

# Indigenous Reconciliation Action Plan

FY27–FY29





## Land Acknowledgement

BCLC acknowledges that our operations take place on the ancestral Indigenous territories and territories governed by treaty of more than 200 First Nation communities across British Columbia. We recognize the enduring connection that B.C. First Nations have to these lands, where they have lived, governed and upheld their cultures for countless generations. We also acknowledge that our collective colonial past has created immeasurable harms for all Indigenous Peoples.

Our head office is located in T̓k'emlúps'emcúlecw, the territory of the T̓k'emlúps te Secwépemc. Our Vancouver office is located within the shared territories of the x̓m̓əθkʷəy̓əm (Musqueam), S̓k̓w̓x̓wú7mesh Úxwumixw (Squamish Nation) and səliłwətał (Tseil-Waututh Nation). We recognize these First Nations caretakers of their respective territories and acknowledge that BCLC and its employees are guests on their lands.

**Tk'emlúps** - means 'the confluence' and refers to 'where the rivers meet'.

**Tk'emlupsemcúlecw** - means the territory of the T̓k'emlúps'emc.

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## Message from the Board Chair



Indigenous reconciliation is our collective voyage – ongoing, evolving and deeply human. It’s not a checklist, a campaign or a project with a deadline.

It begins with acknowledging the truth: that the impacts of colonization are not confined to the past. They continue to affect the lives and communities of Indigenous Peoples today, through systemic inequities in health, education, justice, housing and economic opportunity. These realities are not abstract – they are pressing, and they demand action.

The Province of B.C. committed to lasting and meaningful reconciliation with Indigenous People in B.C. As a Crown corporation and public organization, BCLC has a responsibility to respond with intention and integrity. This plan sets out clear commitments guiding our organization on this journey: welcoming more Indigenous voices to BCLC, enabling Indigenous communities to share in the economic benefits of our operations and empowering our people to engage in reconciliation with care and confidence.

We also recognize that reconciliation is about relationships. It’s about building trust through collaboration, showing up with sincerity and appreciating Indigenous cultures and ways of knowing as integral to our shared future.

This plan is not just a milestone – it’s a meaningful beginning. It signifies our promise to walk a path of truth, humility and partnership with Indigenous Peoples across British Columbia. As a Board, we are fully aligned with this direction. Our role is not only to steward governance, but to champion values that reflect the greater good, and we commit to holding BCLC accountable to the principles this plan represents.

We are grateful to the Indigenous leaders, communities and knowledge keepers who have helped pave this path. We look forward to deepening these relationships and continuing to learn – together – with purpose, openness and enduring respect.

Greg Moore, Chair, BCLC Board of Directors

## Seven Generation Thinking and Indigenous Worldview

Based on Haudenosaunee philosophy, Seven Generation thinking instructs us to make decisions today that support a sustainable world for the next seven generations.

To the Secwépemc, the earth was a place made good for them to live in. They believe that they should respect the things of the earth and each person found something of the earth and drew from its strengths, as it became their guardian spirit. The Secwépemc found order in the world and used their knowledge of it to help them create a successful lifestyle. They regarded their success as a people as a credit to the good will of the creatures of the earth, which they praised in songs and dances. They showed their appreciation for their bounty by sharing their goods with one another.

BCLC’s IRAP considers Seven Generation Thinking and Indigenous perspectives and aligns with our social purpose to generate win-wins for the greater good. In Secwépemctsin, the language of the Secwépemc, *ícum-kt* (“t-hum cut”) means “we all win.”

*ícum-kt.*

## Message from the President and CEO



From the rooftop of BCLC's head office in Kamloops, you can see where the North and South Thompson Rivers converge. In Secwépemc, Tk'emlúps means "where the rivers meet" and refers to the confluence of these two rivers. For me, this striking view is a powerful symbol of the land we're on and is a reminder that connection is at the heart of everything.

