.4.13 Urban Aboriginal Petroleum Land Administration Program

Sponsors: Southern Alberta Institute of Technology (SAIT)

Intended to provide focused pre-employment training that leads to employment in a promising career and an increased Aboriginal employment rate.

Program Framework (2.0) – Business Development Programs

2.1 PROVIDING BUSINESS OPPORTUNITIES

2.1.1 Aboriginal Business Development

Sponsors: Suncor Energy Inc.

A program to implement targeted procurement measures as part of an Aboriginal Affairs strategy to achieve economic self-sufficiency through community-based business development.

2.1.2 Aboriginal Business Development Policy

Sponsors: Syncrude Canada

A program to support the development of sustainable economic capacity by providing an opportunity for Aboriginal businesses to supply goods and services to Syncrude while developing as competitive players in the larger marketplace.

2.1.3 Aboriginal Business Development Success Models

Sponsors: Cameco Corporation

Intended to identify and facilitate business opportunities for Aboriginal entrepreneurs, companies and communities in ways that use procurement and other strategies to build on existing business capacity and readiness (Saskatchewan).

2.1.4 Aboriginal Contractor Database

Sponsors: EnCana Corporation

Intended to determine the level and dollar value of Aboriginal participation of Company contracts and sub-contracts and raise internal awareness by designing and implementing an internal Aboriginal contractor database.

2.1.5 Fox Creek Business Alliance

Sponsors: Weldwood of Canada

A successful Aboriginal business model that has held forestry contracts with Weldwood for 25 years and has diversified into new areas such as campsite maintenance, firefighting and road monitoring.

2.1.6 Local Opportunity Process

Sponsors: Petro-Canada

Intended to optimize local economic benefits associated with the development of the Company in situ projects through guidance, implementation and tracking processes.

2.1.7 Northern Preferential Supplier Program

Sponsors: Cameco Corporation

A pilot program intended to increase the opportunities and strengthen the capabilities of Aboriginal and northern suppliers by entering into longer-term development agreements (Saskatchewan).

2.1.8 Supply Chain Management

Sponsors: TransAlta

Intended to provide support for local contracting opportunities through a pre-qualification process, sole-sourcing and implementation of an Aboriginal Relations policy that includes Aboriginal content requirements for contractors.

2.1.9 Business-Based Relationships with Aboriginal Communities

Sponsors: Tolko Industries Ltd.

Describes a model for establishing business-based relationships with Aboriginal communities focused on timber harvesting and forest management opportunities.

2.2 STRENGTHENING BUSINESS CAPABILITIES

2.2.1 Drilling Rig First Nation Partnerships

Sponsors: Western Lakota Energy Services Inc., EnCana Corporation

A Joint Venture model to establish mutually beneficial business partnerships for the ownership of drilling rigs between non-Aboriginal partners and First Nation communities, utilizing Indian and Northern Affairs (INAC) funding.

2.2.2 Environmental Consulting Business Partnership

Sponsors: Jacques Whitford Environment

Intended to establish and operate a sustainable, for-profit Aboriginal environmental services and solutions business, increase Innu employment and business capacity, and provide training and mentoring.

2.2.3 First Nation and Native American Business Development

Sponsors: PCL Contractor's Inc.

Describes a model for developing business arrangements and joint ventures with Aboriginal communities and organizations to pursue construction opportunities both on and Off-Reserve and on traditional lands.

2.2.4 Inuvialuit Development Corporation Business Model

Sponsors: Inuvialuit Development Corporation

Describes a successful Aboriginal business model that serves a number of subsidiary companies through providing management guidance and business investment integration.

2.2.5 Joint Venture Wind Turbine Project

Sponsors: EPCOR Power Development Corp.

A Joint Venture model between EPCOR and the Peigan First Nation in southern Alberta to develop the Weather Dancer 1 Wind Power Project on Peigan Nation land, the first step in a large wind farm project on the Reserve.

2.2.6 Northern Business Participation

Sponsors: Diavik Diamond Mine Ltd.

This program supports the development of Aboriginal and northern businesses through a variety of business models including contracts to Aboriginal businesses, and joint ventures and partnerships between Aboriginal and non-Aboriginal companies.

2.2.7 Purchase of Facilities by First Nations

Sponsors: TransAlta

Intended to facilitate opportunities for the purchase of transmission facilities located on Reserve lands by a group of First Nations.

2.2.8 Support for Aboriginal Business Start-ups

Sponsors: Imperial Oil

Support a local Aboriginal community in gaining the experience and skills required to start-up a service rig business that provides local employment and business opportunities.

2.2.9 Support for Aboriginal Business Start-ups: Transfer of Management and Operational Skills

Sponsors: Alberta-Pacific Forest Industries, Weyerhaeuser

Describes a model to support Aboriginal business start-ups by ensuring that the management, technical and operational capacity is in place to successfully run the business.

2.2.10 Support for Business Ventures in Specific Project Areas

Sponsors: EnCana Corporation

Intended to expand the local services and opportunities, provide new avenues of meaningful and profitable participation for local Aboriginal people in a specific Project area and participate in an equity building approach to Aboriginal business ventures.

2.2.11 Support for Community Economic Development: Economic Development Officers

Sponsors: Alberta-Pacific Forest Industries

Intended to provide Aboriginal communities with the expertise and experience needed to identify and assess business opportunities in their own communities resulting from resource and industrial development.

2.2.12 Support for Independent Aboriginal Business Start-Ups

Sponsors: Gibson Energy, Japan Canada Oil Sands (JACOS)

A program to provide local owner/operators and local Aboriginal people with employment and small business opportunities.

2.3 PROGRAMS SPONSORED BY GOVERNMENT AND NON-PROFIT AGENCIES

2.3.1 Aboriginal Business Canada (ABC)

Sponsors: Industry Canada

Provides assistance to Aboriginal clients, including financial assistance, information, resource materials and referrals to other possible sources of financing or business support.

2.3.2 Aboriginal Business Development Centre

Sponsors: BC Aboriginal Development Council

An Aboriginal-led center that provides individual business counseling to Aboriginals, presents workshops in Aboriginal business development, and has been working with some industry partners to develop a longer-term relationship as a liaison between the company and Aboriginal business.

2.3.3 Aboriginal Business Services Network (ABSN)

Sponsors: Western Economic Diversification, Industry Canada, Alberta Economic Development

Provides a range of business products and services, using information and Internet technologies where possible. Specific products available through the ABSN Website include Federal, Provincial and Territorial programs and services; Business Information Guides; Alberta Aboriginal Business Service Providers Database; Aboriginal Albertans in Business Series; and other information.

2.3.4 Access to Financing and Management Support

Sponsors: Business Development Bank of Canada

Assists Aboriginal entrepreneurs and businesses by providing access to capital and management support through an Aboriginal Business Loan Product, management consulting and mentoring, and other products.

2.3.5 Economic Measures Program (BC)

Sponsors: BC Aboriginal Treaties Office

Provides \$10 million per year until 2006 to support economic development projects involving First Nations in BC. Eligible projects include, among others, partnerships between Aboriginal communities and industry and measures that increase First Nations' capacity to engage in the economy.

2.3.6 INAC Economic Development Programs

Sponsors: Indian and Northern Affairs Canada (INAC)

Provides a broad range of programs to assist First Nations communities and individuals to strengthen their business capabilities. Programs are delivered to Alberta First Nation communities through 36 Community Economic Development Organizations (CEDOs).

2.3.6.1 Resource Partnerships Program

Provides financial support to First Nations, Inuit and Innu governments, organizations and community-owned and controlled enterprises to participate in the planning and obtain economic benefits from major regional resource development projects. Examples of Joint Working Agreements funded:

- a federal/provincial/municipal agreement with 14 oil companies for oil sands development
- an agreement between the Alberta and federal governments, two First Nations and Alberta-Pacific Forest Industries for logging.

2.3.6.2 Resource Access Negotiations Program

Provides funding for the purpose of accessing business and employment opportunities from major projects; disposing of Reserve resources; accessing Off-Reserve natural resources and participation in the management of Off-Reserve natural resources. Examples of projects:

- negotiations to access resources (Forestry related/Oil and Gas related, etc.)

2.3.6.3 Opportunity Fund

Provide financial aid in the form of "equity gap" funding to eligible First Nation, Inuit and Innu businesses via their respective Community Economic Development Organizations (CEDOs), to enable the project proponent to use the funding to lever conventional debt financing for business start-ups or expansions in order to pursue business opportunities. Examples of projects:

- truck stop
- industrial manufacturing

2.3.6.4 Resource Acquisition Initiative

Provides financial aid in the form of "equity gap" funding to eligible First Nation, Inuit and Innu businesses via their respective Community Economic Development Organizations (CEDOs), to enable the project proponent to use the funding to lever conventional debt financing for business start-ups or expansions in order to pursue resource based business opportunities. Examples of projects:

- well servicing company
- forestry/logging company

2.3.6.5 Major Business Projects Program

Provides financial assistance to eligible First Nation, Inuit and Innu businesses via their respective Community Economic Development Organizations (CEDOs), to enable the recipient to use the funding to lever conventional debt financing for business start-ups or expansions in order to pursue a major industrial, commercial or resource-based business opportunity. Examples of projects:

- drilling rig
- golf course

2.3.6.6 Regional Partnerships Fund

Secures First Nation and Inuit participation in and expand economic benefits from major regional economic infrastructure projects. Examples of projects:

- developing an industrial park or commercial centre
- building a business centre

2.3.6.7 Aboriginal Contract Guarantee Instrument

Provides qualified Aboriginal contractors and service providers with an equivalent to mainstream surety bonding products and services.

2.3.6.8 First Nations Forestry Program

Enhances capacity of First Nations to manage sustainable Reserve forests and to operate and participate in forest-based businesses; to increase First Nations cooperation and partnerships; and to investigate financing mechanisms for First Nation forestry development.

