

ICBC Reconciliation Framework

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Prepared For
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Two Worlds Consulting thanks and acknowledges the Insurance Corporation of British Columbia employees, Guidance Committee, and Board of Directors, and Indigenous Nations and external organizations for their participation and contribution to the development of the ICBC Reconciliation Framework.

We recognize and respect the cultural diversity that First Nations, Métis, and Inuit bring to the province of British Columbia (BC). We are privileged to live and work on both the treated and unceded traditional and ancestral homelands of Indigenous Peoples and Nations across BC, each with their own unique traditions, histories, and cultures.

TWC is a Canada-wide social and environmental consultancy advising Indigenous Nations, governments, and the private sector. At TWC, we understand that Indigenous Nations have an inextricable relationship with their traditional territories and have been an integral component of their local ecosystems since time immemorial. TWC is dedicated to applying the principles, norms, and standards set out in the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) in our corporate policies and operations. Our service offerings include helping clients examine operations to align with UNDRIP and the Truth and Reconciliation Commission's (TRC) Calls to Action to move towards reconciliation.

EXECUTIVE MESSAGE

As we look to the future of our company, we are committed to the common goal of understanding how we can best meet the needs of all people living in British Columbia and our role in Indigenous Reconciliation.

Indigenous communities and people experience barriers to ICBC services in BC. As a Crown corporation, we have a responsibility to increase accessibility for these uniquely underserved communities and find better ways to meet the needs of people who live within them.

Building a meaningful, inclusive reconciliation strategy takes time and dedication. Through this framework report, we seek to understand the impact colonialism has on how we do business and its lasting effects on Indigenous governments, Peoples, communities and organizations. The framework before you is a step in our commitment to strengthening our interactions and relationships with Indigenous Peoples.

The following framework was created in conjunction with Two Worlds Consulting to address Reconciliation in all ICBC service areas. These efforts, however, are informed by work that began before us. The UN Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth and Reconciliation Commission of Canada (TRC) Calls to Action, the province's Declaration Act (DRIPA) and BC's Declaration Action Plan, as well as the Union of British Columbia Indian Chiefs (UBCIC) report Road to Reconciliation: Discussion Paper On Drivers Licensing provided insight to the development of our framework.

As we progress in our journey toward Reconciliation, we respect that this work cannot, and should not, be taken on alone. We'll continue to strengthen our relationships with Indigenous communities, Peoples, and leadership. One of the recommendations in this framework is to create an Indigenous Advisory board, potentially comprised of Indigenous partners, ICBC board members and leadership, and Indigenous employees. Further, as we develop and revisit ICBC policies and programs, we will seek opportunities to include the perspectives of those living in urban, rural and remote communities. As a company, we're committed to ensuring our employees create a sense of safety and value open listening to those with lived cultural experience so we can all work together effectively and respectfully.

We are committed to staying accountable to the people of British Columbia. We know it is not enough to note how we can do better – it is only with ongoing commitment and action that we will progress in improving customer experience and Indigenous relationships. Annually, we will complete and publish a Reconciliation Action Report to make sure we're delivering on our promises.

Thank you for taking the time to read this framework and joining us in improving how we operate and make decisions that better reflect all people living in British Columbia.

David Wong (he/him)
President and CEO

ABBREVIATIONS

Abbreviations	Name
2SLGBTQQA+	Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, and + which leaves room for people to self-identify in a way that makes sense for them.
BC	British Columbia
Declaration Act	Declaration on the Rights of Indigenous Peoples Act
ERG	Employee Resource Group
Framework	ICBC Reconciliation Framework (this report)
GBA+	Gender-based Analysis Plus
HUB	Insurance Corporation of British Columbia Intranet
ICBC	Insurance Corporation of British Columbia
RCMP	Royal Canadian Mounted Police
RAR	Reconciliation Action Report
TRC	Truth and Reconciliation Commission of Canada
TWC	Two Worlds Consulting
UBCIC	Union of BC Indian Chiefs
UN Declaration	United Nations Declaration on the Rights of Indigenous Peoples

DEFINITIONS

Term	Definition
Indigenous	<p>Indigenous Peoples in Canada consist of First Nations, Inuit, and Métis groups.</p> <p>Note: except for legal terminology, Indigenous is the preferred term to use rather than Aboriginal. An Aboriginal person is identified in accordance with the Constitution Act, 1982, Part II, Section 35(2), as an “Indian” (more commonly referred to as First Nations), Inuit or Métis person in Canada. The term “Indian” is still used when referring to legislation or government statistics.</p>
Indigenous Nations and External Organizations	<p>In this report, findings from engagement in Section 2.1 Indigenous Nations and External Organizations are based on engagement with Indigenous Nations and other external organizations. External organizations in this report represent both Indigenous organizations and non-Indigenous organizations (see Figure 2).</p>
First Nation	<p>Indigenous group with many distinct Nations, which are referred to as “Indian” in the Constitution Act, 1982.</p>
Métis	<p>Indigenous group with mixed Indigenous and European ancestry originating from Western Canada.</p>
<i>Indian Act</i>	<p>Act that the Government of Canada uses to administer Indian status, the system of Indian reserves, and First Nations band offices.</p>
Inuit	<p>Arctic Indigenous Peoples in Canada. It is a term in the Inuktitut language meaning “the people”.</p>

OVERVIEW

The Insurance Corporation of British Columbia (ICBC) has initiated work to align its internal policies and practices with the *Truth and Reconciliation Commission of Canada's* (TRC) Calls to Action, the *United Nations Declaration on the Rights of Indigenous Peoples* (UN Declaration), and the *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act). As part of this work, Two Worlds Consulting (TWC) was commissioned to develop an ICBC Reconciliation Framework (Framework).

Between August 2022 and January 2023, TWC led the following engagement:

- Twenty-seven virtual interviews and two in-person Reconciliation Planning Workshops with ICBC employees.
- Three virtual interviews with ICBC Board members.
- Two meetings with the ICBC Executive Leadership Team and two meetings with ICBC's Reconciliation Guidance Committee.
- Ten virtual interviews and one written submission from Indigenous Nations and external organizations.
- Thirteen survey responses from First Nation Government Organizations across BC.

This Framework captures the voices and perspectives of engagement participants about how ICBC can align its policies and practices in a way that effectively serves and supports the needs of Indigenous Peoples and their communities in the context of modern governance documents and historic and systemic marginalization. The main themes discussed included ICBC services, relationships with Indigenous Nations, internal culture and environment, training and education, internal communication, and policy and governance. Recommendations have been developed to provide direction around ways in which ICBC can work to advance reconciliation, and are themed on getting started, improving internal environment and provision of services, and an ongoing commitment for reconciliation.

This Framework is organized in the following way:

- **Section 1 Overview** provides background information on ICBC, its historic and current relationship with Indigenous Peoples in BC, and presents TWC's methods to inform the development of the Framework.
- **Section 2 Voices and Perspectives** provides a summary of what was heard throughout engagement and presents suggestions raised by engagement participants about how ICBC can advance reconciliation.
- **Section 3 Walking Towards Reconciliation** provides an analysis of engagement findings and linkages with the TRC Calls to Action, UN Declaration, Declaration Act, and UBCIC's Road to Reconciliation Discussion Paper on Drivers Licensing. Section 3 also includes TWC's recommendations for ICBC to move forward on its reconciliation journey. These recommendations were developed based on findings from a review of internal ICBC documents, results and analysis from engagement, as well as insights that have been gained through TWC experiences.

1. OPENING

The Insurance Corporation of British Columbia (ICBC) is a provincial Crown corporation that provides services across the province of British Columbia (BC) that includes auto insurance, driver licensing, road safety initiatives, claims, and vehicle registration. ICBC provides these services to all Indigenous and non-Indigenous residents of BC and recognizes the need to strengthen relationships with its customers and business partners.

