



What We Heard Report

Executive Summary

The City of Edmonton (COE) is exploring the development of an indigenous procurement framework. Bosgoed Project Consultants (BPC) was contracted by the COE to perform seven modules. Committee members?

- The seven modules covered-
- COE purchasing and barriers,
- Indigenous procurement models and barriers,
- Community owned businesses,
- Measurement of bid evaluation,
- Indigenous partnerships,
- Preparing buyers and sellers.

The Participants included Cameron Alexis (Alexis Cree Nation), Jordan Jolicoeur (Carvel Electric), Roger Lockwood (City of Edmonton), Morgan Bamford (City of Edmonton), Dawn Kucherawy (City of Edmonton), Sarah Davies (City of Edmonton), Harv Bran (City of Edmonton), Chase Morin (Enoch Cree Nation), Marnie Sutor (Insynch Consulting/AKSIS), Trevor Anderson (Metis Nation), Aaron Barner (Metis Nation), Ken Braget (True North), Audrey Horseman (Volunteer), and Rose Bilou (Volunteer).

Generally, the Committee strongly supports the development of an indigenous procurement framework as a step towards reconciliation, alignment with the Truth and Reconciliation Commission recommendations and enhancing the competitiveness and fairness in City procurement.

Some key themes heard were,

- Increase business with indigenous suppliers through sustainable procurement, social procurement and measurable outcomes.
- Enhancement of the COE procurement process, and removing potential barriers through promotion, education, relationship building and sub-contracting opportunities.,
- Introduce indigenous procurement models built upon experiences of other jurisdictions, per capita targets, enhanced communication, cultural education, innovative procurement processes and business metrics.

- Provide opportunities to the wide range of authentic indigenous ownership models; First Nations owned, Metis Nation owned, Inuit owned, privately owned, partnerships, and other models. Consider set-aside contracts and including the measurement of indigenous participation in all contracts.
- Establish goals and measures performance including contract value, percentage of overall procurement and social success factors. Enhance bidding processes to include training and indigenous targets.
- Encourage the development and enhancement of authentic partnerships with indigenous-owned businesses.
- Train the indigenous suppliers and COE buyers to take full advantage of the COE procurement opportunities.
- The City of Edmonton Indigenous Procurement Framework should be guided by the Truth and Reconciliation (TRC) Call to Action #92, Business and Reconciliation.

Project Overview

The COE is exploring the development of an Indigenous procurement framework to further reconciliation, strengthen relationships and enable more Indigenous businesses to participate in City procurement opportunities. It is essential to gain perspective from Indigenous leaders and businesses to effectively create a framework that is respectful, meaningful and to the benefit of the COE and its Indigenous partners.

What We Heard

*Summary for each module is based off the minutes of each week. For more in-depth writing, please see both the City of Edmonton and Bosgoed Project Consultants minutes.

Module 1: Introductions (Apr. 20/21)

- Personal introductions were made by each attendee and what they hope to get out of these meetings
- Measures of success were discussed. Some measures raised were;
 - more of a streamlined process,
 - increase dollar value for indigenous,
 - indigenous and non-indigenous have an equal shot at a bid
- Mentioned the Truth and Reconciliation (TRC) Call to Action #92, Business and Reconciliation.
- Goals raised were;
 - Sustainable procurement
 - Social procurement
 - Contribute to community
 - Leverage \$ spent
 - Level playing field
 - Real change, not symbolic

- More indigenous spend by the City.
- Measurable outcomes
- Clear process
- Generate excitement for new framework
- Understanding of terminology and practices
- Community engagement

Module 2: City of Edmonton Purchasing & Barriers (Apr. 30/21)

- City of Edmonton Procurement presentation by Roger Lockwood
 - Topics discussed were indigenous suppliers, evaluation process, pricing, trade agreements and non-competitive policies, mandatory requirements, negotiation, prequalification, lobbying prohibition, conflict of interest, budget disclosure, self-declaration, .
- Groups were familiar with the federal government procurement framework. Federal government framework landed on 5% of dollar value. Have to ensure companies are in fact indigenous owned. Hard to collect data on indigenous employees. Need to focus on skill development and closing socio-economic gap.
- How do other municipalities, regions, and the province fit into this framework with the City. Have to build up capacity with vendors and monitor the progress.
- Barriers include;
 - employment reporting,
 - lack of understanding in City of broader impacts,
 - corporate entities/P3's,
 - lack of relationships,
 - not understanding the City's needs,
 - large contracts awarded to large suppliers/general contractors,
 - Qualification requirements,
 - fake indigenous ownership,
 - lack of set-asides,
 - bid packages are too large
 - Taxes don't apply to reserve-based businesses
 - Lack of capacity
 - Lack of understanding of City processes
 - City lacks understanding of indigenous businesses
 - Bonding for on-reserve businesses
 - Bias and racism

