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THE WINNIPEG CHAMBER OF COMMERCE

**TRUTH &  
RECONCILIATION  
ROADMAP (TRR)**

JUNE 2021

# **A SPECIAL MESSAGE FROM JESSICA DUMAS CHAIR OF THE WINNIPEG CHAMBER OF COMMERCE 2019-2020**

We hope you will review and revisit this guide throughout your journey and that it allows you to access a wide variety of resources and professional experienced training, individuals or teams, that can support the needs of your organization, and help you access a balanced approach to understanding why the TRC started their work in the first place, and why the Calls to Action requires an immediate response.

We know there is more than one way to develop the appropriate knowledge, skills, attitude, and changed behaviour that is required to be successful on this journey. The truth and reconciliation journey can be an emotional one, but our hope is that the discussion becomes part of regular dialogue and that Indigenous knowledge and inclusion becomes part of a regular ongoing way of being.

Meegwetch,

**Jessica Dumas**

*Member of Keeseekoowenin Ojibway First Nation, Treaty 2*

*Chair, The Winnipeg Chamber of Commerce Board of Directors 2019-2020*

*Chair, The Winnipeg Chamber of Commerce Truth and Reconciliation Advisory Council*



# THE WINNIPEG CHAMBER OF COMMERCE

# TRUTH & RECONCILIATION

# ROADMAP (TRR)

## Introduction

The Truth & Reconciliation Commission (TRC) released 94 *Calls to Action (CTA)* in 2015. The CTA's is an invitation for all Canadians to take action in order to redress the legacy of residential schools and advance the process of Canadian reconciliation.

The Winnipeg Chamber has responded by becoming a signatory to the 2016 *Winnipeg Indigenous Accord*, and leading the creation of the Chamber's Truth & Reconciliation Roadmap (TRR) resource that will reinforce the Chamber and the business community's commitment to the Calls to Action and the relationship that includes the *First Nation, Metis and Inuit communities*.

With Winnipeg's population increasing in number and diversity, notably 1 in 4 Winnipeggers will identify as Indigenous in the near future, it is imperative that businesses embrace initiatives that advance inclusivity to attract and retain talent and to reflect its customers and community.

The TRR will serve as a pathfinder to provide businesses with the focus and resources to achieve engagement and assist the business community in demonstrating the role it must play in truth and reconciliation.

Ultimately, truth and reconciliation is about meaningful and respectful relationship.

The Chamber's TRR offers the following key strategies, actions and associated resources, each of which can be tailored to an organization's goals and capacity:

- a. Develop an internal training strategy to educate all levels of staff on Indigenous history, Residential Schools and culture;

- b. Develop an internal Indigenous engagement strategy;
- c. Enhance HR practices to attract, hire and retain more Indigenous workers;
- d. Implement procurement practices, actions and partnerships;
- e. Reinforce relationships and support Indigenous communities through community involvement;

For each strategy, various links to resources and organizations are provided to assist your organization with development and implementation. Key to any strategy and action is a commitment organization-wide, led by champions that will take responsibility to see the initiatives come to fruition.

**"Truth and Reconciliation is about having the courage to listen and the confidence to step outside your individual comfort zone to achieve a bigger common purpose. This roadmap provides us a path in that journey."**

*Mark Sweeny  
Grand Chief Garrison Settee of Manitoba Keewatinowi Okimakanak Inc.*



# Develop an Indigenous Engagement Strategy

The strategy should consider statements or actions on the following:

- Employment
- Governance or leadership structure
- Community investment
- Education
- Procurement models
- Culture of your organization
- Relationships- business and community
- Overall commitment to Reconciliation
- Resources
- Partnerships and alliances
- Key performance indicators

## ACTIONS:

**A** Engagement of Indigenous human resources to assist with your Indigenous engagement strategy

## RESOURCES:

### Indigenous Works

Social Enterprises based in Saskatoon. Mandate: To build prosperous partnerships between corporations and First Nations, Métis, and Inuit communities that advance and benchmark workplace inclusion efforts, and help companies become employers-of-choice for Indigenous people, and companies-of-choice for Indigenous businesses and communities.

[indigenousworks.ca](http://indigenousworks.ca)

### Laborero Consulting

Laborero Consulting is a professional management consulting company established to provide the highest quality in consulting and advisory services, including a strong background in human resources including Indigenous recruitment and retention. An Aboriginal-led and driven organization that is customer focused and results driven.

