

# Seven Generations Value Creation

Measuring Economic Reconciliation in  
B.C.'s Mining and Smelting Industry



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## Executive Summary

The Mining Association of British Columbia (MABC) launched its inaugural research project titled, **“Seven Generations Value Creation: Measuring Economic Reconciliation in B.C.’s Mining and Smelting Industry”** (SGVC) in June 2022.

The SGVC study examined the evolving best practices and practical examples of shared value<sup>1</sup> creation arising from partnerships between Indigenous peoples and the B.C. mining and smelting (MS) industry.

The goal of the project was to gather non-commercial information and practical examples of shared value creation through a hybrid data collection process: **unobtrusive** (research using publicly accessible data such as NRCAN’s **Lands and Minerals Sector Indigenous Mining Agreement Index**), and **quantitative** (surveys with Indigenous Nations / Communities with traditional territories in B.C. and MABC member companies).

The data model of the SGVC study was designed with the following objectives:

- To assess the non-economic dimensions of the relationship between Indigenous Nations / Communities and the MS sector; and,
- To ground discussions on the impact of the MS sector on Indigenous Nations / Communities based dimensions accepted as defining and measuring shared value, such as: access to broadband, food security, improved transportation and utility infrastructure, enhancements to safety, literacy, equity and inclusion, and cultural renewal.

As such, participating Indigenous Nations / Communities and MABC members were surveyed on:

- Actions identified by Indigenous organizations as being necessary to bridge the inequities between Indigenous and non-Indigenous communities;
- Actions aligned with policy frameworks created to advance self-determination, eradication of racism, and cultural renewal, as expressed by the Province of B.C.; and,
- Actions representative of commonly accepted norms of social well-being, as defined by the OECD and other similar bodies.

The SGVC study complied with the First Nations Principles of OCAP™ (ownership, control, access, and possession), which guides First Nations data and information governance.

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<sup>1</sup> Michael Porter’s article *Creating Shared Value* (Harvard Business Review, Jan-Feb 2011) said “*The concept of shared value can be defined as policies and operating practices that enhance the competitiveness of a company, while simultaneously advancing the economic and social conditions in which it operates. Shared value creation focuses on identifying and expanding the connections between societal and economic progress.*”

## The Methodology – Linkages with Indigenous and ESG Performance Frameworks

To assess economic reconciliation arising in the MS sector, the study integrated two surveys.

### Survey One: A Shared Value Creation Analysis.

Eight Indigenous Nations / Communities on behalf of 15 Nations<sup>2</sup> and twelve MABC members responded to the **Value Creation Analysis** survey between September 2022 – April 2023. The participating Nations and MABC members along with a copy of the survey questions can be found in **Appendix A**.

### Survey Two: A Supply Chain and Community Investment Analysis based on 2021 Expenditures of participating MABC members.

Ten MABC members responded to the **Supply Chain and Community Investment Analysis of 2021 Expenditures** survey between September 2022 – April 2023.

The 2021 Extractive Sector Transparency Measures Act (ESTMA) filings were also examined.

The **National Indigenous Economic Strategy for Canada (NIES)**, released in 2022, was used to provide a framework to measure economic reconciliation progress. Specifically, to assess shared value creation, the SGVC data model integrated the NIES' four strategic pathways (People, Lands, Infrastructure and Finance), and the associated 107 *Calls for Economic Prosperity*.

The results of SGVC were then aggregated and compared against the 'targets' expressed by the United Nations Sustainable Development Goals (UN SDGs), and the 'articles' in the Declaration on the Rights of Indigenous Peoples Act (DRIPA).

The table below presents the summary of dimensions and themes used to demonstrate an expression of shared value creation.

Four-focus areas representing opportunities to bridge inequities and advance social progress.

People	Land	Infrastructure	Finance
<ul style="list-style-type: none"> <li>• IBA Agreements</li> <li>• Capacity funding</li> <li>• Management and board of director representation</li> <li>• Employment tracking and retention</li> <li>• Literacy</li> <li>• Training</li> <li>• Inclusion</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional knowledge and land use investment</li> </ul>	<ul style="list-style-type: none"> <li>• Investments made to advance safety, food, security, health and wellness and cultural investments</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement strategies</li> </ul>

To review the framework applied and a list of related indicators referenced, see **Appendix B**.

<sup>2</sup> Ashcroft, Boston Bar, Coldwater, Cook's Ferry, Nicomen, Nooaitch, Shackan, and Siska Nations were aggregated and submitted via Citxw Nlaka'pamux Assembly

## Key Insights

The following section summarizes the key findings from the “*Seven Generations Value Creation: Measuring Economic Reconciliation in B.C.’s Mining and Smelting Industry*” study.

### PEOPLE

#### Agreements:

- Participating MABC members reported having some 55 agreements with ~ 45 Indigenous Nations / Communities.
- As a comparison, NRCAN’s *Lands and Minerals Sector Indigenous Mining Agreement Index* was also referenced. Accordingly, NRCAN reported ~ 65 agreements with Indigenous Nations with traditional territories in British Columbia, as of July 23, 2023.