As directed by the Minister of Public Safety and Solicitor General Mike Farnworth's mandate letter (Ministry of Public Safety and Solicitor General 2021), ICBC has initiated work to align its internal policies and practices with the *Truth and Reconciliation Commission of Canada (TRC): Calls to Action*, the *United Nations Declaration on the Rights of Indigenous Peoples* (UN Declaration), and the *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act).

The TRC Calls to Action consist of 94 recommended actions for all levels of government, the corporate sector, and other entities in Canada to advance the process of reconciliation. **TRC Call to Action #92** pertains to business and reconciliation, and calls upon the corporate sector to adopt the UN Declaration (TRC 2015). The UN Declaration is a document that enshrines the rights of Indigenous Peoples across the globe. These rights include rights to culture, language and identity, education, health, employment, resources, land and territories, and decision-making (UNDRIP 2007). BC's Declaration Act is provincial legislation that establishes the UN Declaration as BC's framework for reconciliation, and aims to improve relationships with Indigenous Peoples, while respecting Indigenous rights (Province of British Columbia 2019).

ICBC's work to align its policies and practices to better serve and support the needs of Indigenous Peoples and communities in BC includes the consideration of a discussion paper prepared by Union of BC Indian Chiefs (UBCIC) in 2021 that focused on the driver licensing process in BC. The UBCIC Road to Reconciliation Discussion Paper on Drivers Licensing calls on ICBC and several provincial ministries to implement a set of recommendations that were designed to advance lasting and meaningful reconciliation (UBCIC and Sager 2021). In March 2022 the UBCIC – RoadSafetyBC – ICBC – Crown Agencies Secretariat Driver Licensing Working Group was established to begin work on progressing these recommendations (UBCIC et al. 2022).

To build upon this work ICBC hired Two Worlds Consulting (TWC) to plan and lead engagement with Indigenous Nations, external organizations, and ICBC employees and Board members to explore ways in which ICBC can align policies and practices in all service areas to effectively serve and support the needs of Indigenous Peoples and their communities in the context of modern governance and historic and systemic marginalization. This Framework provides ICBC with a summary of what was heard during engagement, and also includes recommendations to guide ICBC advance along their reconciliation journey.

1.1 Background

The following is a high-level summary of ICBC's historic and current relationship with Indigenous Peoples in BC. It was developed through a review of internal ICBC documents and external reference documents. A more detailed summary is presented in Appendix A.2.

Since its creation in 1973, ICBC's work has intersected with Indigenous Nations and Peoples; daily interaction occurs across BC through driver licensing and identification, vehicle registration, auto insurance, and claims. As a Crown corporation, ICBC has perpetuated colonial policies and practices on treated, unceded, ancestral, and traditional Indigenous lands. Colonial displacement of Indigenous Peoples has been prioritized by the Canadian government and its related agencies for over a century and this has been documented throughout the country's history (Canada. Royal Commission on Aboriginal Peoples et al. 1996).

Because of colonial displacement, Indigenous Nations must contend with unique logistical and socio-economic circumstances that influence their interactions with ICBC (Irwin 2011). Many Indigenous communities and reserves are in remote areas and travel is often required to access basic goods and services, such as groceries and health care. Many people from remote Indigenous communities also must travel outside of their home communities for work (Sawchuk 2020). Roads into and out of these communities can vary in quality (paved vs. unpaved) and types (logging, highway) which creates varied conditions for driving. Additionally, lack of cellphone service in many remote areas can also lead to safety concerns for road users. Poverty and unemployment within some Indigenous communities may result in limited vehicle ownership. A lack of trust in government institutions, including Crown corporations, stemming from colonial injustices can be present in Indigenous Nations, and is fueled in part by historical trauma on the part of government institutions and segregation and isolation of community locations (Canada. Royal Commission on Aboriginal Peoples et al. 1996). Vehicle-related trauma¹ experienced by Indigenous Peoples has also been perpetuated by colonialism in Canada (UBCIC and Sager 2021).

As of 2021, ICBC has reached out to 195 Indigenous Nations in BC with the goal of improving delivery of services, such as driver licensing and road safety, and held 34 events including recruitment initiatives. ICBC is also part of a working group that also includes decision-makers and senior technical representatives of UBCIC, Road Safety BC (RSBC), and the Crown Agencies Secretariat. The role of this working group is to collaboratively undertake work specific to ICBC and RSBC as set out in the Road to Reconciliation discussion paper recommendations (UBCIC and Sager 2021), and to address the impacts of the current driver licensing system on Indigenous people (UBCIC et al. 2022).

Internally, ICBC has established an Indigenous Peoples Employee Resource Group (ERG) with the goal of increasing awareness, understanding, and support for Indigenous cultures and issues among ICBC employees. Internal events are held with this goal in mind and are available to employees who wish to participate.

¹ Vehicle-related trauma refers to trauma perpetuated by physical and sexual abuse in cars, and also distress caused by child apprehension of Indigenous children as part of the Indian Residential School System (UBCIC and Sager 2021).

ICBC's desire to advance reconciliation aligns with the Minister of Public Safety and Solicitor General Mike Farnworth's March 31, 2021 letter to the Board of Directors which mandated that ICBC's policies and programs be informed by five foundational principles. One of these principles is focused on reconciliation:

““

Lasting and meaningful reconciliation: Reconciliation is an ongoing process and a shared responsibility for us all. Government's unanimous passage of the Declaration of the Rights of Indigenous Peoples Act was a significant step forward in this journey – one that all Crown Agencies are expected to support as we work in cooperation with Indigenous Peoples to establish a clear and sustainable path to lasting reconciliation. True reconciliation will take time and ongoing commitment to work with Indigenous Peoples as they move towards self-determination. Guiding these efforts, Crown agencies must remain focused on creating opportunities that implement the Truth and Reconciliation Commission through your mandate.”

- Mike Farnworth, Minister of Public Safety and Solicitor General to Joy MacPhail, Chair of the Board of Directors at ICBC

1.2 Methods

Figure 1 presents TWC's 10-month process for developing the ICBC Reconciliation Framework. The phases of the work are described in sections 1.2.1 Phase 1 Planning, 1.2.2 Phase 2 Engagement, and 1.2.3 Phase 3 Reporting.



Figure 1: ICBC Reconciliation Framework Design and Phases

1.2.1 Phase 1 Planning

The planning phase set out to establish a foundation for the ongoing process of reconciliation. During this phase, TWC developed materials and outlined the work and related processes that took place in engagement and reporting.

1.2.1.1 Workplan

TWC developed a workplan that outlined TWC's proposed methodology and strategic approach to conducting the work. The workplan included specified timelines for deliverables, which were used to guide activities.

1.2.1.2 Document Review and Gap Analysis

TWC conducted a review of ICBC internal documents, to provide a foundational understanding of reconciliation. The documents that were reviewed were analyzed and summarized to reflect three emergent themes: policy and governance, internal culture and environment, and engagement with Indigenous Nations (Appendix A). TWC used the emergent themes from the document review findings to inform the development of interview guides for ICBC Board, ICBC employees, and Indigenous Nations and external organizations (Appendix B).

One of the gaps identified from TWC's document review was an incomplete understanding within the organization about how Indigenous Nations and Peoples were engaged through all ICBC

divisions. This was addressed by developing questions about the intersection of ICBC employees' and Board members' roles with Indigenous communities. A lack of opportunities for the involvement of Indigenous Peoples in helping to shape ICBC's policies and programs was identified as another possible gap to be addressed through TWC's engagement activities.