Program Framework (3.0) – Community Relations Programs

3.1 DEVELOPING FRAMEWORK AGREEMENTS

3.1.1 ATC/All Parties Core Agreement

Sponsors: Athabasca Tribal Council/Industry

Describes a process whereby First Nations and industry work together to achieve orderly industrial development, mitigate impacts and ensure that Aboriginal communities share in the benefits of industrial development in the Athabasca oil sands region.

3.1.2 Athabasca Working Group

Sponsors: COGEMA Resources

Describes a process for managing the concerns identified by Aboriginal and other northern communities and sharing in the benefits resulting from development of the mining industry in northern Saskatchewan.

3.1.3 Collaborative Partnership with First Nations

Sponsors: Millar Western

A broad agreement with the Alexis First Nation which provides support for capacity development and is intended to facilitate participation in the forest industry and improve the economic prospects of their community.

3.1.4 Community Partnership Agreement

Sponsors: TrueNorth Energy

Intended to provide an innovative community partnership agreement to balance the growing Aboriginal community expectations in northeastern Alberta with the business need for economic performance.

3.1.5 Joint Consultation Advisory Committee (JCAC)

Sponsors: Husky Energy

Describes a Joint Consultation Advisory Committee established to coordinate and facilitate access for On-Reserve lands and lands specified in a Memorandum of Understanding (MOU).

3.1.6 Métis-Industry Consultation Office (MICA) Memorandum of Understanding

Sponsors: Athabasca Regional Issues Working Group

Provides for the establishment of a Métis-Industry consultation office to strengthen consultation capacity and to develop strategies to deal with the impacts and issues relating to industrial development in the Athabasca oil sands region.

3.1.7 On-Reserve Partnering Agreement

Sponsors: Nabors Canada

Intended to develop and implement Partnership Agreements for capacity-building and revenue-sharing arrangements on First Nation Reserves.

3.2 SUSTAINING POSITIVE COMMUNITY RELATIONSHIPS

3.2.1 Alberta's Future Leaders Program

Sponsors: Alberta Sport, Recreation Foundation

Intended to provide Aboriginal youth with healthy activities through sport and recreation which renew self-worth and help build leadership in the youth and communities alike.

3.2.2 Community Vitality Monitoring

Sponsors: COGEMA Resources

Describes a partnership process involving industry and northern/Aboriginal communities to monitor and manage the impact of mining on the vitality (social well-being and quality of life) in northern Saskatchewan communities.

3.2.3 Conflict Analysis, Prevention, Management and Resolution in Aboriginal Relations

Sponsors: Royal Roads University

Intended to implement proven conflict prevention, mitigation, containment and resolution techniques that foster, enhance and sustain positive, stable, mutually respectful relations with Aboriginal communities who have an interest in and could be impacted by resource development projects.

3.2.4 Protocol Aspects of Building Aboriginal Relations

Sponsors: Dominion Exploration Canada

Provides Protocol guidance in developing effective and fair methods to build long-term business relationships with Aboriginal communities through collaborative processes.

3.2.5 Sustaining Communities by Improved Business Practice

Sponsors: World Bank International Finance Corporation (IFC)

Intended as a tool to help prioritize development needs and suggest innovative solutions to bridge the gap between business and indigenous peoples.

3.2.6 Sustaining Long-term Aboriginal Business Relations

Sponsors: TransAlta

Intended to manage long-term relationships during corporate fluctuations that may influence internal support and priorities for Aboriginal programs.

Program Framework (4.0) – Resource Management Programs

4.1 STRENGTHENING THE KNOWLEDGE BASE

4.1.1 Best Practices Handbook for Traditional Use Studies

Sponsors: Alberta Aboriginal Affairs, Energy, Western Economic Diversification Canada

Describes best practices and other information that can guide companies and other parties interested in undertaking studies on traditional use by Aboriginal communities in Alberta.

4.1.2 Prince Albert Model Forest Integrated Resource Management Model

Sponsors: Prince Albert Model Forest

Describes a partnership of First Nations, industry, governments and public stakeholders for planning and sustainable management of the forest ecosystem and land base through research, education and integrated use of all forest resources.

4.1.3 Traditional Cultural Study and Industry Referral Program

Sponsors: Weldwood of Canada, Foothills Model Forest

A collaborative effort coordinated by the Foothills Model Forest (FMF) to document traditional information and knowledge, including identification of sensitive cultural sites in the FMF, and to facilitate consultation between resource companies and Aboriginal communities.

4.1.4 Traditional Land Use GIS

Sponsors: Alberta-Pacific Forest Industries Inc.

Describes a program to assist Aboriginal communities to collect and record traditional land use information that can be used to facilitate and inform planning and management decisions on resource access and development.

4.2 IMPLEMENTING CONSULTATION PROCESSES FOR RESOURCE ACCESS AND MANAGEMENT

4.2.1 Aboriginal Early Engagement Process and the Oil Sands Market Study

Sponsors: Enbridge Pipelines Inc.

Intended to facilitate an Aboriginal Engagement process and build relationships between the Oil Sands Markets Study (OSMS) Aboriginal Relations Team and key communities between Fort McMurray, Alberta and the north-central west coast of British Columbia.

4.2.2 Aboriginal Engagement Process on Linear Projects

Sponsors: Terasen Pipelines

Intended to create reasonable economic opportunities for affected communities while at the same time respecting Aboriginal rights.

4.2.3 Consultation and Emergency Response Planning (ERP) for Aboriginal Residents

Sponsors: Gecko Management Consultants (Emergency Response Planning Specialists)

Intended to provide emergency response planning, including consultation, to companies operating in proximity to a Aboriginal residents and communities.

4.2.4 Doing Better Business - Effective Consultation and Disclosure

Sponsors: World Bank International Finance Corporation (IFC)

Intended to provide guidance on the principles and process to be followed in public consultation and disclosure with the aim of building not only financially successful projects, but environmentally and socially responsible ones as well.

4.2.5 First Nations Monitors

Sponsors: Petro-Canada

Intended to provide meaningful engagement of First Nations, and to minimize the infringement and surface impact of Petro-Canada's Oil and Gas activities in First Nations areas.

4.2.6 IEG Environmental Consultation Model

Sponsors: Inuvialuit Development Corporation

Intended to describe a consultation bridging model for communications between Aboriginal peoples and resource companies.

4.2.7 Legal Principles Surrounding Consultation

Sponsors: Fraser Milner Casgrain

Provides an overview of legal principles and practice relating to Aboriginal consultation on Crown land in Alberta by resource developers.

4.2.8 Standards of Consultation

Sponsors: Athabasca Tribal Council (ATC)/All Parties

Developed to define expectations on Standards of Consultation that will be utilized by the First Nations and other Parties who are the signatories to the ATC/All Parties Core Agreement.

Program Framework (5.0) – Corporate Commitment Programs

5.1 BUILDING COMMITMENT TO CORPORATE ABORIGINAL POLICIES

5.1.1 Aboriginal and Community Relations

Sponsors: Ledcor Industrial Limited

Describes an internal corporate process for managing Aboriginal and community relations.

5.1.1.1 Community Alliances Liaison

An internal process for establishing a contact point between the Project, Aboriginal community and Ledcor that facilitates exchange of information, interaction and communication to develop successful relationships which provide win-win opportunities.

5.1.1.2 Community Alliances Program Management Process

An internal process for providing overall operational guidance and support to Ledcor's business units on managing and building relationships with Aboriginal and other communities.

5.1.2 Aboriginal and Local Development Program

Sponsors: Flint Energy Services

Describes the policy of an energy services company to support development and sustainment opportunities for Aboriginal peoples in the vicinity of the company's operations and to ensure the active involvement of local Aboriginal communities.

5.1.3 Aboriginal Cross-Cultural/Business Case Awareness Training

Sponsors: EnCana Corporation

A training program to raise internal awareness of the corporate business case for implementing effective Aboriginal Relations programs and strategies, and to increase the understanding of Aboriginal peoples.

5.1.4 Aboriginal Relations Awareness Program

Sponsors: AMEC Earth and Environmental Services

Designed to support the Company's existing strengths, familiarize employees with the issues surrounding Aboriginal relationships and support the expansion of services in the marketplace.

5.1.5 Aboriginal Relations Framework

Sponsors: Petro-Canada

Intended to provide employees, corporate management, the Aboriginal community, principal contractors, other stakeholder and community groups with an understanding of Petro-Canada's commitment to Aboriginal relations and the principles and strategy for delivering on this commitment.

5.1.6 Aboriginal Relations Internal Website

Sponsors: EnCana Corporation

Provides a greater awareness and more effective engagement of EnCana Corporation employees and contractors with Aboriginal peoples and communities by the implementation of an Aboriginal Relations Internal Website.

5.1.7 Business Relationships with Aboriginal Communities

Sponsors: ATCO Electric

A corporate policy which provides clear direction on the conduct of all ATCO Electric employees and contractors in any business relationship with Aboriginal communities, and ensures each operating department has established appropriate detailed procedures.

5.1.8 Corporate Aboriginal Guidelines

Sponsors: EnCana Corporation

Describes corporate guidelines used within EnCana Corporation to provide clear and consistent direction for developing and maintaining relationships with Aboriginal communities.

5.1.9 National Aboriginal Program

Sponsors: Xerox Canada

Describes the Aboriginal program used by Xerox Canada to support Aboriginal community economic development, foster a labour force consistent with Xerox future employment requirements, and develop markets through strategic community investments and initiatives.

5.1.10 Policy for Building Aboriginal Relationships

Sponsors: Weyerhaeuser

Describes the corporate Aboriginal policy of a forest industry company to guide relationship-building with Aboriginal peoples and create a procedure for measuring progress toward the goal of strengthened Aboriginal relationships.

5.2 BENCHMARKING PERFORMANCE IN ABORIGINAL RELATIONS

5.2.1 Corporate Social Responsibility Report

Sponsors: Conference Board of Canada

Describes a process used to track performance and identify targets related to Corporate Social Responsibility (CSR) in four key areas - community involvement, workforce development, corporate services (contract and business relationships) and environmental stewardship.