#### Impact Benefit Agreements (IBAs):

- On a scale out of 4, on average, the IBAs were deemed to be a 3 in effectiveness or 75% effective by SGVC participating Indigenous Nations / Communities.
- When asked to explain rationale for the IBA effectiveness ranking, ‘legacy issues’ and ‘lack of follow-through on agreements,’ were cited as issues.

#### Workforce Development:

- 42% of participating MABC members reported having a strategy in place to recruit and retain Indigenous women in the workplace, with the objective of increasing Indigenous women’s representation in the industry.
- 23% of participating MABC members reported having Indigenous employees in senior management.
- 73% of participating MABC members reported tracking Indigenous employee retention, but only 38% of those companies reported tracking the reasons why Indigenous employees left the workplace.
- None of the participating MABC members reported having an Indigenous board member.
- None of the participating Indigenous Nations / Communities reported being aware of community members serving on the board of directors of an MABC member company.

#### Diversity and Inclusion:

- 83% of participating Indigenous Nations / Communities reported providing cultural training to the mining and or smelting companies operating or developing projects in their territory.
- 64% of participating MABC members reported planning unique campaigns to engage with Indigenous women, Elders, youth, and children about mining and smelting operations.
- 82% of participating MABC members reported having workplace strategies to encourage collaboration and inclusion between Indigenous and non-Indigenous employees.

#### Reconciliation:

- 73% of participating MABC members reported having strategies or plans to advance reconciliation.

## LAND

### Traditional Knowledge and Land Use:

- Participating MABC members reported investing almost \$1M (the combined total)<sup>3</sup> to conduct traditional knowledge and land use studies. This investment supported 30 different Indigenous communities.
- 100% of participating Indigenous Nations / Communities reported that industry is the primary funding source for traditional knowledge and land use studies.
- 67% of participating Indigenous Nations / Communities reported having sought guidance from Elders to achieve culturally specific values in the MS development and operations in the territory.

## INFRASTRUCTURE

### Safety and At-Risk Groups:

- Participating MABC members reported contributing ~ \$46K to support some 10 Indigenous organizations invest in health services like mental health initiatives, shelters, and food banks.
- Of the participating MABC members with rotational and remote work, 71% reported offering onsite services in partnership with healthcare providers / social organizations, and law enforcement to individuals affected by addiction, violence, and other hardships.
- 73% of participating MABC members reported providing training for all employees on gender-based sexual violence, anti-racism, cultural safety and diversity and inclusion.

### Community Infrastructure:

- Participating MABC members reported spending ~ \$50M in community investments to more than 70 Indigenous-affiliated organizations across B.C. in more than 30 communities in 2021.
- The top three community investments, based on the number of recipients who received contributions during the study period, were:
  - Capacity Funding/Agreement payments
  - Health-related services
  - Educational support
- 50% of participating Indigenous Nations / Communities reported allocating dollars arising from agreements with MS companies for community infrastructure, with investments supporting:
  - New community buildings such as recreational facilities, community centres, and offices.
  - Improved access to broadband and telecommunications services.
  - Improvements or maintenance of the community infrastructure such as power and water treatment.
  - Reliable transportation to the community.
  - And improved access to shelters and safe places.

### Cultural Programs and Health and Wellness:

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<sup>3</sup> The contribution total is based on the investments reported by seven of twelve MABC members

- 83% of participating Indigenous Nations / Communities reported allocating funds generated from agreements with MS companies to cultural programs. These Indigenous Nations / Communities reported supporting cultural programs and initiatives such as:
  - Cultural livelihood.
  - Language.
  - Mentorship.
  - Repatriation of artifacts.
  - Dance, storytelling, artisanship.
  - Fish camps.

## FINANCE

### Procurement Strategy:

- 92% of participating MABC members reported having an Indigenous procurement strategy, including practices like single-source procurement and preferred bids. Of, those companies, 45% report standardizing their procurement strategy across all operations.
- However, during interviews with Indigenous Nations/ Communities participating in the SGVC study, the participants expressed concerns about the limited visibility that Indigenous Economic Development departments have to MS companies' procurement priorities.
- 88% of participating Indigenous Nations / Communities reported maintaining an Indigenous business registry and tracking the number of Indigenous-affiliated contractors that are employed or have contracts with MS operations in the territory.
- 55% of participating MABC members monitored trends in the Indigenous-affiliated supply chain, tracking things such as:
  - Changes in the number of Indigenous-affiliated suppliers.
  - Changes in the contract values.
  - New joint ventures with non-Indigenous suppliers.
  - Changes in the types of goods, materials and services provided by Indigenous-affiliated suppliers.

### Indigenous Affiliated Supply Chain:

- Participating MABC members reported spending more than \$460M with some ~120 B.C.-based Indigenous-affiliated businesses and organizations affiliated with ~ 20 Indigenous Nations in 2021.
- Each participating MABC member contracted an average of 13 Indigenous-affiliated businesses during 2021.
- The SGVC also examined the types of Indigenous-affiliated businesses operating in the MS sector. Indigenous-affiliated businesses in the Metro Vancouver Region experienced the most expenditures, while the Thompson-Nicola Region had the highest count of Indigenous-affiliated businesses.