1.2.1.3 Engagement Plan

TWC developed an engagement plan that outlined TWC's methodology for engagement with ICBC employees, Board members, Indigenous Nations, and external organizations. The engagement plan included a description of planned engagement activities, objectives of engagement, and responsibilities for TWC and ICBC. Methods of engagement, communications, interview guides, survey questions, and workshop materials were included.

1.2.1.4 Collaborative Research Approach

TWC employed decolonized Indigenous research methodologies that emphasized the involvement of Indigenous participants in producing research, including the following considerations for a collaborative process.

Indigenous Data Sovereignty

In the spirit of maintaining Indigenous data sovereignty during research, TWC:

- Acknowledged that any cultural knowledge, data, and information shared by participants is owned by that individual. Written notes were taken during interviews and workshops and no audio or visual recording occurred.
- Provided opportunities for participating Indigenous representatives and engagement participants to learn more about the development of this Framework and how the participant's data will be used. TWC answered questions during engagement and provided contact information for any follow-up discussion the participant may want to have.
- Developed and shared summaries of engagement for all one-on-one interviews and workshops to promote transparency.
- Provided time for participants to review and validate their summary and opportunities for them to provide feedback to TWC. Participants were also offered an opportunity to have any information removed from the summary that they did not want to share.
- Data from engagement is securely stored and will be deleted once the Framework is complete.

Culturally Safe Protocols

To allow for a culturally safe and inclusive environment, TWC recognizes the need to gather information using approaches that promote transparency and appreciation for those who are sharing their knowledge and insight. To help promote cultural safety during engagement TWC:

- Ensured all team members were trained in trauma-informed engagement and culturally safe engagement approaches.

- Provided mental health and wellbeing resources to participants to support them through any difficult emotions or feelings that may have arisen before, during or after the interview or workshop.
- Used respectful language and communication during engagement activities.
- Created accessible engagement content and provided this to engagement participants prior to scheduled interviews and workshops.
- Informed participants that their participation was entirely voluntary, and that information collection would be kept confidential and not attributed to any individuals.

Gender-based Analysis Plus Considerations

To integrate Gender-based Analysis Plus (GBA+)² considerations, ICBC selected employee interview and workshop participants to ensure:

- Representation from various regions of the province and across all ICBC business areas.
- An equitable gender representation.
- A cross-section of employee roles, including front-line employees who work with customers on a day-to-day basis to policy-based decision-makers and senior leaders.

Additionally, TWC provided its researchers time to reflect upon their own conscious and unconscious and biases. They worked to understand and be aware of how their positionality may impact relationships with participants, strategizing to create a safe space for all participants.

While attempts were made to consider GBA+ to its fullest possible extent, some limitations remained related to limited knowledge about certain GBA+ attributes of individual ICBC employees. Additionally, while employee participants from Northern BC, Vancouver Island, the Interior, and Greater Vancouver participated in engagement, not all geographic areas of BC or ICBC's physical office locations were represented and therefore geographic-specific issues, concerns, or stories may not be reflected.

1.2.1.5 Work Planning Meetings

ICBC and TWC met throughout all phases of this work and discussed topics relating to planning, updates, and engagement activities. Meetings allowed comments and questions from both ICBC and TWC to be addressed in a timely and efficient manner and provided an avenue to oversee the scope, methodology, and activities were adhered to. Agenda topics were mutually agreed upon, and included updates for planning, engagement, progress reporting and required adjustments to approach, and issue identification and process for action.

1.2.1.6 Leadership Information Sessions

On November 16, 2022, TWC conducted a 2-hour information session for the ICBC Executive Leadership Team to provide an update on findings from interviews and engagement during the development of the Framework. The session included a preliminary analysis of half of the interviews that were conducted and validated and the findings from one ICBC Employee Reconciliation Planning

² [GBA+](#) is an analytical process developed by Women and Gender Canada.

Workshop session. The executive leadership team included the ICBC President/Chief Executive Officer, Chief Information and Technology Officer, the Chief Financial Officer, the Chief People Officer, and all divisional Vice Presidents. The objectives of this session were to:

- Provide an update on the Framework findings, including high-level themes and suggestions from interviews and engagement up to and including October 2022.
- Provide information about ICBC past, present, and future reconciliation efforts.

During the Information Session, TWC learned that the Executive Leadership Team had an interest in learning about this work, and a desire to clearly understand engagement findings that were specific to their divisions. TWC has addressed this in Section 2.2.5 ICBC Services, by outlining “what we heard” material from engagement with employees in different ICBC divisions.

On December 19, 2022, TWC attended a 1.5-hour session with the ICBC Guidance Committee to discuss and receive feedback on the first draft of the Framework.

On January 18, 2023, TWC attended a 1.5-hour session with the ICBC Executive Leadership Team to provide an update and receive feedback on the first draft of the Framework.

1.2.2 Phase 2 Engagement

Engagement using various formats was planned to allow for a large cross section of voices to be heard. The engagement phase primarily focused on gathering information from ICBC employees, ICBC Board members, and Indigenous Nations and external organizations. Engagement included an online survey, one-on-one interviews, workshops, and information sessions. Interviews took place with ICBC board members and staff. Indigenous Nations and external organizations with previous or existing relationships with ICBC were also invited to interviews because it was determined that they would be able to provide more context about ICBC operations (*e.g.*, around what is going well, what challenges they experience, and what could be improved) than those that had limited interactions with ICBC. To increase opportunities for participation, 235 First Nation Government Organizations throughout BC were also invited to complete an online survey. Engagement materials, including interview guides, survey questions and workshop agendas are provided in Appendix B, C, and D.

1.2.2.1 Interviews

One-on-one interviews were held virtually and were approximately one hour in duration each. Following each interview, participants were provided summaries of their individual interview for review and validation and were requested to provide any revisions or additional comments within a two-week timeframe. The summaries did not include identifiable factors. TWC followed up with participants if no comments were provided within the initial two-week timeframe and provided participants additional time as needed.

Indigenous Nations and External Organizations

TWC completed a total of ten one-on-one confidential virtual interviews that were one hour in duration with Indigenous Nations and external organizations³. One external organization provided TWC with a written response to the interview questions provided (see Figure 2).

External Interest Groups We Engaged With

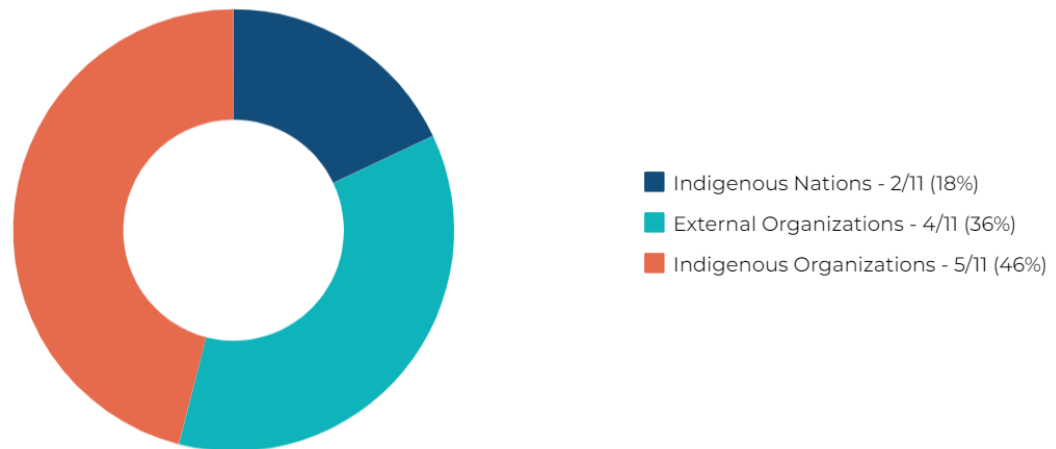


Figure 2: External interviews conducted between September 2022 – January 2023

The objectives of the interviews were to:

- Understand past, current, and future relationships between ICBC and Indigenous Nations, while identifying any systemic issues that may exist.
- Gather information to inform recommendations and measures of success in the Framework.