[laboreroconsulting.com](http://laboreroconsulting.com)

### Carriere and Associates

Carriere and Associates is a First Nations owned and operated company delivering Human Resource consulting services. Diane Carriere has worked in in the area of Human Resources for over 15 years in the corporate sector and aboriginal communities.

[Dlcarriere42@gmail.com](mailto:Dlcarriere42@gmail.com)

**B** Source existing manuals and publications for tips and ideas for your Indigenous engagement strategy

## RESOURCES:

### 'Employer Toolkit; Aboriginal Workforce Participation Initiative', 2003

Practical tools and practices for employers for Indigenous employment strategies (membership is required to access this resource).

[seda.sk.ca/images/File/employer-resources/aboriginal-toolkit.pdf](http://seda.sk.ca/images/File/employer-resources/aboriginal-toolkit.pdf)





## Develop an Indigenous Engagement Strategy (CONT'D)

### RESOURCES (CONT'D):

#### 7 First Nation Retention Strategies by Bob Joseph

Bob Joseph is the President of Indigenous Corporate Training Inc., is a certified Master Trainer and provides on-site and public training to clients on the subject of working with Aboriginal Peoples.

[ictinc.ca/blog/7-first-nation-worker-retention-strategies](http://ictinc.ca/blog/7-first-nation-worker-retention-strategies)

The Saskatchewan Chamber of Commerce (SCC) formed a Task Force which resulted in an Indigenous Engagement Charter that is specifically designed for Saskatchewan business. The Charter has been developed with expertise and cultural sensitivity and will be enhanced over time. The Charter serves as a roadmap to provide businesses with the tools to achieve engagement and assists the business community in demonstrating the role it must play in reconciliation.

<https://saskchamber.com/programs/indigenous-engagement/>



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# Educate Your Workplace on Indigenous History and Culture

## ACTIONS:

**A** Implement a training plan to educate the workforce on Indigenous history and culture to create an organizational culture where all levels of the organization are working toward developing positive and flourishing relationships based on fact

**B** Arrange Inclusion and Diversity Training at all levels of the participating organization.

Targets will be set by the participating organization, but some suggested goals are included below:

- Year 1: 25% of staff
- Year 2: 50% of staff
- Year 3: 75% of staff
- New staff should receive the training within the first year of hiring.

## RESOURCES:

Take advantage of the resources [Treaty Relations Commission of Manitoba](#) provides (including its [speakers series](#)).

The TRCM's mandate is to strengthen, rebuild and enhance the Treaty relationship and mutual respect as envisaged by the Treaty Parties. [trcm.ca](http://trcm.ca)

### Circles for Reconciliation

'Circles for Reconciliation' are small grassroots gatherings of Indigenous and non-Indigenous people in discussion circles. [circlesforreconciliation.ca](http://circlesforreconciliation.ca)

### Manitoba Metis Federation

The Manitoba Metis Federation (MMF) is the official democratic and self-governing political representative for the Metis Nation's Manitoba Metis Community. [mmf.mb.ca](http://mmf.mb.ca)

### Land Acknowledgment

To have a greater understanding of the land's original caregivers and history, visit [Whose Land](#), an educational tool and interactive map. It is useful for

understanding Indigenous treaties and communities across Canada. The website offers videos of appropriate land acknowledgments.

[Starting from the Heart: Going Beyond a Land Acknowledgement](#) was developed to provide educators with information, ideas and resources that support the reconciliation journey specifically in the area of land acknowledgements.

Read this list of [22 impacts that inter-generational survivors face on a day-to-day basis](#).

**Offer your staff the opportunity to participate in the Kairos 'Blanket Exercise'**

An interactive group activity which illustrates Indigenous history in Canada.

[kairosblanketexercise.org](http://kairosblanketexercise.org)

**Book a guided tour (Indigenous Rights Tour or Metis Rights Tour) at the Canadian Museum of Human Rights**

Explore the connections between contemporary issues and historic violations of Indigenous rights.