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### List of Terms

DRIPA	Declaration on the Rights of Indigenous Peoples Act
IBA	Impact Benefit Agreement
ESTMA	Extractive Sector Transparency Measures Act
MS	Mining and / or Smelting
NIES	National Indigenous Economic Strategy for Canada
NRCAN	Natural Resources Canada
Progress	Indicators which represent an expression or quantifiable measure of bridging inequities and the advancement of social progress
SGVC	Seven Generations Value Creation
UN SDGs	United Nations Sustainable Development Goals

# IN-DEPTH FINDINGS





## SGVC Framework

This section includes the in-depth key findings of the SGVC project. The following dimensions were analysed as actions demonstrating an expression of shared value creation:

**Four-focus areas representing opportunities to bridge inequities and advance social progress.**

People	Land	Infrastructure	Finance
<ul style="list-style-type: none"> <li>• Governance and IBA implementation</li> <li>• Capacity in Board Certification</li> <li>• Diversity and inclusion in the workforce</li> <li>• Financial literacy</li> <li>• Engagement of Indigenous women, youth, Elders, children, persons with disabilities and 2SLGBTQIA</li> <li>• Workforce development, recruitment and retention strategies and training and apprenticeships</li> </ul>	<ul style="list-style-type: none"> <li>• Traditional knowledge and land use investment</li> <li>• Indigenous Lens</li> <li>• Knowledge Keepers and Youth</li> </ul>	<ul style="list-style-type: none"> <li>• Safety and at Risk Groups</li> <li>• Community Infrastructure</li> <li>• Cultural Programs and Health and Wellness</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement strategies</li> <li>• Indigenous-Affiliated Supply Chain</li> </ul>

This section includes SGVC's alignment, by dimension, with the applicable NIES, UN SDGs and DRIPA indicator. Additionally, the participation rate or response count of Indigenous Nations / Communities and of MABC member companies is summarized by survey question.

# PEOPLE

## *Section topics addressed*

### **AGREEMENTS**

- Agreements signed between Indigenous Nations / Communities and mining and or smelting companies in B.C. and the impacts these agreements have had on the Indigenous Communities. Together, these agreements have progressed one NIESC call to action, one DRIPA focus, and one UN SDG goal.

### **CAPACITY FUNDING**

- Technical development resulting from IBAs and capacity funding provided to Indigenous communities in the mining and smelting industry of B.C. This funding has progressed one NIESC call to action, one DRIPA focus, and one UN SDG goal.

### **MANAGEMENT AND BOARD OF DIRECTORS REPRESENTATION**

- Indigenous representation on boards outside and within the mining and smelting industry of B.C. This representation has progressed one NIESC call to action, one DRIPA focus, and zero UN SDG goals.

### **EMPLOYMENT TRACKING AND RETENTION**

- Inclusion, tracking, and reporting of the Indigenous workforce within the mining and smelting industry of B.C. Together, the inclusion of the Indigenous workforce in the industry have progressed one NIESC call to action, one DRIPA focus, and two UN SDG goals.

### **LITERACY**

- Improvement to literacy support within Indigenous communities in B.C. and the relationship to the mining and smelting industry. Together, these literacy improvements have progressed one NIESC call to action, zero DRIPA focuses, and zero UN SDG goals.

### **TRAINING**

- Access to cultural and safety training within the overall mining and smelting industry in B.C. and the engagement of local Indigenous communities to provide authentic cultural training. Together, the training programs have progressed one NIESC call to action, two DRIPA focuses, and two UN SDG goals.

### **INCLUSION**

- Engagement of minority groups within the Indigenous communities, Elders, and Indigenous youth. Together, these plans have progressed zero NIESC calls to action, two DRIPA focuses, and one UN SDG goal.

## Shareworthy SGVC

Participating MABC members reported having 55 agreements with ~ 45 Indigenous Nations / Communities. As a comparison, NRCAN's Lands and Minerals Sector Indigenous Mining Agreement Index was also referenced to assess the number and types of agreements common in the MS sector. NRCAN reported ~ 65 agreements with Indigenous Nations in B.C. as of July 23, 2023.

### AGREEMENTS

#### Progress

CEP #32

Art. 23

SDG 17

On average, participating Indigenous Nations / Communities reported having IBAs with four MS companies. On average, these Indigenous Nations / Communities found the IBAs to be 75% effective.

#### Progress

CEP #32

Art. 23

SDG 17

On average, participating MABC members reported having five agreements with each Nation. The most common agreement types (in order) reported were:

- Impact Benefit Agreement
- Capacity Funding Agreement

Participating MABC members reported ~ \$49M in Capacity Funding/ Agreement Payments to support some 45 Indigenous partners in 2021.

## CAPACITY FUNDING

### Progress

CEP #32

Art. 23

SDG 17

On average, \$180K in annual capacity funding was provided to each Indigenous Nation. The report showed that each Indigenous Nation / Community received an average annual capacity funding ranging from \$1,250 to \$750,000.