Engagement occurred on a voluntary basis and was based on existing relationships. TWC recognizes the uniqueness of individual Indigenous Nations and that what was heard is not reflective of all Indigenous Nations within BC. TWC recognizes that some Indigenous Nations and external organizations in BC can have internal capacity challenges and may also have many competing priorities. The need for further ICBC engagement with Indigenous Nations and external organizations in BC is discussed in 2.1.2 Relationship With ICBC and 2.2.6 Indigenous Relations.

ICBC Board Members

TWC completed three interviews with ICBC Board members that were one hour in duration. The objectives of the interviews were to:

- Gain insights into higher level organizational strategies, as well as ICBC policy and governance to better understand how this may affect reconciliation efforts.
- Gather information to inform recommendations and measures of success in the Framework.

³ The term external organizations that is used throughout this report represents both Indigenous and non-Indigenous organizations. In Figure 2, these external organizations have been separated into Indigenous organizations (50%) and non-Indigenous organizations (40%). Indigenous Nations in Figure 2 are also represented (10%).

ICBC Employees

TWC completed 27 one-one-one confidential virtual interviews with ICBC employees. Each interview was one hour in duration. The objectives of the ICBC employee interviews were to:

- Understand day to day operations at ICBC and how they may pertain to Indigenous customers and Indigenous employees, organizational culture, and employee awareness about Indigenous Nations, their history, and reconciliation in BC.
- Better understand historical and current relationships with Indigenous Nations and external organizations.
- Gather information to inform recommendations and measures of success in the Framework.

To capture a diversity of perspectives, TWC engaged with employees representing all divisions within ICBC. While the average length of employment varied, six ICBC employee interviewees identified being relatively new to ICBC (with less than 2 years of total duration of employment at ICBC). The proportion of interview participants that worked in the various ICBC divisions is presented in Figure 3.

ICBC Divisions We Interviewed

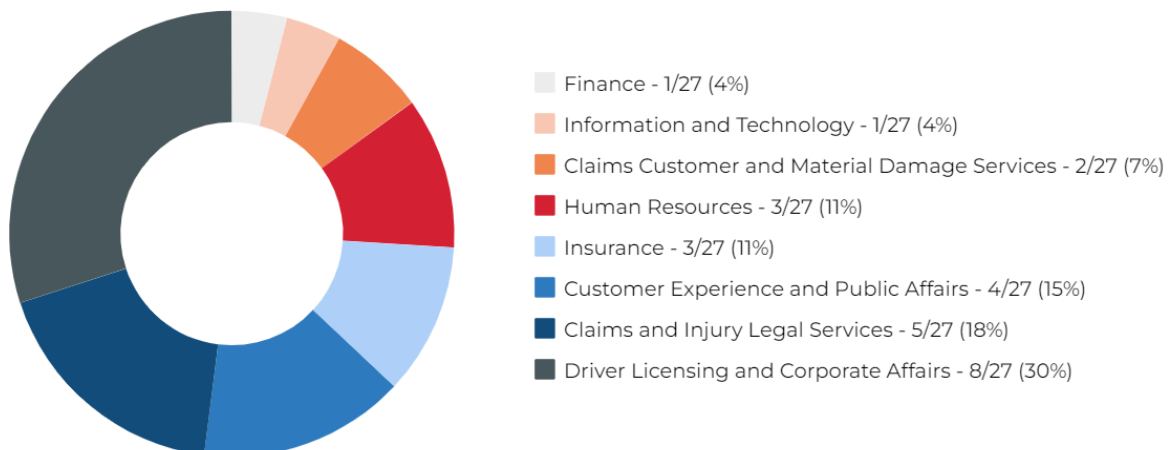


Figure 3: ICBC Divisions that TWC Interviewed between September 2022 – January 2023

As shown in Figure 3, the largest proportion of employees interviewed were part of the Driver Licensing and Corporate Affairs Division (32%).

Interviewing ICBC employees from as many divisions as possible was important to understand the intersection of Indigenous Nations and Peoples with different ICBC service areas. This approach allows for a more fulsome understanding of how ICBC can move toward reconciliation in tangible ways throughout the organization. Figure 4 shows the various ICBC divisions that TWC engaged with, both through interviews and workshop sessions (see 1.2.2.2).

ICBC Divisions We Engaged With (Interviews + Workshops)

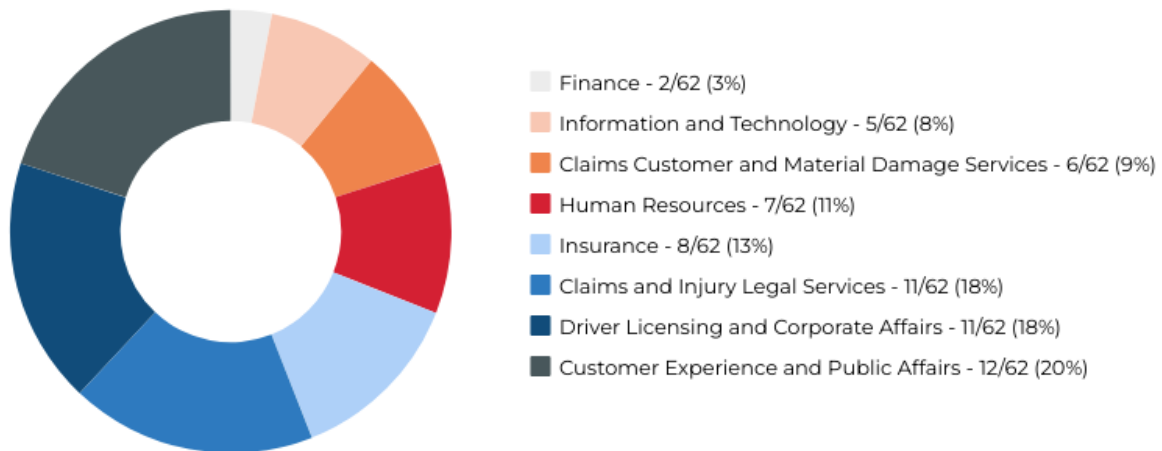


Figure 4: ICBC Divisions that TWC Engaged with through Interviews and Workshops between September 2022 – January 2023

1.2.2.2 ICBC Employee Reconciliation Planning Workshops

TWC held two 3-hour in-person workshops at ICBC's Head Office in North Vancouver on August 17, 2022, and November 17, 2022. Workshop participants were selected from each ICBC division using a Gender-based Analysis Plus (GBA+) lens with effort being made to include participants from different regions from across BC. One workshop cohort prioritized Indigenous employees and also included members of the ICBC Indigenous Peoples ERG.

The objectives of the workshops were to:

- Gain insight about ICBC's organizational understanding of reconciliation and to discuss advancements that ICBC may pursue on its reconciliation journey.
- Provide workshop participants with information about the Framework.
- Explore how ICBC is currently contributing to reconciliation in its work, and how this can be improved.

The Reconciliation Planning Workshops included representatives from all ICBC divisions. Following each workshop, participants were provided with the workshop summary for review and validation. It was requested that they provide any feedback within a two-week timeframe. Workshop participants were also provided further opportunity to provide written responses to questions discussed during the workshops, if they chose. The summaries did not include information that would identify participants. If no feedback was received, TWC followed up with participants within the initial two-week timeframe and provided additional time if needed. TWC also included written responses from ICBC employees who were unable to attend workshops in-person but wished to provide input into topics that were discussed at the workshops.