5.2.2 Criteria and Indicators Approach to Community Development

Sponsors: Sustainable Forest Management Network

Describes a template for resource development that aims to preserve an Aboriginal community's lifestyle without significantly compromising the economic integrity of the industrial activity.

5.2.3 Progressive Aboriginal Relations (PAR) Program

Sponsors: Canadian Council for Aboriginal Business (CCAB)

Describes an integrated framework which companies can use to develop, maintain and benchmark their relationships with Aboriginal communities and receive hallmark recognition for achievement.

5.0 PROJECT “LEARNINGS”

The extensive survey of ACR members and the follow-up interviews with both ACR members and other organizations with Aboriginal programs have resulted in a significant body of research, giving a valuable picture of current Aboriginal programs and practices in Alberta. More importantly, it reflects an extensive collection of experience in designing and implementing Aboriginal programs and should be a useful guide in assisting ACR members in assessing, developing and improving their own Aboriginal initiatives.

Section 5.0 presents a cross-section of views expressed by ACR members on key issues affecting Aboriginal involvement, followed by a summary of the Project “learnings”. The “learnings” draw on the experience of ACR members and the observations of the Project Team over the course of the Project. This section concludes with an overview of government programs which may assist industry and Aboriginal communities in developing constructive partnerships for increasing Aboriginal involvement. It is hoped that ACR members will find some valuable insights from these “learnings” in developing future programs and practices.

5.1 Views of ACR Members

The survey asked ACR respondents to describe significant “learnings” from their experience in implementing Aboriginal programs and practices. Following is a cross-section of the comments received from ACR respondents in the survey and interview phases.

If the program fails, try again and again. Try both small steps and big steps depending on the Aboriginal communities’ state of development. Be open, manage expectations, and be consistent. Attempt to separate the Aboriginal politics from developing a business.

Develop trust, agree on process/protocol, respect traditional culture, get community involvement at all levels and not just council level. Start the relationship before you need to have something (e.g., non-objection to a project) and continue it even when nothing specific is required.

The Aboriginal communities are becoming much better educated at our business and I believe they are also becoming more aware of the value of their traditional knowledge and culture. I think this knowledge, education and pride within Aboriginal communities is leading to higher expectations of government and industry.

Frequent, timely, and honest communications. Developing trusting relationships. Develop win-win solutions. Treat them with the same respect you treat any neighbor, and involve them in the business if there is a business case that is meaningful to both parties.

In order for the programs to be successful there has to be a shared responsibility and accountability with communities for their success; healthy partnerships are key.

Meaningful and mutually beneficial engagement of Aboriginal groups by industry in areas related to employment, training, business development and environmental management requires a sustained effort by both groups. Ongoing success requires a high level of commitment.

If the Company is not 100% committed to an Aboriginal strategy then don’t start. Aboriginal communities have high expectations of industry. Politics is engrained in all aspects when working with Aboriginal Communities. Aboriginal communities want a fair shake.

The key to any program/strategy is that it must be unique to each community. The elements of the program are an excellent breakdown, however, different communities require different levels of support in each of these areas.

Consistency in approach is important. The earlier the engagement of communities - the better. Continuous improvement through adoption of industry best practices. Most communities wish productive, constructive relationships.

In order for programs and strategies to work, the relationships must be based on respect and honesty. Both parties must agree to work together constructively and be sincere.

Expectations of Aboriginal stakeholders are constantly increasing. Therefore the bar is always raising. Necessary to have healthy dialogue. Develop program in conjunction with community. Have individuals designated with responsibility.

The Government wants to paint the ideal (expectations that are pleasing to all) and expect all parties to come to resolution when in fact the Government is passing the buck in a lot of cases. The Government is in a real dilemma in this regard.

The current political situation caused by the On-Reserve governance of band elections every 2 or 3 years has created problems. There can be total changes in direction with the election of a new Chief and/or key councilors. The lack of modern business experience in the bands.

Define objective, key deliverables and ensure an action plan supports any program or strategy. Don't make either in isolation from the involved parties - early, continuous engagement is key. Be prepared to make changes as the program progresses.

We have learned that patience, flexibility and tolerance are critical in ensuring long term successful relationships. Retaining local residents (often Aboriginals themselves) as corporate advisors and representatives provides greater acceptance and understanding.

The challenge is huge, many interests are competing/mutually exclusive: The mix of policies and business is rampant and unavoidable; Elders and young people are the key; creative, grass-roots approaches are the only solution.

Most of the programs we have seen so far appear to be more cosmetic and window dressing. We have not seen a real improvement in providing Aboriginals with real work skills so that the average Aboriginal person can get a highly skilled job.

There is continuing growth in the ability of Aboriginal initiatives to contribute positively to business success by non-Aboriginal and Aboriginal parties.

All Aboriginal initiatives need additional follow-up/ongoing support. A program/policy alone is not sufficient. Resources need to be available to monitor and troubleshoot the work environment or business relationship to ensure optimum communication.

Our company has found that a lot of time and money has been spent with not much to show, it seems that everyone wants the credit but are not willing to really work on these important issues.

Aboriginal communities have the biggest and most accessible workforce that we can tap into other than immigration in the next five to ten years.

Knowledge of protocol; respect for elders; consultation should be initiated early in the planning stage of an activity; affected Aboriginal groups must be given an opportunity for participation.

Many cultural barriers exist between Aboriginal and Caucasian people; both groups have to understand these differences before a business arrangement can be successful.

Aboriginal people are often reluctant to leave the security of the Reserve for employment opportunities.

Social issues such as drugs and alcohol, education, and even the lack of being able to get to work (no license or vehicle) make it difficult to find suitable employees.

5.2 Some Strategic Considerations

5.2.1 There is Not “One Right Answer”

The main objective of the Project was to determine “successful” approaches to Aboriginal programs and practices. It became apparent early in the process that there is not one best approach. Success arises from the interaction of many factors, including the commitment of the company, the capacity and willingness of the Aboriginal community, and the overall political, social and legal context within which the interaction occurs.

Different types of industries are likely to find differing approaches to be more appropriate and successful. Indeed, the same company may find that an approach which worked in the past is no longer successful because circumstances have changed. Programs and practices which work with one Aboriginal community may not be transferable to others because of differences in culture, capacity to engage and political direction. However, there is a great opportunity to learn from the experiences of other companies and to apply this knowledge in the design and implementation of new approaches. It is important to assess the differences in circumstances and allow sufficient flexibility so that programs can be easily modified as experience is gained in implementation. It is also very important to engage the Aboriginal community or organization at an early stage and take a collaborative approach to programs and practices intended to increase Aboriginal involvement.

5.2.2 Concept of “Footprint”

The Project Team has found the concept of “industrial footprint”, which measures the level and concentration of physical disturbance to the land base, to be important in terms of describing the types of Aboriginal programs that companies have used. There seem to be three main categories of “industrial footprints” which apply to ACR members. These are as follows:

- a) **Stable footprint.** Applies to companies with large, stable infrastructure and a long-term planning horizon, occupying a defined area with significant land disturbance patterns. Examples include forestry, mining and oil sands. As these companies can focus on a specific number of Aboriginal communities which are not likely to change, they are more inclined to develop long-term relationships with these communities, often using comprehensive framework agreements (e.g. “impact and benefit” agreements or “impact management” agreements) to formalize arrangements among the parties.

- b) **Linear footprint.** Describes companies with stable infrastructure and a long-term planning horizon, but have linear disturbance patterns that generally entail less impact. Pipelines and power transmission lines are examples. These companies are typically interested in securing rights-of-way that may cross Reserves and traditional lands. The challenge relates to the large number of communities that a company usually has to consult and work with in locating facilities. Linear footprint companies typically rely on early consultation processes and contract awards, where possible, to local Aboriginal communities as a key strategy.
- c) **Mobile footprint.** Applies to companies that are mobile, have a smaller land disturbance pattern in any one area and may have a shorter time horizon in the duration of the activity and expected impact. Examples are conventional oil and gas exploration, and energy service companies and suppliers. These companies are more inclined to use “one-off” arrangements with Aboriginal communities to provide benefits such as contracts, jobs and community investment. Because the nature of the activity is temporary, it is more difficult to develop relationships.

5.2.3 Competitive Advantage vs. Collaboration

Some ACR members were initially reluctant to share information on the success of their programs as they believed this was part of their competitive advantage. However, there is growing awareness that Aboriginal relations is an issue that transcends the interests of any one company, and that to a large extent, industry is in this together. Negative experiences paint the entire industry with the same image and reinforce the perspective that it is the courts that will protect Aboriginal interests through the usual adversary process against industry and government.

Many ACR members spoke of the value of partnerships and collaboration in the interviews. This recognizes that building relationships is a better long-term strategy and may be the only real way of mitigating risk in an uncertain environment. Collaboration is not without its problems, but it does allow various parties to bring together a diverse set of skills and resources toward a common goal and establish a basis for working together.

The templates document a number of collaborative programs involving industry and Aboriginal communities which have been successfully implemented. These often resulted from recognition that effective programs and practices required “buy-in” and support from the Aboriginal community. Other programs resulted from efforts by individual companies to work out their own arrangements but found that the scope of the effort was really beyond any one company. Some of the areas where collaborative efforts involving industry and Aboriginal communities have been successful include:

- **School to Work.** There are a number of broad, collaborative programs underway. This includes a number of potential strategies to increase linkages between education, apprenticeship and employment for students, and to work with stakeholders to ensure students, parents and communities have relevant career and labour market information resources and services.
- **Training.** Employers want to work with Aboriginal communities to provide training and job opportunities as a strategy to achieve greater stability and local participation in the workforce. Companies are often willing and anxious to recruit from the Aboriginal population but are frustrated by the lack of job ready skills.

- **Business Development.** Procurement contracts, business development assistance, business ventures and partnerships with Aboriginal communities are often seen as ways to increase Aboriginal participation in projects and expand market opportunities. Challenges faced by potential Aboriginal business partners include access to financing, management skills and appropriate First Nation governance.
- **Consultation and Community Relations.** Some companies have moved toward agreements with Aboriginal communities to establish a framework on how consultation will occur and areas where the parties will work together to build long-term relationships. This moves away from a "one-off" approach typically used in issues management toward a broader basis for cooperation.