### Progress

CEP #32

Art. 23

SDG 17

80% of responding Indigenous Nations / Communities reported an improvement in the technical resources available to manage MS project development phases and monitor ongoing operations as a result of funding associated with IBAs.

Reported technical capacity arising from IBA associated funding included:

- Project management.
- Spatial data.
- Traditional knowledge, land use, environmental / climate, and socio-economic studies.

23% of participating MABC members reported having Indigenous employees in senior management. Eleven MABC members reported a total of six Indigenous senior management employees and ~ 1,238 Indigenous employees.

## MANAGEMENT AND BOARD OF DIRECTOR REPRESENTATION

### Progress

CEP #9

Art. 19

Since signing an IBA, 100% of reporting Indigenous Nations / Communities perceived an increase in the number of Indigenous people from the Community participating in public or private boards. Yet, zero out of eight Nations / Communities were aware of Community members who serve on the Board of Directors of an MS company.

0% of participating MABC members reported having Indigenous representation on their board.

## EMPLOYMENT TRACKING AND RETENTION

### Progress

CEP #30

Art. 21

SDG 8

SDG 10

42% of participating MABC members reported having a strategy in place to recruit and retain Indigenous women in the workplace, with the objective of increasing Indigenous women's representation in the industry.

### Progress

CEP #30

Art. 21

SDG 8

SDG 10

73% of participating MABC members reported tracking Indigenous employees who leave, with 38% of those companies tracking the reasons they left.

## Shareworthy SGVC

Participating MABC members reported donating ~ **\$83K** to support some 5 Indigenous organizations investing in educational support, literacy, and libraries.

### LITERACY

#### Progress

CEP #5

67% of participating Indigenous Nations / Communities reported a belief that there is a correlation between increased financial literacy and economic development and MS activity in the territory.

#### Progress

CEP #5

50% of participating Indigenous Nations / Communities reported perceiving there to be greater access to financial literacy supports available to entrepreneurs and community members compared to five years ago.

## Shareworthy SGVC

Within the MS supply chain, ~ \$13M was spent on Indigenous-affiliated businesses providing monitors, safety, and training-related support services.

### TRAINING

#### Progress

CEP #30

Art. 2

Art. 34

SDG 8

SDG 10

83% of participating Indigenous Nations / Communities reported providing cultural training to the MS companies operating or developing projects in the territory.

73% of participating MABC members reported having strategies or plans to advance reconciliation.

## INCLUSION

### Progress

Art. 19

Art. 21

SDG 10

64% of participating MABC members reported planning unique campaigns to engage with Indigenous women, Elders, youth, and children about the MS sector.

82% of participating MABC members reported having workplace strategies to encourage collaboration and inclusion between Indigenous and non-Indigenous employees.

# LAND

*Section topics addressed:*

## **TRADITIONAL KNOWLEDGE AND LAND USE STUDIES**

- Investments in Indigenous communities and affiliated businesses from mining and or smelting companies to conduct traditional Knowledge and land use studies. Together, these investments have progressed two NIESC calls to action, one DRIPA focus, and one UN SDG goal.

## **INDIGENOUS-LENS**

- The contracting of Indigenous-affiliated businesses to undergo work within the mining and smelting industry. Together, these contracts have progressed zero NIESC calls to action, one DRIPA focus, and zero UN SDG goals.

## **KNOWLEDGE KEEPERS AND YOUTH**

- Engagement of Indigenous elders and youth within affiliated communities to progress cultural goals alongside economic development. Together, these engagements have progressed two NIESC calls to action, two DRIPA focuses, and two UN SDG goals.



100% of the SGVC participating Indigenous Nations / Communities reported that industry is the primary source of funding for traditional knowledge and land use studies.

## TRADITIONAL KNOWLEDGE AND LAND USE STUDIES

### Progress

CEP #39

Art. 32

SDG 15

Seven members reported contributing on average \$116K each to 30 different Indigenous communities annually to conduct traditional knowledge and land use studies.

## INDIGENOUS-LENS

### Progress

CEP #28

82% of participating MABC members reported using Indigenous-affiliated suppliers to provide environmental and / or reclamation related goods, materials, or services annually across their operations.

The number of Indigenous-affiliated suppliers per MABC member ranges from 2-41.

## KNOWLEDGE KEEPERS AND YOUTH

### Progress

CEP #12

Art. 19

Art. 21

SDG 10

67% of participating Indigenous Nations / Communities reported seeking guidance from Elders to achieve culturally specific values in the MS development and operations in the territory.

### Progress

CEP #11

SDG 8

50% of participating Indigenous Nations / Communities reported that Indigenous youth in their community are engaging in MS development and operations in the territory.

Indigenous Nations / Communities confirmed engaging Indigenous youth regarding project development planning, mitigation, and traditional knowledge integration as well as the following other aspects:

- Career pathways
- General industry literacy and market information
- Impact benefit agreement (IBA) implementation and monitoring
- Training sessions

# INFRASTRUCTURE

*Section topics addressed:*

## **SAFETY AND AT RISK GROUPS**

- Programs to protect those most vulnerable to potential risks associated with remote or rotational work as well as the development of EDI within the workplace. Together, these programs and policies have progressed one NIESC call to action, three DRIPA focuses, and three UN SDG goals.

