

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.1.1	Community Alliances Liaison (program under review)
<b>Sponsor(s):</b>	<i>Ledcor Industrial Limited</i>	

## 1. Objective

To establish a point of contact between the project, Aboriginal community and Ledcor that facilitates exchange of information, interaction and communication for developing successful relationships to provide win-win opportunities.

## 2. Description

Ledcor was established in 1947 and is a privately held and employee-owned construction and contracting group of companies serving a full range of mining, civil, industrial and commercial building market sectors. As Ledcor expands its operations into many different communities, project-specific strategies and tactics need to be developed to allow for full optimization of potential opportunities. This is accomplished through a community alliances liaison who acts as a point of contact between a specific project, the Aboriginal community and Ledcor. The liaison provides the site-specific information, interaction and communication necessary to successfully develop relationships that provide win-win opportunities with Aboriginal and other communities, and/or alignment with the Aboriginal policies and programs of clients/owners.

The deployment of a community alliances liaison is a specific step (Step 2) in the Community Alliances Program Management Process used by Ledcor (see template 1.1.1.2). A decision on deployment is based on a review of information relating to the Aboriginal and other community involvement requirements for a specific project. This review is conducted jointly by the manager of the community alliances team and a representative from the project operations team.

When deployed, the responsibilities of the community alliances liaison include:

- Establish contact with the local Aboriginal groups
- Organize and chair an information meeting prior to construction
- Identify the employment and training opportunities available to Aboriginal people
- Establish a local point of contact to represent all the groups in the immediate area
- Coordinate with the local contact to source experienced employees and training opportunities
- Communicate positive and negative feedback to the Aboriginal employees and Ledcor
- Source opportunities to promote Aboriginal employees within the project
- Track and report Aboriginal involvement and progress in the project

### **3. Implementation**

The community alliances liaison reports directly to the project manager and coordinates efforts with the community alliances manager. The key role of the community alliances liaison is to act as a point of contact between the project, representatives from the Aboriginal and other communities, and Ledcor. The liaison provides support to a project in several ways:

- Helping to manage relationships with Aboriginal and other communities in proximity to the project
- Adapting Ledcor's Aboriginal initiatives, programs and policies to meet and/or exceed the changing needs of the specific project
- Assisting projects in the development of proactive strategies (e.g. employment, training, ongoing communication) that require interaction with Aboriginal and other communities, and/or alignment with Aboriginal policies and programs sponsored by clients/owners
- Identifying and promoting potential opportunities for local and Aboriginal workers, suppliers and subcontractors to participate in the project

### **4. Timeframe for Results**

The timeframe for results of the community alliances team is based on a "site-specific dynamic operational strategy" due to Ledcor's involvement in a diverse range of industries and communities. The guiding principle is that the approach in working with communities must be site-specific as it is unlikely that an overall operational strategy or measuring process would adequately address the scope of Ledcor's operations or the diversity of communities where Ledcor operates. Therefore, the community alliances team measures results based on the dynamics of each project/relationship.

### **5. Measurable Criteria**

The overall goal of the of the community alliances liaison is to establish, maintain and expand relationships with Aboriginal communities and assist Ledcor's operations in the development of proactive and successful strategies related to specific projects. This will help to secure contracts and successfully complete projects that require interaction with Aboriginal groups, other communities and/or alignment with Aboriginal policies and programs of clients/owners. The success of the relationship and the project are used as the measurable criteria for the activities of the community alliances liaison.

### **6. Budget**

None specified

### **7. Partners and Sponsors**

Ledcor Industrial Limited. External project-specific partners include: Cold Lake, AB - Imperial Oil; Norman Wells, NWT - Imperial Oil, Fort Good Hope Dene Land Group, Fort Good Hope Métis Group, Tulita Dene Land Group, Tulita Métis Land Group; Yellowknife, NWT - Dogrib Resources Corp., Aboriginal Engineering Ltd., AMEC; Brandywine, BC - Squamish and Lil'wat communities; Canada - TransCanada Pipelines.

## **8. Experience with the Program**

Ledcor's experience has been that the community alliances liaison provides (a) site-specific information and involvement for complex relationship management with Aboriginal communities, and (b) the ability to create successful leverage points for Ledcor to obtain new opportunities and bring added value to existing projects.

As an example, Ledcor was awarded the construction contract for the central plant of the Imperial Oil's heavy oil facility in Cold Lake, Alberta. The contract value was \$500 million. As part of the project, Ledcor established a community alliances liaison position. The liaison acted as a point of contact between the Aboriginal communities involved and Ledcor. A key result was the employment of approximately 88 self-identified Aboriginal people (13% of total crew) representing First Nations and the Bonnyville Métis. Specific initiatives of the community alliances liaison included plant tours for senior members of the communities, support for problem resolution specific to Aboriginal employees, and sponsorships of local events (e.g., youth talent show, fishing derbies and golf tournaments). Ledcor was also actively involved in Aboriginal training through on-site seminars that provided information on employment opportunities, Alberta apprenticeship programs and industry training.

## **9. General Applicability**

This is a highly adaptable model is particularly suited to projects where interaction with a diverse range of Aboriginal and other communities is required.

## **10. Additional Information or Support**

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Date Entered or Updated: September 20, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.1.2	Community Alliances Program Management Process (program under review)
<b>Sponsor(s):</b>	<i>Ledcor Industrial Limited</i>	

## 1. Objective

To provide overall operational guidance and support to various divisions of the company on managing and building relationships with Aboriginal and other communities.

## 2. Description

Ledcor was established in 1947 and is a privately held and employee-owned construction and contracting group of companies serving a full range of mining, civil, industrial and commercial building market sectors. As the company expands its operations into many different communities, proactive strategies and tactics must be developed to allow for full optimization of available opportunities. Successful strategies and tactics require a point of contact to obtain site-specific information and involvement to ensure leverage points are generated to address Ledcor interests.

The Ledcor Community Alliances team is positioned as the point of contact for managing and advising Ledcor's operating divisions on relationships with Aboriginal and other communities to successfully generate positive outcomes for the company. This leads to an increased success rate in obtaining projects with diverse Aboriginal components, elevates Ledcor to prime partner for the development of projects (both from an owner and Aboriginal community perspective), minimizes downside risk, and maximizes upside opportunity.

In order to facilitate the role of the community alliances team and foster an understanding within Ledcor's various divisions, a process for managing Aboriginal and other community relationships was established. The Community Alliances Program Management Process was developed jointly by the manager of the community alliances team and a steering committee composed of senior operations management. The steering committee meets on a monthly basis to provide overall guidance to the actions of the community alliances team. The Community Alliances Program Management Process is used to operationally guide the community alliances team in establishing, maintaining and expanding relationships with Aboriginal and other communities.

The Community Alliances Program Management Process consists of 10 functional stages:

1. **Fact finding:** Determines which Aboriginal community has a presence or a land settlement claim in the proposed project area.
2. **Deployment:** The community alliance team's resources are reviewed upon presentation

of information relating to the Aboriginal involvement requirements for the project.

3. **Initial contact:** The manager of the community alliances team meets with the Aboriginal community to introduce Ledcor and the project.
4. **Relationship development:** The community alliances and operations teams structure the working arrangement for the project.
5. **Relationship management and maintenance:** The operations and community alliances teams manage the community relationship.
6. **Grievances:** The operations team, supported by the community alliances team and the human resources department, deal with any employee grievances.
7. **Safety and training:** These activities are performed in the same manner and effect as in all other circumstances.
8. **Crisis management:** The manager of the community alliances team attempts to internally arbitrate any issues and work to early resolution.
9. **Follow-up:** At a minimum of once per year, the manager of the community alliances team makes a follow-up visit to the Aboriginal communities.
10. **Program re-development strategy:** Information gathered during all stages of the program is analyzed to determine the efficiency and effectiveness of the process.