The direction of recent judicial rulings points to the likelihood that industry will have a formal role in consulting with Aboriginal communities with respect to activities on traditional land. This raises the obligation to avoid unnecessary infringement of treaty and Aboriginal rights and otherwise, to mitigate impacts or provide compensation. The result has been the emergence of "impact and benefit" agreements and "impact management" agreements in other jurisdictions as a framework to manage relationships between industry and Aboriginal communities. There have been some steps in this direction in Alberta (e.g., ATC/All Party Core Agreement) and this trend may well be the model for collaboration in the future.

5.3 Overall Conclusions

There are a number of conclusions which can be drawn from the results of the ACR member survey and interviews with ACR members and other organizations. These reflect the overall experience with Aboriginal programs and practices in Alberta.

1. ACR member organizations have been very active in developing and implementing Aboriginal programs intended to increase the level of Aboriginal participation in their operations. The survey indicated that 71 ACR members out of 113 respondents claimed to have programs. It was also able to identify 165 specific programs and practices sponsored by ACR members and reported spending of \$43 million a year on these programs.
2. The survey and subsequent interviews showed uncertainty about the effectiveness of many Aboriginal programs. The experience has generally been a record of some success and much frustration. Most programs identified as a best or promising practice during the interviews and included in the database are relatively new - largely implemented in the last 12 to 18 months. Some companies noted that the recent nature of the programs recommended in the interviews demonstrates the willingness of companies to try new approaches and build on what was learned from experience.
3. For many companies, programs are not well-documented and tend to be a response, usually at the operational level, to an immediate issue rather than as part of an overall strategy. Few have specific budgetary appropriations for Aboriginal initiatives but tend to find the money in other areas when needed.
4. A surprising number of companies do not have a formal Aboriginal policy and a significant portion of those that have such a policy, do not communicate it well internally. Even for those companies which have an Aboriginal policy, it is often part of an overall corporate vision, values and principles framework. Few companies have a designated "champion" at senior management levels.

5. Corporate reputation and image on Aboriginal issues are important to many companies. However, there is a general lack of systematic reporting, assessment or benchmarking of results. This may become a more significant issue in the future if customers, shareholders and the general public start to demand evidence of corporate responsibility on Aboriginal relations as a consideration in awarding contracts, attracting financing or accessing markets.
6. Corporate culture and lack of strong commitment by senior management were cited as limiting factors for some companies in developing and implementing Aboriginal programs. These factors were also seen as helping to perpetuate negative stereotypes and sending a message to employees that increased Aboriginal participation is not a corporate priority.
7. Most suppliers generally follow the lead of their resource industry clients and do what is necessary to meet bid requirements rather than initiate their own programs. However, there are some notable exceptions where suppliers have seen a business case in building relationships with Aboriginal communities and organizations as a business development strategy.
8. Most companies focus on workforce development programs (education, training and employment) and to a lesser degree on business development programs in dealing with Aboriginal communities. There seems to be far less confidence in programs aimed at community relations and resource management as an approach for building Aboriginal relationships.
9. For resource companies, the lack of clarity on consultation requirements with Aboriginal communities and the perception of increased risk concerning access and tenure on traditional lands are key concerns and have started to influence investment decisions. There is also concern that much of the recent case law is being made in B.C., and even though the situation in Alberta is different, it is unclear what "spillover" effects may result.

5.4 Success Factors

An extensive list of factors which contribute to the success of Aboriginal programs and practices were identified in the course of the Project. These success factors may be useful to companies interested in developing or improving their programs by learning from the experiences of others. Following are 32 success factors organized by the categories used in the Program Framework:

Workforce Development

- in recruiting Aboriginal candidates for training and employment opportunities, broaden the recruiting pool rather than relax standards. Support pre-employment and educational upgrading as strategies to improve pre-recruitment qualifications. Bursaries, academic and cultural supports, and relevant temporary work experience all provide opportunities for Aboriginal people to succeed in education, pre-employment and training programs.
- integrate training and employment opportunities. It sends the wrong message to the individual and back to the community if an Aboriginal person cannot find or retain work after training. A potential strategy is for employers to work together on a regional basis to coordinate training opportunities with future employment requirements.

- implement Aboriginal awareness and diversity training sessions at all levels - senior management to front-line staff. The purpose is to create a more welcoming environment for Aboriginal employees. There is a tendency for managers to overestimate the comfort level of Aboriginal employees in the workplace. Involve Aboriginal communities in the design and delivery of cross-cultural training programs.
- establish mentoring programs on a formal basis for Aboriginal people wanting to advance their careers or participate in on-the-job training opportunities. Provide rewards and recognition to employees willing to provide mentoring support. Informal mentoring and support systems are often absent for Aboriginal employees as low representation rates and lack of role models make it difficult for these to develop on their own.
- encourage networks of Aboriginal employees to meet and share experience and mutual support. Allow the network groups to take an advocacy role to implement change and to provide input into recruitment and training programs for Aboriginal people. Network and other support groups help Aboriginal employees adapt to new working environments, and improve the ability of the company to recruit and retain qualified Aboriginal people.
- in recruiting Aboriginal employees for work away from home, ensure there are other members on the crew from the same Aboriginal support group (may vary by community). This helps to provide a support network and creates peer pressure to do a good job and not to quit. Additional training should also be provided on their job roles, i.e., it is important they know what their job is and what others are doing on the crew. This training reduces the feeling of being overwhelmed and not fitting in because they don't understand their role.
- offer Aboriginal communities, in particular the elders, a role in recruitment of Aboriginal employees and involvement in the creation and monitoring of programs designed for Aboriginal employees. This also helps the Aboriginal community to understand the expectations and requirements. Encourage managers and supervisors to develop links to local communities to provide guidance and support on management of Aboriginal staff.
- reach out to Aboriginal students while they are still in school giving them the time and information necessary to make informed choices about their education and career directions. This includes providing information, role models, work experience and educational experiences for elementary and high school students.

Business Development

- plan for Aboriginal business participation by matching business opportunities with Aboriginal business capabilities. Communicate business opportunities and project requirements in a timely and effective manner that will allow them to prepare. Ensure that the business relationship process is technically and financially viable.
- ensure that the Aboriginal or Aboriginal/corporate venture has adequate management capacity in place. This is the most common and underestimated factor in the success or failure of business ventures. The industry partner has a crucial role to play in assisting the Aboriginal partner to develop the management skills necessary to succeed. Some companies have seconded staff to the new venture for a transition period during which the internal management capacity is developed. Other support has included mentoring and training of potential management talent. Even after a venture has operated for a period of time, follow-up (aftercare) is important to ensure that the situation continues to progress.

- using procurement as a tool to provide opportunities for Aboriginal suppliers can be an effective strategy. However, it should be linked with mentoring and skills development to strengthen business capabilities and enable the Aboriginal business to compete successfully for contracts. Support should be finite (two years) and have a requirement to diversify its customer base. After a defined time period, the business should be weaned from the procurement strategy and compete on an equal footing with other suppliers.
- in structuring business arrangements with Aboriginal communities, corporate governance needs to follow clear principles which are defined at the outset. These should address considerations such as management structure and reporting, financial obligations (cash calls, equity maintenance), use and distribution of earnings, training and succession planning, performance benchmarks and representation on the board of directors. Avoid perceptions of something for nothing.
- invest in strengthening the business capacity of the Aboriginal community. Such support can help the community identify and assess business opportunities that result from industrial development in the region, and will make the community a better business partner. Some strategies include mentoring local economic development expertise, partnering with the community to explore potential opportunities, and engaging the leadership in how to position the community to pursue opportunities.

Community Relations

- the three key factors to success: relationships, relationships and relationships. Don't show up only when you want something. Build trust and confidence. This requires commitment from the organization to develop and sustain the relationship over time. It is important that expectations are managed and kept modest on both sides of the table. Also seek out engagement with different groups within the community so that if there is a change in local governance, a company does not have to start over.
- maintain relationships through the “peaks and valleys” of the business. Companies often see Aboriginal relations as a non-core aspect of their business and reduce the level of commitment when cash flows are tight. If this is perceived as withdrawing from or not meeting its expectations with an Aboriginal community, the results can be very damaging in terms of lost trust and confidence. And it will take a long time to repair. It is important that companies establish a sustainable level of commitment and engagement from the outset. Always undercommit and overdeliver.
- assess where a community is at today before developing a relationship. Some key criteria include the capacity, willingness and governance of the Aboriginal community. Based on this assessment, make a decision on whether to proceed, how to go about it and what should be done. Each community will be different and success will depend on recognizing these differences and responding in an appropriate way.
- develop Community Profiles because no two communities are alike and each requires a customized approach to involvement. Understand language and dialect, family ties and allegiances, and who to focus your relationship on, e.g., the community, Tribal Council or Treaty organization.

- communicate clearly and often. Expectations should be set out on both sides from the outset. Provide and ask for feedback on a regular basis. The intent is to avoid surprises. Build participation by seeking out advice and input, and be respectful of the differences in values and culture. Celebrate the successes by involving the community.
- comprehensive framework agreements may help strengthen relationships with Aboriginal communities and provide industry with a measure of certainty relating to continuity of operations and corporate growth. These agreements can include measures to mitigate impacts, increase economic opportunities or enhance social development. Successful agreements are designed to ensure that relationships are mutually beneficial.
- many of the more successful Aboriginal programs work in partnership with other businesses, educational institutions, governments and non-government organizations that have an interest in Aboriginal issues. Key criteria in selecting partner organizations include knowledge of the community, credibility with community members and other stakeholders, sound financial management and recognized community development skills.

