



GREATER VANCOUVER
BOARD OF TRADE

Indigenous Opportunities Forum 2018

Creating balance through partnerships,
procurement and progress

Friday, June 22, 2018
Fairmont Hotel Vancouver
900 West Georgia Street

Presented by:



Speaker Information

Good Money™

invests in Indigenous communities.

At Vancity, we believe being good with money includes investing in Indigenous communities to achieve economic strength and independence.

Learn more about the partnerships we're building. Call us at **604.709.6930**, or visit **vancity.com/aboriginalcommunities**

Vancity
Make Good Money.™

Good Money (TM) and Make Good Money (TM) are trademarks of Vancouver City Savings Credit Union.

Going Further Together

Teck recognizes and respects the rights, cultures, interests, and aspirations of Indigenous Peoples. We are committed to building strong and lasting relationships and pursuing reconciliation for the benefit of all Canadians.

Learn more about our commitments at **www.teck.com/responsibility**



Teck



“Gila’kasla”

Welcome to the Greater Vancouver Board of Trade’s 8th annual Indigenous Opportunities Forum. Thank you to the Coast Salish people for allowing us to meet today on their territory. My hands go up to all of you for your interest in today’s event and your commitment to bettering the lives of Indigenous people through authentic understanding, engagement and relationships.

June 2018 finds British Columbia, Canada, and the world in “interesting” times: times of uncertainty, division, anger yet there is still hope, humility and a desire for good. Canada, as a country, is in its 151st year while Indigenous people are striving to move beyond the Indian Act and through the post-colonial door. As vast as Canada is in land mass, so too are the views and ideas on the paths forward. One thing for certain is there is a need to find a balance and build effective relationships.

Today we will explore innovation in partnerships, procurement and progress with our panels. The goal is to provide you with insightful and practical tools to guide you in creating balance. As Indigenous nations are active in the process of nation re-building there is space for industry to commit to the inclusion of Indigenous people in economic growth and the prosperity of British Columbia and Canada: “together we are stronger.”

Kory Wilson

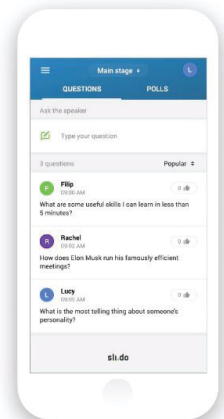
Executive Director, Indigenous Initiatives and Partnerships
British Columbia Institute of Technology

Take part in today’s Q&A.

Participate in today’s Q&A using the interactive tool **SLIDO**.

Visit [Slido.com](https://www.slido.com) on your mobile device and enter the event code **INDIGENOUS2018**

Once you are logged in, post your questions for our speakers or vote for questions submitted by others — increasing the likelihood of those questions being asked!



Speakers and Panellists

KEYNOTE

As First Nation communities and entrepreneurs continue to advance in areas of economic development, how can we make the most of potential partnerships?

Chief Jimmie will provide context from his experience as Chief and CEO of Squiala First Nation and explain the dynamics of working for a First Nation community. From Nation to Nation, priorities will vary. It is important for potential partners to understand the diversity that exists for successful partnerships.



David Jimmie, MBA

Chief and CEO, Squiala First Nation

David Jimmie is the Chief and CEO of Squiala First Nation located in Chilliwack, B.C. He is the President of Sto:lo Nation representing 11 Sto:lo communities and is also the President of Ts'elxweyeqw Tribe Management Limited representing 7 communities. He is the Vice Chair for the New

Relationship Trust, board member of the Chilliwack Chamber of Commerce, co-chair of the RBC Cup host committee and also the co-chair of the National Chiefs committee on Fiscal Relations. David also owns and operates a construction company having built 224 homes and 175 apartment units in Chilliwack and Westbank with another 160-unit project underway.

David is a strong believer in living through experience which led him to purchase an around the world ticket in 2008 to embark on a journey that would carry him through 19 countries in one year.

He is currently exploring new ventures to diversify revenue streams for Squiala, Sto:lo and the Ts'elxweyeqw. David is a strong advocate for education and culture and has a Masters Degree in Business Administration from Simon Fraser University.