Module 3: Indigenous Procurement Models, Indigenous Capacity Building and Barriers (May 10/21)

- Government of Canada Procurement strategy for Aboriginal Business (PSAB) presented by Gary Bosgoed
 - Explained different federal procurement mechanisms
 - The barriers for the federal programs are difficult to overcome

- Group discusses not having much success with PSAB, supply nation out of Australia is something to look into
- COE framework should align with Federal procurement framework
- Important to keep things informal
- Explore the idea of having a business specialist to help navigate policy and procedure, track metrics, maintain indigenous supplier database, promote City opportunities, act as single point of contact/liaison and communicate.
- Targets discussed
 - Equal to or greater than percentage of indigenous population (5 to 7%)
 - Portion of set-asides
 - Request some indigenous inclusion on all contracts
- Education of suppliers
- Consider an indigenous business incubators
- Some policies/requirements are too stringent for smaller indigenous companies, as well as companies in their infancy
- Important to help out new businesses
- Language within COE Indigenous framework should be more Pan-indigenous
- Assessing qualifications (years vs. competency, winning on merit)
- Including banking and financial institutions
- Use the federal documents and Treaty 6 as framework, and add what is 'missing'
- Reduce barriers by deepening understanding of the COE's procurement process
- Understanding differences of Indigenous vs. non-indigenous entrepreneurs
- Understand and evaluate different tiers of indigenous vendors; community, entrepreneur and joint ventures
- Holding open houses to spread awareness
- Include Indigenous business within RFP's for contractors and subcontractors
- Streamlining processes & lifting bureaucracy.
- Add more time to bid
- Not using technicalities to disqualify bids (ie: font sizes, formats)
- Measure community benefit
- Have a pre-qualification data base
- Consider MSA approach
- Contract capacity development to a third party
- Opportunity must exceed procurement target
- Include a cultural lens on procurement
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Module 4: Community-owned businesses, indigenous entrepreneurs & indigenous content (May 18/21)

- Opening statements from the group about the meetings so far:
 - concerns about bidders' lists,

- COE red tape & costs,
- cost of other existing professional licensing fees and
- how those barriers affect entrepreneurs when starting a business
- Importance of due diligence with verifying businesses, to ensure they are Indigenous owned, but are audited to ensure continuing compliance
- Need to establish and work within best practice guidelines
- Community & indigenous owned appear to be the preferred ownership models
- FN Community-owned businesses
 - FN Community-owned business benefits
 - Additional revenue stream
 - Local benefits to community needs (social enterprise)
 - Regional prosperity
 - Collective vision
 - learning
 - FN Community-owned business limitations
 - Transparency
 - Governance struggles (not arms length boards)
 - Political interference
 - Election cycles
 - Limited Federal funding
 - Cannot bond a business located on reserve land
 - Access to capital
 - Business operational experience
- MNA-owned businesses
 - Pros
 - Can borrow
 - History
 - More private sector
 - Cons
 - Access to capital
 - Depending on Nation status
 - Not only community owned
- Concerns that indigenous businesses who have gone 'off-reserve' are put at a disadvantage
- Majority and minority ownership
 - >50% is cleaner
 - Ownership, voting shares, individual or group needs to be defined
 - Indigenous owner can get very little profit even though they are reported as 51% owners
 - Reported ownership should be checked
- Partnerships
 - must be fair & create benefits back to the indigenous groups through various pathways (ie: profit sharing, community contributions)
 - Concerns that large corporations are approaching indigenous businesses for partnerships without true partnership, or benefit back to the indigenous community, and thereby squeezing out true indigenous businesses/partnerships