## **COMMUNITY INFRASTRUCTURE**

- Progress on building out infrastructure within Indigenous communities through investments, general economic development and cultural programs and health and wellness. Together, these investments in infrastructure have progressed three NIESC calls to action, zero DRIPA focuses, and one UN SDG goal.

## **CULTURAL PROGRAMS AND HEALTH AND WELLNESS**

- Development of cultural programs within Indigenous communities involved in the mining and smelting industry through monetary investments and general economic development. Together, these investments in cultural programs have progressed zero NIESC calls to action, one DRIPA focus, and one UN SDG goal.

## Shareworthy SGVC

Participating MABC members reported donating ~ \$46K to support some 10 Indigenous partners to invest in health services, including mental health initiatives, shelters, food banks, and hospitals.

### SAFETY AND AT RISK GROUPS

#### Progress

CEP #30	Art. 2	73% of participating MABC members reported providing training for all employees on gender-based sexual violence, anti-racism, cultural safety and diversity and inclusion.
Art. 34	SDG 8	
SDG 10		

#### Progress

Art. 29	SDG 3	Of the members with rotational and remote work, 71% reported offering health services at remote work sites for those suffering from addiction, violence, and hardships, in collaboration with healthcare providers / social organizations, law enforcement, or other stakeholders.
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## Shareworthy SGVC

Participating MABC members reported spending ~ \$50M<sup>4</sup> in community investments to more than 70 Indigenous-affiliated organizations across B.C. in more than 30 communities in 2021.

The top three community investments, based on the number of recipients who received contributions during the study period, were:

- Capacity Funding/Agreement Payments
- Health Services
- Educational support

## COMMUNITY INFRASTRUCTURE

### Progress

88% of participating Indigenous Nations / Communities affirmed their belief in the correlation between investment in infrastructure and economic development in the mining and smelting industry.

### Progress

CEP #64

CEP #65

CEP #80

SDG 9

50% of participating Indigenous Nations / Communities reported allocating funds arising from agreements with MS companies for community infrastructure. Infrastructure investments include:

- New community buildings such as recreational facilities, community centres, and offices,
- Improved access to broadband and telecommunications services
- Improvements to or maintenance of the community infrastructure such as power and water treatment,
- Reliable transportation for the community,
- Improved access to shelters and safe places.

<sup>4</sup> The Community Investments reported for 2021 are presumed to include ESTMA payments, especially under the Capacity Funding category. Of the \$49 million in community investments recorded, ~\$24 million were matched with the ESTMA payments filed. Note: Because of this, ESTMA payments and Community Investments cannot be added together. The ESTMA Database is available at: <https://www.nrcan.gc.ca/our-natural-resources/minerals-mining/extractive-sector-transparency-measures-act/links-estma-reports/18198>

Participating MABC members reported donating ~ \$803K to support 5 Indigenous partners investing in miscellaneous expenditures, including cultural events. A further \$21K was donated to support recreation, community athletics, and sports.

## CULTURAL PROGRAMS & HEALTH AND WELLNESS

### Progress

Art. 31

SDG 10

83% of participating Indigenous Nations / Communities report allocating funds generated from agreements with MS companies to cultural programs. These Nations support cultural programs and initiatives such as:

- Cultural livelihood
- Language
- Mentorship
- Repatriation of artifacts
- Dance, storytelling, artisanship
- Fish camps

### Progress

83% of participating Indigenous Nations / Communities affirmed their belief that there is a correlation between increased investment in cultural programs and the economic development of the MS industry.

# FINANCE

*Section topics addressed:*

## **PROCUREMENT STRATEGY**

- Participation of Indigenous-affiliated businesses in the mining and smelting supply chain, including contractual opportunities, and monitoring and reporting on Indigenous supply chain trends. Together, these strategies have progressed two NIESC calls to action, zero DRIPA focuses, and one UN SDG goal.

## **INDIGENOUS-AFFILIATED SUPPLY CHAIN**

- Investment in Indigenous-affiliated businesses and communities in the mining and smelting supply chain. Together, these strategies have progressed three NIESC calls to action, zero DRIPA focuses, and two UN SDG goals.

Each participating MABC member contracted an average of 13 Indigenous-affiliated businesses during 2021.

## PROCUREMENT STRATEGY

### Progress

CEP #24

SDG 8

92% of participating MABC members reported having an Indigenous procurement strategy, including practices like single-source procurement and preferred bids. Of, those companies, 45% report standardizing their procurement strategy across all operations.

SGVC did interviews with Indigenous Nations / Communities, and some of the people who took part were concerned that their Indigenous Economic Development offices don't have enough information about the number and types of Indigenous businesses that MS companies from their community hire.

### Progress

CEP #24

64% of participating MABC members reported having formal requirements for director vendors to subcontract to Indigenous-affiliated businesses.

### Progress

CEP #25

88% of participating Indigenous Nations / Communities reported maintaining an Indigenous business registry and tracking the number of Indigenous-affiliated contractors hired with MS operations in the territory.