At BCLC, our social purpose to generate win-wins for the greater good isn't just about what we do; it's about how we show up, how we listen and how we build lasting relationships rooted in trust and respect. Our first Indigenous Reconciliation Action Plan marks the beginning of a journey – one without a final destination. It's our sincere commitment to walk alongside Indigenous Peoples in truth, reconciliation and collaboration.

We acknowledge that Canada's colonial history is not behind us. Its legacy continues to shape lives and communities through injustice, inequity and loss – tragically reflected in enduring crises. We cannot meaningfully engage in reconciliation without acknowledging and accepting the truth, and doing so requires us to listen, learn and act.

This plan lays a foundation for deep and lasting change by mobilizing us to increase Indigenous representation at BCLC, enabling Indigenous communities to benefit economically from our operations and equipping our people with the knowledge and tools to advance reconciliation. It also calls us to genuinely appreciate Indigenous cultures and ways of knowing – not as something separate, but as something that connects us all.

Our Board, leadership team and staff are united in this journey, and we're collectively accountable to the commitments we've made in this plan. Together, we recognize that meaningful progress requires ongoing collaboration with Indigenous Peoples, guided by humility, sincerity and respect every step of the way.

From the confluence to every corner of the province, we move forward on the path – side by side.

Pat Davis, President & CEO

## Message from Kúkwpi7 Rosanne Casimir



On behalf of T̓kemplúps te Secwépemc, I acknowledge and appreciate the ongoing relationship we share with the B.C. Lottery Corporation. Through BCLC's Indigenous Reconciliation Plan, we are a part of their growing commitment to build genuine relationships, and they have a noticeably increased presence within our community.

T̓kemplúps te Secwépemc appreciates BCLC's continued efforts in employment and advancement opportunities for our membership. BCLC has shown a sincere commitment to understanding who we are as the local First Nation where their corporation operates, actively learning from and incorporating our culture, teachings, and unique perspectives both within and beyond their workplace.

We raise our hands in gratitude for their efforts to create equitable opportunities for participation in the B.C. gaming industry, and for their positive economic impacts their operations bring to our community. These actions reflect the spirit of reconciliation, grounded in respect, collaboration and shared prosperity. We look forward to continuing to strengthen our relationship and to working together in a good way.

Kukwstsétsemc.

Kúkwpi7 Rosanne Casimir  
T̓kemplúps te Secwépemc

## Distinctions-Based Approach

Canada recognizes First Nations, the Métis Nation and Inuit as the Indigenous Peoples of Canada, consisting of distinct, rights-bearing communities with their own histories. The Province of B.C. uses the 'distinctions-based' approach to support it in engaging with these groups in a way that recognizes each group's unique rights, interests, priorities and concerns.

The language and commitments of this Reconciliation Action Plan are consistent with the distinctions-based approach and aim to work towards reconciliation with all Indigenous Peoples. It acknowledges the distinct cultures, histories, laws and governments of First Nations and the distinct cultures and histories of Inuit and Métis people, requiring tailored engagement strategies that may lead to different actions and outcomes for each group.



## What is Indigenous Reconciliation to BCLC?

We believe Indigenous reconciliation is the journey of redressing the impacts of colonialization which have caused tremendous gaps in social, cultural and economic well-being between Indigenous and non-Indigenous people in Canada.

## BCLC's Vision for Indigenous Reconciliation

Our vision for Indigenous reconciliation is that it is woven into everything we do; that Indigenous people see themselves in our workforce; that Indigenous owned businesses and Indigenous communities benefit from our operations consistent with the distinctions-based approach; that Indigenous people see our actions as genuine reconciliation, aiming for a high standard of restoring balance to the relationship between Indigenous and non-Indigenous Canadians; and that together, we generate win-wins for the greater good. Our vision aligns with Indigenous values of reciprocity, respect and mutually beneficial relationships.

## Why is Indigenous Reconciliation Important to BCLC?

BCLC is a social purpose company committed to generating win-wins for the greater good and we strive to support First Nations, Inuit and Métis people and communities to benefit sustainably from BCLC's operations, consistent with the Province of B.C.'s distinctions-based approach. Meaningful relationships are one of BCLC's overarching strategic goals and integral to our success. We can only achieve our vision and purpose by collaborating with Indigenous Peoples in genuine, lasting and reciprocal relationships.