SESSION 1

Partnership

This session will explore innovative best practices in which rights holders, community stakeholders and industry can build prosperous, sustainable, and inclusive working relationships. Our panel will discuss a diverse range of partnership models and best practices.



Tammy Harkey

Dean, Student Services and Registrar, NEC Native Education College and Musqueam Councillor YVR Relationship Committee

Tammy is a successful educator with over 20 years of expertise supporting First Nations across the country to develop and implement culturally relevant programming that supports Aboriginal learners. She is passionate about ensuring that learners have the support they need in order to achieve their maximum potential in society.

Tammy is currently the Dean of Student Services and Registrar for the NEC Native Education College. She has a minor in Early Childhood Education, a Master's Degree in Curriculum and Instruction, and she is a PHD candidate at Simon Fraser University. She serves on the Dogwood 25 Board of Directors, the Indigenous Adult and Higher Learning Association Board of Governors, the Canadian Women's Foundation Board, and the Simon Fraser University Aboriginal Steering Committee.

A member of the Musqueam Indian Band and an elected member of band council, she serves as the Chair of Community Services overseeing Language, Culture, Education, Health, Employment and Training, Recreation and Security. She also serves on the Musqueam YVR Relationship Committee.



Chief Harvey McLeod

Upper Nicola

Harvey McLeod, born and raised in Quilchena - Upper Nicola.

Chief McLeod was first elected to Upper Nicola council in 1985. He was elected Chief in 2014 and re-elected in 2017 for another three-year term. Chief McLeod is also a Commissioner/Director for B.C. Housing, a B.C. crown corporation. Mentored by many great Chiefs from the Nicola Valley, Chief McLeod has many life and work experiences, from ranch cowboy to federal government employee.

Chief McLeod's passions are family, community and the land - Timx. He is the proud daddy of two daughters and a proud Grandfather of a four-year-old boy and two-year-old girl.

Speakers and Panellists



Mary Point

Manager, Indigenous Relations, Vancouver Airport Authority

Mary Point is the Manager of Indigenous Relations at Vancouver International Airport (YVR) as part of the Musqueam Indian Band - YVR Airport Sustainability & Friendship Agreement. Mary will help to further develop the relationship between the two parties, facilitating the elements of this agreement and exploring new joint business opportunities.

Mary has worked throughout British Columbia for two decades, developing strategic partnerships with a range of First Nations communities and local businesses, and for the last seven years with Musqueam Indian Band in community planning and facilities management.

Mary is a proud member of the Musqueam Indian Band. She brings extensive experience in strategic communications, partnerships and community relations to her new position at YVR.



Cheryl Robinson

A/Executive Director and Director of Youth Programs and Administration, Urban Native Youth Association

Cheryl Robinson is of St'at'imc and Nisga'a ancestry. She has been uplifting and empowering Indigenous youth, families, and communities for over 25 years. As Urban Native Youth Association (UNYA)'s Acting Executive Director and Director of Youth Programs and Administration, she leads the organization's programming and partnership development, while mentoring and inspiring UNYA's staff and volunteers to fulfill their potential as leaders and facilitators.

Cheryl's work focuses on supporting and empowering Indigenous youth not only today, but for generations to come. She is currently engaged in deepening existing relationships and forging new partnerships as UNYA prepares to build the Native Youth Centre, an innovative new community hub for Indigenous youth in Vancouver.

**Moderator: Flavio Caron**

Owner, Flavio Caron Business Consulting

Being the son of an Anishnabeg mother and an Italian-Canadian father, Flavio has grown up in two worlds and is honoured for what both have brought him.

Flavio's life has been immersed in all aspects of entrepreneurship, through the operation of many businesses to the support of success in other ventures.

In his roles contributing to small business development, cross-cultural education and strategic planning, Flavio hopes that we all embrace the need to understand. As a guest in traditional unceded Coast Salish territory, he acknowledges the honour of calling this beautiful part of the world home.