1.2.2.3 First Nation Government Organization Survey

To account for the diversity of Indigenous communities throughout BC and gain a wider range of Indigenous perspectives, TWC offered First Nation Government Organizations an opportunity to provide information through an online survey. A list of 235 BC First Nation Government Organizations was compiled by gathering all publicly available contact information from the First Nations A-Z Listing on the BC Provincial Government website. First Nation Alliances were also included in this list. Each First Nation Government Organization was then sent an email inviting them to participate in the survey. Email invitations to First Nation Government Organizations also included an offer to have an introductory meeting with ICBC, or participate in a confidential one-on-one interview with TWC. Those without an available email address were contacted by phone or through their online contact form.

The survey was open to First Nation Government Organizations for a total of 4 weeks. In total, 13 surveys online surveys were completed.

The objectives of the online surveys were to:

- Understand past, current, and future relationships between ICBC and Indigenous Nations, while identifying any systemic issues that may exist.
- Gather information to inform the development of recommendations and measures of success.

After the survey submission period ended, TWC produced a document that summarized the survey results and sent it to participants for review. This document did not contain any identifiable factors and survey participants were asked to provide any feedback that that they had.

1.2.3 Phase 3 Reporting

TWC conducted qualitative data analysis of the interview and workshop summaries, and the survey responses using a descriptive coding method within NVivo computer software. This involved assigning themes to each response and tabulating the data to identify the most common themes across engagement. Where appropriate, responses have been quantified.

Following data analysis and reporting of results of engagement, TWC created a list of recommendations for ICBC to consider to advance along their reconciliation journey. The recommendations found in the Framework were informed by the results of engagement, recommendations in UBCIC's Road to Reconciliation Discussion Paper on Drivers Licensing and documents such as the UN Declaration and the TRC Calls to Action (TRC 2015; UNDRIP 2007; Province of British Columbia 2019; UBCIC and Sager 2021).

2. VOICES AND PERSPECTIVES

The following is a summary of perspectives about ICBC and reconciliation that were shared by external engagement participants (Indigenous Nations and external organizations) and internal engagement participants (ICBC employees and Board members). These sections contain a number of suggestions that were brought forward by engagement participants. Many of these suggestions were used to inform the development of the recommendations that appear in Section 3.2 of this report. Suggestions that did not appear in the recommendations provide additional guidance about ways in which ICBC could work to advance reconciliation with Indigenous Peoples in the future. Responses are organized by participant group.

2.1 Indigenous Nations and External Organizations

The following is a summary of voices and perspectives about ICBC and reconciliation that were shared by Indigenous Nations and external organizations during TWC's engagement activities.

2.1.1 ICBC Services

2.1.1.1 Access to ICBC Services

The online survey asked participants which ICBC services people from their Nation rely on. A summary of survey responses for this question is provided in Figure 5.

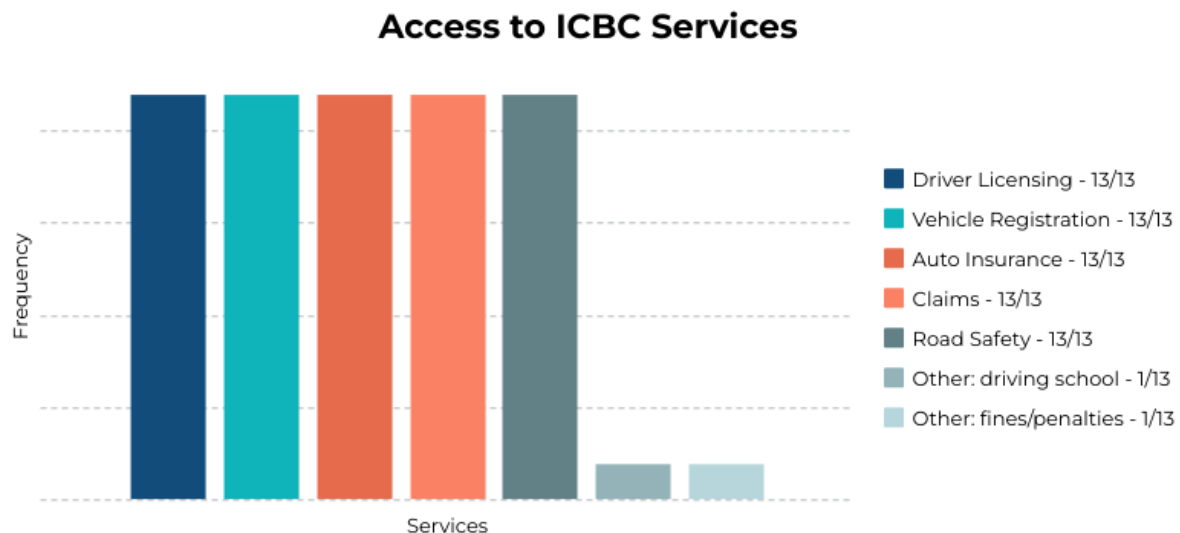


Figure 5: What ICBC Services do you or other people from your Nation rely on?

Interview participants from Indigenous Nations and organizations were also asked what services people in their community rely on. All ICBC services including auto insurance, claims, driver licensing and identification, vehicles and registration, and road safety were mentioned during the interviews. Driver licensing was specifically mentioned by five out of the ten interviewees, while insurance and road safety were specifically mentioned by two out of the ten interview participants.

Online survey participants were asked which ICBC services on-reserve community members have difficulties or challenges accessing. A summary of survey responses for this question is provided in Figure 6.

Difficulties or Challenges Accessing ICBC Services (On-Reserve)

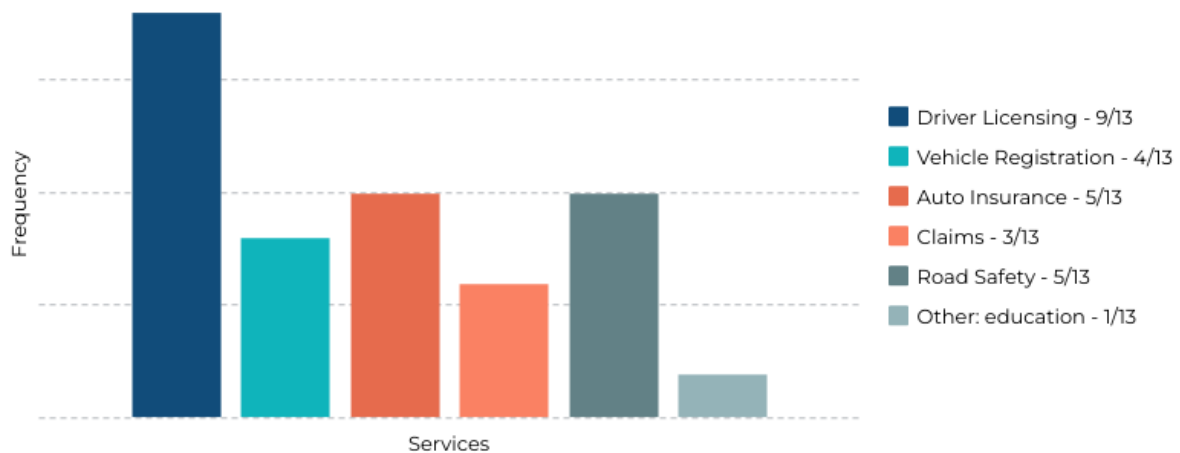


Figure 6: Are you aware of any difficulties or challenges that on-reserve community members have when accessing the following services?

Online survey participants were also asked which ICBC services off-reserve community members have difficulties or challenges accessing. A summary of survey responses for this question is provided in Figure 7.