Furthermore, we recognize the socio-economic inequities between Indigenous and non-Indigenous people and acknowledge the harm these disparities have caused Indigenous people in Canada. We want to use the tools at our disposal to help correct these inequities and restore good relations.

BCLC is committed to working with Indigenous Peoples to deliver on the specific actions outlined in this plan, in tangible and measurable ways.

## Indigenous and Allies Employee Resource Group

BCLC employees formed an Indigenous and Allies Employee Resource Group in February 2022 to foster a culture of Indigenous inclusion and support the growth and development of Indigenous employees. The group provides guidance regarding education, collaboration and knowledge-sharing with respect to Indigenous Peoples and their history and culture, as well as identifying career growth and mentorships opportunities for current and future Indigenous employees.

The Indigenous & Allies Employee Resource Group is a safe space for Indigenous and non-Indigenous employees to share, learn and grow together. The group engages in dialogue to create different systems, structures and ways of thinking and doing. It looks to advance knowledge about First Nations, Inuit and Métis people in B.C., create awareness of successes and challenges and facilitate the decolonization of BCLC operations.

In 2022, BCLC created the Senior Manager, Indigenous Relations role to align BCLC's operations with its reconciliation commitments. An individual was hired in October 2022 and oversees BCLC's reconciliation initiatives.

## BCLC's Business

The Province of B.C. established BCLC as a Crown corporation in 1985 to conduct and manage commercial gambling, and we do so in a socially responsible manner for the benefit of all British Columbians.

BCLC manages the gambling market in B.C. and operates commercial lottery, casino, sports and bingo through online and land-based distribution channels across the province. BCLC oversees gaming operations, monitors equipment and supervises private-sector companies (service providers) that maintain facilities and manage day-to-day operations through operational services agreements with BCLC. There are 36 casinos across the province, four of these facilities are located on First Nations reserves (as of 2025). The Province of B.C. shares 10 per cent of the net annual income generated by gambling at these four casinos with those First Nations Host Local Governments. There are also First Nations-owned service providers operating casinos across B.C.

Thanks to our players, net income generated by BCLC goes back to the province to support health care, education and community programs.

First Nations receive a seven per cent share of BCLC's net income through the Long-Term B.C. First Nations Gaming Revenue Sharing and Financial Agreement (an agreement between the province, the Union of B.C. Indian Chiefs (UBCIC), the First Nations Summit, the BC Assembly of First Nations (BCAFN) and the First Nations Gaming Revenue Sharing Limited Partnership).

## Indigenous Board Representation

Sisi-ya-ama Tsiyalia (Leah George-Wilson) is a highly regarded Indigenous leader (first female elected Chief, səliiwətał (Tsleil-Waututh Nation)), lawyer and advocate for First Nations governance. Sisi-ya-ama Tsiyalia was appointed to the BCLC Board in April 2022 through the BC First Nations Gaming Revenue Sharing LP. She is active on many Boards, and we are honoured that she has chosen to be a part of ours.

Gil Malfair was also appointed to the BCLC Board in April 2022. Mr. Malfair is Métis and a respected lawyer, business leader, advisor and passionate supporter of youth sports. He is a founding director and Vice-Chair of the Métis Financial Corporation of B.C., a Métis owned financial institution dedicated to supporting Métis entrepreneurs and businesses. Mr. Malfair is dedicated to meaningful improvement of the lives of Métis people in B.C., and we are privileged to have his perspective on our Board.

