Indigenous Works
Formerly The Aboriginal Human Resource Council

NATIONAL REPORT ON INCLUSION

2017

A national profile of businesses and organizations in Canada increasing their efforts to achieve inclusive workplaces and increased Indigenous employment through partnership, relationship and recognition.
# Acknowledgements

These leadership circle members are committed to Indigenous inclusion.

## Relations Level

- Scotiabank
- Shell
- Shaw Media

## Network Level

- SNC-Lavalin
- Suncor Energy
- Goldcorp
- Syncrude

## Engagement Level

- Aramark
- GardaWorld
- IBM
- Viterra
- Rogers

## Connection Level

- Air Canada Jazz
- BDC
- Civeo
- HSBC
- Cargill
- Sodexo
- CEDA
- Tolko
- Énergie NB Power
- ISEW
- Symcor
- Hydro One
- BMO Financial Group
- Canfor
- OAKLAND Industries Ltd
- RBC Royal Bank
- RBC
- McKay Métis Group
- Evenurry Makes a Mark
- Saskatchewan Pentecostal

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IW National Report 2017
NATIONAL REPORT ON INCLUSION

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I frequently travel to Toronto for Indigenous Works and I often admire the Sharp Centre for Design on McCaul Street which is the centrepiece of the Ontario College of Art and Design. The Sharp Centre opened in 2004 and is now one of Toronto’s most recognizable landmarks. I remember when it was first constructed. The top part of the building seems to be balancing in mid air. I remember thinking “what holds it up?”

Inclusion is an important foundation to live by in our society today. Properly upheld and practised, inclusion holds society together by acknowledging and making room for all the ways we are each different from one another. Diversity is a key strength of inclusion and vice versa. Inclusion makes us strong and united. It elevates our society.

The Ontario College of Art and Design has embraced a definition of “inclusive design”. “Design” they say, “must be usable, flexible, and customizable among other qualities to be truly inclusive. From policies, customer service, infrastructure, technology, buildings to everyday products - we can design so that everyone can be accommodated and included. Inclusive design advances accessibility, and encompasses the full range of human diversity including ability, language, culture, gender and age.”

This year our organization redesigned itself. We rebranded, changing our name to Indigenous Works. Our new mandate positions us as a champion of partnerships to accelerate Indigenous engagement in the Canadian economy. In this new mission to grow Indigenous employment, business and social development inclusion remains an important principle, a centrepiece and foundation for our organization in everything that we do.

In this first National Report on Inclusion we want to hold up the good work of many businesses and organizations across the country. They are engaging with Indigenous people, businesses and communities in unique ways. We see in their relationship and partnership actions, true examples of reconciliation. Like the architect who is successful in creating landmark buildings these businesses and organizations are achieving new milestones in inclusion. Their designs can assist in improving Indigenous social and economic outcomes and strengthen the foundation of Canada’s future.
MESSAGE FROM THE CO-CHAIRS PATRICIA BAXTER & STEPHEN LINDLEY

Welcome to Indigenous Works’ National Report on Inclusion!

In this report, we recognize Indigenous inclusion in all of its forms from coast to coast to coast. At Indigenous Works, we have worked with, advanced, nurtured and promoted companies in their efforts to go from zero to 100 with their Indigenous Inclusion strategies. We have cultivated a culture of relationship importance with corporate Canada in their effort to work with Indigenous communities. In the last year, we have witnessed significant changes in both corporate Canada and the Indigenous community. With many changes in government and international policy, the economy has been uncertain in several areas.

What has resonated however, is the growing capacity and potential of Indigenous Economic Development Corporations and the opportunities for business that arise with them. We have spent time working with and listening to the Indigenous Economic Development Corporations and their messages have resonated with our organization. Our corporate members want to work with them and there are many communities out there who can learn from them as they too aim to get into the game. With little government policy to support them, they have had to create their own niches to exist within. For Indigenous Works, this has brought renewed realization to the heavy lifting ahead to ensure that Indigenous and non-Indigenous partnerships are realized and new opportunities are met.

Our Board of Directors recently sat down to look at new and creative ways to support Indigenous relationships with corporate Canada. We identified the need to create a new nexus point among Indigenous EDC’s, ASETS, Indigenous employment practitioners and corporate Canada. We are proud to say that our new Indigenous Works’ mandate will bring new partnership models, programs and projects to the communities.