55% of participating MABC members monitored trends in the Indigenous-affiliated supply chain, including:

- Changes in the number of Indigenous-affiliated suppliers.
- Changes in the contract values.
- The number of new joint ventures with non-Indigenous suppliers
- Changes in the types of goods, materials and services provided by Indigenous-affiliated businesses.

## Progress

CEP #25

82% of participating MABC members reported tracking the percentage of Indigenous affiliated spend as a part of overall annual procurement.

## Shareworthy SGVC

The SGVC also examined the types of Indigenous-affiliated businesses operating in the MS sector. Indigenous-affiliated businesses in the Metro Vancouver Region experienced the most expenditures, while the Thompson-Nicola Region had the highest count of Indigenous-affiliated businesses. As a percentage of the total count of Indigenous-affiliated businesses, ~23% were active in Construction & Labour category. Yet, these companies represented some 46% of the total Indigenous-affiliated expenditure in B.C. Drilling & Blasting services at ~24% and Logistics at ~21% were the next highest categories in terms of expenditure earned by Indigenous-affiliated businesses in B.C.

## INDIGENOUS-AFFILIATED SUPPLY CHAIN

### Progress

CEP #5

CEP #28

CEP #83

SDG 8

SDG 10

Within the MS supply chain, more than \$460M of materials, goods and services were procured from ~120 Indigenous-affiliated businesses located in 60 municipalities, unincorporated communities, and Indigenous Nations in B.C. in 2021.



## CONCLUSION





# APPENDIX



## Appendix A: Reporting

### *Seven Generations Value Creation: Measuring Economic Reconciliation in B.C.'s Mining and Smelting Industry Study Participants*

<b>Participating Indigenous Nations / Communities</b>
Ashcroft Indian Band (Submitted via Citxw Nlaka'pamux Assembly)
Boston Bar First Nation (Submitted via Citxw Nlaka'pamux Assembly)
Cheslatta Carrier Nation
Coldwater Indian Band (Submitted via Citxw Nlaka'pamux Assembly)
Cook's Ferry Indian Band (Submitted via Citxw Nlaka'pamux Assembly)
K'ómoks First Nation
Lhatako Dene Nation
Nicomén Indian Band (Submitted via Citxw Nlaka'pamux Assembly)
Nisga'a Nation
Nooaitch Indian Band (Submitted via Citxw Nlaka'pamux Assembly)
Saulteau First Nations
Shackan Indian Band (Submitted via Citxw Nlaka'pamux Assembly)
Siska Indian Band (Submitted via Citxw Nlaka'pamux Assembly)
Tahltan Nation
Wei Wai Kum First Nation

<b>Participating MABC Members</b>
Coeur Mining, Inc.
Conuma Coal Resources Ltd.
Copper Mountain Mining ULC
New Gold Inc.
Newcrest Mining Ltd.
Osisko Development Corp.
Rio Tinto
Seabridge Gold Inc.
Skeena Resources Ltd.
Taseko Mines Ltd.
Teck Resources Ltd.
Trafigura Ltd.

## Member Survey

### Indigenous Partnership

Note that each member company was also asked about the number of agreement types per their individual projects / operations.

Question	Response Options	Responses
Which Indigenous Nations / Communities does the company have agreements with? (e.g., Impact Benefit Agreements or IBAs)	List of all B.C. Indigenous Communities	12 / 12 Members
How many agreements, including IBAs, does the company have with Indigenous Nations / Communities?	Integer	12 / 12 Members
Which agreement type is most frequently used between the company and Indigenous Nations / Communities?	Capacity Funding Agreements Conservation Agreements Education and Training Agreements Employment Agreements Equity Agreement Friendship Agreement Impact Benefit Agreement Procurement Agreements Traditional Use and Other Studies Agreements None is used most frequently Unsure Other	12 / 12 Members
Per operation or project, please report the number of each agreement type held with Indigenous Nations / Communities. <i>Note, this was asked uniquely for each member company depending on their projects / operations</i>	Integer Matrix	-
On average, how much capacity funding does the company provide per Indigenous Nation per year?	Integer	11 / 12 Members

### Indigenous Workforce

Question	Response Options	Responses
How many members of the company's board of directors identify as being Indigenous?	Integer	12 / 12 Members
How many senior managers of the company identify as being Indigenous?	Integer	12 / 12 Members
How many employees identify as being Indigenous?	Integer	12 / 12 Members
Is the number of Indigenous employees retained by the company tracked and reported annually?	Yes No Unsure	11 / 12 Members
Does the company track the number of Indigenous employees who departed each operation?	Yes No Unsure	11 / 12 Members
Are the reasons why Indigenous employees leave the company tracked and reported?	Yes No Unsure	11 / 12 Members
Is there a strategy in place to recruit and retain Indigenous women in the workplace,	Yes No Unsure	12 / 12 Members

with the objective of increasing Indigenous women's representation in the industry		
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### Indigenous Procurement