Resource Management

- early consultation, even before a decision is made on whether a project will proceed, is important to building trust, communication and a solid relationship with the Aboriginal community. If the community has some understanding of the business of the company, the nature of the project, potential impacts on the community and potential opportunities, this can help to establish a basis for cooperation and reduce/eliminate possible objections to the project and costly interventions in the regulatory processes.
- develop an effective consultation process with Aboriginal communities as a management strategy to mitigate the risk of possible legal interventions in future on constitutional and treaty rights. Notwithstanding whatever obligations may exist for government to consult, it appears that the courts also see a role for industry. At some point, industry may be required to demonstrate where infringement occurs, that such infringement could not reasonably be avoided, reasonable mitigation was done and where inadequate, compensation may be required. The key issue in each situation is whether meaningful consultation has taken place.
- encourage Aboriginal communities to take a leadership role in sponsoring traditional use studies in partnership with industry. These studies provide important information which helps industry plan operations and avoid or mitigate impacts associated with access to and management of traditional lands.
- involve Aboriginal communities as partners in integrated resource management processes, and ecological, and fish and wildlife management studies. Such involvement may become an important factor in the ability of companies to demonstrate meaningful consultation with Aboriginal communities in respecting treaty and Aboriginal rights.
- ensure that priorities for Aboriginal communities and industry are both identified and addressed through meaningful consultation processes. Formal structures can be used to provide a focal point for action and where possible, joint decision-making. In other cases, industry groups have collaborated both with each other and with local Aboriginal communities to promote opportunities for people in the region. Do not assume that things you value are necessarily valuable to the community.

- community consultation must be carried out in a culturally appropriate manner. Protocol is important to building respect and trust. Participatory methods should be used from the very start of the engagement process. Methods can include interviews, consultation programs and community meetings.

Corporate Commitment

- success in Aboriginal relations requires a clear commitment in corporate policies reinforced by senior management and driven by explicit goals, targets and timetables. This often requires a champion at the executive level - even the CEO, to ensure that the message gets through to all levels of the organization. Managers, front-line staff and consultants need to be held accountable for results and rewarded for performance.
- make the business case for building Aboriginal relationships. Unless a company can make a direct linkage to its core business needs, programs are unlikely to be sustainable. Examples of a business case include reduced uncertainty on resource access and management, reduced potential for costly interventions in regulatory approval processes for projects, a stable local workforce, new market opportunities, and better customer service.
- success in Aboriginal programs needs to be measured as incremental gains rather than success or failure. Start with small, manageable projects or steps that help build community capacity and develop a relationship of trust between the company and the Aboriginal community from the outset.
- understand the long-term ramifications and complexities of signing agreements and acceding to demands that result from a lack of upfront consultation or relationship building. It is important to take measured decisions when the pressures and demands become intense because the precedents they may be setting can have long-term consequences for the company and the resource industry. The interface between Aboriginal communities and the resource sector is complex and requires time and effort.
- seek out and develop either internal or external expertise related to Aboriginal engagement. Such expertise will prove invaluable in understanding local Aboriginal practices or protocols.
- companies need to find ways to improve the continuity of Aboriginal relations staff in dealing with Aboriginal communities. It is characterized today by high turnover and burn-out rates and low recognition. This is a destabilizing factor in working with communities and trying to build long-term relationships.

5.5 Role of Government Programs

The Governments of Canada and Alberta are both extensively involved in Aboriginal relations and are committed to expanding economic opportunities and strengthening Aboriginal communities. Both governments can be important partners with ACR members and Aboriginal communities in initiatives related to workforce and business development. Governments are often interested in facilitating partnerships between industry and Aboriginal groups. Having industry support is a critical success factor in whether government programs succeed or fail.

Most government program funding is directed at strengthening the capacity of Aboriginal groups to effectively participate in projects and initiatives from training to business ventures. ACR members should be aware that the participation of Aboriginal communities may be assisted by government programs where the Aboriginal community would not otherwise have the resources to participate. As well, governments do provide some programs directly to Alberta businesses and employers to assist them in identifying, training and recruiting Aboriginal people.

See **Appendix C - Guide to Government Aboriginal Programs** which provides a synopsis of the main programs sponsored by the Governments of Canada and Alberta to support greater participation by Aboriginal communities, businesses and people in the workforce and economy. Additional detail on each of the programs can be found on the ACR Project Website at www.acr-alberta.com under Program Templates. There is also a Government Programs Summary provided on the Website.

A more complete list of Federal, Provincial and Territorial programs and services can be found by accessing the Aboriginal Business Service Network (ABSN). The address for the Alberta ABSN Website is www.cbasc.org/alberta/absn.

To provide wider access to Aboriginal-specific resources, six Mini ABSN Sites have been established in Alberta including Calgary, Fort McMurray, Lac La Biche, Lakeland (Bonnyville), Lesser Slave Lake and Mackenzie (High Level). Each Mini ABSN Site has a display stand that profiles the products and services of Alberta ABSN and specific information for Aboriginal clients. The Mini ABSN Sites are also equipped with a collection of Aboriginal-specific books and a trained ABSN representative.

5.6 Final Thoughts

Aboriginal relations is a rapidly changing area which is being shaped by many influences both within and external to the Aboriginal community. The Aboriginal population has a much younger age structure and is closing the gap in education, income and workforce participation relative to the non-Aboriginal population. At the same, Aboriginal people have become more assertive in pressing for their rights and wanting full participation in economic development. However, barriers remain such as lack of skills and experience in the workforce, inadequate capacity to take advantage of business opportunities, cultural factors, and the legacy of social, health and political issues.

The roles and responsibilities of government, private sector, non-government organizations, and Aboriginal communities, families and individuals are not clearly defined. This situation is unlikely to change anytime soon. The only viable strategy is to find ways to consult and work together such that everyone can benefit. Industry can play a vital role in becoming a catalyst for responsible change by bringing key issues forward and taking a constructive role in seeking resolution. This can involve putting pressure on governments to deal with issues, working with Aboriginal communities to strengthen their capacity, and informing the general public about successes and what needs to be addressed. Following are some key public policy issues identified by ACR members where industry needs to have a voice and can put forward constructive ideas.

- **Education and training:** There needs to be continued emphasis on the importance of education and training to the long-term success of Aboriginal people. This includes better success rates in school-to-school (academics) and school-to-work (employment training) transitions. As the Aboriginal population by some projections may account for almost 10% of Alberta's labour force by 2011, it is important they have the required skills to meet the needs of the economy. This occurs at a time when Canada expects a skilled labour force shortage.

- **Aboriginal rights on traditional lands.** There is growing uncertainty about the implication of recent court interpretations on Aboriginal rights pertaining to Crown lands where Aboriginal and treaty rights are asserted or exist (including those lands often referred to as “traditional lands”). There is lack of clarity from government on how this affects industry and their responsibilities. Companies are finding it increasingly difficult to be certain of how to approach Aboriginal programs when government and the courts are changing the policy foundation in areas important to the company’s business.
- **Governance practices:** Many companies clearly value that Aboriginal communities are trying to gain business strength and economic independence, and want to support those goals. At the same time, there is discomfort with governance practices in some Aboriginal communities which can result in an inequitable distribution of benefits from economic development. There are also issues concerning the ability to structure suitable business arrangements for ventures and projects with participation by Aboriginal communities, as well as undertaking projects On-Reserve lands.
- **Infrastructure investment.** The provision of adequate infrastructure to accommodate the activities and people involved in new projects do not always match government funding priorities. Companies often face pressure to invest in community infrastructure in order to attract and retain employees, but question this shifting of responsibility from government to industry. This issue is particularly difficult in the case of Aboriginal communities which expect improvements to their living standards and community infrastructure as a result of economic development in their area.
- **Health and community support.** The capacity of individuals and communities to participate and take advantage of opportunities often depends on education, health and community support for job and entrepreneurial success. At the same time, participation and involvement in economic development may lead to greatly reduced health and community support problems. There is mutual benefit from governments, Aboriginal communities and business working together to improve education, economic and social standards.
- **Cumulative impacts.** There is growing concern about the cumulative impacts on the environment and Aboriginal communities resulting from major resource development. For Aboriginal communities, the focus has been on developing consultative capacity to effectively engage with these projects and protecting the carrying capacity of the land to sustain their treaty and Aboriginal rights. This points to the need to take a broader regional approach to resource development which recognizes the need to manage these issues in a collaborative and responsive manner.

Aboriginal relations is clearly an area of importance to many companies involved in the resource industries. Considerable effort and resources have been committed to assist Aboriginal communities and businesses develop the capacity needed to succeed. However, the goal is to reach a point in time when recruitment and business practices can be normalized – in other words, special Aboriginal programs will no longer be needed as Aboriginal communities and businesses will have the capacity to compete successfully with their non-Aboriginal counterparts. The success of Aboriginal programs and practices will be measured by the progress of industry and Aboriginal communities in ultimately reaching this goal.

APPENDIX A – LIST OF ACR RESPONDENTS TO THE SURVEY

A

Acklands Grainger
Ainsworth Lumber
Alberta Construction Relations
Alberta-Pacific Forest Industries
Alberta Sand & Gravel Assoc.
Albian Sands Energy Inc.
Algor Enterprises
Aluma-Systems Canada
AMEC Earth & Environmental
APEGGA
Argus Machine Co.
Ashton Mining
Associated Engineering Ltd.
ATCO Electric Ltd.
ATCO Power
Athabasca Northern Railway
Athabasca Oil Sands Developers

B

Bantrel Inc.
BHP Billiton Diamonds Inc.
Bird Construction
Birch Mountain Resources
Border Paving Ltd.
Bucyrus Canada Ltd
BXL Bulk Explosives

C

CIBC World Markets
Canadian National Railway
Canadian Natural Resources Limited
Canfor Ltd.
Careers: The Next Generation
Carmacks Enterprises Ltd.
Clark Builders
Clearwater Welding
Columbia Industries Ltd.
Coneco Equipment
ConocoPhillips Canada Ltd.

D

Diavik Diamond Mines
Dynatec Corp.

E

Echo Bay Mines Ltd.
Enbridge Pipelines
EnCana Corporation
EPCOR Generation Inc.
Esco Ltd.
EXH Engineering

F

FAM Canada
Finning Canada
Flint Energy Services
Fluor Canada Ltd.
Fluor Constructors Canada
Foothills Model Forest
Fording Coal Ltd.