[humanrights.ca/visit/tours#section-Guided-tours](http://humanrights.ca/visit/tours#section-Guided-tours)

### National Centre for Truth and Reconciliation

The NCTR is the permanent home for all statements, documents, and other materials gathered by the Truth and Reconciliation Commission. It ensures that former Residential School students and their families have access to their history; that educators share the history and researchers explore it; that the public can access historical records and other materials to help foster reconciliation and healing; that the history and legacy of the residential school system are never forgotten. [nctr.ca/map.php](http://nctr.ca/map.php)

**Manitoba Inuit Association** [manitobainuit.ca](http://manitobainuit.ca)

## WORKSHOPS ON CULTURAL COMPETENCY AND INDIGENOUS HISTORY:

### Anish Corporation

Full-day workshops for non-Indigenous groups to provide information on historical trauma and how it impacts Indigenous people today. [anishcoRR.ca](http://anishcoRR.ca)

## Educate Your Workplace on Indigenous History and Culture (CONT'D)

### J. Hogue and Associates

Supporting not-for-profit (and other) organizations in enhancing their organizational health, efficiency and strength. [jhoque.ca](http://jhoque.ca)

### 'White Spotted Horse'

Length and content customized for audience needs. Includes information to clarify thinking and dispel myths about Indigenous peoples of Canada and establish linkages between historical events and present-day issues.

[whitespottedhorse.com](http://whitespottedhorse.com)

### 1 Just City

Custom workshops combine history you need to know with the actions and agency you have to make an impactful difference.

[info@1justcity.ca](mailto:info@1justcity.ca)

### AMIK Professional Indigenous Engagement services

[www.amik.ca](http://www.amik.ca)

### Albert McLeod

Awareness sessions about Indigenous history, healing, governance and facilitated dialogue sessions about identity, anti-racism and the role of secular non-profits and religions in reconciling the history and impacts of the Indian Residential School era.

[albertmcleod.com](http://albertmcleod.com)

### Strong Heart Consultations

Presentations, workshops and access to ceremonial teachings and gatherings for the healing and well-being of all people.

[strongheartconsultation.com/](http://strongheartconsultation.com/)

### Treaty Workshops at the Manitoba Museum

'We are all Treaty People' – half day workshops for groups of 10 or more participants about the historical context of Treaties and Treaty relationships, to build understanding about the



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diversity of Manitoba's Indigenous Peoples and the history of Manitoba's First Nations, Metis and Inuit.

[manitobamuseum.ca/main/programs-and-events/we-are-all-treaty-people](http://manitobamuseum.ca/main/programs-and-events/we-are-all-treaty-people)

### Aboriginal Cultural Awareness

On-line courses for purchase - the product of a collaborative partnership between the Indigenous Leadership Development Institute and Millbrook Technologies and endorsed by the Assembly of First Nations.

[aboriginalawareness.ca](http://aboriginalawareness.ca)

### Indigenous Insights

Indigenous Insights is a flexible learning program that supports organizations seeking to understand and respond to the Truth and Reconciliation Commission's Calls to Action. It is ideal for educators, public health workers, employees in the public and private sectors, NGOs, faith-based and spiritual organizations, and those seeking to enhance their knowledge and understanding of Indigenous Peoples. It is an overview of Indigenous Peoples' history, cultures, and relationship with Canada.

[uwinnipeg.ca/indigenous-insights](http://uwinnipeg.ca/indigenous-insights)



## Educate Your Workplace on Indigenous History and Culture (CONT'D)

### Creating Positive Partnerships

Workplace education by Clayton Sandy with the goal of building bridges between the Indigenous community and the non-Indigenous community. *Turtle Island Project (TIP)* is a history journey that allows participants to feel, hear, and learn from products and by-products of the Residential School Era and 60s scoop. *Healing Hearts* is a call-in talk show featuring various guests to educate and learn from each other and come up with true partnerships. [claytonfsandy@gmail.com](mailto:claytonfsandy@gmail.com)

**C** Businesses are encouraged to create and implement inclusion policies and include its elements in its Human Resource Policies and Procedures manual

### RESOURCES:

Read the [Truth and Reconciliation Commission's Calls to Action](#)

Read [The United Nations Declaration on the Rights of Indigenous Peoples](#)

### CPHR Manitoba

CPHR Manitoba is the professional association dedicated to strengthening the human resources profession and upholding the highest standards of practice. CPHR Manitoba links members, businesses, and the general public to important HR issues and trends that are occurring provincially, nationally, and globally.