Leading or consulting with projects involving some of the most respected organizations and corporations in the world, Flavio trusts that inspired people, embracing new knowledge and ideas, will always succeed.

SESSION 2**Procurement**

This session will explore procurement projects in British Columbia. Our panel will include businesses and Indigenous groups to discuss best practices in procurement, building mutually beneficial relationships, and how they are mapping the way forward.

**George Hemeon**

Senior Manager, TransCanada

George is a Senior Manager with TransCanada's Coastal GasLink Project where he supports Indigenous and local contracting and employment. Prior to joining TransCanada, he worked with BC Hydro, Natural Resources Canada (Ottawa) and Indian and Northern Affairs Canada (Halifax).

George earned a Master of Public Administration Dalhousie University and completed a Bachelor of Arts Degree from the University of the Fraser Valley majoring in criminal justice and minoring in applied ethics and political philosophy. He has served on several Boards including the University of the Fraser Valley Board of Governors. He currently serves on BC First Nation Advisory Council Workforce Development Working Group.

George is a member of Squamish Nation and is an accomplished Salish carver with public artworks in Japan and Western Canada.

Speakers and Panellists



Dave LaVallie

Vice President, Indigenous Affairs, Ledcor Constructors Incorporated

Dave works closely with the Ledcor's senior executive team to develop and implement engagement strategies for Indigenous communities and also negotiates and manages relationships with indigenous business partners. Dave has been affiliated with Ledcor since 2016 where he acted as a Senior Advisor on the Trans Mountain Expansion Project and in the spring of 2017, he joined Ledcor full-time in his current role. Dave is well-versed in legal, regulatory and corporate affairs, which is strengthened by his 20+ years of working in and with Indigenous communities in a variety of capacities including as lawyer, investment banker and energy company executive.



Peter Martell

Superintendent, Environment and Community Affairs, Teck Resources Limited, Highland Valley Copper

Peter has been working in the mining industry since he graduated from the University of British Columbia in 1990. Peter has held a variety of technical roles over the years; currently he is a manager leading the Environment and Community department at Teck Resources Highland Valley Copper operation. The past six years he has been negotiating and implementing agreements with local First Nations communities impacted by the mine and working to establish best practices in community engagement and agreement implementation. One of the most challenging aspect of agreement implementation has been developing procurement processes that balance business and community interests.



Moderator: Marissa Nahanee

Client Relations, Indigenous Community for Leadership and Development

Marissa Nahanee is currently contracted as Client Relations with Indigenous Community for Leadership and Development (ICLD). ICLD works with First Nations to design and deliver personalized training that is developed with respect for the wisdom within each community. Its mission is to facilitate learning and skill growth that supports your economic development goals. ICLD enhances existing strengths with the networks and tools needed for success.

Previously, Marissa worked with the Four Host First Nations Secretariat (FHFN) during the Vancouver 2010 Olympic and Paralympic Winter Games on projects such as the Indigenous Youth Gathering, in which 300 youth performed in the Olympic Opening Ceremonies. TV appearances include Creative Native, My TV, Tribal Tracks and First Talk, as well as four

documentaries, such as *The Road Forward* by Marie Clements. Marissa is a graduate in Event Management at the Art Institute of Vancouver, Northwest Coast Art from the Native Education College, and Tourism Management from Simon Fraser University/Chief Dan George Centre.

SESSION 3

Progress

This session will explore the progress made in Indigenous communities in terms of technology, education, and advocacy. Our panel will share insights on how their organizations are moving the dial on innovation in their respective fields, and the social impact they are having in Indigenous communities.



James Delorme

Founder and President, First Sky Media Group

First Sky Media Group founder and President James Delorme first became fascinated by technology in the mid-1990s, when the internet changed the way we communicate with one another. His eyes widened at the new possibilities for passing on cultural knowledge: video-based language lessons, drone-captured footage of our beautiful territories, and virtual reality of ancient village sites. With his new company he is using his passions for technology to help indigenous organizations, nations and communities reach their full potential in the new age of cutting-edge technologies.