Question	Response Options	Responses
Does the company have an Indigenous procurement strategy, including practices like single-source procurement or preferred bids?	Yes No Unsure	12 / 12 Members
If yes, is the Indigenous procurement strategy standardized across all operations?	Yes No Unsure	11 / 12 Members
Does the company monitor trends in the Indigenous-affiliated supply chain?	Yes No Unsure	11 / 12 Members
What trends are monitored?	Increase / decrease in the number of Indigenous-affiliated suppliers Increase / decrease in the contract values New joint ventures with non-Indigenous suppliers Increase / decrease in the type of goods, materials and services provided by Indigenous-affiliated suppliers Other	6 / 6 Members
Does the company track the percentage of Indigenous-affiliated spend as part of overall annual procurement?	Yes No Unsure	11 / 12 Members
Does the company report the percentage of Indigenous-affiliated spend as part of overall procurement to the partner Nation?	Yes No Unsure	6 / 6 Members
Does the company have formal requirements for contractors to subcontract to Indigenous-affiliated businesses?	Yes No Unsure	11 / 12 Members
How many Indigenous-affiliated suppliers are estimated to be providing environmental or reclamation related goods, materials or services annually across the company's operations?	Integer	11 / 12 Members

## Safety

Question	Response Options	Responses
Does the company have a remote and rotational workforce?	Yes No Unsure	12 / 12 Members
Does the company provide training for all employees on gender-based sexual violence, anti-racism, cultural safety, diversity and inclusion, as well as the effects of colonization on Indigenous peoples?	Yes No Unsure	11 / 12 Members
Does the company have safety guidelines and policies to protect Indigenous women, girls, and two-spirit people from the potential risks arising from remote, rotational workforce?	Yes No Unsure	6 / 7 Members
Does the company offer health services at remote work sites to help those suffering from addiction, violence and hardships, in collaboration with healthcare providers/social organizations, law enforcement, or other stakeholders?	Yes No Unsure	7 / 7 Members

## Reconciliation

Question	Response Options	Responses
Does the company have a strategy or plan to advance reconciliation	Yes No Unsure	11 / 12 Members
Does the company have workplace programs, such as cultural awareness training or cultural celebrations, to encourage collaboration and inclusion between Indigenous and non-Indigenous employees?	Yes No Unsure	11 / 12 Members
Does the company plan unique campaigns to engage with Indigenous women, youth, Elders, and children about mining operations	Yes No Unsure	11 / 12 Members
Annually, how much investment is made in Traditional Knowledge / Traditional Use studies (TKUS) across all operations with all partner Nations	Yes No Unsure	11 / 12 Members
Which Indigenous Nations / Communities does the funding for TKUS reach?	List of all B.C. Indigenous Communities	12 / 12 Members

## Indigenous Community Survey (Abbreviated Version – April 2023)

Question	Response Options	Responses
Is guidance sought from Elders to achieve culturally specific values in the mining and/or smelting development and operations in the territory?	Yes No Unsure	6 / 8 Communities
Does a department within the Community track the number of Indigenous people retained with a partner mining or smelting company?	Yes No Unsure	6 / 8 Communities
Through revenue generation arising from agreements with mining and/or smelting companies, are dollars allocated by the Community for cultural programs?	Yes No Unsure	6 / 8 Communities
Do you believe there is a correlation between increased investment in cultural programs and the economic development, mining and/or smelting activity in the territory?	Yes No Unsure	6 / 8 Communities
If yes, select examples of cultural programs and initiatives supported as a result of increased economic development.	Cultural Camps Cultural livelihood Dance, storytelling, artisanship Fish camps Language Mentorship Repatriation of artifacts Other	3 / 5 Communities
Does the Community provide cultural training to the mining and/or smelting companies operating or developing projects in the territory?	Yes No Unsure	6 / 8 Communities
Do you believe there is a correlation between increased investment in infrastructure and economic development, mining and/or smelting activity in the territory?	Yes No Unsure	8 / 8 Communities
Through revenue generation arising from agreements with mining and/or smelting companies, are dollars allocated by the Community for community infrastructure?	Yes No Unsure	8 / 8 Communities
Does the community maintain an Indigenous business registry?	Yes No Unsure	8 / 8 Communities
Does the community track the number of Indigenous-affiliated (or 'member owned or band owned') contractors that are hired or have contracts with	Yes No Unsure	8 / 8 Communities



mining and/or smelting operations in the territory?		
Are you aware of any members of the Community who serve on the Board of Directors with a mining and/or smelting company?	Yes No Unsure	6 / 8 Communities
Do you think there is a connection between the mining and/or smelting activities in the region and the financial literacy or business interests of the community members?	Yes No Unsure	3 / 8 Communities
Do you believe there is more access to financial literacy / business supports available to entrepreneurs and community members compared to five years ago?	Yes No Unsure	6 / 8 Communities
Are Indigenous youth in the community engaged in mining and/or smelting development and operations in the territory?	Yes No Unsure	6 / 8 Communities
If yes, select the types of engagement of Indigenous youth in the community	Career pathways General industry literacy and market information Impact benefit agreement (IBA) implementation and monitoring Planning for project development, mitigation and traditional knowledge integration Training sessions Other	3 / 3 Communities

## Appendix B: Frameworks

### National Indigenous Economic Strategy for Canada (NIES)

As described in the official strategy document, “the National Indigenous Economic Strategy is designed to drive positive change, address long-standing inequities, and achieve inclusive growth for and with Indigenous communities. [The] Strategy presents pathways for Canada to be the global leader in upholding Indigenous rights. Implementation of the Strategy requires the purposeful engagement of governments, corporate Canada, institutions, and all Canadians.”