Difficulties or Challenges Accessing ICBC Services (Off-Reserve)

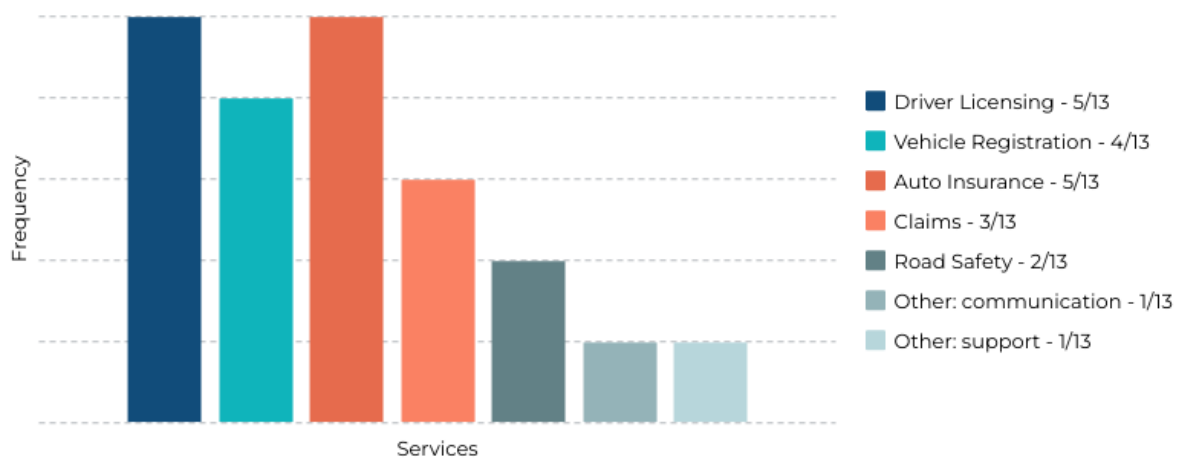


Figure 7: Are you aware of any difficulties or challenges that off-reserve community members have when accessing the following services?

“

The financial burden can be especially challenging. The system is set up in way that financially penalizes individuals, with additional costs being added for those who cannot pay.”

- Indigenous Nation or External Organization

Interview and survey participants were asked to describe any known difficulties or challenges that Indigenous Peoples face when trying to access ICBC services. Difficulties and challenges that were highlighted include financial challenges, remoteness, literacy, and internet accessibility barriers, which are described below.

Out of the ten interview participants from Indigenous Nations and external organizations, seven participants stated that the greatest barriers preventing Indigenous people from accessing ICBC services were financial. Financial challenges were

also mentioned by three out of the thirteen survey participants. The costs associated with obtaining a driver’s license or identification card may be out of reach for some Indigenous Peoples. For example, one interviewee noted that some Indigenous people can only afford vehicle insurance for a part of the year, but ICBC charges additional fees for temporary insurance. Three of the ten interview participants from Indigenous Nations and external organizations noted that debt associated with past fines can also create financial barriers for those trying to access ICBC services. This was also mentioned by two out of the thirteen survey participants. During interviews it was suggested that some Indigenous people are unaware of available options to resolve ICBC debts, such as payment plans. As a result, some people may continue to drive illegally, potentially incurring additional fines if they are caught.

In addition to specific ICBC service-related fees, Indigenous Nations and external organizations stated there are other costs that many Indigenous people must cover when accessing ICBC services. It was noted this is especially true for those living in remote communities. Some remote Indigenous Nations were described as several hours drive from the nearest ICBC service centre. As a result, people in these communities may incur additional costs like fuel, accommodation, and ferries when traveling to access ICBC services. A lack of public transportation options in remote communities when compared to urban areas also contributes to these increased costs. Some indirect financial barriers were also identified by interviewees. For example, some people in remote communities cannot easily get access to a vehicle to practice driving in preparation for their road test. In other cases, people may not have a credit card which can create barriers for those trying to access certain online services.

“

Must ride 40 minutes on a ferry then drive two or more hours (200 km) one way to get to the nearest road testing facility. Then there is the same return trip.”

- Indigenous Nation or External Organization

Alongside the increased financial costs for people living in remote Indigenous Nations, interview participants noted that a lack of reliable internet access can create additional barriers for people trying to access ICBC services. For example, reliable internet is needed to access certain services like online booking for road tests. As a result, booking a road test can be a challenge for those who live in remote communities without reliable internet access.

One of the survey respondents noted that some Indigenous people who live on reserve face issues when trying to access insurance through ICBC. This is because a postal code is required to obtain insurance, but most reserves in Canada do not actually have a postal code. To overcome this issue some Indigenous customers may be required to use a nearby postal code or use the postal code that is associated with their Nation's PO Box which is usually not located on reserve lands.

“

The vast majority of Indian Reserves in Canada do not have a postal code assigned to it by Canada. This often causes all sorts of issues for obtaining insurance, as it is usually based on your postal code to signify where you/your car reside.”

- Indigenous Nation or External Organization

“

If people with literacy challenges are unable to access a computer test with audio questions, it puts them at a significant disadvantage.”

- Indigenous Nation or External Organization

Difficulties navigating the ICBC system was also mentioned by interview and survey participants. This may be compounded by literacy challenges which can create additional barriers for some Indigenous people when trying to access ICBC services, as was noted by some of the interview participants. Literacy challenges can make it difficult to fill out necessary paperwork that is needed to access certain ICBC services and can also create barriers for those who are required to complete a written knowledge test. Although some ICBC locations have kiosks where tests can be administered audibly, one interview participant noted that this option is not available at all ICBC service centres.

Another interview participant noted that ICBC often struggles to be adaptive to fit the needs of different people.

According to interview participants, not being able to access ICBC services can have negative implications for some Indigenous people. For example, those who are unable to get a driver's license have access to fewer employment opportunities which can create financial challenges for them. People who are unable to access a driver's license may feel they are forced to drive without a license to fulfill financial or personal obligations. If these individuals are caught, they may receive additional financial penalties, which makes it even more difficult for them to access ICBC services in the future.

2.1.1.2 Experiences When Accessing ICBC Services

Some interviewees from Indigenous Nations or external organizations spoke about the experiences that many Indigenous people have when accessing ICBC services. Three of the ten external interview participants indicated that staffing shortages can create additional barriers for some Indigenous people when trying to access services. This can lead to additional wait times which makes it difficult to accommodate requests for a group of Indigenous people who may have travelled from another community to undergo testing at the same time. This ultimately prolongs the process of accessing ICBC services and can also lead to additional costs. Interviewees suggested that ICBC should hire more staff to reduce staff shortages and mitigate the number of cancellations for driver licensing tests that occur due to lack of available ICBC employees.

It was noted in interviews that many ICBC service centres do not have enough road test examiners, which can also lead to a negative experience. Some ICBC locations do not have full-time examiners on site and rely on examiners who visit from outside the community. One interviewee stated that their examiner only comes to their community once a month and their bookings fill up quickly. One interview participant also suggested that there may not be enough ICBC examiners to provide the level of service that is needed in their part of the province. They also stated that this issue is made worse when cancellations occur since they don't have access to the ICBC computer systems. As a result, they don't receive a notification when there is a cancellation, which means they are unable re-book other people in those spots. Hiring additional examiners and working with Indigenous communities to identify needs were suggested as solutions to resolve ICBC staffing shortages.

“

The RCMP have inflicted so much damage to our people and continue to do so with ICBC enforcing through monetary punishment.”