- Structure options
 - Partnership
 - Co-op
 - Joint venture
 - Sole proprietor
 - Micro-enterprise
 - Not-for-profit
 - Charitable status
- Be aware of “bait and switch” bids. Audit against RFP/RFQ goals and bid promises.
- Indigenous Entrepreneurs
 - Assist entrepreneurs just starting out to help meet requirements
 - Compete with community-owned businesses at times
- Negative response risk: Important to communicate non-indigenous business the needs, goals, & benefits of the framework
- Indigenous content
 - Indigenous people are
 - First Nations or Status Indians, with treaty card
 - Metis, with membership card
 - Inuit, with membership card
 - NWT, with card
 - Non-status Indians
 - Self-declared indigenous
 - Reviewed methods of measurement (ie: content threshold vs point system, points of merit)
 - Mentioned the methods of verifying authenticity, the CCAB, PSAB, MNA, Inuit, NABA and their requirements of proof.
 - Don't be afraid to ask for details regarding ownership. Ethical companies will comply.
 - Don't rig the system to acquire the non-indigenous supplier that is desired.
 - Consider pre-qualifying indigenous suppliers, using Master Service Agreements,
 - Assess based on experience, safety, financial capacity (related to contract size)
 - Some FN do not support privately owned indigenous (FN member) businesses
 - Some groups have fees associated with membership, and the challenges that may present with inclusion
- In Nunavut, Inuit businesses are classified based on percentage ownership
 - Class 1: 51% to 75%
 - Class 2: 76% to 95%
 - Class 3: 100%
- City of Edmonton should help with the development of indigenous businesses. How can Business Link support Indigenous businesses?
- Types of procurement
 - Clearly identifying types of procurement as set-asides (ie: indigenous projects awarded to indigenous business), tiering of ownership, as well as benefits beyond ownership such as employment percentages, community involvement, community ‘give back’, training programs, the impact on the Indigenous businesses as a whole

- General/prime contractors that already have targets/policies in place, and how non-indigenous companies could be given merit for having strong ties to indigenous business
- Due diligence for contract management. How far down the line do we look? General contractors report monthly?
- Ask for report on indigenous content in every bid. Could lead to a higher score in the evaluation.

Module 5: Measurement, Bid Evaluation & innovation (May 28/21)

- Opening statements about: What the indigenous procurement measurement could look like?
 - Amount of Opportunity,
 - Award of contracts,
 - Indigenous employment,
 - Percentage based on population.
- Measuring via
 - dollar value of contracts,
 - Bid price
 - percentages of contracts,
 - percentage of overall spending,
 - “proximity” to community; nation owned or entrepreneur.
 - Non-Indigenous companies which have Indigenous policies in place and the number of jobs created through sub-contracts.
 - How to track the scope/level/types of employment opportunities created? (ie: low skills vs trades, long term vs short term, continuing partnerships, educational development)
 - City must understand indigenous capacity and traditional territory
 - How to build mentorships, apprenticeships, etc. to facilitate additional skilled employment to further build meaningful capacity, and getting a baseline of the quantity of awards and opportunities ratio
 - Barriers/limitations imposed on a small indigenous company in its infancy when dollar value is the primary consideration on a bid
 - City Environment, Social and Governance (ESG) criteria
 - Measure value not just price
- Essential measurements (ie. Price, indigenous ownership, safety), their different points of measurement, and benefit vs. Cost. Set-asides prevent “low-balling” by non-indigenous firms.
- Being aware of non-indigenous businesses with competitive advantages
- Discussed dollar value vs. community value, competency vs. years of experience
- Pros and cons of self-identifying. Is it an acceptable form?
- Challenges with Territorial rights vs borders
- Being intentional with how to measure human resources, how capacity building would benefit from measuring workforce, and the many difficulties/barriers achieving it
- Bid Evaluation
 - Subjectively vs. Objectively, and how to score indigeneity objectively
 - Needing to react to the uniqueness of each business, considering new & growing business challenges, which places disadvantages in dollar evaluation, and add flexibility via grading to compensate and even the playing field