James is a member of the Klahoose First Nation and was Chief for six years for his nation. He was also President of Klahoose's multi-million revenue company Qathen Xwegus Management Corporation. James also participated as a board member for the BCAFN and currently has a board role with Powell River Educational Services Society as well as Indigenext: The Indigenous Business Accelerator.

As a leader, James took his job as a mentor and role model very seriously. His focus has always been to build capacity within his own community and strengthen strategic economic opportunities for Klahoose and other First Peoples. He formed First Sky Media in 2017 to continue pursuing these goals as an entrepreneur and visionary.

Speakers and Panellists



Keith McIntosh

Founder, PLATO and
CEO, Professional Quality Assurance Limited

Keith founded PQA in 1997 to fill a need in the local NB market for software testing. In the years that followed, the company endured the Dot-com Bubble Crash and a major recession; both times emerging stronger than before due to Keith's perseverance. Under his leadership, the company has expanded to have offices in five provinces across Canada, and it competes internationally.

The 2015 Truth & Reconciliation Report urged Canadians to build meaningful relationships with Aboriginal communities that would contribute to reconciliation. In viewing this challenge through the lens of a business leader, Keith saw an opportunity to be engaged by starting a new company that would help to confront the issue of underemployment in Aboriginal communities while, at the same time, undertaking to address the growing tech talent shortage across Canada. PLATO Testing Inc. was founded because, as Keith says, "It was the right thing to do."

His innovative approach to the new company has been well received, but not without risks and challenges. In less than two years, Keith has built relationships with numerous Indigenous communities and individuals to gain their trust and support, overseen the development and implementation of the training program and employment model, funded the new venture, and introduced the idea to business leaders and potential clients across Canada. As a result, PLATO is currently one of the largest employers of Indigenous peoples in Canada's IT industry with approximately 60 full-time staff. As the training program continues to roll out, the company expects to employ more than 200 by 2018.



Adina Williams

First Nations and Indigenous Studies and Anthropology,
University of British Columbia

Adina Williams is from the Squamish Nation and she also descends from the 'Namgis peoples of Alert Bay, B.C. She is currently a fourth-year student at UBC in First Nations and Indigenous Studies and Anthropology.

Adina is highly involved in both the UBC and Squamish Nation communities as a student/youth leader, speaker, and advocate. Most recently, she has served as a Youth Reconciliation Leader with Canadian Roots Exchange, a youth led organization bringing together Indigenous and non-Indigenous youth from across Canada to learn about and facilitate dialogue focused on reconciliation with other youth in their home communities and cities.



Moderator: Hayley Woodin

Multimedia Journalist, Business in Vancouver

Hayley Woodin is a multimedia reporter with Business in Vancouver, where she co-hosts and co-produces BIV Today: the only daily podcast in B.C. dedicated to covering business. She appears weekly on Global News Morning and contributes regularly to BIV's print and online publications.

Earlier this year, Hayley spent a month reporting on trade opportunities and business issues in Southeast Asia as one of three journalists in Canada selected as Asia Pacific Foundation of Canada media fellows for 2017-2018.

Hayley has also served as an advisory committee member for the Greater Vancouver Board of Trade's Company of Young Professionals and Leaders of Tomorrow programs.

SPECIAL SPEAKER

An energy revolution in our backyards: How First Nations across Canada are leading the way into the Third Industrial Revolution