### **3. Implementation**

The Ledcor community alliances team provides a support service that delivers guidance and confidence to manage diverse community relationships within the Ledcor Group of Companies. These services include:

- Provide the support required and requested by the Ledcor operations groups to manage any community risk factor through supporting the management of the relationship
- Provide crisis management support when initiated by the operations groups
- Provide a visionary role that contributes to project success by supporting the operations groups in establishing, maintaining and growing project relationships with communities

This service is provided is through a point of contact - the community alliances liaison - who is Ledcor's internal and external interface for community relations issues. See template 1.1.1.1.

Ledcor's project and non-project specific community involvement is based on an established and forward-thinking Opportunity Statement: "It is our intention to develop and nurture every possible opportunity for local and Aboriginal workers, suppliers and trade contractors. Where a choice exists between Local/Aboriginal and Non-Local workers, suppliers and subcontractors, providing there is no compromise to cost and quality, the Local/Aboriginal workers, suppliers and subcontractors will be given preferential treatment."

### **4. Timeframe for Results**

The timeframe for results of the community alliances team is based on a "site-specific dynamic operational strategy" due to Ledcor's involvement in a diverse range of industries and communities. The guiding principle is that the approach in working with communities must be

site-specific as it is unlikely that an overall operational strategy or measuring process would adequately address the scope of Ledcor's operations the diversity of communities where Ledcor operates. Therefore, the community alliances team measures results based on the dynamics of each project/relationship.

## 5. Measurable Criteria

Functional stages 9 and 10 of the Community Alliances Program Management Process and input from the steering committee are used to measure the success of the overall program management process. The goal is to establish, maintain and expand relationships with Aboriginal communities and assist various company operations in the development of proactive and successful strategies. This will help to secure and complete projects that require interaction with Aboriginal groups and/or alignment with owner Aboriginal policies and programs.

## 6. Budget

None specified

## 7. Partners and Sponsors

Ledcor Industrial Limited. External partners and sponsors are:

- **Non-project-specific community involvement.** Examples include Alberta Aboriginal Apprenticeship Committee, Ledcor Internal Aboriginal Self-Identification, Aboriginal Workforce Capacity Expansion Project, National Aboriginal Achievement Foundation, Blueprint For The Future, Cross-Cultural Training, Oteenow, Aboriginal Achievement Awards.
- **Project-specific community involvement.** Examples include Cold Lake, AB, - Imperial Oil; Norman Wells, NWT - Imperial Oil, Fort Good Hope Dene Land Group, Fort Good Hope Métis Group, Tulita Dene Land Group, Tulita Métis Land Group; Yellowknife, NWT - Dogrib Resources Corp., Aboriginal Engineering Ltd., AMEC; Brandywine, BC - Squamish and Lil'wat communities; Canada - TransCanada Pipelines.

## 8. Experience with the Program

The utilization of the Community Alliances Program Management Process has provided a framework for Ledcor to accomplish its goal of providing a support service that delivers guidance and confidence in managing diverse community relationships. Additionally, the steering committee has been an effective mechanism for guiding the actions of the community alliances team to successfully create win-win relationships with Aboriginal and other diverse communities.

For example, in late 2002 Ledcor was awarded a \$16-million contract for the design and construction of 21.1 kms. of two-lane highway near Yellowknife, NWT. The Ledcor community alliances team was instrumental in creating project alliances with Aboriginal and northern communities to win the contract. Ledcor is committed to maximizing northern employment and developing/training the individuals who are employed on this project so they will be available for future highway and/or industrial projects.

The community alliances team provides a significant positive impact on the operations of the Ledcor Group of Companies by helping the company continuously achieve its mission to be the best construction company providing the highest quality construction services to its clients.

## **9. General Applicability**

This highly adaptable model is particularly suited to projects where interaction with a diverse range of Aboriginal and other communities is required.

## **10. Additional Information or Support**

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Date Entered or Updated: September 20, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.2	Aboriginal and Local Development Program
<b>Sponsor(s):</b>		<i>Flint Energy Services Ltd</i>

## 1. Objective

To support development and sustain opportunities for Aboriginal and local people and businesses in the vicinity of Flint's operations.

## 2. Description

Flint has developed an on-going, proactive Aboriginal and Local Development Program to address the growing need, common to our clients and our company, to provide meaningful local employment and business opportunities. It is intended to:

- Support government and industry in the advancement of Aboriginal and local employment and business opportunities
- Provide and sustain meaningful work opportunities for Aboriginal and local people and businesses
- Foster individual skill development and job commitment with performance expectations set at the same level as for all other Flint employees and subcontractors

The Aboriginal and Local Development Program is targeted to First Nations, Métis, Inuit and individuals located within 100 kms of Flint's shop facilities and temporary work areas. This distance is deemed to be a reasonable commuting distance.

This policy acknowledges and respects a wide diversity of considerations for Aboriginal and local communities wherever our company has permanent operations centres or temporary work projects. The purpose of the policy is to have a manageable and consistent interface with all Aboriginal and local communities.

In order to achieve ongoing employment and business development opportunities for Aboriginal and local communities, Flint:

- Encourages Aboriginal and local individuals and employment agencies to maintain contact with local operating centres, our corporate human resource personnel and the Flint website for current job openings
- Conducts job interviews at the Aboriginal community sites where appropriate
- Meets with Band, Settlement, local councils, economic development officers, human resources staff, and community-owned and private contracting companies to discuss and plan where Flint can support their initiatives

- Attends career days at secondary and post-secondary institutions
- Trains and develops workers. Flint works interdependently with Aboriginal and local groups and other organizations to leverage our resources and meet objectives that fit the short- and long-term results required by all stakeholders.
- Participates in employment and training initiatives targeted towards the oil industry including classroom support, job shadowing and work experience programs
- Develops customized best practices with each community in self-development, human resources recruiting, training, environment, business development, mentoring/consulting and safety

### 3. Implementation

A number of components are specific to Aboriginal communities:

- **Demonstrating value.** Flint promotes opportunities for Aboriginal peoples that assist in establishing sustainable self-sufficiency through employment, education, business and community involvement.
- **Employment opportunities.** (a) Flint strives to achieve a workforce that includes skilled and qualified Aboriginal people in all areas of the company; (b) Flint may provide summer employment opportunities in both field and office locations; (c) Flint may provide mentoring partnership opportunities; and (d) Flint promotes and encourages our sub-contractors and suppliers to recruit Aboriginal and local workforce wherever possible.
- **Business opportunities.** (a) Flint promotes involvement and seeks to provide sub-contract opportunities with Aboriginal service providers in the areas in which Flint does business; (b) all sub-contractors must meet Flint's pre-qualification requirements; and (c) Flint is dedicated to the highest standards of quality, safety and execution.
- **Education.** (a) Flint seeks synergies by working with industry and government participants to leverage educational programs; (b) Flint, in partnership with NAIT, provides four Aboriginal Entrance Awards (each valued at \$2,500 per yr.); and (c) Flint, in partnership with Keyano College, provides annual scholarships for Aboriginal students attending or planning to attend Keyano College.
- **Aboriginal awareness.** (a) Flint respects the diverse cultures, spirituality and strong ties to the land held by Aboriginal peoples; (b) Flint offers and provides Aboriginal awareness training enrolment to management and front-line key employees; (c) Flint continues to learn about Aboriginal culture (e.g., history, languages, values, beliefs, customs and political structures) and applies this learning in the form of recognition and respect when interacting with Aboriginal people; and (d) Flint promotes an operating culture that demonstrates our commitment to, and inclusion of, Aboriginal people in our business activities.
- **Community involvement.** (a) Flint maintains good corporate citizenship with all Aboriginal communities; (b) Flint strives to inform and educate the Aboriginal community about the company; and (c) Flint fosters mutual understanding by participating in Aboriginal community events and by encouraging Aboriginal participation in company-sponsored events.

From an operational perspective, Flint visits each Aboriginal community within the project area on a regular basis and reviews apprenticeship opportunities, Flint's hiring process and employment requirements, and Aboriginal small business opportunities. As well, each community is contacted on an annual basis for an update of current skills and availability of labour. Flint utilizes the data to ensure qualified candidates are considered when opportunities become available. A listing of Aboriginal small businesses is also maintained.