[cphrmb.ca](http://cphrmb.ca)

**D** Immerse yourself in researching the economic impact of the Indigenous workforce.

### RESOURCES:

Coming Together, Making Progress: Business's Role in Reconciliation with Indigenous Peoples

<https://chamber.ca/resource/diversity-inclusion-in-the-workplace/enhancing-business-indigenous-engagement/>

The Contribution of Aboriginal People to Future Labour Force Growth in Canada, Centre for the Study of Living Standards, Oct 2017

[csls.ca/reports/csls2017-07.pdf](http://csls.ca/reports/csls2017-07.pdf)

The National Aboriginal Economic Development Board

[naedb-cndea.com/publications](http://naedb-cndea.com/publications)

The Long and Winding Road Towards Aboriginal Economic Prosperity – TD Economics 2015

[td.com/document/PDF/economics/special/AboriginalEconomicProsperity.pdf](http://td.com/document/PDF/economics/special/AboriginalEconomicProsperity.pdf)

Indigenomics Institute

[indigenomicsinstitute.com](http://indigenomicsinstitute.com)





# Engage Indigenous People through Hiring

To succeed, businesses must commit to an inclusive and diverse workforce that is representative of Manitoba's population. The Indigenous population is growing quickly in Manitoba; it is in the interest of shareholders, employees, and the communities in which you operate to increase Indigenous representation in your operations. In order to achieve the full potential, businesses must embrace the talents of all people in the community.

## ACTIONS:

**A** Hire an Indigenous human resource professional as part of your HR team to guide Indigenous employment strategies, including fostering a culturally welcoming workplace

## RESOURCES:

Manitoba Aboriginal Human Resource Strategists

CPHR Manitoba

**B** Identify and include Indigenous workforce organizations when sourcing prospective employees

## RESOURCES:

Indigenous Works  
[indigenousworks.ca](http://indigenousworks.ca)

Centre for Aboriginal Human Resource Development Inc.  
[cahrd.org](http://cahrd.org)

Manitoba Metis Federation Employment and Training  
[mmf.mb.ca](http://mmf.mb.ca)

**C** Adding "Self-identifying as Indigenous or having first-hand knowledge or experience working with an Indigenous community will be considered an asset" to new job postings

**D** Attending an Indigenous job fair, or posting your job on an Indigenous-focused job board like [Amik](#) or [First Nations Knowledge Network](#) or Centre for Aboriginal Human Resource Development

**E** Engage post-secondary education (PSE) institutions in talent development and attraction; inform PSEs of your company's needs and career opportunities (including cooperative placements, internships)

## RESOURCES:

University of Manitoba Indigenous Connect  
[https://umanitoba.ca/admin/indigenous\\_connect/3388.html](https://umanitoba.ca/admin/indigenous_connect/3388.html)

Indigenous UWinnipeg  
[uwinnipeg.ca/indigenous](http://uwinnipeg.ca/indigenous)

Red River College  
RRC Student Employment Services provides a link between business and their future employees found in the College's student body [rrc.ca/ses/employers](http://rrc.ca/ses/employers)

Manitoba Institute of Trades & Technology [mitt.ca](http://mitt.ca)

Urban Circle Training Centre  
[urbancircletraining.com](http://urbancircletraining.com)

CAHRD [cahrd.org](http://cahrd.org)

Indigenous Leadership Development Institute  
[ildii.ca](http://ildii.ca)

# Implement Procurement Practices, Actions and Partnerships

Indigenous-owned businesses need to have opportunities to build and grow their operations the same as any other business. This requires businesses be active in their efforts to procure supplies services and/or establish partnerships and sub-contract using Indigenous-owned businesses.

Three quarters of Canadians believe supporting Indigenous businesses is an important pathway to healing Canada’s relationship with First Nations, Inuit and Métis people. (2017 Sodexo Canada Indigenous Business Survey) And 81% agree that Canadian corporations should include Indigenous owned and operated businesses in their supplier networks whenever possible.

## ACTIONS:

- A** Indigenous sub-contracting
- B** Incentivizing/reward suppliers and contractors that have Indigenous strategies
- C** Joint ventures with Indigenous communities
- D** Joint ventures with independently owned Indigenous businesses
- E** Procure supplies and services from businesses listed in the Indigenous Engagement Resource Guide: [https://www.ccab.com/main/ccab\\_member/](https://www.ccab.com/main/ccab_member/)

## RESOURCES:

Explore the [Canadian Aboriginal and Minority Supplier Council](#) website. Its mission is to champion business relationships and economic growth of the Canadian supply chain through the inclusion of Aboriginals and Minority suppliers.