G

Gibson Energy Ltd.
Golosky Trucking
Graymont Western Canada Inc.

H

H. Wilson Industries Ltd.
Halliburton KBR
Husky Oil

I

Imperial Oil/ExxonMobil
International Cooling Tower Inc.

J

Jacques Whitford Environmental
Japan Canada Oil Sands

K

Keyano College
KMC Mining
Klohn Crippen Consultants
Komex International
Korite International
Krupp Canada Inc.

L

Ledcor Industrial
Lehigh Inland Cement
Lockerbie & Hole
Luscar Ltd.

M

McLennan Ross
Millar Western Construction
Miller Thompson
Mobile Augers & Research Inc.
Millennium EMS Solutions

N

Nabors Drilling
Neegan Development Corp.

N

Nexen Inc.
North American Oil Sands Corp.
Norwest Mines Services
North American Construction Grp
Northwest Hydraulics Consultants

P

PCL Industrial Constructors
Owen & Company
P&H MinePro Services
Petro-Canada - Conventional
Petro-Canada - Oil Sands
Petrovera Resources

R

RailAmerica Inc.
RTD Quality Services

S

Schultz Environmental Consulting
Shell Canada - Oil Sands
Sherritt International Corp.
SNC Lavalin Inc.
Society of Engineering Technol
Spartan Controls
Stantec Consulting
Suncor Energy Inc.
Sundance Forest Industries
Syncrude Canada Ltd.

T

Target Products Ltd.
Terracon Geotechnique Ltd.
Terracon McKay Ltd.
Thurber Engineering Ltd.
TransAlta Utilities
Triton Projects Inc.
TrueNorth Energy LP

U

UMATAC Industrial Processes
UTS Energy Corp.

W

Wajax Industries Ltd.
Weldwood of Canada
Westquip Diesel Sales
Weyerhaeuser Canada

APPENDIX B – LISTING OF SURVEY QUESTIONS BY KEY ISSUES

1.0 ACR RESPONDENT PROFILE

- 1.1 *Industry Sectors*
- 1.2 *Size by Revenues*
- 1.3 *Size by Number of Employees*
- 1.4 *ACR Respondents with Aboriginal Employees*
- 1.5 *Distribution of Numbers of Aboriginal Employees*
- 1.6 *Numbers and Locations of Aboriginal Employees*
- 1.7 *Distribution of Activity by Treaty Areas*
- 1.8 *Respondents Active On-Reserves and Métis Settlement Lands*
- 1.9 *Respondents Providing Aboriginal Consulting Services*

2.0 EXTENT OF INVOLVEMENT IN ABORIGINAL PROGRAMS

- 2.1 *ACR Respondents with Aboriginal Programs*
- 2.2 *Reasons for Having Aboriginal Programs*
- 2.3 *Reasons for Not Having Aboriginal Programs*
- 2.4 *Future Aboriginal Programs*
- 2.5 *Level of Involvement in Aboriginal Programs*
- 2.6 *Aboriginal Program Client Groups*
- 2.7 *Types of Aboriginal Programs*

3.0 WORKFORCE DEVELOPMENT PROGRAMS

- 3.1 *Types of Aboriginal Education and Training Programs*
- 3.2 *Internal Education and Training programs*
- 3.3 *Employment and Recruitment Programs*
- 3.4 *Employee Retention and Advancement Strategies*
- 3.5 *Agreements for Workforce Development*
- 3.6 *Success in Workforce Development Programs*

4.0 COMMUNITY INFRASTRUCTURE AND SUPPORT PROGRAMS

- 4.1 *Types of Community Infrastructure and Support Programs*
- 4.2 *Agreements for Community Infrastructure and Support Programs*
- 4.3 *Success of Community Infrastructure and Support Programs*

5.0 BUSINESS DEVELOPMENT PROGRAMS

- 5.1 *Types of Aboriginal Business and Financial Support Programs*
- 5.2 *Agreements for Aboriginal Business and Financial Support Programs*
- 5.3 *Aboriginal Content Criteria in Bid Requirement*
- 5.4 *Aboriginal Purchasing Policy*
- 5.5 *Procurement and Bid Practices*
- 5.6 *Definition of Aboriginal Business*
- 5.7 *Success of Aboriginal Business Development Programs*

6.0 ACCESS AND RESOURCE MANAGEMENT PROGRAMS

- 6.1 *Types of Access and Resource Management Programs*
- 6.2 *Community Consultation Offices*
- 6.3 *Strategies to Deal With Potential Project Delays Resulting from Aboriginal Issues*
- 6.4 *Overlapping Aboriginal Claims of Traditional Land Use Areas*

- 6.5 *Pre-Project Site Visits on Crown Land*
- 6.6 *Compensation for Pre-Project Site Visits*
- 6.7 *Project Delays Resulting from Aboriginal Actions*
- 6.8 *Agreements with Aboriginal Communities Related to Crown Land Access*
- 6.9 *Success of Aboriginal Access and Resource Management Programs*
- 7.0 BID REQUIREMENTS, CORPORATE REPUTATION AND MARKET POSITIONING**
 - 7.1 *Responding to Aboriginal Content Criteria in Meeting Bid Requirements*
 - 7.2 *Success in Meeting Aboriginal Content Criteria in Bid Packages*
 - 7.3 *Importance of Aboriginal Relationships to Corporate Reputation*
 - 7.4 *Activities to Enhance Corporate Reputation*
 - 7.5 *Success in Enhancing Corporate Reputation*
 - 7.6 *Partnerships for Market Positioning*
 - 7.7 *Market Potential of Aboriginal Communities and Organizations*
 - 7.8 *Success in Activities that Facilitated Access to Aboriginal Markets*
 - 7.9 *Aboriginal Issues in Purchasing Decisions*
 - 7.10 *Success in Satisfying the Concerns of Customers on Aboriginal Issues*
- 8.0 CORPORATE STRUCTURE AND RESOURCES FOR ABORIGINAL PROGRAMS**
 - 8.1 *Corporate Aboriginal Policy*
 - 8.2 *Internal Communication of Corporate Aboriginal Policy*
 - 8.3 *Strategic Plan for Aboriginal Issues*
 - 8.4 *Corporate Structure*
 - 8.5 *Expenditures on Aboriginal Programs*
 - 8.6 *Change in Expenditures on Aboriginal Programs*
 - 8.7 *Internal Reporting of Activity and Performance*
 - 8.8 *External Communication of Aboriginal Initiatives*
 - 8.9 *Senior Management Involvement*
 - 8.10 *Intervention in Regulatory Proceedings*
 - 8.11 *Other Programs Benefiting Aboriginal Employees*
- 9.0 OVERALL EXPERIENCE AND FUTURE DIRECTION**
 - 9.1 *Measuring Success*
 - 9.2 *Timeframe for Success of Aboriginal Programs*
 - 9.3 *Importance of Aboriginal Programs to Company Success*
 - 9.4 *Importance of Aboriginal Programs to Company Mission*
 - 9.5 *Role of Corporate Culture in Success of Aboriginal Programs*
 - 9.6 *Perception of Company Leadership in Aboriginal Relations*
 - 9.7 *Perception of Aboriginal Programs in Other Companies*
 - 9.8 *Changes to Aboriginal Programs*
 - 9.9 *Significant “Learnings”*
 - 9.10 *What Should Governments Do?*
 - 9.11 *What Should Aboriginal Peoples Do?*
 - 9.12 *What Should Industry Do?*

APPENDIX C – GUIDE TO GOVERNMENT ABORIGINAL PROGRAMS

Additional detail on each of the programs can be found on the ACR Project Website at www.acr-alberta.com under Program Templates. This list is intended to include the major programs offered by the Governments of Canada and Alberta that may be of interest to companies in working with Aboriginal communities and organizations.

A more complete list of Federal, Provincial and Territorial programs and services can be found by accessing the Aboriginal Business Service Network (ABSN). The address for the Alberta ABSN Website is www.cbosc.org/alberta/absn.

Workforce Development

1.4.1 Alberta Aboriginal Apprenticeship Project	
Sponsor(s)	Alberta Learning, Human Resources Development Canada, Western Economic Diversification Canada, Natural Resources Canada
Description	<ul style="list-style-type: none"> ➤ Provides counseling to Aboriginal people to help them select a trade; also provides referrals to potential employers and mentorship and coaching. ➤ Works with employers, encouraging them to welcome Aboriginal apprentices, matching them with suitable candidates and working with them to improve cultural awareness in the workplace. ➤ Goal to register a minimum of 180 Aboriginal apprentices by 2006
Eligibility	<ul style="list-style-type: none"> ➤ Piloted in three Alberta communities – Edmonton, Fort McMurray and High Level. ➤ Interested Aboriginal candidates approach the Employment Center or Project Officer, who qualifies candidates for training. ➤ Employers and volunteers for Community Advisory Council recruited by Project Officer.
Contact(s)	<ul style="list-style-type: none"> ➤ Telephone: (780) 408-1840, toll-free: 1 (866) 408-1844 ➤ Website: www.thinktrades.com
1.4.3 Aboriginal Human Resources Development Strategy	
Sponsor(s)	Human Resources Development Canada
Description	<ul style="list-style-type: none"> ➤ HRDC provides \$43 million a year in Alberta through 11 Aboriginal Human Resources Development Agreements (AHRDAs). ➤ The majority of funding is available for labour market programs. Additional funds are set aside for urban delivery, capacity building, First Nations/Inuit childcare, for youth and people with disabilities. ➤ Decisions regarding programming are made by the Aboriginal communities.
Eligibility	<ul style="list-style-type: none"> ➤ HRDC regional offices work in partnership with the AHRDA holders. Each AHRDA has an Executive Director who approves projects and coordinates program. ➤ Funding for training programs accessed by First Nations individuals, businesses or groups through the AHRDA Executive Director. ➤ The employment centers must assist any Aboriginal person who applies for assistance, and who resides within the geographic area of the AHRDA.
Contact(s)	<ul style="list-style-type: none"> ➤ Ralph Bellstedt, Acting Regional Manager, Strategic Partnerships, Alberta/NWT/ Nunavut Region, Human Resources Development Canada, Edmonton, AB ➤ Telephone: (780) 495-5653 ➤ Email: ralph.bellstedt@hrdc-drhc.gc.ca ➤ Website: www17.hrdc-drhc.gc.ca/