#### **4. Time Frame for Results**

The Aboriginal and Local Development Program was developed in 1997. Many of the initial goals and objectives of the program related to community and local business interface were achieved in relatively short order. Maintenance of all components of the program is an on-going commitment and process. Success is driven by marketplace and workforce influences.

#### **5. Measurable Criteria**

In the case of workforce participation, current human rights legislation eliminates the possibility of tracking employees for certain specific criteria unless voluntarily self-disclosed. Flint does maintain records for its clients needs within the context of the current legislative environment.

In the case of Aboriginal and local subcontractors, the company maintains records and data associated with the use of all subcontractors.

#### **6. Budget**

The policy provides direction for building relationships with Aboriginal peoples. It is incorporated into the Flint's standard operating procedures. Budget allocations depend on the specific initiatives undertaken in the area of operations, as deemed appropriate.

#### **7. Sponsors and Partners**

Flint Energy Services Ltd. is the sole sponsor.

#### **8. Experience with the Program**

There have been a number of identifiable successes and challenges to the operation of this program since its inception in 1997.

Increasing awareness of the importance of an appropriate and responsible interface with Aboriginal and local communities and businesses has led to continuous improvement in our interactions with Aboriginal and local communities. Adherence to the policy and procedures developed for the program has contributed to increasing consistency of approach on the part of Flint personnel.

The program is particularly suited to relatively stable situations where Flint expects to have a longer-term presence. In these situations, we have been very successful in building on-going relationships with Aboriginal and local communities. It is difficult to apply in short-term contracts as the timeframe is not sufficient to allow relationships to develop. In these cases, the emphasis is on providing short-term jobs and business opportunities where possible.

Flint has received a number of awards for its Aboriginal Development Program including:

- Inter-Provincial Association on Native Employment - 2000 National Ivan Ahenakew Award for employment and business development in Aboriginal communities

(nominated by TransCanada Pipelines)

- Alberta Chamber of Commerce - 2001 Aboriginal Relations Best Practices Award of Distinction for business development, employment and training in Aboriginal communities (sponsored by Indian and Northern Affairs Canada - AWPI)

## **9. Experience with the Program**

This program may be applicable to companies in the resource and supplier industries that are interested in developing positive and sustainable relationships with Aboriginal communities in proximity to a company's area of operations.

## **10. Additional Information or Support**

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**Date Entered or Updated:** June 30, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.3	Aboriginal Cross Cultural/Business Case Awareness Training
<b>Sponsor(s):</b>	<i>EnCana Corporation</i>	

## 1. Objective

To raise internal awareness of the corporate business case for implementing effective Aboriginal relations programs and strategies and to increase the company's understanding of Aboriginal peoples.

## 2. Description

Aboriginal Cross Cultural/Business Case Awareness Training is provided to EnCana Corporation employees and contractors. The one- or two-day sessions focus on: the business case for Aboriginal participation including recent legal cases and how company employees can become meaningfully involved; updates on regulatory or consultation trends; the cultural and historical components of Aboriginal peoples (who is an Aboriginal person; Aboriginal rights, treaties, and land claims; the Indian Act); communicating across cultures; employment equity (rationale and application; effective employment of Aboriginal peoples; distinction between concepts of culture, race, heritage, social organization and structure of small communities, and prejudice and discrimination).

## 3. Implementation

Some of the key elements for implementation and management of this program are:

- Internal sessions are held two to three times a year
- Sessions are held in the field for operating staff, as well as in the corporate headquarters
- Cultural awareness external consultants in Aboriginal relations are contracted to instruct the training sessions
- Aboriginal leaders and elders are invited to participate in the field sessions

It can be difficult to reach optimum participation of employees and consultants in sessions.

## 4. Timeframe for Results

Immediate positive results.

## **5. Measurable Criteria**

- Increase in Aboriginal employment
- Increase in business development initiatives
- Greater sensitivity in dealing with Aboriginal issues
- Better relationships with Aboriginal communities, people and businesses

## **6. Budget**

Approximately \$1,500 per day during training sessions.

## **7. Partners and Sponsors**

EnCana Corporation is the sole sponsor.

## **8. Experience with the Program**

As of June 2005, 500 employees have taken the training sessions. While it is early to judge the overall success of the program, the company is generally satisfied with the progress and results to date.

## **9. General Applicability**

This program is generally transferable to other companies and industry sectors interested in raising awareness and understanding of the business case for building relationships with Aboriginal communities, people and businesses.

## **10. Additional Information or Support**

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Date Entered or Updated: June 1, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.4	Aboriginal Relations Awareness Program
<b>Sponsor(s):</b>	<i>AMEC Earth and Environmental A Division of AMEC Americas Limited</i>	

## 1. Objective

To enhance the value of AMEC services in an ever-changing market.

## 2. Description

The Aboriginal Relations Awareness Program was initiated because AMEC understands the importance of developing strong, long-term relationships, joint ventures and partnerships with Aboriginal businesses and communities. The program was designed to support AMEC's existing strengths, to familiarize a majority of our employees with the issues surrounding Aboriginal relationships, and to support the expansion of services in the marketplace. The program includes:

### Phase 1 - internal sensitivity training

- Aboriginal diversity and culture
- Terms, populations, treaties, Indian Act, courts, land claims
- The present: decision making, impacts, statistics
- Royal Commission, self-government, relationships, status quo
- Interpersonal communications skills building

### Phase 2 - AMEC Americas Limited

- Initiatives to pursue opportunities for business growth with Aboriginal businesses and governments - an AMEC Aboriginal Business Initiative has been launched
- Support for community development programs and business opportunities in consultation with Aboriginal communities
- Enhancement and expansion of existing business lines by adding Aboriginal capacities
- Strategies for becoming an employer of choice for Aboriginal professionals
- Enhanced communications with existing clients, potential clients and Aboriginal communities

By implementing the AMEC Aboriginal Business Initiative, AMEC is now prepared to provide a valuable service to natural resources and government clients by facilitating the development of

relationships with Aboriginal communities.

### **3. Implementation**

Some of the key elements for implementation and management of this program are:

- Phase 1 training program is mandatory for staff
- Phase 1 training is one half-day workshop
- Training is limited to scheduling of staff time
- Human resources staff deliver the training program component

### **4. Timeframe for Results**

Results of increased awareness occur within a short timeframe.

### **5. Measurable Criteria**

- Increase in joint ventures and partnerships
- Expansion of services
- Appropriate stakeholder interventions during clients' regulatory applications

### **6. Budget**

As of September 2005, more than 200 training hours and 300 program development hours have been recorded in the first phase of this project. The estimated investment for 100 employees is \$100,000.

### **7. Partners and Sponsors**

AMEC is the sole sponsor.

### **8. Experience with the Program**

Since the program was implemented four years ago, there has been a substantial increase in project work in Western Canada and northern Canada. Approximately 100 employees attended the training program over a period of six months.

### **9. General Applicability**

This program is generally transferable to other companies and industry sectors interested in raising awareness and understanding of the business case for building relationships with Aboriginal communities, people and businesses.