- Using an open question in bids to help increase indigenous capacity within the community
- Standardization via forms, flowcharts etc. to help procurement officers in evaluation that can be made public
- Group has seen the City of Edmonton use many varieties of different criteria
- Importance of several evaluation criteria, including price, safety, experience, references, technical ability to meet specs, timeline & delivery, opportunities & measurement
- How to measure indigenous content, and miscellaneous methods (quantity, ownership structure)
- Innovation
 - Gathering community support in the greater population, with conscious improvement and intentionally, assisting with building capacity and fostering two-way, quantifiable relationships
 - Discussed a 2-envelope bid system (ie Technical & price), as a means to deer from solely on price
 - Submitting bids anonymously for evaluation via assigned name/number (ie. Company (XYZ/123))
 - First evaluation criteria being Indigenous business, or points awarded & weighted higher to indigenous business
 - Alberta government's program models haven't had much success with tangible change, and the federal program is only modestly successful
 - Fine line between Ideology & fairness
 - All bids need to be evenly viable in their ability to be technically & commercially sound, and that the COE needs to get the best value for tax dollars
 - Focus on evaluation criteria to implement systematic change in procurement
 - Develop some form of support aiding with bid proposal, and the benefit in receiving feedback from unsuccessful bids
 - Do PSAB and CCAB indigenous procurement actually work?
 - using newsletters to create community opportunities, spending time building relationships via open houses
 - encouraging general contractors to include indigenous content
 - Disadvantages for small business vs. large business in administrative capacities
 - Prequalification lists, and the challenges with the need for continuous updating (time, money, complexity)
 - Bigger innovations in the form of Set-asides contracts, bid splitting, and possibly connecting them with a capacity database
 - The pros and cons of putting indigenous content questions/requirements on all bids
 - Why reinvent the wheel? Discussed the COE using available channels (ie. PSAB, CCAB), as well as some drawbacks in doing so (ie. Being too cost prohibitive, poor public perception)
 - Provide bidding training to indigenous businesses, allow more bid response time, provide detailed feedback and support capacity development
- Discussed challenges and the complexities of non-indigenous/indigenous partnerships. What do they look like?

- Once the COE announces, businesses will form specifically to win bids using these parameters, and the susceptibilities for abuse

Module 6: Indigenous Partnerships & Examples (June 9/21)

- Opening statements about: What does partnership mean to you?
 - must be a two-way street, and not a partnership of convenience, with a systematic approach, and is transparent & reciprocal
 - can include equity positions, revenue sharing, agreement structures etc
 - analogously talked about partnerships in relation to dating before getting married, setting goals & seeing how it goes
 - concept of commensalism
 - benefit for both parties with shared risk. What is the objective? Goals? Long term vs. short term.
 - equity, different types of roles & differences in resources, good partnerships can look at ways to quantify contributions
 - mutual & clear understanding, with means of open communication
 - small vs. large business – mutual benefit can look different
 - building foundations based on a shared set of values, trust, and clear identification of ultimate objectives & goals as an organization
- how the MNA approaches partnerships, including a declaration of Relationship (which lays out the foundation of goals and values of the partnership), and Alberta MetisWorks, an online business directory of Metis owned and verified businesses
- socially driven projects/partnerships and the long processes for agreements associated with them
- deliverables should be identifiable, defined and measured from both parties
- City should use NISTO link, software that tracks indigenous community and social benefit
- Importance of education of partnerships. Hows, whys, and making it part of culture, to avoid misunderstandings
- Ensuring that partners share success
- Need for transparency, from both awarded & non-awarded bids (ie: why was it awarded, or not awarded? How to improve by providing feedback to all bidders)
- Social weight of indigenous business carry to support generational change, and the need to nail down a vetting method to identify partnerships, their authenticity and their commitment to support generational change
- Educating indigenous communities on what's 'coming up', and finding ways to ensure meaningful career paths, as well as group training, potential employees
- Connection, courtship, commitment, and cohabitation
- Helping companies learn, and maturing relationships over time, as the COE improves future information sharing
- Compensation & operational contact

- Need for methods of weighting & how to identify authentic partnerships
- Partnerships are often a lengthy process
- MNA partnerships include approval by the President, and are solid partnerships
- What does measuring success in the community look like?
- Challenges in competition amongst different indigenous groups bidding against each other, and the need for balance
- Aspect of Indigenous procurement in COE to prioritize locally based business
- What spectrum of relationships can we determine? Where does the business relationship fall inside the spectrum?
- How to control large, out of town companies always winning? Qualification vs. vintage? Is longer necessarily a good thing?
- Understand that some types of partnerships are joint ventures where one company approaches another for the purpose of inclusion in the bidding process
- Individual business will partner just to get themselves started
- Set-aside portions for entrepreneurs, so as not to exclude them from participation
- Screening process for authenticity
- Measure benefits? What are some social impact incentives?
- Does the COE need a 'list'? what kind of listing? Building an association? Or use existing resources (ie: AKSIS, Business link)
- Should there be an oversight board/committee? Dedicated resource in COE?
- Pilot project or finite?
- Does accountability make it back to a high level at COE (ie: council)?
- Pre-qualification lists, and different organizations that use them
- Need to have a standard & solid process in order to prequalify vendors
- Exploring letters of endorsements & other styles of letters of validation

Module 7: Preparing City of Edmonton buyers & Indigenous Sellers and Wrap-up (June 23/21)