1.4.5 Aboriginal Workforce Participation Initiative (AWPI)	
Sponsor(s)	Indian and Northern Affairs Canada
Description	<ul style="list-style-type: none"> ➤ Provides information and advice to Canadian employers on hiring and retaining Aboriginal workers. The AWPI activities include: <ul style="list-style-type: none"> - producing and distributing awareness-building materials and participating in awareness activities; - organizing and participating in conferences, seminars and workshops; - creating, promoting and participating in stakeholder networks; - communicating events related to Aboriginal employment issues; - identifying and promoting best practices and role models; - developing and distributing skill.
Eligibility	<ul style="list-style-type: none"> ➤ Employers can access through Regional office in Edmonton.
Contact(s)	<ul style="list-style-type: none"> ➤ Brenda L. McDonald, Regional Coordinator, Aboriginal Workforce Participation Initiative, 630 Canada Place, 9700 Jasper Avenue, Edmonton, AB T5J 4G2 Telephone: (780) 495-8780 Email: mcdonaldbr@inac.gc.ca

1.4.9 First Nations Training to Employment Partnerships Program	
Sponsor(s)	Alberta Human Resources and Employment
Description	<ul style="list-style-type: none"> ➤ Provide Aboriginal people with the skills needed for sustained employment. ➤ Program supports projects brought forward by partnerships that include an Aboriginal proponent, industry and government. ➤ Support the individual training and employment needs of First Nations participants, primarily through funding direct training costs. ➤ In 2003-2004, funding is \$8 million.
Eligibility	<ul style="list-style-type: none"> ➤ Supports First Nations people (primarily living On-Reserve) who are unemployed or underemployed. ➤ Corporate office in Edmonton and six regional offices. ➤ Funding accessed by First Nations individual or group by approaching regional office of AHRE. ➤ Partnerships with industry encouraged.
Contact(s)	<ul style="list-style-type: none"> ➤ Don Gardener, Manager, Aboriginal Initiatives, Alberta Human Resources and Employment, 14th Floor, Seventh Street Plaza, 10030 – 107th Street, Edmonton, AB Telephone: (780) 422-0012 Email: don.gardener@gov.ab.ca

Business Development

2.3.1 Aboriginal Business Canada	
Sponsor(s)	Industry Canada
Description	<ul style="list-style-type: none"> ➤ Aboriginal Business Canada (ABC) provides assistance to Aboriginal clients, including financial assistance, information, resource materials and referrals to other possible sources of financing or business support. ➤ ABC focuses on a specific set of priorities: innovation, trade and market expansion, tourism, youth entrepreneurship development, and strengthening Aboriginal financial and business development organizations. ➤ Most ABC contributions are made to small and medium-sized businesses and are in the form of nonrepayable equity contributions. Contributions may be repayable in some circumstances. In the case of larger, community-based projects, other conditions will be taken into account in order to determine the contribution level and repayability.
Eligibility	<ul style="list-style-type: none"> ➤ Clients must be individuals of Canadian Indian, Métis or Inuit heritage, or majority-owned Aboriginal organizations or development corporations. ➤ ABC has offices in Edmonton and Calgary and external delivery organizations in Yellowknife and Edmonton. ➤ Each proposal and request for financial support is assessed on its own viability and merits. This takes into account need, the size of the project, and other sources of financing available. A balanced financial package, involving debt financing from other sources, as well as a minimum level of the applicant's equity is required.
Contact(s)	<ul style="list-style-type: none"> ➤ Rick LaBrash, Development Officer, Industry Canada, Aboriginal Business Development – Alberta/NWT, Suite 725, 9700 Jasper Ave., Edmonton, AB T5J 4C3 Telephone: (780) 495-2176, Main: (780) 495-2954, Fax: (780) 495-4172 Email: abc.Edmonton@ic.gc.ca
2.3.3 Aboriginal Business Services Network (ABSN)	
Sponsor(s)	Western Economic Diversification Canada, Industry Canada, Alberta Economic Development
Description	<ul style="list-style-type: none"> ➤ Provides a range of business products and services to Aboriginal clients, using information and Internet technologies where possible. This service is supported through the Canada Business Services Centres (CBSC) which provide free-of-charge access to this information. ➤ The ABSN project consists of the development of products and the delivery of training in support of three strategies aimed at increasing the number of Aboriginal businesses participating in the Alberta economy. ➤ These strategies are: to develop and maintain a database of business service providers to the Aboriginal community; increase awareness of business opportunities for Aboriginal entrepreneurs and develop new and enhanced products to support business development and management; and provide training and resources to business service providers in an effort to improve their effectiveness when dealing with Aboriginal entrepreneurs and businesses. ➤ To provide wider access to Aboriginal-specific resources, six Mini ABSN Sites have been established in Alberta including Calgary, Fort McMurray, Lac La Biche, Lakeland (Bonnyville), Lesser Slave Lake and Mackenzie (High Level). Each Mini ABSN Site has a display stand that profiles the products and services of Alberta ABSN and specific information for Aboriginal clients. The Mini ABSN Sites are also equipped with a collection of Aboriginal-specific books and a trained ABSN representative.
Eligibility	<ul style="list-style-type: none"> ➤ Aboriginal business community
Contact(s)	<ul style="list-style-type: none"> ➤ Suite 100, 10237-104 Street NW, Edmonton, AB T5J 1B1 Telephone: (780) 422-7722, toll-free: 1 (800) 272-9675, Fax: (780) 422-0055 Email: buslink@cbsc.ic.gc and Website: www.cbsc.org/alberta/absn

2.3.4 Access to Financing and Management Support	
Sponsor(s)	Business Development Bank of Canada (BDC)
Description	<ul style="list-style-type: none"> ➤ BDC is a financial institution wholly owned by the Government of Canada. BDC's Aboriginal financing can provide support to businesses that have a commercially viable business proposal, an acceptable level of management expertise, have demonstrated a financial commitment, and are willing to take part in a mentorship program whether they operate on or Off-Reserve in Canada. ➤ The Growth Capital for Aboriginal Business loan product is specifically designed for Aboriginal business. It offers flexible debt-to-equity ratios and does not focus on security regarding exit strategies on loans. ➤ BDC offers micro-credit and locally-based advisory services which were modeled on recommendations by Royal Commission on Aboriginal Peoples. ➤ BDC has peer lending pilots and a unique lending initiative that combines financing with management training and on-going mentorship.
Eligibility	<ul style="list-style-type: none"> ➤ BDC works with Aboriginal businesses, Aboriginal organizations and First Nation communities
Contact(s)	<ul style="list-style-type: none"> ➤ James Richardson, National Director Aboriginal Banking, Business Development Bank of Canada, 155 Carlton Street, Suite 220, Winnipeg, MB R3C 3H8 Telephone: (204) 983-0799 Email: james.richardson@bdc.ca Website: www.bdc.ca
2.3.5 Economic Measures Program (BC)	
Sponsor(s)	BC Treaty Negotiations Office
Description	<ul style="list-style-type: none"> ➤ The program provides \$10 million per year until 2006 to support economic development projects involving First Nations in British Columbia. ➤ Economic Measures Fund projects are intended to increase First Nations' participation in the economy and support the strategic priorities of the province. First Nations, industry and other non-government groups will work directly with provincial government staff to determine whether their ideas and projects meet these objectives. ➤ The initiatives within the Fund will encompass two areas. (1) <i>Strategic Provincial Initiatives</i> as identified by the Premier and Cabinet in the Budget and Fiscal Plan and other corporate planning processes. Examples include oil and gas development, forestry development and the 2010 Olympic bid; and (2) <i>Locally Based Economic Initiatives</i> that contribute incrementally to increased economic activity in the province.
Eligibility	<ul style="list-style-type: none"> ➤ Eligible projects include partnerships between Aboriginal communities and industry, measures that increase First Nations' capacity to engage in the economy, measures that address specific land and resource issues, and increased First Nations' access to resource tenures. ➤ The Treaty Negotiations Office will administer the Economic Measures Fund for the province. The Deputy Ministers' Committee on Natural Resources and the Economy will review projects and recommend suitable initiatives for funding. ➤ Funds are available to First Nations communities, regardless of Treaty negotiating status.
Contact(s)	<ul style="list-style-type: none"> ➤ Treaty Negotiations Office, 908 Pandora Ave., P.O. Box 9100, Station. Provincial Government, Victoria, BC V8W 9B1 Telephone: (250) 356-8281 Fax: (250) 356-2213 Website: www.gov.bc.ca/tno/

2.3.6 INAC Economic Development Programs	
Sponsor(s)	Indian and Northern Affairs Canada (INAC)
Description	<p>INAC has a number of programs focused on developing business capacity among First Nations, including:</p> <ul style="list-style-type: none"> ➤ 2.3.6.1 Resource Partnerships Program (RPP) ➤ 2.3.6.2 Resource Access Negotiations Program (RAN) ➤ 2.3.6.3 Economic Development Opportunity Fund (EDOF) ➤ 2.3.6.4 Resource Acquisition Initiative (RAI) ➤ 2.3.6.5 Major Business Projects Program (MBPP) ➤ 2.3.6.6 Regional Partnerships Fund ➤ 2.3.6.7 Aboriginal Contract Guarantee Instrument ➤ 2.3.6.8 First Nations Forestry Program
Eligibility	<ul style="list-style-type: none"> ➤ The programs are delivered to First Nations communities in Alberta through 36 Community Economic Development Organizations (CEDOs). The Regional Office of INAC in Edmonton provides funds to CEDOs and coordinates their activities. ➤ INAC funding is provided only to First Nation organizations. From an industry perspective, INAC support can be used to strengthen the capacity of a First Nation organization to participate in business ventures, either wholly-owned or in partnership with industry.
Contact(s)	<ul style="list-style-type: none"> ➤ Janene Blenkhorn, Manager, Economic Development Programs, Indian and Northern Affairs Canada (INAC) - Alberta Region, 630 Canada Place , 9700 Jasper Ave., Edmonton, AB T5J 4G2 Telephone: (780) 495-7495 Fax: (780) 495-3779 Email: blenkhornj@inac.gc.ca Website: www.inac.gc.ca

2.3.6.1 Resource Partnerships Program	
Sponsor(s)	Indian and Northern Affairs (INAC)
Description	<ul style="list-style-type: none"> ➤ The Resource Partnerships Program (RPP) provides financial support to First Nation, Inuit and Innu governments, organizations, and community-owned and controlled enterprises to participate in the planning and obtain economic benefits from major regional resource development projects. ➤ Size of projects: Total federal funding cannot exceed 50 percent of the total cost of eligible activities, with the exception of early strategic planning.
Eligibility	<ul style="list-style-type: none"> ➤ Regional offices of INAC submit eligible proposals to headquarters for consideration. Funding for projects is conditional on meeting program criteria including partnerships with provincial/territorial governments, First Nation, Inuit and Innu groups and/or the private sector.