## **10. Additional Information or Support**

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Date Entered or Updated: September 15, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.5	Aboriginal Relations Framework
<b>Sponsor(s):</b>	<i>Petro-Canada Ltd.</i>	

## 1. Objective

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

## 2. Description

The Aboriginal Relations Framework sets out the guiding principles, Aboriginal policy and strategy of Petro-Canada. The development of the framework was based on:

- Petro-Canada's desire to ensure that its relationships with Canada's Aboriginal peoples are developed with the same discipline and rigour that the company applies to all its business, reputation management and stakeholder activities
- The aspirations and needs of Aboriginal communities
- Colleague and competitor strategies
- Regulatory requirements, where applicable

The Aboriginal Relations Framework has the following components:

- **Guiding principles.** Petro-Canada takes great pride in its reputation as a highly principled business operator and contributor to Canadian communities. In pursuing its commitment to Aboriginal peoples, Petro-Canada has developed a set of guiding principles that encompasses many aspects of its consultative approach. These principles include respecting the unique cultural and historical characteristics of Aboriginal peoples, understanding their aspirations and concerns, and operating in a consultative manner through all stages of a project.
- **Policy.** Petro-Canada is committed to establishing and fostering open, supportive, mutually beneficial relationships with Aboriginal peoples in the vicinity of its operations as well as in the broader Canadian context. Petro-Canada sustains these relationships through communication, cooperation, mutual trust and respect.
- **Strategy.** To support business objectives cost-effectively, Petro-Canada contributes to improving the capability of Aboriginal peoples to participate in the short- and long-term benefits created by business activities by focusing on five core strategic areas:
  - Building relationships

- Training and education
- Employment
- Business development
- Community investment

### 3. Implementation

The key objectives, action commitments, in the five core strategic areas are:

- **Building relationships.** The key objectives are to develop sustainable and positive working relationships with Aboriginal communities where the Company operates or proposes to operate; and engage in a consistent stakeholder consultation process aligned with the Aboriginal relations guiding principles.
- **Training and education.** The key objectives are to encourage Aboriginal students to graduate from high school and to continue their education at post-secondary institutions; support the development of specific training and academic program that enable Aboriginal people to meet entry-level requirements for employment and business; participate in partnerships that contribute to increasing the number of Aboriginal graduates able to work and assume leadership roles in their communities; align our initiatives with Petro-Canada's social vision and community investment activities.
- **Employment.** The key objectives are: to ensure equal access to employment at Petro-Canada; increase the participation rate of Aboriginal people in the workplace; encourage principal contractors and/or alliance partners to meet or exceed mutually determined employment commitments.
- **Business development.** The key objectives are: to seek out and participate in business development opportunities and partnerships with Aboriginal service providers when they are mutually beneficial and comply with the Code of Business Conduct; work with Aboriginal business partners to develop their business capability.
- **Community investment.** The key objective is to strengthen Aboriginal community capacity by supporting initiatives that fit Petro-Canada's community investment policy and strategy.

### 4. Timeframe for Results

Petro-Canada regularly meets with stakeholders and industry partners to review the programs we support. Most programs are funded at three-year intervals with annual reporting by the administering body. At the end of the three years, the company determines the need for increased or decreased participation. In some cases Petro-Canada meets with the stakeholders and the administering body quarterly, to assess the level of success and ensure all parties are aware of the progress of the programs. In most cases Petro-Canada is looking for success over the long term as we fund a number of literacy programs from infancy to high school level.

## **5. Measurable Criteria**

Under internal review, we evaluate stewardship measures for each of the five strategic areas: building relationships; training and education; employment; business development; and community investment.

## **6. Budget**

The Aboriginal Relations Framework reflects only the long-term objectives and key measures for each focus area. Specific commitments to action, processes, practices, and projects or tactics to meet these objectives will be determined on a regional, business or annual budget cycle basis.

## **7. Partners and Sponsors**

Petro-Canada is the sole sponsor.

## **8. Experience with the Program**

Petro-Canada's commitment is aligned to its values, business strategies and standards and is reinforced by its executive leadership.

The Aboriginal Relations Framework has been developed over an extensive period of time with input from stakeholders and Petro-Canada employees. It was adopted in 2002. Petro-Canada believes that it is a successful program.

## **9. General Applicability**

This program may be of interest to companies and industries looking at an overall Aboriginal policy and strategy framework.

## **10. Additional Information or Support**

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Date Entered or Updated: June 5, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.6	Aboriginal Relations Internal Website
<b>Sponsor(s):</b>	<i>EnCana Corporation</i>	

## 1. Objective

To provide a greater awareness and more effective engagement of EnCana's employees and contractors with Aboriginal peoples and communities.

## 2. Description

EnCana Corporation has developed an intranet website for company employees to have quick and easy electronic access to information regarding corporate relations with First Nations and Aboriginal communities in proximity to the company's operations. The intranet site is designed to raise employees' awareness of the opportunities for employment, education, business development and joint ventures in Aboriginal communities.

The website includes:

- **Mission statement:** To provide best-in-class Aboriginal and landowner relationships within EnCana's operating communities, creating value by facilitating sustainable operations and enhancing EnCana's reputation.
- **Our values:** EnCana values, embraced by all staff, will guide our day-to-day relations with the Aboriginal community. These values include open communication, integrity, mutual respect, trust and making a positive difference through community capacity building.
- **What's new**
- **A look ahead**
- **Who we are** (introduction to the Aboriginal relations team)
- **Aboriginal guidelines**
- **Press clippings**
- **Band information** (Alberta, British Columbia, Saskatchewan, NWT)
- **Photo album**
- **Myths and truths**
- **Aboriginal scholarship information**
- **Aboriginal links** (federal government, provinces, territories, Aboriginal organizations)
- **Internal Aboriginal contractor database**

### **3. Implementation**

Administration time to design is a key element for implementation and management of this program.

### **4. Timeframe for Results**

Immediate increased awareness.

### **5. Measurable Criteria**

- Increase in employment and business opportunities in communities in proximity to EnCana's operations
- Easily accessible information
- Enhanced Aboriginal relations departmental communication and awareness across the company
- Internal feedback provided through website

### **6. Budget**

Approximately \$20,000 to set up website and \$10,000 per year to maintain.

### **7. Partners and Sponsors**

EnCana Corporation is the sole sponsor.

### **8. Experience with the Program**

Website has been functioning since 2002.

### **9. General Applicability**

This program is generally transferable to other companies and industry sectors interested in raising internal corporate awareness of Aboriginal relations.

### **10. Additional Information or Support**

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Date Entered or Updated: October 10, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.7	Aboriginal Relations Strategy
<b>Sponsor(s):</b>	<i>ATCO Electric Ltd.</i>	

## 1. Objective

To provide clear internal direction regarding ATCO Electric's relationship with the 27 First Nations and six Métis Settlements in the company's service area in northern and eastern Alberta.

## 2. Description

A framework that outlines the principal components of the ATCO Electric's Aboriginal strategy:

- Building and supporting community relationships
- Maintaining an appropriate business relationship in the short term
- Identifying efforts that lead to longer-term opportunities

Objectives: as outlined above

### Principles:

- Successful implementation depends on senior management commitment.
- ATCO Electric recognizes First Nations and Métis Settlements as local authorities.
- The company is committed to ensure its relationships with all communities are based on building a climate of trust, cooperation and mutual benefit.
- Successful implementation of the policy is directly linked to meeting the company's business objectives.
- While senior management is ultimately accountable for the policy, local responsibility and delivery is critical to its success.

### Policies:

- 1. Building and supporting community relationships.** This section of the policy defines what is meant by "positive community relationships", underlines a commitment to coordinate our activities with other ATCO subsidiaries, notes the objective of assigning specific individuals in each region to be responsible for relationship building, and refers to the intent of developing community relationship plans. To support the commitment to build relationships, the company will recruit employees who have the skills to work with Aboriginal communities (including liaison people with specialized skills to work with our employees and communities), make suitable cross-cultural training available to staff, identify accountability and success measures in business plans, and work collaboratively with other resource companies and communities to address priority community needs.

2. **Maintaining an appropriate business relationship in the short term (contracted work).**  
Where contract work is required, the company will respect the desire of the community to undertake work on reserve lands, traditional lands, land claim and Métis Settlements areas, if capable and competitive. The company will provide the necessary assistance to ensure the work is performed safely. The company will also encourage capable and competitive contractors, including Aboriginal contractors, to bid on ATCO Electric work outside their communities.

**Respecting environmental concerns.** The company commits to respect Aboriginal concerns regarding the environmental impact of activities, with particular attention to rights-of-way.

**Consultation and internal coordination.** Before consulting with the community, the company will define and understand the activity and know the options and impacts. Community consultation will be done through or in conjunction with ATCO Electric's designated Aboriginal liaison resources.

**Good-neighbour agreements.** Where appropriate, ATCO Electric will develop good-neighbour agreements with First Nations and Métis Settlements to clarify our relationship regarding project consultation, contracting, other economic opportunities and community relationships.