## BCLC's Indigenous Reconciliation Approach

We developed our IRAP using the United Nations Declaration on the Rights of Indigenous Peoples as the framework for reconciliation and our Mandate Letters from the Province of B.C. as additional guidance. Our reconciliation approach is based on the Truth and Reconciliation Commission of Canada's Call to Action #92 and:

- Adopts and implements the United Nations Declaration as the framework for reconciliation;
- Fosters meaningful and equitable relationships with Indigenous people;
- Educates our staff, contractors and suppliers on the history of Indigenous people;
- Commits to meaningful consultation and obtaining the free, prior, and informed consent of affected First Nations before proceeding with economic development projects;
- Supports Indigenous people to have equitable access to jobs, training, and education opportunities at BCLC; and,
- Supports opportunities for First Nations communities to gain long-term sustainable benefits from our operations. We focused on developing actions within our direct control to drive specific and measurable outcomes spanning education, jobs and training, engagement and economic factors.

## The Action in Reconciliation Action Plan

BCLC leadership approved the development of the IRAP in 2023 to consolidate reconciliation initiatives under one framework and embed Indigenous reconciliation across our operations and programs. Led by the BCLC Indigenous Relations team, a cross-organizational IRAP working group was formed in 2024 and, through a series of facilitated sessions, helped shape BCLC's reconciliation approach into an IRAP. Our IRAP spans four pillars: Meaningful Relationships, Education, Economic Reconciliation and Employment Outcomes.

### Engagement with Indigenous Partners:

As part of the development plan, we sought to engage with First Nations Host Local Governments to existing gambling facilities as well as those whose traditional territories our corporate offices are located in to review and provide input into our IRAP. Ultimately, we engaged with Shuswap Band, Skwxwú7mesh Úxwumixw (Squamish Nation) and Tk'emlúps te Secwépemc, Métis Nation British Columbia (MNBC) and xʷməθkʷəy̓əm (Musqueam). The perspective and guidance from Indigenous partners support our reconciliation journey. In reviewing and providing input to BCLC, Indigenous partners noted they did not speak for or represent the views of any other Indigenous or First Nation community.



### c7ístkteḥ Room

BCLC collaborated with Tk'emlúps te Secwépemc to reenvision our Kamloops office's first-floor meeting room resulting in an art installation and education piece depicting the c7ístkten (winter home).

# Meaningful Relationships

Commitments	Goals	Actions	Responsibility	Timeframe
<p><b>Build genuine relationships based on mutual respect and shared benefits, fostering long-term, reciprocal partnerships that extend beyond strategic relationships.</b></p>	<p>Improve engagement with Indigenous Peoples in B.C.</p>	<p>Develop and implement an outreach approach that acknowledges Indigenous sovereignty, allowing them to shape and inform how we build mutually beneficial relationships.</p>	<p>Indigenous Relations</p>	<p>FY26 and ongoing</p>
	<p>Improve our understanding of the Indigenous player experience.</p>	<p>Explore opportunities for collaboration with the First Nations Health Authority (FNHA) and MNBC, including through information and data sharing and campaign development.</p>	<p>Player Health</p>	<p>FY27 and ongoing</p>
		<p>Establish and foster better relationships with Indigenous health providers/addictions support at the Nation level.</p>	<p>Player Health</p>	<p>FY27 and ongoing</p>
		<p>Translate the GameSense brochure “Keep Gambling Fun” into Indigenous languages, starting with Skwxwú7mesh Sníchim (Squamish), Secwépemctsin (interior Salish), Ktunaxa, Hul’q’umi’num’ (coast Salish) and Chinook jargon.</p>	<p>Player Health</p>	<p>FY26 and ongoing</p>
	<p>Enhance Indigenous representation in BCLC’s owned content, including marketing materials, reports, social media channels and websites.</p>	<p>Deliver Indigenous communications and inclusive language training for Communications and Marketing teams.</p>	<p>Marketing/ Communications and Government Relations</p>	<p>FY27</p>
		<p>Develop a photo bank of Indigenous related images for use in owned communications channels and enhance it annually.</p>	<p>Marketing/ Communications and Government Relations</p>	<p>FY27 and ongoing</p>
		<p>Contract a minimum of one Indigenous artist annually to create imagery to weave throughout BCLC’s owned content.</p>	<p>Marketing/ Communications and Government Relations</p>	<p>FY27 and ongoing</p>