David (Wugadusk) Isaac

President, W Dusk Energy Group

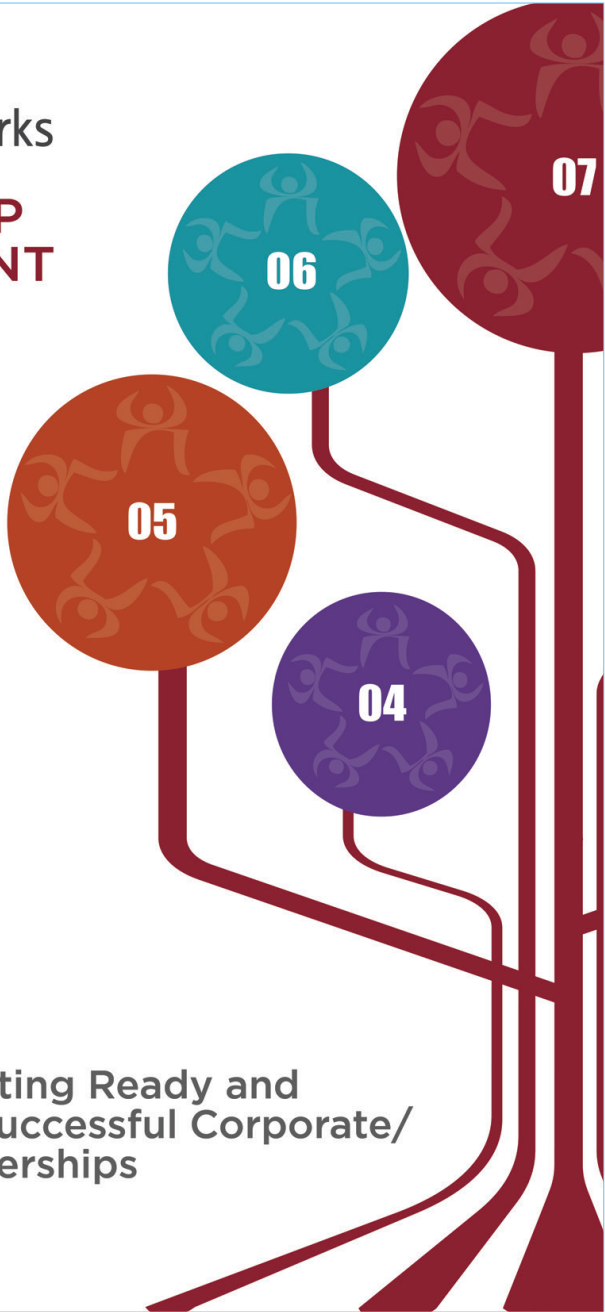
David Isaac, also known as Wugadusk in his traditional name, is a Mi'kmaq originally from Listuguj, Quebec but was raised in Vancouver within the traditional territory of the Coast Salish peoples. He has been a long-time advocate for Indigenous health, the environment and has previously served as the Executive Director for the Vancouver Native Health Society as well as the Centre for Native Policy & Research. Most recently, he joined the Cleantech Economic Strategy Table for the Ministry of Innovation, Science and Economic Development Canada.

David is the President of the W Dusk Energy Group, which works with Indigenous communities to harness the power of their renewable energy resources in tandem with broader community development initiatives like planning, food systems and infrastructure development. W Dusk are actively developing megawatt and community scale solar farms and is deploying emerging technologies like tidal power and block chain enabled energy storage systems.

W Dusk completed two of B.C.'s largest community owned (distributed power) solar projects and are developing renewable powered greenhouses and water systems. The company has evolved it's practice around the food-water-energy nexus. When David is not working, he can be found in nature and is an avid ocean yacht racer.

 Indigenous Works

PARTNERSHIP DEVELOPMENT WORKBOOK



Starting Out, Getting Ready and
Executing Your Successful Corporate/
Indigenous Partnerships

INTRODUCTION

This Workbook has been developed to assist organizations with building their partnership competencies, strategies and understanding of the 7 Stage Corporate/Indigenous Partnership Model.

There are places within this workbook for you to work through the questions about each stage of the 7-stage partnership model. We have included spaces for you to jot down key ideas and insights.

We encourage you to use the workbook to reflect on your company's or organization's partnership journey and identify the unique challenges and opportunities you face. How 'ready' are you to enter into engagements and partnerships? What additional organizational readiness do you need to develop so that you are successful in these partnerships formations?

Send us an email at contactus@indigenousworks.ca with your feedback and stories.

Our Partnership Model recognizes that while Indigenous and corporate businesses or organizations each follow a similar path, their individual journeys are uniquely patterned by their own experiences, culture and outlook. It is important for parties to understand the cultural nuances underlying partnership formation and management. Companies need to better understand Indigenous culture and what they

mean by partnerships. Indigenous people need to better learn corporate culture and how companies approach partnerships.