3. **Identifying efforts that lead to longer-term opportunities.**

**Employment.** The strategy outlines the company's long-term objective to have its workforce reflect the make-up of the communities we serve. To this end, ATCO Electric will work on efforts to encourage Aboriginal students to stay in school, participate in career awareness efforts and develop job-shadowing initiatives.

**Links with educational institutions.** We are committed to work with community colleges, technical institutes and universities to develop programs that will encourage students to pursue careers with ATCO Electric. This includes developing appropriate student awards and participating in career information events.

**Making the workplace ready.** We will pursue efforts to ensure ATCO Electric establishes an appropriate workplace environment that allows the company to retain Aboriginal employees.

**Supplier opportunities.** The policy outlines a commitment to include Aboriginal suppliers in meeting the company's procurement needs.

**Identifying internal barriers.** Internal policy or procedural barriers that affect any aspect of our relationship with Aboriginal communities will be identified and addressed.

### **3. Implementation**

The policy/strategy was issued by ATCO Electric's president in February 2004; it was initially communicated to employees by the president as part of a spring 2004 "road show". Implementation is challenging and has focused on identifying objectives in departmental business plans, reviewing resources required for effective community relationships, consulting with Aboriginal communities about planned maintenance, contracting with First Nations and Métis brushing and clearing companies (particularly for major transmission and distribution work, e.g., the Dover-Whitefish transmission line), supporting community projects (usually through in-kind donations), negotiating good-neighbour agreements and developing relationships with educational institutions.

#### **4. Timeframe for Results**

Annual business plans include targets. However, the policy/strategy is a long-term commitment.

#### **5. Measurable Criteria**

- Feedback from Aboriginal customers regarding service quality (reliability, response time to any outages)
- Ability to meet new installation in-service dates on reserve/settlement
- Through regular contact, at all levels of ATCO Electric management and staff, attempt to gauge the quality of our relationship
- Participation and support for Aboriginal community initiatives
- Value of contracts with Aboriginal suppliers
- Number of consultations with Aboriginal communities regarding opportunities for the supply of contracted services; concerns related to construction and maintenance work on traditional lands
- Number of Aboriginal employees hired

#### **6. Budget**

Contractor budgets for brushing and clearing are managed through ATCO Electric's forestry department. (We aim to maximize Aboriginal contracting, if terms are mutually acceptable, but there is no set-aside budget.) Support for post-secondary awards and planned technical programs are supported through the engineering and construction department. The distribution department generally is the source for community project support (often in-kind support).

#### **7. Partners and Sponsors**

ATCO Frontec (which runs the North Warning System) has joint ventures with Aboriginal companies; Northland Utilities (in NWT) is partly owned by the Denendeh Development Corporation.

#### **8. Experience with the Program**

See Section 3, Implementation

#### **9. General Applicability**

This policy may be of interest to companies that have widely dispersed operations and typically have a large proportion of smaller projects.

#### **10. Additional Information or Support**

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Date Entered or Updated: August 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.8	Corporate Aboriginal Guidelines
<b>Sponsor(s):</b>	<i>EnCana Corporation</i>	

## 1. Objective

To establish clear and consistent corporate guidelines within EnCana for developing and maintaining relationships with Aboriginal communities.

## 2. Description

EnCana Corporation developed an Aboriginal Guideline that covers community relations, employment opportunities, education, and business opportunities. The guideline includes:

**Mission statement:** To be a best-in-class Aboriginal and community relations team, leading the management of relationships with operating communities, including Aboriginal peoples; to facilitate sustainable operations; to enhance the company's reputation; and to create value.

**Values:** Company values, embraced by our employees, have been integral to the growth and success of the company and will be reflected in our day-to-day relations with the Aboriginal community. These values include open communication, integrity, mutual respect, trust and competitive shareholder return. The goal of the Aboriginal relations practice is to establish and maintain mutually beneficial relationship with Aboriginal communities within the context of the company's operations.

## 3. Implementation

The Guideline covers specific aspects of relationship building with Aboriginal peoples:

(1) **Community relations.** EnCana's community relations program will build, enhance and maintain positive relations in the Aboriginal community by:

- Maintaining dialogue between the EnCana and Aboriginal people to support the company's values
- Ensuring timely discussions with local Aboriginal communities when company activities might impact on Aboriginal communities
- Ensuring that potentially affected communities are provided with the necessary information required for open collaborative dialogue respecting cultural and individual differences
- Considering support of Aboriginal events and programs in areas where the company conducts its business
- Taking pride in our contributions to communities and in our care for the environment

EnCana will seek Aboriginal input on proposed developments and business plans to encourage the involvement of those who may be affected by the company operations.

**(2) Employment opportunities.** The company recognizes the potential benefit of hiring local employees and services. It will provide timely information about potential employment opportunities to Aboriginal communities.

EnCana will also work with Aboriginal businesses and individuals to ensure they are given fair opportunity for employment, contract and services, based on competitiveness and the ability to meet EnCana standards.

**(3) Education.** EnCana believes learning is a life-long goal. The company will support higher learning by Aboriginal people through educational bursaries, work experience and skill development. The education support program will include financial assistance for Aboriginal students to attend accredited institutions and programs related to the oil and gas industry.

**(4) Business opportunities.** The company's procurement business objective is to achieve "best value" in goods and services acquired. Within this context, EnCana is committed to working with Aboriginal communities - for the mutual benefit of all parties - to develop their capacity to participate and benefit from business opportunities associated with the company's operations.

Where EnCana is active, it will encourage the development of community-based Aboriginal businesses that benefit both the Aboriginal communities and the company. It will do this by:

- Advising local Aboriginal communities of the company's activities
- Maintaining vendor lists of local Aboriginal businesses and personnel who are qualified to provide services to the company
- Considering ways of approaching new business opportunities at the community level
- Including both qualified Aboriginal and non-Aboriginal businesses on bid request lists for work on and off reserve or settlement land. Work will be awarded on a competitive basis having regard for the standard business criteria of acceptable performance record and pride.

#### **4. Timeframe for Results**

Immediate increased understanding of EnCana's position, both internally and externally.

#### **5. Measurable Criteria**

- Increase in Aboriginal participation in workforce
- Number of contracts awarded to Aboriginal business
- creation of sustainable income, economic and other benefits for the Aboriginal community
- Number of partnerships/joint ventures developed

#### **6. Budget**

Negligible

## **7. Partners and Sponsors**

EnCana Corporation is the sole sponsor.

## **8. Experience with the Program**

Six years since first guidelines were put in place.

## **9. General Applicability**

This program may be interest to companies and industries looking at an overall Aboriginal policy and strategy framework.

## **10. Additional Information or Support**

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Date Entered or Updated:      October 15, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.9	National Aboriginal Program
<b>Sponsor(s):</b>	<i>Xerox Canada Ltd.</i>	

## 1. Objective

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.

## 2. Description

The Xerox National Aboriginal Program consists of two components:

- **Community relations** which is intended to contribute towards building a labour market consistent with Xerox future employment requirements and contribute towards community economic development via knowledge transfer and capacity development.
- **Marketing** which is intended to upgrade existing office technologies, define markets and opportunities, and increase profile through strategic community investments and alliances.

Within these two broad components, the Xerox National Aboriginal Program is defined, implemented and measured on four levels: employment, business development, capacity development and community relations.

### (1) Employment

We will have achieved our desired state when our Aboriginal workforce population mirrors the availability of the workforce in all the markets where we operate.

#### Activities:

- Providing career information to university Aboriginal student centres
- Distribution of job postings to Aboriginal organizations
- Participating in career fairs
- Recruiting scholarship applicants
- Building an Aboriginal employees forum
- Distribution of community and cultural information via intranet
- Providing Aboriginal community awareness training for managers
- Working with agents to advance Aboriginal employment opportunities

### (2) Business development

We will take actions to contribute to the success and potential of Aboriginal-owned businesses by purchasing products and services from them and sharing learning and development programs along with our employee's experience and expertise.