## Meaningful Relationships *cont'd*

Commitments	Goals	Actions	Responsibility	Timeframe
<b>Build genuine relationships based on mutual respect and shared benefits, fostering long-term, reciprocal partnerships that extend beyond strategic relationships.</b>	Enhance Indigenous representation in BCLC's owned content, including marketing materials, reports, social media channels and websites.	Work with Indigenous retailers and/or Service Providers to create Indigenous specific marketing materials.	Marketing/ Communications and Government Relations/ Operations	FY27 and ongoing
	Develop and launch an Indigenous sponsorship program.	Create and launch an Indigenous sponsorship program with criteria specific to Indigenous arts, sports, cultural, economic and employment related Indigenous organizations.	Indigenous Relations	FY26
	Incorporate Indigenous cultural protocols into meetings and events where meaningful and appropriate.	Work with Indigenous elders and knowledge keepers to recognize and adopt Indigenous protocol for meetings and events.	Indigenous Relations	FY27 and ongoing
		Develop education and guidelines regarding Indigenous protocols and publish internally.	Indigenous Relations	FY27
	Continue to enhance BCLC office spaces	Enhance the look and feel of BCLC corporate office spaces by incorporating Indigenous elements in renovations.	Corporate Services & Facilities	FY26 and ongoing
		Install Indigenous art in BCLC corporate offices (with priority to local artists) and maximize opportunities for education by incorporating artists statements, informative plaques and internal articles.	Corporate Services & Facilities	FY26 and ongoing
		Incorporate Indigenous language in BCLC corporate offices signage and naming, as opportunities arise.	Corporate Services & Facilities	FY26 and ongoing
		Include First Nations land acknowledgements on BCLC corporate office main entrances, hallway monitors, meeting room monitors and computer lock screens.	Indigenous Relations/ Communications & Government Relations	FY27 and ongoing

# Education

Commitments	Goals	Actions	Responsibility	Timeframe
<b>Build cultural awareness and understanding of Indigenous history, contemporary realities and reconciliation efforts.</b>	Educate BCLC employees about the IRAP, their responsibilities and collective ownership.	Create and implement a plan to deliver IRAP training to all employees.	People and Culture/ Communications and Government Relations	FY26 and ongoing
	Share learnings and best practices to promote Indigenous reconciliation in B.C. and beyond.	Share BCLC's reconciliation learnings with other companies through a minimum of two thought leadership posts on BCLC social media channels per year and speaking opportunities.	Communications and Government Relations	FY26 and ongoing
		Participate in a minimum of two annual Crown network discussions.	Indigenous Relations/ People and Culture	FY26 and ongoing
		Explore creation of Crowns/provincial reconciliation network.	Indigenous Relations	FY27 and ongoing
	Improve Indigenous cultural competency training for BCLC staff.	Refine or replace existing Indigenous cultural competency training to include content specific to BC, BCLC and the Indigenous Peoples in BC and continue to make it mandatory for everyone at BCLC as part of onboarding.	People and Culture	FY27
		Assess and consider implementing advanced Indigenous relations training for people leaders, Executive and Board.	People and Culture	FY27 and ongoing
	Recognize, celebrate or commemorate Indigenous days of importance throughout the year.	Create and implement an annual plan to recognize, celebrate and/or commemorate Indigenous days of importance.	Indigenous Relations/ Indigenous and Allies Employee Resource Group/ Communications and Government Relations/ People and Culture	FY27 and ongoing

## Education *cont'd*

Commitments	Goals	Actions	Responsibility	Timeframe
<b>Build genuine relationships based on mutual respect and shared benefits, fostering long-term, reciprocal partnerships that extend beyond strategic relationships.</b>	Actively promote external Indigenous events and encourage BCLC employee participation as opportunities for learning, development and relationship building.	<p>Enhance "Our Place"(BCLC's internal Indigenous cultural learnings page) on BCLC employee intranet and increase page views year over year by aiming for at minimum one new story per quarter.</p> <p>Aim to publish four social media posts on BCLC corporate channels to promote events externally.</p>	Indigenous and Allies Employee Resource Group/Communications and Government Relations	FY26 and ongoing