#### *The Calls for Economic Prosperity*

- #5 Ensure that Indigenous Entrepreneurs have access to capital and enabling programs to fully participate in the Canadian economy.
- #9 Educate shareholders to mandate inclusion of Indigenous Peoples on corporate for-profit and not-for-profit boards.
- #11 Educate Indigenous youth on all aspects of Indigenous economic issues and approaches.
- #12 Seek the advice and guidance of Indigenous Elders in all culturally specific aspects of economic development.
- #24 Develop programs to enable Indigenous Peoples to expand their networks.
- #25 Identify appropriate social capital measurement and reporting systems.
- #28 Recognize and measure the Indigenous contribution to Canada’s prosperity and work towards increasing Indigenous economic growth.
- #29 Encourage all entities in Canada to establish Reconciliation Action Plans that are measurable and communicated publicly.
- #30 Engage Indigenous Advisors to help Indigenous and non-Indigenous organizations evaluate workplace practices and strategies, measure and monitor workplace inclusion strategies, provide inclusive workplace training, and undertake systems review of strategies.
- #32 Strengthen the negotiating capacity of Indigenous groups.
- #39 Fully fund Indigenous communities to conduct traditional knowledge studies and create their own archives.
- #64 Eliminate the boil-water advisories in all Indigenous communities by upgrading physical infrastructure and developing capacity and skills of community members to manage water systems.
- #65 Ensure all Indigenous communities have reliable transportation for travel and shipment of food and materials.
- #80 Enable federal and provincial co-funding and industry partnerships to provide broadband services to Indigenous communities in rural and remote areas; prioritize Indigenous participation; provide dedicated Indigenous funding for all major infrastructure programs and projects, including Indigenous ownership.

## Declaration on the Rights of Indigenous Peoples Act (DRIPA)

“The Declaration Act aims to create a path forward that respects the human rights of Indigenous Peoples while introducing better transparency and predictability in the work we do together.” *Adapted from the Government of B.C. As of 2019, DRIPA is the recognized framework for reconciliation of the provincial government of B.C.*

- #2 Indigenous peoples and individuals are free and equal to all other peoples and individuals and have the right to be free from any kind of discrimination, in the exercise of their rights, in particular that based on their indigenous origin or identity
- #19 States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them.
- #21 Indigenous peoples have the right, without discrimination, to the improvement of their economic and social conditions, including, inter alia, in the areas of education, employment, vocational training and retraining, housing, sanitation, health and social security. States shall take effective measures and, where appropriate, special measures to ensure continuing improvement of their economic and social conditions. Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities.
- #22 Particular attention shall be paid to the rights and special needs of indigenous elders, women, youth, children and persons with disabilities in the implementation of this Declaration. States shall take measures, in conjunction with indigenous peoples, to ensure that indigenous women and children enjoy the full protection and guarantees against all forms of violence and discrimination.
- #23 Indigenous peoples have the right to determine and develop priorities and strategies for exercising their right to development. In particular, indigenous peoples have the right to be actively involved in developing and determining health, housing and other economic and social programmes affecting them and, as far as possible, to administer such programmes through their own institutions.
- #29 States shall also take effective measures to ensure, as needed, that programmes for monitoring, maintaining and restoring the health of indigenous peoples, as developed and implemented by the peoples affected by such materials, are duly implemented.
- #31 Indigenous peoples have the right to maintain, control, protect and develop their cultural heritage, traditional knowledge and traditional cultural expressions, as well as the manifestations of their sciences, technologies and cultures, including human and genetic resources, seeds, medicines, knowledge of the properties of fauna and flora, oral traditions, literatures, designs, sports and traditional games and visual and performing arts. They also have the right to maintain, control, protect and develop their intellectual property over such cultural heritage, traditional knowledge, and traditional cultural expressions.
- #32 Indigenous peoples have the right to determine and develop priorities and strategies for the development or use of their lands or territories and other resources. States shall consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free and informed consent prior to the approval of any project affecting their lands or territories and other resources, particularly in connection with the development, utilization or exploitation of mineral, water or other resources.
- #34 Indigenous peoples have the right to promote, develop and maintain their institutional structures and their distinctive customs, spirituality, traditions, procedures, practices and, in the cases where they exist, juridical systems or customs, in accordance with international human rights standards.

## United Nations Sustainable Development Goals (UN SDGs)

“The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.” *Adapted from the United Nations.*

- 3.5 Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
- 5.2 Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation
- 8.2 Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors
- 8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training
- 8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment
- 9.1 Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all
- 10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
- 10.3 Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard
- 10.4 Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality
- 10.5 Improve the regulation and monitoring of global financial markets and institutions and strengthen the implementation of such regulations
- 15.1 By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements
- 17.17 Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

**MABC**

MINING ASSOCIATION OF BRITISH COLUMBIA