It is one of the most creative times in our history where new businesses and innovations are being developed that will be key to the success of our nations and integral to the health of our nation. Kudos to our directors for their courage in moving and supporting Indigenous Works on this journey. Be sure to look for some new strategic initiatives from us in these areas:

- Building Successful Indigenous Partnerships National Research Project
- Building Stronger Indigenous Labour Markets
- Indigenous Economic Development Corporation strategies
- Indigenous Innovation policy and strategic development
- Partnership Benchmarking and Certification

Look for us across the country in 2017 at our Inclusion Works events and contact us for new ways to get your company or organization involved!

Thank you,
Patricia Baxter & Stephen Lindley
In March 2017, a group of CEO’s from Indigenous Economic Development Corporations (IEDC’s) were invited by Indigenous Works to share insights and perspectives about current issues and identify the opportunities that exists for their organizations over the near and medium term. The forum was held in Ottawa, on unceded Algonquin Territory. This past winter, interviews were conducted to gather input on issues, opportunities and challenges. There were more than 40 key issues that were categorized into six themes.

The CEO’s are leading a variety of Indigenous development corporations, each with different goals, different portfolios, different governance structures, different experience and different scales. Highlights from the forum included: corporate governance, strategic planning and training. The issue of governance is not only about IEDC performance, it is also about how community interests are represented in these organizations. Communities’ engagement, sense of ownership, ability to influence and accountability are all considerations in the construction and design of an IEDC governance model.

Learning to build a portfolio of companies which are linked to Indigenous community values, vision and aspirations has been a challenge for the IEDC’s.

It was agreed by participants that the effectiveness of different governance models in the context of Indigenous community and economic development needs and vision should be explored further. Additionally, several cited that there is a disjoint between Indigenous workforce preparedness and the talents and skills IEDC’s actually need for their own organizations and the various projects and businesses they manage.

Market research, partnership opportunities and supply chain were explored under growth and diversification. Linear strategies aren’t working for the Indigenous Economic Development Corporations. A general framework for growth with flexibility is preferred, with the option to act and respond to opportunities as they arise. Tools for assessing fit, partner overtures and return on investment guidelines are important in measuring partnership opportunity. There are many external dimensions to partnerships including on or off reserve development options. IEDC’s need to weigh proximity to market, access to local talent pools, systems support and other variables.

New opportunities and greater awareness about clean energy opportunities have captured the interest of many economic development corporations. With the sector’s inclusiveness around Indigenous community and IEDC interests, partnership formation between EIDC’s and non-Indigenous companies is a catalyst to ‘development clusters’ which will further accelerate Indigenous
participation, employment and growth. Furthermore, there is a value alignment between the goals of this sector and Indigenous views about environmental sustainability with opportunity for Indigenous branding.

There is no economic mapping, collective brand or identity documented about IEDC’s. IEDC’s lack a collective portfolio to brand their work and investment as something which is marketable to the economy for creating partnership opportunities with IEDC’s. There was agreement that legislative barriers impede IEDC’s in their efforts to pursue their investment goals. Procurement is a catalyst to growth. Procurement opportunities need to be reviewed for their true economic impact and benefit to the community or the IEDC. Non-Indigenous companies need to adopt more rigid guidelines which ensure that sub-contractors are required to comply with Indigenous-buy and hire guidelines which incentivize them to do so. In some cases, the IEDC’s are working closely with the ASETS and in some cases the ASETS were reporting to the CEO of the IEDC. This made alignment and coordination much more efficient.

Another theme at the Economic Development Corporation forum was the issue of legacy involving succession planning, partnership management and ‘truth and reconciliation’. Collective corporate memory, experience and knowledge are integral to long-term success for an economic development corporation. Corporate Canada does not understand how cultural orientation shapes how Indigenous people approach business. Partnerships need to be cultivated with more work with non-Indigenous corporations to better understand Indigenous economic development. IEDC’s need their own due diligence procedures to screen non-Indigenous companies. They need to position their organizations so they can continue to build a profitable revenue stream. IEDC’s need a thoughtful approach to business development. Ultimately, the inherent design and quality of their portfolio must enable the community to achieve whatever developmental vision they have set for themselves. IEDC’s see the need for improved communications, promotions and marketing to grow their reputational value and position them as vital institutions in the Canadian business landscape as well as encourage greater interest and investment attraction from non-Indigenous businesses.


“Indigenous reconciliation through the full, active and substantive participation of First Nations, Métis and Inuit communities as partners in clean energy projects that are forging a more “planet respectful” future for our children and grandchildren.”