- Indigenous Nation or External Organization

One Indigenous Nation or external organization interviewee suggested that the perceived relationship between ICBC and the Royal Canadian Mounted Police (RCMP) has also led to negative perceptions of ICBC within Indigenous communities. The relationship between ICBC and the RCMP was described as a close working relationship with the two working “hand in hand”, where the RCMP has a quota to fill and ICBC’s monetary penalties accompany that quota (*e.g.*, if ICBC does not issue a windshield deductible for a windshield replacement, the RCMP pulls people over for a cracked windshield, which happens often in remote areas due to

the prevalence of gravel roads). They noted that there is often a heavy police presence in some Indigenous communities on days when community members receive cheques (*e.g.*, paydays, social assistance, pension, etc.). It was also suggested that some Indigenous people feel targeted because they are regularly stopped by the police and fined for what they consider to be “petty” issues.

A concern was also raised by one survey participant about underlying racial profiling that some Indigenous people can experience when accessing ICBC services. In some cases this may occur when a status card is presented as a form of identification. To access certain benefits Indigenous people may be required to produce their status card, which could lead some ICBC staff to perceive them differently than other ICBC customers. One other survey participant also mentioned that there have been situations where the older laminated paper status cards have not been accepted by ICBC as a valid form of identification.

“

If you ask any Indigenous individual, you will often get the same report about being stopped by RCMP on a consistent basis.”

- Indigenous Nation or External Organization

Acknowledging the implications of the relationship that exists between ICBC and the RCMP, and having staff undergo trauma informed training was suggested as one way that ICBC could work to improve the experiences that Indigenous people have when trying to access ICBC services.

Suggestions for Improving Service Delivery to Indigenous Peoples and Communities

Indigenous Nations and external organizations provided suggestions about ways in which ICBC could improve service delivery to Indigenous Peoples and communities. These include:

- ICBC employee training (*e.g.*, cultural competency and trauma-informed approaches).
- Hire more staff and hire Indigenous staff.
- Hire liaisons from Indigenous Nations to improve relationships with Indigenous communities and work to reduce barriers to accessing ICBC services.
- Financial assistance or discounts for low-income people.
- Additional options to address outstanding fines.
- Consider non-financial penalties (*e.g.*, driving education, instead of fine).
- Educate people on how to avoid fines and about consequences of driving illegally.
- Provide assistance to people who need help completing paperwork.
- Education about ICBC requirements and processes.
- Simplify processes (*e.g.*, driver licensing and identification requirements).
- Provide alternative testing methods (*e.g.*, audio kiosks in all locations).
- Increase visits to Indigenous communities to provide ICBC services.
- Provide transportation to ICBC service centres for people from remote communities.

2.1.2 Relationship With ICBC

2.1.2.1 Varied Relationships

The online survey asked participants to characterize the relationship that their Nation has with ICBC. A summary of survey responses for this question is provided in Figure 8.

Indigenous Nations' Current Relationship with ICBC

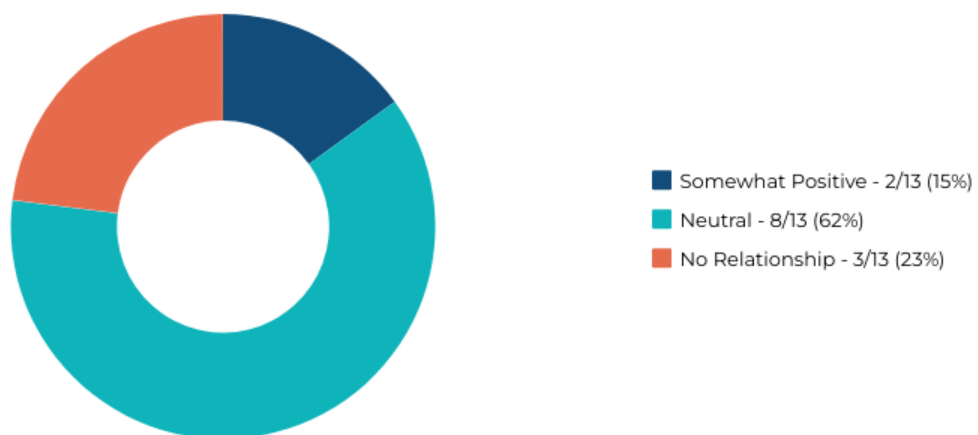


Figure 8: Which of the Following best describes your Nation's current relationship with ICBC?

Interview participants were also asked to characterize the relationship between ICBC and Indigenous Nations. Five out of ten interviewees from Indigenous Nations and external organizations said that the relationship was not good, while one additional participant stated that no relationship existed at all. In addition, one interview participant said that they personally had a good relationship with one ICBC employee, but not the organization as a whole. Another interview participant indicated that they were not sure about the quality of relationship between ICBC and Indigenous Nations but suggested that building one would be helpful. Two interviewees from Indigenous Nations or external organizations indicated that they had a good relationship with ICBC and suggested that good communication is one of the reasons for this. One interview participant indicated that the insurance industry as a whole is litigious and conservative, and this permeates ICBC's culture and influences its relationships.

2.1.2.2 ICBC Engagement with Indigenous Nations

“

Generally, the relationship between ICBC and [us] is quite strained. It lacks trust and an interest from ICBC for collaboration. ICBC is unwilling to share information with [us] until decisions are made which means that when we get asked for input, it is frequently ignored or dismissed. Their litigious nature is clear in our relationship with ICBC.”

- Indigenous Nation or External Organization

The online survey asked participants if ICBC had ever contacted their Nation to discuss the services that they provide, or to understand the needs of people in their community. A summary of survey responses for this question is presented in Figure 9.

Has ICBC Contacted Your Indigenous Nations to Discuss Services or Understand Needs?



Figure 9: Has ICBC ever contacted your Nation to discuss their services or to understand the needs of the people that you represent?

Interview participants from Indigenous Nations and organizations were also asked if ICBC had reached out to their Nation or organization to discuss their services or gain a better understanding about the needs of Indigenous people. Three out of ten interviewees stated they have acted as a connection point between Indigenous Nations and ICBC. These individuals have been proactive in building connections and relationships, advocating for their Indigenous clients and connecting them directly to ICBC services. One of these interviewees also stated that Road Safety and Community Coordinators have reached out to remote communities in the past to better understand what services ICBC can offer to them. Of the ten total external interviews, five stated that they were not aware of any engagement that has taken place in the past. One of these individuals stated that this was unfortunate because ICBC does have offices close to their community. Another stated that ICBC only reaches out for business purposes, or to collect money. One interviewee said they are not aware of any engagement or outreach with Indigenous Nations in their area.

The online survey asked participants if ICBC had ever participated in events held by their community or Nation. A summary of survey responses for this question is provided in Figure 10.

Has ICBC Participated in Events Held by Communities or Nations?



Figure 10: Has ICBC ever participated in events held by your community or Nation?

Interview participants were also asked if they were aware of any instances where ICBC had attended events in Indigenous communities. Eight of the ten external interviewees stated that ICBC has not participated in any events that they were aware of. One interviewee stated that it might be valuable for ICBC to attend job fairs, or to be present at road safety meetings that are held in Indigenous Nations.

One interviewee said that ICBC has participated in local events and stated the following:



Yes, ICBC gets involved and it is also part of my work. When a community has a Health Fair or an event, ICBC will offer support to those events and give out ICBC products. When I teach a class, I provide contact information and can provide people with car seats.”

- Indigenous Nation or External Organization

Suggestions for Engagement with Indigenous Nations

Interview and survey participants from Indigenous Nations and external organizations provided a number of suggestions as to how ICBC could improve the way it engages with their Nation or organization to gain a better understanding about the needs of their people that they represent. Suggestions include:

- Building relationships through direct outreach and in-person engagement.
- Attending Indigenous community events and job fairs.
- Being adaptable to the needs of Indigenous customers.
- Creating an Indigenous relations department and an Indigenous Advisory Group.
- Shifting policy to allow for better relationship building between ICBC and Indigenous Nations.
- Promoting services to Indigenous Nations and providing support on how to access services.
- Understanding Indigenous cultures and systemic barriers and providing cultural competency training to employees.