There is an engagement gap in Canada. You can learn more about the findings from the 2017 study "Researching Indigenous Partnerships: An Assessment of Corporate/Indigenous Relations" by accessing the free report at

Guide: <https://indigenousworks.ca/sites/ahrc/files/attachments/IW-Partnershi-%20Guide.pdf>

Video: <https://www.youtube.com/watch?v=Y-Q24uLyXjbE&feature=youtu.be>

Better partnership execution means more partnerships with greater performance outcomes. An investment in partnership training is an effective way of addressing risk management in Indigenous/non-Indigenous partnerships.

You can learn more about the "Partnership Continuum Model" by accessing the free 19 minute partnership video and partnership guide by registering at <https://indigenousworks.ca/en/content/i-m-interested>

Creating Partnership Intersections
Email – contactus@indigenousworks.ca

ABOUT THE MODEL

THE FIRST STAGE IS 'PARTNERLESS'

At this stage, a 'culture' of partnership is not yet developed in the company or organization. Partnership competencies and a business case have not yet been built. No real analysis has been completed to assess whether partnering is even the right approach for the company or organization.

THE SECOND STAGE IS REFERRED TO AS 'STRATEGY ASSESSMENT AND VISIONING'

This stage is about identifying internal and external risks to achieving business plans and making a deliberate assessment about the role and opportunity for partnerships in surmounting those risks.

THE THIRD STAGE IS ABOUT 'PARTNERSHIP READINESS'

Do companies or organizations have the skills and wherewithal to be a good partner? What are the values by which they operate?

THE FOURTH STAGE, 'PARTNERSHIP SEARCH AND PROSPECT IDENTIFICATION'

Active marketing is needed...an attraction strategy pulls prospects to you.

THE FIFTH STAGE IS WHERE WE TALK ABOUT 'ENGAGEMENT'

This stage is characterized by due diligence and assessing "fit"; further building cultural competencies & understanding of your partners' needs.

THE SIXTH STAGE IS 'RELATIONSHIP BUILDING'

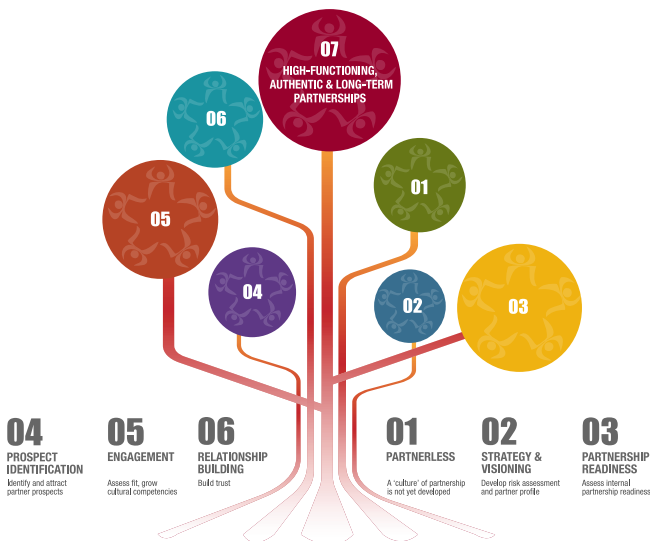
The hallmark of this stage is: building trust as a basis for the relationship;

THE SEVENTH STAGE 'HIGH-FUNCTIONING, AUTHENTIC AND LONG-TERM PARTNERSHIPS'

In this stage, we see the end of the partnership 'courtship', so to speak. Partners have now formalized their working arrangement and ideally are achieving incremental goals in areas such as Indigenous employment, business or community development.

INDIGENOUS WORKS' SEVEN-STAGE PARTNERSHIP MODEL EXPLAINS THE STEPS AND STRATEGIES WHICH INDIGENOUS AND NON-INDIGENOUS COMPANIES AND ORGANIZATIONS NEED TO MASTER IN ORDER TO ACHIEVE SUCCESSFUL PARTNERSHIPS.