Chris Henderson, President, Lumos Energy
Lead Mentor, 20/20 Indigenous Catalysts Program
INCLUSION IN THE WORKPLACE

ENTERPRISE-WIDE INCLUSION A GROWING PRACTICE

Based in Fort McMurray, Alberta, Syncrude works with five neighbouring First Nations and six Métis locals to foster Indigenous inclusion within its organization and has also provided support and advocacy at the national level. The company’s inclusion approach encompasses the six commitment areas of: Business, Employment, Community, Education, Environment and Leadership.

Syncrude reports annually on its progress through its Pathways Aboriginal Review and its Sustainability Report. Kara Flynn, Vice President, Government & Public Affairs at Syncrude, and the company’s executive lead on Aboriginal Relations has been working on building inclusion for many years. The company’s enterprise-wide achievements, have made efforts to improve Indigenous social and economic outcomes for Indigenous partners within the region. Two examples of this work include cumulative procurement of $2.5 Billion from local Indigenous companies and Syncrude’s status as one of the country’s largest employers of Indigenous people. Syncrude is one of the largest operators in Canada’s oil sands industry.

www.syncrude.ca

The Importance of Policy As a Sign of Good Leadership. Did you know that GardaWorld, has developed an Aboriginal Policy to guide its national strategy. See our case study on our website. GardaWorld is one of the world’s largest privately owned security services company, offering a range of highly focused business solutions including cash services, protective services and aviation services.

Need help? Call Indigenous Works at 306.956.5395. Ask about our advisory services.
COMPREHENSIVE SYSTEMS REVIEWS CAN LEAD TO INDIGENOUS RECRUITMENT AND RETENTION STRATEGIES

Suncor has been committed to Indigenous employment and to developing comprehensive strategies which seek to recruit, advance and retain Indigenous people to their workplace.

As part of this commitment Suncor Initiated a systems-wide review of its Indigenous employment and human resource practices. Suncor continues to work with the recommendations provided in its 2016 systems review, growing its relationships with local Indigenous employment organizations and creating a workplace culture which supports Indigenous professional development and engagement.

Since the 1960’s Suncor has pioneered commercial development of Canada’s oil sands – one of the largest petroleum resource basins in the world. Since then, Suncor has grown to become a globally competitive integrated energy company with a balanced portfolio of high-quality assets, a strong balance sheet and significant growth prospects.

www.suncor.com

WHAT INCLUSION LOOKS LIKE TO ME

“To me, inclusion means taking to heart the Truth and Reconciliation Commission’s Calls to Action as they relate to our business, including relationship building, access to training and economic opportunities and educating our employees on the history of Indigenous Peoples.”

Jeremy Kinch, P.Eng. President & Chief Operating Officer WILLBROS Canada
COMPANY-WIDE BAROMETERS HELP COMPANIES BE MORE EFFECTIVE

In 2016, a partnership barometer survey was conducted by Goldcorp with its key personnel who guide its Indigenous community relations at its Canadian mine sites in Quebec and Ontario. The barometer survey developed by Indigenous Works is a climate test of the impact and effectiveness of its Indigenous partnerships and relationships. The survey asks similar questions to different personnel responsible for designing, delivering, managing and tracking program results. The program review looks for gaps and similarities in survey respondents and uses a specially designed framework to interpret the data in order to assess results and suggest improvements.

Roger Souckey, the Director of Corporate Social Responsibility for Goldcorp led the initiative. He and the company wanted to learn from this impartial external review which surveyed and interviewed more than 50 people from the mine sites to executive offices. The review produced recommendations which will help the company to employ and do business with the Indigenous communities which operate near its mine sites in Northern Ontario, Quebec and Yukon territory. Goldcorp’s willingness to do the barometer exercise underscores its commitment to challenge itself to reach for improved strategies and practices which build positive relationships and partnerships with the Indigenous people, communities and businesses where it operates. Through the interviews employees and managers, voiced their unanimous dedication in wanting to continuously improve community socio-economic outcomes through its Indigenous Relations activities.

www.goldcorp.com

WHAT INCLUSION LOOKS LIKE TO ME

“Inclusion to me means to be an equal participant of something, the workplace, society, a partnership or the economy. It infers respect for each other and being transparent. It also means taking the time to understand or try to understand different world views.”