2.3.6.2 Resource Access Negotiations Program	
Sponsor(s)	Indian and Northern Affairs (INAC)
Description	<ul style="list-style-type: none"> ➤ The Resource Access Negotiations (RAN) program, created by INAC, provides funding for the purpose of accessing business and employment opportunities from major projects; disposing of Reserve resources; accessing Off-Reserve natural resources and participation in the management of Off-Reserve natural resources. ➤ Size of projects: INAC's funding to the First Nation will not exceed \$200,000.
Eligibility	<ul style="list-style-type: none"> ➤ Funds are allocated to INAC regional offices, based primarily on population On-Reserve. Regional offices receive unsolicited funding requests. They also solicit project proposals. Regional offices provide funding through contribution agreements. Funding is typically provided to cover the fees and expenses of technical experts, including consultants, negotiators and lawyers. The intent is to provide First Nations with the technical expertise to quickly conclude productive negotiations leading to economic benefits.
2.3.6.3 Opportunity Fund	
Sponsor(s)	Indian and Northern Affairs (INAC)
Description	<ul style="list-style-type: none"> ➤ The Opportunity Fund Program provides financial aid in the form of "equity gap" funding to eligible First Nation, Inuit and Innu businesses via their respective Community Economic Development Organizations (CEDOs). The objective is to enable the project proponent to use the funding to lever conventional debt financing for business start-ups or expansions in order to pursue business opportunities. ➤ Size of projects: INAC's funding to the First Nation will not exceed \$500,000.
Eligibility	<ul style="list-style-type: none"> ➤ Project proponents are required to submit an acceptable business plan, via their respective CEDO, that documents an opportunity to establish a viable business and a need for an equity contribution to complete the financing package. ➤ Project proponents are required to submit an acceptable business plan, via their respective CEDO, that documents an opportunity to establish a viable business and a need for an equity contribution to complete the financing package. Proposals will be vetted by the appropriate regional office, and those which meet program guidelines will be assessed by an independent third party using standard business case criteria.
2.3.6.4 Resource Acquisition Program	
Sponsor(s)	Indian and Northern Affairs (INAC)
Description	<ul style="list-style-type: none"> ➤ RAI The Resource Acquisition Initiative program provides financial aid in the form of "equity gap" funding to eligible First Nation, Inuit and Innu businesses via their respective Community Economic Development Organizations (CEDOs). The objective is to enable the project proponent to use the funding to lever conventional debt financing for business start-ups or expansions in order to pursue resource based business opportunities. ➤ Size of projects: INAC's funding to the First Nation will not exceed \$500,000.
Eligibility	<ul style="list-style-type: none"> ➤ RAI proposals will be vetted by the appropriate regional office, and those which meet program guidelines will be assessed by an independent third party using standard business case criteria. ➤ Project proponents are required to submit an acceptable business plan, via their respective CEDO, that documents an opportunity to establish a viable business and a need for an equity contribution to complete the financing package. Proposals will be vetted by the appropriate regional office, and those which meet program guidelines will be assessed by an independent third party using standard business case criteria.

2.3.6.5 Major Business Projects Program	
Sponsor(s)	Indian and Northern Affairs (INAC)
Description	<ul style="list-style-type: none"> ➤ The Major Business Projects Program (MBPP) will provide financial assistance to eligible First Nation, Inuit and Innu businesses via their respective Community Economic Development Organizations (CEDOs). The objective of the program is to enable the recipient to use the funding to lever conventional debt financing for business start-ups or expansions in order to pursue a major industrial, commercial or resource-based business opportunity. ➤ Size of projects: INAC's funding to the First Nation will not exceed \$3 million.
Eligibility	<ul style="list-style-type: none"> ➤ Project proponents are required to submit an acceptable business plan, via their respective CEDO, that documents an opportunity to establish a viable business and a need for an equity contribution to complete the financing package. ➤ Proposals will be vetted by the appropriate regional office, and those which meet program guidelines will be assessed by an independent third party using standard business case criteria.

2.3.6.6 Regional Partnerships Fund	
Sponsor(s)	Indian and Northern Affairs (INAC)
Description	<ul style="list-style-type: none"> ➤ The Regional Partnership Fund is designed to secure First Nation and Inuit participation in and expand economic benefits from major regional economic infrastructure projects. The range of benefits can include business development; short term and sustainable development; community and regional economic infrastructure development; transferable work skills and community revenues (e.g. taxation, negotiated royalties and taxes). ➤ Priority will be given to projects which are regional in scope and have positive economic benefits for two or more First Nations. A partnership agreement should already exist, or is being developed, to manage project priorities and funding arrangements with the project partners. ➤ Size of projects: INAC's funding to the First Nation will not exceed \$3 million.
Eligibility	<ul style="list-style-type: none"> ➤ INAC regional offices will identify potential projects and conduct a screening against program criteria. The regional office will review the proposals undertaking the requisite due diligence assessments and cost benefit analysis. Projects where the requested INAC contribution is in excess of \$100k will be reviewed and assessed by the regional office and forwarded to INAC Headquarters, where a final decision is set forth regarding approval.

2.3.6.7 Aboriginal Contract Guarantee Instrument	
Sponsor(s)	Indian and Northern Affairs (INAC)
Description	<ul style="list-style-type: none"> ➤ The Aboriginal Contract Guarantee Instrument (ACGI) is designed to provide qualified Aboriginal contractors and service providers with an equivalent to mainstream surety bonding products and services. This instrument is intended to help level the playing field for Aboriginal businesses to increase their capacity to take advantage of opportunities like those created through the federal government procurement strategy as well as compete in the mainstream marketplace where surety bonds and guarantees are required. ➤ The Instrument will cover three forms of contract guarantees: <ul style="list-style-type: none"> - <i>Bid guarantees</i>: provide financial assurance that the bid has been submitted in good faith, and the contractor intends to enter into the contract at the price bid and provide the required performance and payment guarantees. - <i>Performance guarantees</i>: protect the project owner from financial loss should the contractor fail to perform the contract in accordance with the terms and conditions of the contract documents. - <i>Payment Guarantees</i>: guarantee the contractor will pay certain subcontractor, labour and material bills associated with the project.
Eligibility	<ul style="list-style-type: none"> ➤ This instrument will be delivered nationally through Silu' Corporation, a subsidiary of the National Aboriginal Capital Corporation Association (NACCA), and in partnership with the surety industry. In the regions, the NACCA member Aboriginal financial institutions (AFIs) will play a major role in the delivery of this initiative with respect to the pre-qualification, monitoring and the processing of claims.

2.3.6.8 First Nations Forestry Program	
Sponsor(s)	Indian and Northern Affairs Canada (INAC), Natural Resources Canada (NRCAN)
Description	<ul style="list-style-type: none"> ➤ The First Nations Forestry Program (FNFP) was created jointly by NRCAN and INAC to enhance capacity of First Nations to manage sustainable Reserve forests and to operate and participate in forest-based businesses; to increase First Nations cooperation and partnerships; and to investigate financing mechanisms for First Nation forestry development.
Eligibility	<ul style="list-style-type: none"> ➤ The First Nations Forestry Program (FNFP) is managed by a National Management Committee which provide overall broad direction to the program. The management and delivery of FNFP in each province or territory is the responsibility of Provincial and Territorial Management Committees. ➤ These committees develop policies, standards and procedures, communications strategy, application processes, work plans, etc. for their respective province or territory. Each committee consists of representatives from First Nations, NRCAN and INAC. Some committees also include industry and provincial/territorial representatives. ➤ NRCAN regional offices enter into and administer contribution funding agreements, in accordance with decisions of Provincial and Territorial Management Committees.

Community Relations

3.2.1 Alberta's Future Leaders Program	
Sponsor(s)	Alberta Sport, Recreation, Parks, and Wildlife Foundation
Description	<ul style="list-style-type: none"> ➤ Since its inception since 1996, the Alberta's Future Leaders program has been hosted by 28 Aboriginal communities across Alberta. Youth workers are recruited, hired and trained by the Foundation to live and work in the hosting community for the summer months. The role of the youth workers is to develop, coordinate and facilitate sport and recreational activities for the youth of the communities, while acting as strong, positive, healthy role models. ➤ Youth workers use previous work, education and life experience in sport and recreation, working with youth, and/or working in Aboriginal communities as a platform for the work in the communities. ➤ Youth workers also provide training in the communities through workshops that enhance leadership, team building and self-worth skills.
Eligibility	<ul style="list-style-type: none"> ➤ Projects co-sponsored by the Foundation, Aboriginal communities and industry for the benefit of Aboriginal youth
Contact(s)	<ul style="list-style-type: none"> ➤ Darcy Lindberg, Coordinator, Alberta's Future Leaders Program Telephone: (780) 422-9254 E-mail: Darcy.Lindberg@gov.ab.ca