- Training the Buyers
 - Benefit of providing education throughout the COE on the historical context of the TRC to strengthen understanding on why it is important
 - Gaining & sharing knowledge beyond institutional training (ie: slideshows, classroom etc.), using experience through advisors/mentors
 - Training with COE on how to deal with the politics of Nation-to-nation relations and cultural awareness, teaching how nations communicate & cooperate with each other, to increase capacity & understanding
 - Indigenous procurement is an emerging space, and how the federal government has been working with it for awhile, but it being fairly non-productive to date
 - Getting to make a face-to-face pitch, as to allow the potential to better communicate, and more actual in-person interactions
 - Need to ensure that buyers specifically receive appropriate training, and its importance be emphasized
 - Experience where buyers prepare suppliers with advance knowledge of upcoming work, that can help indigenous business prepare, and how that can be done with integrity

- Buyer training being an integral step
- 5% indigenous business set-aside as a starting point, and have tied to performance management
- Discussed UNDRIP, and a need for a paradigm shift in the unconscious bias
- Departmentalization's importance for strategic alignment within and amongst various departments
- Compulsory indigenous training for COE members to impress a clear understanding of the city's motivation moving forward
- The majority of contracts go through a competitive process, and raising awareness & need for education within the indigenous business community about the COE systems/processes, how they work, and how to use them (ie: ARIBA, COE website)
- Having a person with Indigenous business entrepreneurial experience within procurement
- Different challenges of business in Northern regions (ie: language barriers etc.) and the need to level the playing field
- Interactive educational program of the blanket exercise, how it is performed, and its use as a teaching tool to strengthen understanding of indigenous communities in a historical context
- Training the Sellers
 - General skill sets & knowledge that could be helpful to provide tutorials/education to indigenous entrepreneurs (ie: general program awareness, how to compile large paperwork packages, the 'nuts & bolts' of procurement, how to ask questions & request extensions)
 - Understanding the different stages of business, and the different kinds of internal infrastructure required to prepare bids
 - Finding different ways to connect opportunities with indigenous business
 - General skill sets & knowledge that could be helpful to provide tutorials/education to indigenous entrepreneurs (ie: general program awareness, how to compile large paperwork packages, the 'nuts & bolts' of procurement, how to ask questions & request extensions)
 - Understanding the different stages of business, and the different kinds of internal infrastructure required to prepare bids
 - Finding different ways to connect opportunities with indigenous business
 - How to shift thinking to help small businesses deal with the bureaucracy within the COE, and other organizations
 - Holding educational sessions on how to bid, navigating bidding processes, available resources, training for ARIBA and other standard formats. Who delivers sessions/education? Outreach? Large Suppliers? Third parties?
 - Understanding financial issues & risks, and how to negotiate risks
 - Importance of face-to-face interactions to build comfort COE processes and people
 - Different organizations that could help with face-to-face sessions (ie: NAABA, AKSIS)
- Wrap- As the City moves forward-were you heard? What stood out? What's next? What is the best advice for the COE?
 - Framework is the beginning of something positive, helping with self-determination of the Indigenous business community

- Gratitude for the commitment from the City, the process undertaken and the city's willingness to learn & listen, and recommendations for working towards meeting section 92 of the TRC, and the sessions being a productive way forward in the right direction
- How the expectation of capturing 5% indigenous suppliers would be a great start, but may not be good enough
- Gratitude from the city to committee members for their recommendations, metric advice and all the honest feedback
- Strategic & methodical steps are best in building relationships
- Hopes the city stays the course, and ensures broad awareness of the motivation & importance of the framework through messaging
- Staying positive and not giving into skepticism, and maintaining the belief in the success of the exercise
- The need to ensure alignment with the TRC & UNDRIP
- Feelings that the sessions were productive, positive and full of worthy messaging which should be heard
- That the sessions and framework are key steps for the City's to embrace what's been done so far & to improve on what other jurisdictions have done
- Framework is a path forward down a long journey to a building a better city by initiating the process
- Messaging around the framework should reflect that there was a broader voice at the table, and that is important to communicate that the committee was diverse group where voices were heard in the sessions/consultations

Recommendations for future engagement

The COE should continue to engage indigenous advisors during the roll out and delivery of the new indigenous procurement framework.

What Happens Next?

Sarah Davies from the COE is working on the framework for the summer. Next meeting for this group will be in mid-September.