Stephen A Crocker
Consultant, Edmonton
The International Brotherhood of Electrical Workers (IBEW) is made up of nearly one million men and women in Canada engaged in every type of employment. Established in 1899, the Canadian arm of the International Brotherhood of Electrical Workers now represents over 65,000 members from coast to coast to coast – in every province and territory. The organization represents members in all kinds of industries, including utilities, manufacturing, construction, telecommunications, cablevision, radio and television, shipyards, railroads, sound and alarm, appliance repair, motor shops, sign shops, pulp and paper mills, mining, and government.
In 2016, the Canadian Construction Association (CCA) produced an Indigenous Engagement Guide. The Association commissioned this guide to help the construction industry engage more effectively with Indigenous companies and communities in Canada. The guide was researched and written by Indigenous Works and provides information, guidance and insights into Indigenous engagement strategies. The Guide was designed for CCA members to help construction businesses to work and collaborate with Indigenous people, businesses and communities.

The CCA was recognized for their accomplishment by Indigenous Works at their annual awards gala. Accepting the award were CCA Chair Gilbert Brulotte and CCA Business and Market Development Committee Chair Joe Wrobel. Gilbert Brulotte, in addition to being the Chair of the CCA is Senior Vice-President of the Civil Division at EllisDon Corporation, in Fort Saskatchewan, Alberta. And Joe Wrobel is President and General Manager of JPW Road & Bridge Inc. in Armstrong, BC. In accepting the award, Brulotte explained the importance of inclusion to him personally as an individual and as a businessman.

The Canadian Construction Association was established in 1918, with a vision is to build Canada with ethics, skills and responsibility. The association’s mission is to be the national voice for the Canadian construction industry. Across Canada, the Canadian Construction Association represents more than 20,000 members firms drawn from 70 local and provincial integrated partner associations. The association gives voice to the public policy, legal and standards development goals of contractors, suppliers and allied business professionals working in, or with, Canada’s non-residential construction industry.

The Canadian Construction Association’s award recognizes its leadership and commitment to inclusion with the publication of its new Indigenous Engagement Guide. Over two years ago, the association's Board of Directors actioned this initiative, striking a Project Management Committee, a National Advisory Committee and an Industry Focus Group to provide direction and insights to the development the Guide. One of the first of its kind in Canada, the Guide was created to help construction business owners and managers build relationships with Indigenous communities. “The Canadian Construction Association (CCA) began its efforts in late 2014 to commission the development of an Indigenous Guide to help the construction industry engage more effectively with Indigenous companies and communities in Canada. This Guide provides general information, suggestions, and insights into Indigenous engagement processes and strategies. It is not a ‘one size fits all’ document but rather a Guide, which is the product of a broad pan Canadian effort and reflection,” said Chris Lorenc and Victoria LaBillois, Co-Chairs, CCA Project Management Committee.

www.cca-acc.com
The Government of Alberta has partnered with Indigenous Works to support two initiatives designed to explore Indigenous and non-Indigenous partnerships and how to make them more effective. Indigenous Works hosted a partnership workshop in Fall 2016 and another in Spring 2017. As a result, a learning module on partnership development has been developed that explores best practice, case studies and strategies for success.

The current research and literature on Indigenous and non-Indigenous partnerships is minimal and most of it is anecdotal. A majority of the work that exists on Indigenous and non-Indigenous partnerships focuses on building cultural competencies of Indigenous people, history and worldview. Yet, no real research has been conducted about how Indigenous and non-Indigenous organizations and businesses build those partnerships. There are still many unanswered questions including:

- What evolution and steps are followed to first conduct an engagement, then build a relationship and then formalize the relationship into a partnership?
- What are the steps that Indigenous organizations and companies take to build those engagements, relationships and partnerships?
- What organizational and management competencies are required to develop ‘high-functioning, authentic and long-term partnerships’?
- How does the partnership ‘agenda’ move throughout the organization? How is it supported and nurtured?

The Indigenous Works partnership model, a 7-stage model, is the first model which explains these complex organizational behaviours. The learning module that Indigenous Works is creating will help Indigenous and non-Indigenous businesses and organizations to become better acquainted with best practices to engage, build relationships and partner with one another for purposes of employment, business and community development.
THE NEW ACCELERATE PROGRAM: RESPONDING TO NEW CENSUS DATA ON ABORIGINAL LABOUR MARKET AVAILABILITY

For Canada’s employment equity companies who file an annual report with the Department of Employment, Workforce Development and Labour, numbers are about to change for federally-regulated industries. New Census figures released by Statistics Canada this year will see a rise in the Indigenous population. The 3.5% Aboriginal Labour Market Availability (LMA) based on the 2011 Aboriginal Census will increase this year. Many Employment Equity and Federally Regulated companies may suddenly be faced with new Indigenous employment targets to achieve. The publication of the newest Census data in 2017 means the gap is going to get bigger between EE Aboriginal employment numbers and the new Government of Canada Aboriginal LMA benchmark.