**Activities:**

- Conducting business with 12 Aboriginal suppliers across Canada
- Expanding supplier program and working with Corporate America to build Canadian Minority and Aboriginal Supplier Development Council
- Searching for Aboriginal suppliers through Procurement Strategy for Aboriginal Business (PSAB) supplier inventory and the Inuit Business Database (IBD)
- Participating in supplier trade shows
- Extending the Xerox Marketing Partnership Program to Aboriginal print companies
- Continuously seeking new Aboriginal business partners

**(3) Capacity development**

Our organization is committed to helping Aboriginal people develop their full potential through learning and development initiatives in order for them to reach their full employment potential. We wish to be a leader in corporate Canada in the development of Aboriginal information technology literacy.

**Activities:**

- Spread Your Wings scholarship program launch January 2003
- Profiling scholarship recipients
- Promoting internship initiatives through INRoads and Career Edge
- Developing an apprenticeship program for youth
- Leadership awards

**(4) Community relations**

We will play a leadership role in corporate-Aboriginal relations through open and honest communications. We will provide resources and tools to help strengthen community institutions, individual skills and knowledge so we can all reach our goals.

**Activities:**

- Financial contributions to Aboriginal organizations
- Encouraging employee participation in Aboriginal communities
- Skills and knowledge transfer through business partnerships

### 3. Implementation

Xerox Canada's involvement with the Aboriginal community began in 1994 with the creation of the Aboriginal scholarship program. The scholarship was created to assist Aboriginal students in developing skills related to information technology.

Since that time the program has evolved to become a permanent feature of Xerox Canada. Its development was guided by a joint initiative sponsored by the Canadian Council for Aboriginal Business and the National Quality Institute called the Progressive Aboriginal Relations (PAR) program. Xerox has achieved the PAR Silver Level designation. This recognition is the result of our implementation of initiatives that contribute to the economic prosperity of the Aboriginal community. Key features of the program include:

- It is national in scope and encompasses First Nations, Inuit and Métis. Opportunities in education/training, employment, professional and business development are distributed among all Aboriginal communities and regions. Xerox uses employment targets in each region.
- Xerox has leveraged its coverage model to support value-added community benefits and opportunities through distribution by local representatives and authorized agents. Xerox learning culture supports Aboriginal community awareness.
- Strict business ethics guidelines are not compromised. For example, pricing in one region for any one product will be the same in another region in the same industry/market type.
- Success requires executive leadership and direction, long-term commitment and patience, innovation and creativity. Aboriginal organizations and associations provide valuable assistance for program improvement.
- Responsibility within Xerox for driving its commitment to the Aboriginal community is at the senior executive level including the president, vice president - human resources, quality and communications, and vice president - North American agent operations.
- Contributions and donations have a (a) national focus, (b) promote direct and measurable community benefit, and (c) contribute towards Xerox business objectives, i.e., marketing strategy. The priority for Xerox corporate contributions is to advance education and information technology literacy, i.e., the Xerox Canada Aboriginal Scholarship Program for Aboriginal students in information technology related studies (computer/math or science, business administration or electronic commerce, engineering).

### 4. Timeframe for Results

Commitment to an Aboriginal program began in 1994 with the Aboriginal Scholarship Program. Regional commitments and initiatives continued to 1999. In that year, the first Aboriginal program manager was hired. A pilot initiative in conjunction with PAR was undertaken in 2000. A national program was developed in 2001 on four levels - employment, community relations, business development and capacity development.

Every facet of the program is measured in a quarterly review process where every manager and VP is accountable for results - performance evaluation process and continuous improvement components of the Xerox Total Quality Framework.

## 5. Measurable Criteria

The key measure is increased sales of Xerox products and services to Aboriginal customers. Performance criteria used to judge success in the Aboriginal market are:

- The CCAB (Canadian Council for Aboriginal Business) and National Quality Institute review and evaluate Xerox achievements at the time of application for PAR level designation.
- The Aboriginal marketing program is an integral part of the Xerox business model supporting existing and new customers. Not unlike other Xerox industry and business managers, sales targets are set and are measured on a quarterly basis. The marketing manager works with the director of marketing and more than 50 sales managers to deploy strategies that reflect the Aboriginal business market.

## 6. Budget

Contributions, donations and events are identified in the previous business year. Budget allocations for special events, joint projects and initiatives reflect Xerox corporate contributions policy. The marketing budget supports developing markets and sales activity.

## 7. Partners and Sponsors

Xerox Canada Ltd. Some important partnerships include the Canadian Council for Aboriginal Business, which allows Xerox to advance its goals in Aboriginal/corporate relations; the Aboriginal Financial Officers Association, which focuses on development of financial planning, document cost containment and impact of office equipment and digital technologies acquisitions; and CANDO, which focuses on supplier development through Xerox purchasing requirements.

## 8. Experience with the Program

Achievements, activities and initiatives that reflect Xerox's experience with the program are:

- Xerox secured the PAR Silver Level designation in 2003
- Annual \$96,000 commitment to Aboriginal Scholarship Program. Since 1994, Xerox has provided scholarship awards to more than 60 Aboriginal students
- Sponsorship of events that promote professional development: Council for the Advancement of Native Development Officers and the Aboriginal Financial Officers Association of Canada (Excellence in Leadership award)
- Internship program through InRoads for students interested in human resources and financial analysis
- Developing new approaches to finding and attracting sales representatives in support of regional and local employment opportunities
- 95 percent Aboriginal employee retention across all departments/occupations
- Strengthening partnerships with Aboriginal business to add value and savings for Aboriginal customers. Ten Aboriginal-owned businesses are on the Xerox preferred suppliers list. More than \$200,000 in rebates have been issued through First Nations Buying Group.

## **9. General Applicability**

This program may be of interest to companies which are looking to sell products and services to Aboriginal customers.

## **10. Additional Information or Support**

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Date Entered or Updated: September 22, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.1	Building Commitment to Corporate Aboriginal Policies
<b>Template:</b>	1.1.10	Policy for Building Aboriginal Relationships
<b>Sponsor(s):</b>	<i>Weyerhaeuser Company Ltd.</i>	

## 1. Objective

To establish a clear and consistent corporate policy to guide relationship-building with Aboriginal peoples and create a procedure for measuring progress toward implementation of the policy.

## 2. Description

The policy is built on the following components.

### Background

- How the policy must adapt to evolving perspectives on the subject of Aboriginal relations
- Where it may apply

### Rationale

- Description of how the company justifies having a policy, focusing on the business case for diversity/citizenship, business needs, and compliance with legal requirements

### Policy framework

- What is the context of the policy e.g. providing a broad course of action, options and guidelines
- Why Aboriginal relationships are important
- Principles for relationship building
- Policy statement: Weyerhaeuser will work proactively with each of its businesses to build mutually beneficial relationships with Aboriginal peoples in the company's areas of operation.

### Areas of opportunity for building business relationships with Aboriginal peoples

Defines the specific objectives, strategies, scope and procedures of the policy, including examples of potential initiatives that could be undertaken by the various business locations. The main opportunity areas are:

**Employment - direct.** Objective: Weyerhaeuser's long-term objective is to create a work force that broadly reflects the demographics of the local communities in which the company operates.

**Employment - indirect.** Objective: To purchase a level of goods and services from businesses that reflects the demographics of the local communities in which we operate, subject to the company's commitment to competitive purchasing.

**Business relationships.** Objective: To continue to enhance our business relationships with Aboriginal communities, the company will develop business arrangements that economically benefit Weyerhaeuser and Aboriginal communities.

**Education and training.** External objective: To reinforce the value of education with communities around us. Internal objective: To provide education to employees to support a work environment in which our strategies to build Aboriginal relationships are understood, implemented and supported.

**Community involvement.** Objective: To foster mutual awareness, trust and understanding between Weyerhaeuser and the Aboriginal communities where we operate.

### **3. Implementation**

#### **Roles and responsibilities**

Operating and functional teams will continue to identify specific local opportunities and priorities in consultation with Aboriginal communities, and develop suitable local strategies.

Business locations will develop Aboriginal relations plans to integrate with regular business planning processes and performance management processes.

Senior leadership will annually review the achievements in the opportunity areas and ensure that the business, provincial and functional teams are aligned with the policy and priorities, and are sharing achievements and learnings.