Appendix

What We Did

Engaged with indigenous stakeholders over a period of 7 meetings, which involved various discussion topics on indigenous procurement.

Public Engagement Approach

How We Engaged

Engaged with various stakeholders over Google meet, with the meetings taking 2 hours for each module.

Who Was Engaged

Cameron Alexis	Alexis Cree Nation	cAlexis@tcvi.ca
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Rose Bilou	Volunteer	rosebilou@shaw.ca

What We asked

Module 1:

Activity 1:

- Introductions/What do you hope to get out of this?

Activity 2:

- How do we measure success?

Module 2:

Activity 1: ACTIVITY – CoE Presentation & Q & A

To cover:

What are the good and services purchased by CoE?

What is already know about Indigenous owned business serving the CoE (any available data)

What demographics or statistics regarding indigenous community members living in and around Edmonton?

Activity 2: Discussion Questions

- What are some success stories of Indigenous owned business receiving work/contracts from City? What contributed or influenced that success?
- What are the barriers, challenges experienced by Indigenous-owned businesses trying to obtain work with the COE?

Module 3:

Activity 1:

Review of Indigenous Procurement Models

- Indigenous Procurement Models
 - Promote and increase participants in current systems
 - Capacity building
 - Indigenous Set-aside competitions
 - Barriers to indigenous businesses – financial information, time to submit a bid, surety, bid deposits
 - Qualification evaluation and Master Service Agreements
 - Rent-a-feather

Activity 2:

Module 4:

Activity 1:

- What indigenous ownership and employment structures might the COE encounter? What are the benefits and limitations of each?

Activity 2:

Discussion Questions

- What indigenous ownership and employment structures might the COE encounter? What are the benefits and limitations of each?

Activity 3:

Discussion Questions

- How should the City measure indigenous participation on a bid and the subsequent contract? What are the benefits and limitation of each?

Module 5:

Activity 1:

Imagine what the indigenous procurement measurement could look like;

- Amount of Opportunity
- Award of contracts
- Indigenous employment
- Percentage based on population?

Activity 2:

Types of bid evaluation

- Price only
- Weighted price and other factors
- Indigenous content
- Years of experience or competency

What does matching the procurement program to indigenous capacity really mean? What examples and experiences can you share?

Activity 3:

- Bare minimum
- Medium change
- Major innovation

Discussion Questions

How can the City change their bid evaluation approach to support indigenous procurement? What are some of the risks and opportunities?

Module 6:

Activity 1:

When you think of partnership, what comes to mind?

Activity 2:

- What types of partnerships with indigenous have you seen? What is the spectrum of definitions?
- Paul Kooperman, “**Relationships and an alternative IAP2 Spectrum**”
 - Connection, Courtship, Commitment and Cohabitation
 - Or Level 1 to 4

Each person tells the group what partnerships means to them at each level? Share your past experiences.

Activity 3:

What kind of partnerships are in each category of the spectrum, from Level 1 to 4?

- Commitment
- Level of effort
- Community partnerships
- Entrepreneur partnerships

GROUP ACTIVITY #2 - Each group discuss the types of partnerships that the City will experience? What challenges will the City encounter?

Module 7:

Activity 1:

What are the core competencies that should be integrated into procurement practices?

Could include information and skills;

- Indigenous history
- Truth & Reconciliation Commission
- Not specific suppliers
- How to provide effective feedback
- Exposing indigenous suppliers to Procurement Department internal clients

- What other skills?

GROUP ACTIVITY #1

What do you recommend that the COE develop as core competencies? For which City departments?

Activity 2:

Preparing the Indigenous Sellers

What is missing in the indigenous suppliers background to successfully pursue City contracts?

- Bidding experience
- Formal procurement
- Pre-qualifying
- Schmoozing
- Financing
- Bonding
- Insurance

Who is the best suited to deliver the training?

- COE?
- Large suppliers?
- Third parties?

GROUP ACTIVITY #2 – Each person recommends preparation and training for indigenous suppliers.



BOSGOED Project Consultants (BPC) was started in 1992 by Gary Bosgoed, a senior project manager, professional engineer, business leader, and advisor. With strengths in strategic and operational planning, quality and productivity improvement, and community engagement, BPC has gone on to work with hundreds of clients across Canada and has raised over one hundred million dollars in capital for our clients.

WorkFirst Indigenous Engagement Program© was created by Gary Bosgoed, President and CEO of Bosgoed Project Consultants. The objective is to engage as many band members and businesses in capital projects by offering 100% of the opportunities to the Band.