Companies seeking to comply with Employment Equity Legislation and its goals generally find their Indigenous strategies and results are the most difficult to execute and advance. Indigenous Works has launched a new Employment Equity Accelerate Program which will help companies achieve their employment equity goals. This subscription program will improve Indigenous recruitment, advancement and retention results by helping companies create better strategies for building a more inclusive workplace.

Indigenous Works has launched its new Accelerate program designed to help Employment Equity companies improve their compliance reporting. This new program will support company efforts to ensure they are inclusive and accessible to Indigenous peoples. With most companies asking, “where do we begin?” the all new Accelerate program will equip you with tools and skills to increase the equity standing of your workplace.

“We work with the employers that have reached out to us to develop workplace inclusion and partnership strategies to increase their employment and engagement practices across Canada,” said Indigenous Works CEO Kelly Lendsay. “This new program offers tools and strategies for those companies who don’t know how to get started or who to call. Our tools, educational series and assessments will help companies as they prepare for increased measures in employment equity reporting this year.” The Accelerate program can also help companies respond to the Truth & Reconciliation Report Call to Action # 92, which calls for corporate Canada to act on reconciliation with Indigenous people. The new Accelerate program customized for employment equity firms will help you respond to the Truth and Reconciliation Call for Actions. The Indigenous Works program includes among other offers, some information webinars which will be broadcast as part of the Employment Equity Series.

The webinars include:

June 20, 2017 Webinar
“Key findings from the National Partnership Research Study”

Sept 20, 2017 Webinar
“Understanding what the New Census Figures Mean for Your EE Reporting - 10 Tips on Increasing Your Indigenous Recruitment”

November 21, 2017 Webinar
“Communicating With Your Employees About Employment Equity - Tips On Setting Up A Successful Self-Identification Survey”.

February 21, 2018 Webinar
“Truth & Reconciliation 2 Years In – What Is Your Company Doing About Call To Action # 92 ~ Hiring Indigenous People And Creating An Inclusive Workplace?”

April 21, 2018 Webinar
“Building a Stronger Narrative in your EE Report”

For more information contact Paula Sawyer at Indigenous Works at 306-956-5395, psawyer@indigenousworks.ca
THE CODE OF INCLUSION

DEFINITION OF INDIGENOUS INCLUSION...

A successful collection of organizational policies and human resource strategies, tools and training; that when combined with positive human behaviour, result in an inclusive workplace where Indigenous people can advance to their full potential.

INCLUSION PRINCIPLES...

- My organization values diversity.
- My organization strives for a racism-free workplace.
- My organization is committed to establishing distinct goals, efficient policies, specific competencies and measurable reporting relating to the recruitment, retention and advancement of Indigenous people.
- My organization endorses Indigenous inclusion and supports a workplace where all employees can succeed at every level.
- My organization takes a leadership role in championing the benefits of Indigenous inclusion.
- My organization builds partnerships with the Indigenous community to align skills training, recruitment and business cooperation to fit our workplace needs.
- My organization has allocated an appropriate level of resources to support our inclusion strategy.
- My organization has adopted a values based approach in our engagements with Indigenous people, businesses and communities.

If you want to put the model into practice with your company or economic development corporation, call us or look for information on our upcoming events, workshops and our new educational video on Building Successful Partnerships at indigenousworks.ca

Build your communications plan with inclusive messaging. How do you communicate your Inclusion strategy to internal and external audiences? What would your Indigenous community partners say about your brand? Do you convey the right messages and positioning? Remember that word travels fast in Indigenous communities. Nothing is more important than your reputation. That’s why you need a comprehensive communications plan which engages many different people in your organization. Everyone has a role but you need to manage these communications.