## Economic Reconciliation

Commitments	Goals	Actions	Responsibility	Timeframe
<b>Create initiatives, policies and programs that empower Indigenous people and communities to realize sustainable economic benefit from BCLC's activities.</b>	Work with First Nations and Government to advocate for equitable approaches for First Nations involvement in gambling.	Collaborate with First Nations Gaming Commission (FNGC) and the Province of B.C. to foster equity and transparency in our facility development processes.	Communications and Government Relations/ Gaming Facilities Development	FY27 and ongoing
		Develop and implement a process for First Nations to approach BCLC with potential casino development ideas and retail opportunities.	Gaming Facilities Development/ Operations	FY27
		Actively support onboarding of new Indigenous casino Service Providers to help support their success through transitional planning and support.	Gaming Facilities Development	FY26 and ongoing

## Economic Reconciliation *cont'd*

Commitments	Goals	Actions	Responsibility	Timeframe
<p><b>Create initiatives, policies and programs that empower Indigenous people and communities to realize sustainable economic benefit from BCLC's activities.</b></p>	Increase amount spent procuring from Indigenous Owned Businesses (IOBs), year over year, until IOBs represent at least 6% of BCLC's total Annual Addressable Spend and increase the number of Indigenous vendors we buy from.	Create, implement and socialize an Indigenous procurement policy that provides equity to IOBs.	Corporate Procurement	FY26 and ongoing
		Improve and expand BCLC's internal list of diverse suppliers.	Corporate Procurement	FY27 and ongoing
	Build relationships with local Indigenous vendors and provide information regarding BCLC procurement.	Lead external Indigenous procurement working group in Kamloops and explore opportunities for the development of additional procurement working groups in B.C.	Corporate Procurement	FY26 and ongoing
		Lead one to two Indigenous vendor showcases in B.C. communities annually to connect buyers with Indigenous vendors.	Corporate Procurement/ Indigenous Relations	FY26 and ongoing
		Lead and host one to two Indigenous procurement workshops and Indigenous networking events to build understanding of procurement process within large organizations.	Corporate Procurement	FY26 and ongoing
		Develop and implement a mechanism to communicate procurement opportunities pro-actively with Indigenous owned businesses.	Corporate Procurement	FY27 and ongoing
	Require proponents of RFPs to provide details about their own Indigenous reconciliation and supplier diversity programs as part of contract eligibility.	Amend procurement templates to include new questions and points related to vendors' Indigenous reconciliation and supplier diversity programs.	Corporate Procurement	FY26

# Employment Outcomes

Commitments	Goals	Actions	Responsibility	Timeframe
<b>Support equitable recruitment, professional development and advancement opportunities for Indigenous people at BCLC.</b>	Increase the recruitment of Indigenous talent.	Attend external Indigenous led employment / recruitment events (minimum two/year).	People and Culture	FY27 and ongoing
		Continue to build relationships with Indigenous employment contacts and Indigenous employment agencies and build a distribution list to share employment opportunities on a regular basis.	People and Culture	FY26
		Leverage social media to reach more Indigenous candidates.	People and Culture/ Communications & Government Relations	FY27 and ongoing
		Strengthen relationships with educational institutions and leverage these relationships to recruit Indigenous talent.	People and Culture	FY26 and ongoing
		Continue to explore and implement Indigenous specific employment opportunities (like the CSC Indigenous cohort or internships, co-op placements).	People and Culture	FY27 and ongoing
		Provide support for Indigenous applicants that provides guidance regarding BCLC's hiring process including job applications and interviews.	People and Culture	FY27
		Provide internal People & Culture staff with specialized training related to Indigenous recruitment.	People and Culture	FY27
		Evaluate the recruitment life cycle with an Indigenous lens (use partners and internal resources) and evaluate and implement recommendations.	People and Culture	FY28

