



SME Annual Meeting 2012

Effective Approaches to Aboriginal Consultation and Accommodation



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What Will I Talk About Today?

- Why Are “Positive Relations” Important?
- Key Principles
- Aboriginal and Business Cultures
- How Do You Foster “Positive Relations?”



Why Are Positive Relations Important?



- Boosts Aboriginal, government, NGO, regulator and public support
- Aboriginal Peoples are the most powerful ally
- Provides investor and market confidence
- Aboriginal Peoples can be the most powerful “deterrent” to project confidence
- Negative relations – what do they deliver?

Why do Business – Aboriginal Relations Often Start Negatively?

- Long history of bad deals!
- Long history of poorly perceived government treaties, policies and administration
- Government and most businesses come from outside the community

Some of the Injustice

- “Discovery of North America”
- Residential schools in Canada
- Unfair treaties
- Unable to vote in Canada until 1960; 1965 US Voting Rights Act
- Segregated services at hospitals, restaurants
- Unable to own land on reserves
- Unable to “borrow” capital while on reserve

Selected Principles for Positive Aboriginal Relations



Recognize Rights of Aboriginal Peoples

- Duty to consult and accommodate
- We operate in their “backyard”!
- Downstream Bands
- Recognition of shared territories
- Resided on the land for time immemorial



Respect Aboriginal Peoples

- Respect the diversity of experience interests and cultures among Aboriginal Peoples
- Recognize that Aboriginal Peoples have varying interests and objectives



“Do NOT get involved in internal Band conflicts, play favourites or seek to isolate supporters or critics of your project”



Support Aboriginal Peoples' Interest in Economic Development

- Enhance capacity for training and employment
- Support aspirations to secure economic development
- Employment and business opportunities are of interest
- Most Aboriginal Communities will not have the capital to “invest”



Business Approach

- Trust and Respect
- Certainty
- Benefits
- Positive Company Reputation
- Protection of the Environment
- Sustainability



Aboriginal Approach

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How Do You Foster “Positive Relations”?

- Common courtesy
- Open, honest and consistent approach
- Live up to commitments
- Reflect Aboriginal input in plans
 - Include Traditional Knowledge
- Financial and other support

“Credibility and trust are built over the long term and can be lost in a day”



Learn About The Community

- Learn about asserted traditional territories
- Find out community priorities
- Learn about local labour force and businesses
- Research history of recent projects



Communicate Regularly

- Explain clearly! And simply
- Listen carefully
- Company plans and status
- Possible risks and opportunities
- Apprise Bands of all activities and changes of plans
- Manages expectations and “rumors”



First Impressions Critical

- Listening vs. telling
- Minimize use of maps, binders and PowerPoint
- Size of project relationship to consultation efforts



What to Say ...

- Sincere gratitude to be within traditional territories
- Outline company “hopes” and vision
- Listen carefully to questions and provide “clear” answers
- Discuss possible timelines
- Is there opportunity for change?



Meeting Delays



- There can be delays
- Hunting, fishing, family functions take precedence over business meetings
- Key contacts are often extremely busy and dealing with more pressing issues

Launching Successful Outreach

- Orally based intuitive culture
- Plan series of “longer” visits and meetings
- Leave maps, plans behind
- Listen



Litigation

- Should be avoided
- No certainty
- Painfully slow
- Won't deliver “absolute clarity”
- Win or lose, future will be more challenging

Summary

“Resource development projects will face challenges if local Aboriginal Peoples do not support the project.

Aboriginal communities and developers that work together can develop projects with mutual benefits and certainty.”

Time + Trust + Respect = Increased Certainty





Thank you!

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“C3 Alliance Corp. is focused on creating mutually beneficial relationships between Indigenous Peoples, businesses and governments based on trust, respect, and a commitment to create benefits and certainty.”