Need help? Call Indigenous Works at 306.956.5395. Ask about our advisory services.
NEW NATIONAL RESEARCH STUDY: BENCHMARKING CORPORATE PARTNERSHIP AND ENGAGEMENT LEVELS IN CANADA

Indigenous Works has conducted the first-ever national research study on Indigenous partnerships. This research will serve many purposes ultimately guiding and informing on public policy, business and Indigenous strategies. “We need to know who the catalysts are and where the opportunities are, so connections can be made between Indigenous and non-Indigenous companies and organizations,” said Indigenous Works co-chair Pat Baxter. Adding, “In sectors of the economy where there has been little developed to date, we need to work harder to break down these barriers.” Indigenous Works is acting on the Truth and Reconciliation Commission’s Call to Action 92 with the creation of new baseline data that explores the business relationship between Indigenous and non-Indigenous companies, organizations and governments across Canada.

Indigenous Works has been working with over 500 companies and organizations to collect data that will define the current levels of engagement, relationship and partnership building in the country today. This new study, made possible with funding from Indigenous and Northern Affairs Canada, will identify the opportunities in new Indigenous and non-Indigenous economic collaborations for employment, business and community investments. Conducting the research for Indigenous Works is R.A. Malatest & Associates Ltd., a national research and evaluation firm with over 30 years experience conducted the research for Indigenous Works. This project focused especially on industries and sectors that have had less engagement with Indigenous partnership such as transportation, retail and manufacturing. The study also looked at current competencies, effective engagements and collaborations within industries as well as organizational indicators for success.

“Our output will be tools and education that can support the formation and strategy of partnerships through the tremendous insight from Indigenous Economic Development Corporations, Aboriginal Employment & Training Centres, corporate Canada and government,” said Indigenous Works Co-Chair Stephen Lindley.

A National Advisory Committee co-chaired by Goldcorp Inc was established with Indigenous, industry and government representatives. Brent Bergeron, Executive Vice President, Corporate Affairs & Sustainability for Goldcorp believes that this research is very valuable as a way to create more dialogue between Indigenous and non-Indigenous businesses and organizations. “We are pleased to be part of this important initiative which we hope will help kickstart more engagements and partnerships throughout Canada.”

Based on 511 surveyed businesses.

- **The Disengaged Majority**: 85%
- **Engaged Novices**: 9%
- **Committed Partners**: 2%
- **Relationship Developers**: 4%
- **Average Score**: 13/100
INDIGENOUS WORKS
NEW PARTNERSHIP MODEL

Our new model is immersed in cultural understandings that can inform strategies and practices that are needed to successfully develop partnerships between Indigenous and non-Indigenous companies and organizations. After learning that Indigenous/ non-Indigenous are not overly successful in striking partnerships together, Indigenous Works has built a partnership framework, complete with seven stages, looking at the organizational strategies and practices that need to be established on the path to successful partnerships. The underlying framework for the model takes into account Indigenous and non-Indigenous perspectives, Indigenous history, outlook, culture and corporate culture. The model can help to reduce risks commonly associated with failed partnerships.

STAGE 1 PARTNERLESS

This stage is characterized by the following features...

• A culture of partnership is not yet developed in your company or organization
• Partnership competencies have not yet been built
• No real business case for partnership developed as yet
• No analysis completed to assess partnership as a viable strategy element in the company’s or organization’s business plan

STAGE 2 STRATEGY ASSESSMENT AND VISIONING

This stage is characterized by the following features...

• Assessing internal vs external risks, threats/opportunities with the business’ or organization’s business plan
• Assessing the opportunities of partnership
• Assessing the role of partnerships in your business plan
• Under what business conditions does it make sense to enter a partnership?
• Constructing an offensive or a defensive strategy
• Building a profile of the kind of partner needed (assets, skills etc.)
STAGE 3 PARTNERSHIP READINESS

This stage is characterized by the following features...

- Internal assessment of partnership readiness competencies
- Values statement
- Educate your company or organization about partnership strategies
- Develop a business case for the partnership

STAGE 4 PARTNERSHIP SEARCH AND PROSPECT IDENTIFICATION

This stage is characterized by the following features...

- Active search for partners that fit your company’s or organization’s Partner Profile
- Active marketing of your company’s organization’s interest to partner
- Develop attraction strategies to pull prospects to you
- Develop screening mechanisms and criteria to assess prospects

STAGE 5 ENGAGEMENT

This stage is characterized by the following features...

- Due Diligence and assessing “fit”
- Building cultural competencies & understanding of your partners’ needs
- Building engagement capacities and strategies

“Celebrating differences and valuing the uniqueness that every individual brings to the team. It is important that our workforce is reflective of the communities we serve. Creating fair opportunities for all people and fostering workspaces that support individual perspectives and abilities will allow everyone to contribute their skills and bring their authentic self to work.”