#### **Monitoring and evaluation**

The policy provides long-term objectives for Weyerhaeuser's relationships with Aboriginal peoples in our areas of operation. These goals will be achieved over time. It is important, therefore, to focus on delivering short-term, achievable goals with excellence. Weyerhaeuser will measure, track and audit trends and progress in the opportunity areas.

### **4. Timeframe for Results**

Procedures are necessary to monitor and periodically evaluate progress toward meeting these goals. Progress reports are reviewed annually by the senior leadership.

### **5. Measurable Criteria**

- New hires (% Aboriginal)
- Workforce (% Aboriginal)
- Number of Aboriginal businesses providing goods and services
- Number of formal alliances with Aboriginal communities
- Number of scholarships, bursaries to Aboriginal peoples
- Percentage of employees receiving cultural and awareness training
- Financial and other contributions to Aboriginal communities

## **6. Budget**

This policy provides direction for building relationships with Aboriginal peoples. It is incorporated into the Company's normal business plans. Budget allocations depend on the specific programs put in place.

## **7. Partners and Sponsors**

Weyerhaeuser Company Ltd. is the sole sponsor.

## **8. Experience with the Program**

Weyerhaeuser believes the policy provides consistent direction for all its operations across Canada. At the same time, it allows provincial and site management teams to identify specific local opportunities and priorities, and determine suitable local strategies. For example, in Alberta Weyerhaeuser has formed an Aboriginal relations council with representatives from various divisions - forestlands, lumber, pulp and OSB. The council has developed a provincial strategy and local implementation plans consistent with the policy.

## **9. General Applicability**

This policy may be of interest to companies wanting to develop a corporate framework for defining and communicating an Aboriginal policy and strategy.

## **10. Additional Information or Support**

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Date Entered or Updated: Sept 1, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.2	Benchmarking Performance in Aboriginal Relations
<b>Template:</b>	1.2.1	Corporate Social Responsibility (CSR) Reporting and Aboriginal Relations
<b>Sponsor(s):</b>	<i>Conference Board of Canada</i>	

## 1. Objective

To track and benchmark performance and relate it to Corporate Social Responsibility (CSR). This will help companies better understand how to effectively manage and integrate CSR into everyday operations, decisions and activities.

## 2. Description

CSR is the overall relationship of a company with its key stakeholders. These include customers, employees, owners/investors, suppliers and communities. The five elements of corporate social responsibility are investment in community outreach, employee relations, creation and maintenance of employment, environmental responsibility, human rights and financial performance.

For most companies, corporate Aboriginal relations touch on all elements of social responsibility. Whether corporate Aboriginal relations are viewed as a human rights, human resources or simply good community relations, Aboriginal people are an increasingly important stakeholder group that must be engaged if business is to be sustainable.

The Corporate Responsibility Assessment Tool (CR AT) is an internal assessment tool that employees and management use to evaluate the company's performance in a variety of areas of CSR. It focuses on the steps that a company needs to implement in order to manage its relationships with stakeholders, measure and track performance data, and internalize performance information for continuous learning and improvement. The information collected through the assessment process provides management with a clearer understanding of how their CSR practices compare to public expectations for responsible behaviour. This knowledge gives management an opportunity to:

- Better understand how their activities make an impact on society
- Determine where changes can and should be made
- Establish company priorities to move forward with these changes
- Set goals that work towards a balance between business and stakeholder perspectives
- Develop a business strategy to align with social and environmental realities
- Engage in strategic business planning to embed CSR practices

### **3. Implementation**

#### **How the tool works**

The CR AT is a Web-based tool that companies can use to manage, measure, and improve their CSR performance. It is designed to give management a clearer understanding of how their CSR practices compare to public expectations for responsible behaviour. The tool focuses on continuous improvement and uses a scale of development to help companies identify where progress is being made and where more effort is required.

Within five broad categories, many more specific issues are addressed, including ethics, supply chain management, volunteerism, stakeholder engagement and continuous improvement. While each company will have its own sense of which areas are most important to them, it is vital to recognize that integrating efforts in all related CSR areas is key to the effective management of CSR.

For each of these five areas of social responsibility, the company is asked to assess how developed their CSR processes are. Because the CR AT is an internal management assessment tool, practices and levels of performance are assessed as perceived by the company. The company sets its own targets, measures against these targets, and works toward performance that improves over time. The results of the assessment will show the company where its strengths lie and what areas need improvement. This information can be used to establish company priorities for CSR and develop business strategy for integrating CSR into everyday operations.

### **4. Timeframe for Results**

Depends on the availability of the information, and the number of individuals who need to be involved in the various areas of reporting. An average timeframe for results in 12 weeks.

### **5. Measurable Criteria**

Most of the areas in the CR AT can be adapted to measure progress in corporate-Aboriginal relations. Criteria include:

- Aboriginal representation in the company's workforce
- Aboriginal policy/cultural diversity programs that recognize and respect differences among Aboriginal people
- Engagement/inclusion of Aboriginal communities in areas where the company operates; companies and Aboriginal communities have similar/complementary objectives that are clearly understood and communicated
- Joint business ventures in Aboriginal communities; partnerships; Aboriginal communities benefit from these ventures and have opportunities to use their skills; Aboriginal communities are included in identifying issues, opportunities and planning joint projects/ventures
- Training/education of Aboriginal peoples; grants/scholarships specifically for Aboriginal peoples
- Percentage of funds set aside or percentage of contracts given to Aboriginal businesses in the areas in which the company operates
- Strong communication between the company and the Aboriginal community

## **6. Budget**

\$10,000 to \$20,000 depending on size of company.

## **7. Partners and Sponsors**

Conference Board of Canada, Canadian Centre for Philanthropy

## **8. Experience with the Program**

SaskEnergy and Suncor are two companies that have used the CR AT to assess their CSR practices. Other companies such as Shell, Syncrude and Alcan have provided input into the development of the tool.

## **9. General Applicability**

The CR AT is applicable to all industries and sizes of firms. It uses scales of development instead of yes/no statements, so companies at all stages of CSR development can use the tool. Using the CSR AT helps determine how developed CSR processes are and gives the opportunity to improve them as needed. On-line links to an "IdeaBook" provide examples, definitions, case studies and suggestions on how business activities relate to CSR for small, medium- and large-sized businesses.

## **10. Additional Information or Support**

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Date Entered or Updated: August 22, 2005

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.2	Benchmarking Performance in Aboriginal Relations
<b>Template:</b>	1.2.2	Criteria and Indicators Approach to Community Development
<b>Sponsor(s):</b>	<i>Sustainable Forest Management Network</i>	

## 1. Objective

To set out a template for resource development that preserves an Aboriginal community's traditional lifestyle without significantly compromising the economic integrity of the industrial activity.

## 2. Description

The development of this model was sponsored by the Sustainable Forest Management Network (Drs. Cliff Hickey and David Natcher) based on the experience of the Little Red River Cree Nation in northern Alberta. It proposes a way for industry and the Aboriginal community to meet and negotiate, within a mutually agreed framework, the trade-offs that are required from time to time on access and management issues relating to traditional lands. The approach sets up a number of ground rules that industry and Aboriginal communities can accept as the basis for a constructive relationship.

For each of these ground rules, the approach is to identify goals, indicators and actions that both industry and the Aboriginal community can agree on. These provide the basis for identifying and managing the issues important to the local community while providing industry with greater certainty on access and resource management. The ground rules include:

- The need for industry to modify or reduce activities that have a negative impact on wildlife species important to the community
- The need to ensure community access to land and resources. Industry must protect community access trails (to waterways, firewood stands, berry/medicinal plant picking sites, fishing sites and hunting areas), and minimize its impact on access trails.
- The need to provide protection to areas identified by community members as having biological, cultural or historical importance. This might include cabins, burial sites, places in which rare and endangered medicinal plants are found, hunting grounds, fishing sites, and traplines.
- The need to recognize and respect Aboriginal and treaty rights to hunting, fishing, trapping and gathering activities
- The need to increase meaningful economic opportunities for community members. This

includes efforts to expand and diversify economic opportunities, and provide education and training opportunities.