**Confirm your corporate performance in Aboriginal relations with the Canadian Council for Business Progressive Aboriginal Relations certification program.** [ccab.com/programs/progressive-aboriginal-relations-par](http://ccab.com/programs/progressive-aboriginal-relations-par)

**Engage the Aboriginal Chamber of Commerce** and its membership as part of your procurement strategies. [web.aboriginalchamber.ca/search](http://web.aboriginalchamber.ca/search)

**Book your next business event or meeting at an Indigenous-led venue:**

- Thunderbird House [facebook.com/CircleofLifeThunderbirdHouse](https://facebook.com/CircleofLifeThunderbirdHouse)
- Manitoba Indigenous Cultural Educational Centre [micec.com](http://micec.com)

**Cater your next meeting or event through organizations offering Indigenous inspired cuisine.**

- Feast Café Bistro [feastcafebistro.com](http://feastcafebistro.com)
- Elsie Bear’s Kitchen [yellowpages.ca/bus/Manitoba/Winnipeg/Elsie-Bear-s-Kitchen/101282416.html](http://yellowpages.ca/bus/Manitoba/Winnipeg/Elsie-Bear-s-Kitchen/101282416.html)
- Big Deal Catering and Event Planning [bigdealcatering.ca](http://bigdealcatering.ca)

**Use these resources to find Indigenous businesses:**

- The Louis Riel Capital Corporation Metis Business Directory: [https://www.lrcc.mb.ca/business\\_directory\\_listing.php](https://www.lrcc.mb.ca/business_directory_listing.php)
- The Canadian Council for Aboriginal Business directory – make a specific search using the drop-down menu at: [ccab.com/main/ccab\\_member/](http://ccab.com/main/ccab_member/)
- The Government of Manitoba’s Indigenous Business Directory: [gov.mb.ca/finance/psb/api/api\\_bd.html](http://gov.mb.ca/finance/psb/api/api_bd.html)
- The Government of Canada’s Indigenous Business Directory: [sac-isc.gc.ca/rea-ibd](http://sac-isc.gc.ca/rea-ibd)

## Reinforce Relationships and Support Indigenous Communities through Community Involvement

Manitoba businesses, in order to reinforce or establish relationships and to achieve the trust and support of the surrounding Indigenous communities must endeavor to support and make a difference in those communities. Reinforcing relationships means operating in a truthful and transparent way, but also may include strategic community investments that deliver long-term benefits to the community.

### ACTIONS:

**A Provide support for initiatives that benefit and enhance Indigenous communities**  
Support may include dollars spent, in-kind support attendance at indigenous events and volunteer hours.

**B Join the Indigenous Languages Decal Initiative**  
This powerful and symbolic initiative celebrates Indigenous arts and languages. This initiative is a challenge to downtown businesses to work towards greater reconciliation with the Indigenous community, and in fostering understanding, respect, and dignity for all.  
<https://downtownwinnipegbiz.com/wp-content/uploads/2021/04/DWB-Welcome-Decal-Order-Form-2021.pdf>

**C Join the Winnipeg Poverty Reduction Council TRC 92 Youth Employment Employer Consortium**  
The Employer Consortium is comprised of private-sector employers that meet regularly to learn together and share experiences and collaboratively problem-solve barriers. The purpose of the Employer Consortium is “a journey toward truth and reconciliation incorporating business-to-business learning.”  
[wprc.ca/current-focus](http://wprc.ca/current-focus)

**D Organize staff education and participation in Orange Shirt Day**  
Orange Shirt day (September 30) is an opportunity to create meaningful discussion about the effects of Residential Schools and the legacy they have left behind. A discussion all Canadians can tune into and create bridges with each other for reconciliation.

[orangeshirtday.org](http://orangeshirtday.org)

**E Learn what it means to be a good ally to Indigenous Peoples**  
Groundwork for Change provides excellent information and resources for allyship.

[groundworkforchange.org](http://groundworkforchange.org)



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## Become a Signatory to the City of Winnipeg's Indigenous Accord; Provide Clear and Honest Reporting of All Actions Undertaken; Share Your Actions and Experiences Widely

Winnipeg's Indigenous Accord is a tool in which Indigenous and non-Indigenous Winnipeggers can come together and explore reconciliation. The Accord was unanimously adopted by City Council on March 22, 2017, marking an important step forward in the City of Winnipeg's Journey of Reconciliation.

The City of Winnipeg continues to explore and learn more about reconciliation. As an organization, the city has committed to learning, growing and doing things differently. One of the city's key actions in supporting reconciliation was creating the Accord, so that organizations and individuals can come together while learning and sharing in reconciliation while we develop and grow together as a City.

For information on Accord, partner goals and progress reports, visit [winnipeg.ca/indigenous/WIA/](http://winnipeg.ca/indigenous/WIA/)

### Additional Resources:

[Privilege Explained Activity Video](#)



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