Erica Fuhr
Attendance & Diversity Manager
Jazz Aviation LP

WHAT INCLUSION LOOKS LIKE TO ME
STAGE 6 RELATIONSHIP BUILDING

This stage is characterized by the following features…

• Building trust as a basis for the relationship
• Values alignment between your organization and partner prospects
• Building policy and strategy foundation to support partnership
• You building relationships by meeting with one another, in person and in other ways

STAGE 7 HIGH-FUNCTIONING, AUTHENTIC AND LONG-TERM PARTNERSHIPS

This stage is characterized by the following features…

• Achieving incremental goals such as Indigenous employment, business or community goals
• Mutuality, reciprocity and transparency
• Equitable agreement terms and orderly implementation systems
• High level of reporting and accountability
• Strong leadership which plays an active role in the partnership
• Clarity of roles and responsibilities
• High engagement in the partnership
• Appropriate allocation of resources
• Value-based and purpose designed

If you want to put the model into practice with your company or economic development corporation, call us or look for information on our upcoming events, workshops and our new educational video on Building Successful Partnerships at indigenousworks.ca

Many Indigenous communities continue to be excluded from the mainstream economy due to a lack of successful partnerships with non-Indigenous businesses. Continued deficiency of partnership linkages and weak business integration with the mainstream economy prevent Indigenous communities from advancing in their socio-economic aspirations. Indigenous communities continue to lack the critical business infrastructure needed to jumpstart their community economies and be successful in wealth creation.

In contrast, successful Indigenous communities like Membertou or Osoyoos, which have been able to develop successful partnerships, we see an entirely different socio-economic trajectory. By partnering, Indigenous communities gain not only access to capital but also to expertise and experience. Through partnerships, these successful communities are creating their own diversified economies. They are achieving wealth creation for their people and their communities are achieving economic take-off which will carry over into future generations.

Indigenous Works is conducting research with large companies such as Goldcorp, SNC Lavalin and Royal Bank and Indigenous communities who are working together in major resource projects. The context for their partnerships and collaborations together are the co-operation and benefits agreements that encourage employment, business and community development. We will conduct ‘partnership benchmarking’ with these resource companies and communities in order to identify and establish the organizational competencies and capacities needed to accelerate economic development. This project is at the early stages of start-up.

For more information contact Craig Hall at Indigenous Works at chall@indigenousworks.ca
INCLUSION WORKS ‘16:
A RETREAT IN THE MOUNTAINS

Inclusion Works ‘16: A Gathering of Changemakers was held at the Fairmont Banff Springs Hotel in Banff, Alberta in November 2016. With over 200 participants travelling from across Canada, they were welcomed to Inclusion Works by Elder Corleigh Powderface from the nearby Stoney Nakoda First Nation. Topics included Indigenous clean energy, Indigenous community partnerships, leveraging social responsibility strategies, Strategic workplace education and training, Responding to the Truth and Reconciliation Commission of Canada recommendations and more. Speakers included: Senator Dan Christmas, Mark Podlasly, Ethel Blondin-Andrew and Chief Kenneth McComber to name a few.

It was at this Inclusion Works event where Indigenous Works announced its new name Indigenous Works replacing the old name the Aboriginal Human Resource Council. At Inclusion Works, CEO Kelly Lendsay announced the new name and the expanded mandate to foster the development of Corporate-Indigenous partnerships. Lendsay reflected on the history of the organization, founded in 1998 to respond to the Report of the Royal Commission on Aboriginal Peoples report. AHRC was mandated with improving the inclusion and engagement of Indigenous people in the Canadian economy.

“Under its new brand and name change Indigenous Works is uniquely positioned to address relationship building and respond to the growing need for stronger partnership development between Indigenous-owned enterprises and corporate Canada,” says Kelly Lendsay. He adds, “To that end, we continue to assess and benchmark the readiness of potential partners and work with them to shore up partnership capacity and cultural competencies on each side; identify gaps; help them avoid risks that could compromise the relationship; and provide support to the partnership down the road.”

The gathering featured speakers and thought-leaders on Indigenous workplace inclusion, partnership development and corporate strategy from across Canada for three days of workshops, plenaries, forums, networking opportunities and a recruitment fair. It was at Inclusion Works, that Indigenous Works held The annual Workplace Inclusion Leadership Awards. The awards recognize the importance of Indigenous workplace inclusion and honour employers who are striving to attract, support and develop Indigenous talent. “These awards recognize companies that have committed to building strong Indigenous relationships, partnerships and inclusive workplaces,” says Pat Baxter, Co-Chair of Indigenous Works. “We congratulate these corporate leaders for setting the right tone within their organizations and setting an example for others to follow.”