## Employment Outcomes *cont'd*

Commitments	Goals	Actions	Responsibility	Timeframe
<p><b>Create initiatives, policies and programs that empower Indigenous people and communities to realize sustainable economic benefit from BCLC's activities.</b></p>	<p>Improve the Indigenous employee experience.</p>	<p>Evaluate the employment life cycle with an Indigenous lens (use partners and internal resources) and evaluate and implement recommendations.</p>	<p>People and Culture</p>	<p>FY28</p>
		<p>Evaluate the inclusion of Indigenous cultural and healing practices in BCLC employee benefit plan and coordination of our benefits with the Non-Insured Health Benefits (NIHB) for First Nations and Inuit.</p>	<p>People and Culture</p>	<p>FY28</p>
		<p>Dedicate a resource/onboarding buddy to guide new Indigenous employees through the onboarding process.</p>	<p>People and Culture</p>	<p>FY27 and ongoing</p>
		<p>Explore the development of a Cultural Leave Policy for Indigenous employees to observe or participate in traditional Indigenous activities that connect these employees to their culture and language and considering broader organizational policies.</p>	<p>People and Culture</p>	<p>FY27</p>
		<p>Support the Indigenous and Allies Employee Resource group to foster inclusion, recognition, mentorship and leadership opportunities for all employees at BCLC.</p>	<p>People and Culture</p>	<p>FY26 and ongoing</p>
	<p>Promote Indigenous professional development.</p>	<p>Create and implement an internal Indigenous employee mentorship program, as appropriate.</p>	<p>People and Culture</p>	<p>FY28</p>
		<p>Create Indigenous leadership program or dedicate seats in existing BCLC leadership programs to Indigenous employees, as appropriate.</p>	<p>People and Culture</p>	<p>FY28</p>

## What does success look like?

Measuring the impact of our Indigenous reconciliation efforts is multifaceted and will be considered over multiple years. BCLC is committed to achieving Partnership Accreditation in Indigenous Relations (PAIR) through the Canadian Council for Indigenous Business (CCIB). This certification validates organizational performance in Indigenous relations and is a nationally recognized symbol that an accredited company is a good business partner to Indigenous Peoples, a great place for Indigenous people to work and is committed to prosperity in Indigenous communities. Creating and implementing this IRAP is a key component of successfully achieving PAIR accreditation.

## Accountability

BCLC has an IRAP Working Group of reconciliation champions, source Group and the Indigenous Relations team. The working group oversees the implementation of the IRAP. We commit to reporting on our progress annually.

This IRAP will be reviewed and updated every three years.

## Generating Win-Wins for the Greater Good, Together

This IRAP represents a significant milestone for BCLC and is a crucial step in our ongoing journey toward reconciliation. As a living framework, the IRAP will continue to evolve, guided by the insights and contributions of our Indigenous partners, employees and stakeholders, as well as the changing needs of the communities we serve. We welcome feedback, suggestions and insights, to shape and strengthen our IRAP to meet our shared commitment to Indigenous reconciliation.



## About the Imagery...



The artwork created by **Bayja Morgan-Banke** and **Indigenous Marketing Solutions (IMS)** features an Eagle, Kingfisher, and Salmon.

The eagle and the salmon are amongst the most significant figures in many Indigenous cultures across B.C. The eagle symbolizes wisdom, courage, and intelligence, and is often seen as a messenger, capable of traveling between the physical and spiritual realms to deliver messages to and from the creator. The salmon represents renewal, abundance, rebirth, and the cyclical nature of life. In some traditional stories, salmon are even considered to be an embodiment of the creator, or sometimes old spirits that have come back to feed and nourish us.

Recognized by many First Nations across British Columbia, the kingfisher is not only a good omen, a symbol of good luck and prosperity, but also a unique and lesser depicted (but still important) figure. The kingfisher is often seen as a messenger of clarity and positive opportunity.



**KAMLOOPS OFFICE**

74 Seymour St. W.  
Kamloops, B.C.  
V2C 1E2

**VANCOUVER OFFICE**

2940 Virtual Way  
Vancouver, B.C.  
V5M 0A6