THE PARTNERSHIP MODEL PROVIDES A FRAMEWORK TO DRILL DOWN INTO THE ENGAGEMENT AND PARTNERSHIP BUILDING PROCESS AND TALK ABOUT THE BEST PRACTICES AT EACH STAGE. THE MODEL ALSO PAYS PARTICULAR ATTENTION TO THE ROLE OF 'CULTURE' i.e. CORPORATE CULTURE AND INDIGENOUS CULTURE, AS SOMETHING WHICH HAS A STRONG BEARING ON THE WAY THAT INDIGENOUS AND NON-INDIGENOUS PARTNERSHIPS ARE STRUCK.



INDIGENOUS 7 STAGE PARTNERSHIP GROWTH MODEL
Creating Partnership Intersections

FIRST A QUESTION TO GET YOU IN THE 'PARTNERSHIP GROOVE'

Generally, at what stage of the partnership model do you think your company or organization is currently most focused on in terms of building the organizational competencies needed to develop successful authentic corporate/Indigenous partnerships?

I feel my company is currently focused on stage(s) because...

These three factors explain why my company or organization is particularly focused on that stage.

- 1

- 2

- 3

OTHER QUESTIONS TO GET YOU STARTED

Does your business or organization have a particular venture or activity that you want to achieve which could best be done in the context of a partnership?

Our company or organization has a big opportunity we are looking to advance that warrants an investment in partnership formation. The opportunity is...

The biggest challenge our company or organization faces regarding partnership development, formation or management is....

The biggest challenge my team is facing to generate and manage partnerships is

As a Manager, I am looking to gain more partnership skills and competencies in the following three areas.

You could answer from the perspective of a particular partnership stage or you could indicate things like: (coordinating partnership activities on the part of my team or organization) or (getting our leader to play the right strategic roles in support of the partnerships we want to develop).

- 1

- 2

- 3



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 your company's or organization's business plan.

The focus of this conversation is on the early stages of the partnership model when partnership formations are still at the planning stages. In Stage 1, being (Partnerless) is sometimes a conscious decision, but not always. A culture of partnership needs to first develop before your business or organization can proceed to the next stages.

I learned that the important partnership competencies needed to be built within my team and organization at this stage include...

1 _____
2 _____
3 _____

Additional insights for Stage 1: Partnerless include ...

Other notes:

To get my team / company on a path towards partnership, three things we need to address in our organizational culture are ...

As a manager, I can contribute toward an assessment of 'partnership, as a viable strategy to support our business goals' in the following ways...

STAGE 2

STRATEGY ASSESSMENT & 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 into a partnership?
- Would your decision to partner be an offensive or defensive strategy?
- Building a profile of the kind of partner needed (assets, skills etc.).

The focus of this conversation is on the early stage of the partnership model when partnership formations are still at the planning stages. In stage 2: Assessment Stage, you need a clear vision why you need a partnership and what you are seeking in a partner. What competitive advantages does your organization have to offer and what are you looking for in a partner to complement your own abilities?

The most important organizational competencies needed to undertake partnership strategy assessment and visioning include:

- 1 _____
- 2 _____
- 3 _____

An INTERNAL risk to our organization if we do/do not partner at this time is....

An EXTERNAL risk to our organization if we do not partner at this time is...

Partnering with an Indigenous/non-Indigenous entity brings value to our business plan in these two ways:

If I were to build a profile of a potential partner, how would I communicate this to partner prospects?

Additional Insights for Stage 2: Strategy Assessment & Visioning ...

Other notes:



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.

The focus of this conversation is on the early stage of the partnership model when partnership formations are still at the planning stages. During Stage 3: the Readiness Stage, partnership 'visioning' is intensified. Each prospective partner needs to be able to clearly identify the principles under which a productive partnership would grow, and what internal competencies are needed to support partnership goals.

What are some of the principles your business or organization believes are important to guide your partnership work?

1 _____

 2 _____

 3 _____

Other ideas?

What makes your business or organization a good partner?

What do you look for in a partner?



PARTNERSHIP SEARCH & 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 or organization's interest to partner;
- Develop attraction strategies to pull prospects to you;
- Develop screening mechanisms and criteria to assess prospects.