The 2016 Workplace Inclusion Leadership Award winners recognized Canadian companies and organizations across several categories. The Performance Category recognizes exemplary inclusion strategies, practices and behaviours that resulted in positive outcomes for businesses and the Indigenous community. This year’s winners include Syncrude Canada Ltd for its achievements across the organization including employment, procurement, corporate social responsibility and leadership; Suncor Energy Inc for its extensive Indigenous human resource systems review; and, the Canadian Construction Association and its board of di-
rectors for its first ever Indigenous Engagement Guide for industry. The Changemakers Category recognizes the leadership of organizations and individuals that have advanced Indigenous people, businesses, and communities through Indigenous workplace inclusion. Roger Souckey, Director of Corporate Social Responsibility for Goldcorp Inc, were recognized for one of the most intensive internal Indigenous partnership reviews ever conducted across the company and its mine sites. The International Brotherhood of Electrical Workers (IBEW) was recognized for its leadership for initiating a national Indigenous engagement strategy for IBEW Canada – a first for a national union.

The recipients of the Kocihta Leadership Awards (Male/Female) were selected onsite at Inclusion Works by peer votes of Recruitment Fair Career Candidates.

Indigenous Works launched Kocihta as a national registered charity in October 2013 Kocihta, phonetically enunciated “Koh-chee-tah”, is one of only six national Indigenous charities/non-profits in Canada helping to resolve the Indigenous education and employment gap – our nation’s biggest socioeconomic issue. It is the only national charity with the sole focus to help Indigenous youth, including youth with disabilities/special needs, reach their human resource and career potential.

At Inclusion Works, a Connexions Forum was held to create a platform for ideas and innovations around employment, community, business and other partnership opportunities. Comments that came out of the Connexions Forum included: the need for inclusion work in the health care field, developing more opportunity for cross jurisdictional investments with companies who want to invest in skills training, as well as more research and strategy around retention and inclusion. Communities conducting economic development should create a coaching model and economic mapping. Seed money should be available to start economic development corporations within communities which lack access to capital. Planning is now underway for the next Inclusion Works which is scheduled for April 17-18, 2018 in Kelowna, British Columbia.
MORE RECOGNITION REQUIRED: OECD IDENTIFIES INDIGENOUS ECONOMIC DEVELOPMENT CORPORATIONS AS A PRIORITY INVESTMENT

It has been a challenging year since the release of the Truth and Reconciliation Commission report. While Indigenous organizations, federal government and public sector develop responses to the TRC’s Calls to Action, much of Canada remains dormant in its response. It has been observed from outside of the country, that Canada could be doing more in the ways of relationship building and investment.

The Organisation for Economic Co-operation and Development (OECD) promotes policy that will improve the economic and social well-being of people globally. In the 2016 Economic Survey of Canada, the OECD reported that Canada is facing increasing pressures of an ageing population and will be required to utilize available labour resources to meet the changing needs. This means developing strategies to include Indigenous peoples through education, training, health care, housing, entrepreneurship and environmental infrastructure servicing their communities.

A weakness in socio-economic outcomes concerns Canada’s Indigenous Peoples, who currently number around 1.4 million (4.3% of the population, but as many as 16.7% in Manitoba for example), are much younger on average than other Canadians and are growing quickly in number. Indigenous Peoples are also underrepresented in small and medium sized enterprise ownership. 2% of small and medium sized enterprises are operated by Indigenous entrepreneurs (Gulati, 2012). To promote Indigenous entrepreneurship, the top priority is to invest in education and capacity-building (Gulati and Burleton, 2015), both in Economic Development Corporations which account for most Indigenous small and medium size enterprise income, and in the Indigenous community at large.

It is time to look through a national lens at what can be done to answer the TRC calls to action while systemic changes occur in Canada and internationally. Canada is uniquely positioned to address systemic change within a global context through its relationship with Indigenous peoples and its commitment to socio-economic change for Indigenous communities. With the world in the midst of a digital and technological transformation, affecting global production, consumption and work, combating climate change has become more and more of a challenge with the uncertainty of shifting governments and climate targets. The creativity of Canada to put these ingredients together will lead to many opportunities and innovation that can be motivated by the spirit of reconciliation.
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