- The need to increase the involvement of community members in land-use planning and decision-making processes

### **3. Implementation**

As Aboriginal communities achieve a greater role in the development of natural resources, industry will require a means by which to address community values and interests so that they can be effectively monitored and evaluated. This is important in avoiding “top-down” approaches where implementing an effective and inclusive approach to community-based development becomes virtually impossible.

This model describes one such process and uses a case study of the Little Red River Cree Nation to illustrate the challenges and opportunities involved. It shows how a community-based management program can be developed to:

- Facilitate an assessment of existing and future resource development practices based upon prevailing cultural, social, ecological and economic criteria
- Implement a monitoring and evaluation framework that provides a basis for continuous improvement of management objectives
- Serve as a means of managing conflict by articulating the diversity of values found in Aboriginal communities

### **4. Timeframe for Results**

The model was developed in 2002 and is intended to provide a framework for building and sustaining long-term relationships between industry and Aboriginal communities.

### **5. Measurable Criteria**

The model contains a set of local criteria and indicators of forest and community sustainability specific to the Little Red River Cree Nation. These were designed to facilitate a system of adaptive community-based management that is responsive to the values and changing needs of community members.

### **6. Budget**

The main cost would be staff time required to develop criteria and indicators in partnership with the Aboriginal community.

### **7. Partners and Sponsors**

Sustainable Forest Management Network (a Network of Centres of Excellence) at the University of Alberta and the Little Red River Cree Nation (case study)

### **8. Experience with the Program**

National criteria and indicators on forest sustainability were adopted in 1995 by the Canadian Council of Forest Ministers. This included a set of six national criteria and 83 indicators for evaluating forest sustainability. Specific to Aboriginal peoples, Criterion Six addresses the need

to recognize the rights of Aboriginal peoples in the planning process (Criterion 6.1), as well as to involve Aboriginal peoples in forest management directly (Criterion 6.2).

While these criteria and associated indicators have addressed sustainability at the national level, few examples have addressed local level information needs. In light of these needs, this model builds upon the experiences of the Little Red River Cree Nation in implementing new and locally-defined approaches to resource development. The model eliminates largely non-relevant criteria and indicators developed at the national level, and extends beyond provisions of sustained timber yield. It sets out a criteria and indicators approach that incorporates environmental, social, cultural and economic factors associated with local resource management.

## **9. General Applicability**

While the model was developed specifically in the context of forest management, it is generally applicable to other resource industries operating on traditional lands.

## **10. Additional Information or Support**

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The working paper (#2002-02) can be obtained from the SFM Network Website at <http://www.ualberta.ca/sfm>.

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# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	1.0	Corporate Policy
<b>Sub Program:</b>	1.2	Benchmarking Performance in Aboriginal Relations
<b>Template:</b>	1.2.3	Progressive Aboriginal Relations (PAR) Program
<b>Sponsor(s):</b>		<i>Canadian Council for Aboriginal Business (CCAB)</i>

## 1. Objective

To provide a framework which companies can use to develop, maintain and benchmark their relationships with Aboriginal communities.

## 2. Description

Many companies recognize the need to develop and improve relationships with Aboriginal communities but are not sure how to get started or how to benchmark their progress. Progressive Aboriginal Relations (PAR) is a program sponsored by the Canadian Council for Aboriginal Business (CCAB).

PAR is a national hallmark and assessment program intended to: focus companies on the development and performance benchmarking of their corporate Aboriginal relations; accelerate the pace of change by providing a tool for consistent management of the goals and objectives for the relationship with Aboriginal communities; help develop and communicate consensus on what needs to be done to promote change within an organization; help communicate the company's commitment to key stakeholders; and act as a design template for negotiations and contracts.

PAR is a way for businesses to earn the right to use an identifying hallmark indicating that they are committed to proactive and equitable dealings with Aboriginal communities and have achieved results. PAR sets out a framework for establishing performance benchmarks in companies that want to develop mutually beneficial relations - or enhance relationships they already have - with Aboriginal individuals, businesses and communities.

PAR provides a framework for setting organizational objectives, developing action plans, measuring performance, achieving results and, eventually, excelling as a leader in Aboriginal relations. PAR participants measure their performance through a self-assessment and external verification process and use the results to determine the success of their efforts.

PAR is a systematic and sustainable approach to Aboriginal relations focused on four sectors:

- Employment: not only numbers but type of employment and opportunities for advancement
- Business development: the nature of contracts and supplier relations
- Individual capacity development: individual access to training, education and professional development initiatives
- Community relations: community involvement and investment leading to organizational and

community partnerships

### **3. Implementation**

Some of the key elements for implementation and management of this program are:

- Participation in PAR begins at the commitment level with a statement of intent, wherein a company states and communicates its intention to develop respectful relations with Aboriginal businesses and communities by taking action in the four PAR sectors. A company can then identify its specific sphere of influence and begin to effect change by:
  - Setting organizational objectives in each of the four sectors
  - Developing action plans and performance measures to achieve their objectives
  - Achieving measurable results
  - Attaining and sustaining leadership
- For those companies that have been actively working with Aboriginal communities for years, PAR was designed to recognize the efforts they have made. Such companies can enroll in PAR by completing a self-assessment workbook and applying to have the results verified. The maximum PAR score is 400. Companies whose verified score is at least 160 points can earn the bronze hallmark, a minimum of 280 points earns the silver, and 320 points or more earns the gold PAR hallmark. The company sets its own performance benchmarks.
- The National Quality Institute (NQI) is an operational partner in the PAR program. It verifies the results of the self-assessments. NQI is an internationally recognized business standards organization that operates similar programs with companies in other areas of performance. NQI assessors perform on-site verifications of all applications for recognition beyond the commitment level.
- An independent jury consisting of eminent Aboriginal and non-Aboriginal business leaders decides the level of recognition that a company has earned after receiving recommendations from the NQI assessors.

### **4. Timeframe for Results**

PAR is designed to award progressive recognition levels to companies that are achieving results and leadership in the field. The first step is the commitment level. This involves filing a statement of intent and communicating that intent to employees and stakeholders. An applicant can only remain at the commitment level for 12 months. If the applicant has not begun work on the higher levels of achievement and applied for a corporate self-assessment within this time, the enrollment in PAR will lapse.

### **5. Measurable Criteria**

- Helps the company identify areas of operational strengths and weaknesses with Aboriginal people
- Helps identify potential opportunities for enhancing the bottom line through new business relationships and improved access to Aboriginal communities
- Announces to Aboriginal communities a commitment to building a relationship of mutual business self-interest
- Leads to public recognition that identifies companies as good corporate citizens to the Aboriginal community

## **6. Budget**

An entry fee of \$1995 (plus tax) is charged to obtain a copy of the entire program and other materials needed to complete a self-assessment at the Commitment level. Consulting fees are charged for on-site verification at the rate of \$1,500 per day plus tax (usually 2-2.5 days per verification site) and travel costs. All fees are payable to NQI. It should be noted that in addition to the direct costs, significant staff time needs to be allocated in order to conduct the self-assessment required under the program.

## **7. Partners and Sponsors**

Canadian Council for Aboriginal Business, National Quality Institute

## **8. Experience with the Program**

Twenty-three companies and other organizations are registered for the year 2005/06. These include Syncrude Canada (Gold level), Cameco Corporation (Gold level), Bank of Montreal (Gold level) Diavik Diamond Mines (Gold level), Alberta-Pacific Forest Industries (Silver level), Scotiabank (Silver level), Xerox (Silver level), Donna Cona (Silver level), Western Lakota (Bronze level).

Major benefits cited are external validation of commitment and achievement, and recognition of leadership. However, there is generally low awareness of the program in Aboriginal communities - an issue that PAR has identified as a priority.

## **9. General Applicability**

This program can help guide companies wanting to embark on a more systematic, strategic and manageable approach to Aboriginal relations or to obtain recognition for companies that have already achieved results and are established leaders in the field. It is applicable to all industry sectors.

## **10. Additional Information or Support**

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