

# ACR Aboriginal Programs Project Program Template

<b>Program Area:</b>	5.0	Resource Stewardship
<b>Sub Program:</b>	5.2	Implementing Consultation Processes for Resource Access and Management
<b>Template:</b>	5.2.6	Standards of Consultation
<b>Sponsor(s):</b>	<i>Athabasca Tribal Council (ATC)/All Parties</i>	

## 1. Objective

To define expectations for Standards of Consultation that will be utilized by the First Nations and industry parties who are the signatories to the ATC/All Parties Core Agreement.

## 2. Description

The Athabasca Tribal Council (ATC)/All Parties Core Agreement Standards of Consultation schedule includes:

### Principles of Consultation

Consultation will reflect the culture of the communities and will be based upon: on-going, timely and long-term consultation; a consultation process designed to establish an understanding of on-going issues and resolution of these issues; proactive identification of opportunities to work together and to establish and maintain relationships; and working relationships at senior, managerial, technical and administrative levels.

### Mandate

A mandate will be negotiated between the parties to arrive at common understanding of the overarching purpose of the relationship and of the consultation process. The mandate will ensure:

- Due diligence is carried out by the First Nation in reviewing and examining applications, environmental impact assessment, conservation and reclamation plans, and environmental licenses and approvals.
- Consultation with the First Nation community about industrial development includes building awareness between the parties and a process to seek input, advice and feedback. "Community" is defined as individuals, formal leaders, elders, informal leaders, community groups and service providers.
- The facilitation of relationships with industrial developers as desired by the parties.
- Enhancement of the industry relations capacity within the community. This may be formal (education, on-the-job development) or informal (on-going information sharing,

meetings, etc).

- Identification and understanding of the key concern areas (KCAs) that will be under discussion and negotiation. KCAs may include, but are not limited to:
  - Business development
  - Culture retention
  - Training and education
  - Environmental affairs
  - Career development
  - Infrastructure
  - Trappers compensation

### Consultation process

In support of the principles and mandate of the Standards of Consultation, the consultation process must be meaningful and effective for both the First Nation and the corporation. The consultation process must take into account how each party consults, time lines required for consultation, and stages in the decision-making processes for the First Nation and the corporation.

## 3. Implementation

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

- **The IRC agreement.** Each First Nation community in the ATC Agreement will establish an industry relations corporation (IRC). The Core Agreement provides a base capacity for each community to deal with industry and the impact of industrial development.
- **Negotiated environmental and socio-economic agreements.** The consultation process must include the development of environmental and socio-economic agreements that deal specifically with the KCAs described in the IRC agreement. These agreements can take the form of action plans that describe the activity, mutual responsibilities, obligations and time lines.
- **Relationship-building initiatives.** Relationships are the key element of the consultation process. Working relationships must be proactively established and maintained at all levels e.g. chief to executive, staff to staff, and party to First Nation. In order to build these necessary relationships, trust must be established. For the purposes of these standards, the requirements for trust include individual representatives who demonstrate ethical behaviour and follow through on commitments.
- **Monitoring and evaluating.** Relationships break down because neither party's needs are met. To ensure that the consultation process is working for both parties, and to identify issues before they become problems, monitoring and evaluation criteria must be established and used on a regular basis, especially for relationships that have had problems or relationships that are just being formed. The criteria should include what is to be evaluated, by whom, when and how. The evaluation must be two-way and be

approached frankly and openly with diplomacy.

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

It may require 20 years for the process to work on its own.

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

Generate positive financial and commercial benefits for the parties including:

- Reduced financial risk
- Increased market share
- Enhanced social and business benefits for local communities
- Increased efficiency and avoidance of future costs due to the integration of local knowledge to a project's design, construction and operation
- Identification and resolution of problems and conflicts in an atmosphere of trust

#### **6. Budget**

Adequate resources and proper management of resources are critical in negotiating resources. Agreement on the following will be established: required human resources; behaviours needed of those taking part in the consultation process; appropriate capital and operating investment.

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

Parties - the individual signatories to the Core Agreement.

Sectors - a group of parties who are accountable to specific constituents. The formal sectors of the Core Agreement are First Nations, industry (resource developers) and governments (federal, provincial, municipal).

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

The agreement was signed in January 2003. The program is successful for two reasons: new companies have a model to work with and can see the results; and the model can be modified to suit other regions and their needs.

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

This program is a model which can be used by companies from diverse resource sectors.

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

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