During the 'Partnership Readiness stage, your business or organization is defining its purpose for partnering by establishing its business case. What are the particular benefits of Corporate/Indigenous partnerships – for employment, business or social development? Once you understand the 'why' of partnership you need to look for potential partners. In the Prospect Identification Stage you are looking for a company or organization which matches your partner prospect profile. Someone that can complement what your organization has to offer.

How do you align organizational values in the partnership selection process?

1 _____

2 _____

3 _____

How might different values create disharmonies in partnerships at a later date?

How would you mitigate this risk?

In considering elements to assess 'potential fit' ... What specifically is important to assess in terms of your fit with partner prospects?

Our organization's top two or three assets we can offer to potential partners include...

The ways we will attract potential partners to us include...

As a manager, I communicate and reach out to potential partners by...

Insights for Stage 4: Partnership Search & Prospect Identification ...



ENGAGEMENT

This stage is characterized by the following features...

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

In this phase, intersecting factors come into play.

In evaluating a potential partner, our own business or organization assesses fit in this way:

1 _____

 2 _____

 3 _____

How does your organization or business 'know' when engagements have been successful (i) internally and (ii) external cues from your partner prospect?

My business or organization’s partnership engagement style has distinct communication activities and protocols. Examples include:

Other notes:

What are the learnings and understandings we most need to develop in our business or organization in order to understand: (i) corporate culture (if you are with an Indigenous business/organization) or (ii) Indigenous culture (if you are with a non-Indigenous company/organization)?



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 your organization’s policy and strategy foundation to support partnerships.

Establishing a foundation of trust for your partnership is imperative. It takes time and a willingness to understand the differing perspectives of Indigenous and corporate realities. Trust means different things to both groups.

Some examples of our organization’s viewpoints about the basis for (trust) in building a relationship include:

1 _____

2 _____

3 _____

Our organization has these formal practices in place to build relationships...

We need to create / enhance policies & practices to support building better relationships by addressing ...

Some of the ways my business or organization evidences ‘trust’ in a relationship are as follows:

A high- risk partnership looks like ...

We can mitigate this risk with our potential partners by...

Our organization identifies the time to ‘exit’ a potential partnership when ...

As a Manager, I contribute to formal relationship building by...

I may need these resources / skills to help me increase my capacity to build relationships ...

Other Notes:



AUTHENTIC PARTNERSHIPS

This stage is characterized by the following features...

- Achieving incremental goals such as Indigenous employment, business or community development;
- 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;
- Important: The maturation of the partnership follows three distinct phases (early, middle and mature). At each phase, the organizational supports and competencies evolve to meet the changing needs of the partnership.

Our organization identifies these conditions as key indicators of an authentic successful corporate/ Indigenous partnership...

1 _____

 2 _____

 3 _____

Our organization can sustain authentic partnerships because we have these practices & policies in place

We can strengthen our potential to sustain authentic partnerships by ...

From the perspective of an Indigenous/ non-Indigenous business or organization, the main differences in the ways that each conceives of an authentic,successful partnership is as follows.

From the perspective of an Indigenous/non-Indigenous business or organization, the main similarities in the ways that they may conceive of successful, authentic partnerships is as follows:

In what ways is your business or organization embracing the spirit of the Truth and Reconciliation Commission's Calls to Action and how is that influencing or assisting you to develop corporate/Indigenous partnerships?

As a Manager, I contribute to building and sustaining an authentic partnership because ...

I do these activities

I would like to strengthen my work in this area by...

Notes

Insights on Stage 7: Authentic Partnerships

DON'T FORGET TO GET YOUR PARTNERSHIP INDEX SCORE.

Benchmark your current readiness, experience level and capacity to develop or maintain corporate/ Indigenous partnerships for business, employment or social development.

www.indigenousworks.ca



A SOUND APPROACH



CN and Aboriginal communities across Canada continue to build meaningful, lasting, and beneficial relationships through mutual respect and understanding.



www.cn.ca/aboriginalvision