2.2 ICBC Employees and Board Members

The following is a summary of ICBC employee and board member voices and perspectives about ICBC, its internal culture, and reconciliation.

2.2.1 Intersection with Indigenous Nations and Peoples

Of the 27 ICBC employees interviewed, 20 indicated their roles intersect with Indigenous people and/or communities in some way. Table 1 provides an overview of the ways in which ICBC work intersects with Indigenous people by service area.

Table 1: Intersection of ICBC Employee Roles with Indigenous Peoples and Communities

ICBC Service Area	Areas of Intersection with ICBC Employees and Indigenous Peoples and Communities
Insurance	<ul style="list-style-type: none"> • Underwriting insurance products for Indigenous customers. • Supporting appointed independent agents who work with Indigenous people and communities.

ICBC Service Area	Areas of Intersection with ICBC Employees and Indigenous Peoples and Communities
Claims, Customer and Material Damage Services	<ul style="list-style-type: none"> • Engagement through the Special Investigations Unit (SIU), including face to face interviews with customers or witnesses to fraudulent activities. • Communication with Indigenous people through claims reception.
Claims, Injury and Legal Services	<ul style="list-style-type: none"> • Injury claims for Indigenous clients. • Enhanced care for Indigenous clients who are injured in automobile accidents. • Engagement with Indigenous Nations when considering Indigenous health care and treatments. • Participation in the Accessibility Committee, which is looking at opportunities for new policy to provide improved access to funding for traditional medical treatments for Indigenous Peoples. • Future participation on the Disability Advocacy Advisory Group, which has recently updated its terms of reference to include Indigenous representation.
Driver Licensing and Corporate Affairs	<ul style="list-style-type: none"> • Administration of driver licensing and identification card programs. • Working with appointed agents in different offices with Indigenous populations across the province. • Road Safety and Community Coordinators' engagement with Indigenous Nations and groups. • Engagement with Indigenous Nations during the purchasing and selling of ICBC properties. • ICBC initiatives to increase access to services for rural communities, including Indigenous Nations. • Collaboration with the Ministry of Transportation and Infrastructure on initiatives relating to the Highway of Tears.
Customer Experience and Public Affairs	<ul style="list-style-type: none"> • Communication with Indigenous customers. • Engagement with Indigenous Nations to better understand their needs. • Outreach initiatives in Indigenous Nations such as job fairs, license testing and road safety outreach.
Human Resources	<ul style="list-style-type: none"> • Recruitment initiatives designed to attract Indigenous applicants. • Partnerships with Indigenous employment organizations.
Information Services	<ul style="list-style-type: none"> • Development of a social impact procurement policy to increase equity for underrepresented suppliers in the ICBC procurement process, including Indigenous suppliers.
Finance	<ul style="list-style-type: none"> • Collections of debts related to fines, claims subrogation, and breach for both Indigenous and non-Indigenous customers. • Arrangement of payment plans for both Indigenous and non-Indigenous customers.

2.2.2 Internal Culture and Environment at ICBC

2.2.2.1 Cultural Safety in the Workplace

Interview participants were asked about the degree to which ICBC is a culturally safe workplace. While acknowledging that there is still room to improve, 15 out of 30 ICBC employee and board member interview participants felt that ICBC is a culturally safe work environment. However, 3 out of 30 interviewees suggested that ICBC is not culturally safe, and one interviewee said that they did not have enough information to provide an opinion. One interviewee also said that ICBC has a reactive approach to cultural safety, rather than a proactive one. Twelve out of 30 interview participants stated that there has been a positive evolution of cultural safety at ICBC over time.

Interview participants spoke about cultural safety at ICBC both generally, and in a way that is specific to Indigenous employees.



At ICBC, I didn't self-identify as Indigenous (except with a few close people to me) until the inception of the Indigenous Peoples ERG in 2016. This means that in total, I have worked at ICBC longer without self-identifying than I have worked at ICBC while self-identifying as Indigenous.”

- ICBC Employee

Additionally, workshop participants raised a concern around the extraction of employee cultural knowledge, providing examples such as knowledge extraction from 2SLGBTQIA+⁴ employees as well as Indigenous employees. In some cases, Indigenous employees have shared their Indigenous Knowledge with other ICBC employees and have felt like the knowledge was used improperly – for example, it was used for a different purpose than intended and without permission of the knowledge holder. It was suggested that ICBC employees may not understand what Indigenous Knowledge is or the proper protocols when handling it. It was also noted that Indigenous employees who share their experiences and Indigenous Knowledge are not compensated when doing so. Workshop participants also suggested that Indigenous data sovereignty principles of Ownership, Access, Control, and Possession ([OCAP®](#)) are not being respected at ICBC.

Several initiatives were highlighted as being important for creating and maintaining general cultural safety at ICBC:

- Development and implementation of ICBC's seven Employee Resource Groups.
- Hiring of an Associate Director of Diversity, Equity, and Inclusion.
- Development of a Diversity, Equity, and Inclusion Strategy.
- Development and implementation of ICBC's Harassment and Bullying Policy, and Respectful Workplace Policy.

⁴ 2SLGBTQIA+ stands for Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, and + which leaves room for people to self-identify in a way that makes sense for them.

- Internal communications about cultural safety through the HUB (ICBC’s intranet).

Suggestions for General Cultural Safety

Suggestions were also made about ways in which ICBC could improve overall cultural safety in the workplace:

- Develop and apply consistent cultural safety measures across all ICBC divisions.
- Incorporate Diversity, Equity, and Inclusion principles at the program design and development phase, rather than creating programs and then having to adapt them later to align with these principles.
- Provide compensation for Indigenous employees who are sharing Indigenous Knowledge as part of their job duties, including the Indigenous Peoples ERG.

“

ICBC should compensate Indigenous employees for the Indigenous Knowledge that they share, in the same way that ICBC compensates translators and offers them per diem.”

- ICBC Employee

- Provide the Indigenous Peoples ERG with sufficient time in their resourcing/schedules as well as time codes to charge their hours towards for ERG and reconciliation work.
- Include cultural safety responsibilities within ICBC job descriptions.

“

It seems that ICBC turns to training as the solution to everything, so it might also be useful to include cultural safety responsibilities in employee job descriptions and also incorporate this into performance evaluations that take place at ICBC.”

- ICBC Employee

- Provide mandatory cultural safety training to ICBC employees.
- Provide more opportunities for culturally diverse employees to share their stories and experiences.
- Create metrics, track progress, and use this information to improve cultural safety at ICBC.
- Look to other organizations to measure how ICBC is doing.

“

Benchmark ourselves against other organizations to see how far along we are in terms of cultural safety, while being more aware of what other companies are doing to see what can be adopted within ICBC. We are doing a good job at recognizing gaps in our structure and filling those gaps. Leveraging other organizations to help ICBC identify next steps is what we should be doing next.”

- ICBC Employee

2.2.2.2 *Indigenous Cultural Safety*

For those who responded positively with respect to Indigenous cultural safety, several initiatives were highlighted as valuable and important for upholding Indigenous cultural safety. First, ICBC employees recognized the Indigenous Peoples ERG and its work on promoting and creating awareness of Indigenous Peoples and reconciliation within the organization. During Reconciliation Planning Workshop Sessions with ICBC employees, participants raised that there was some uncertainty around the role and scope of the Indigenous Peoples ERG within ICBC (*e.g.*, when to consult the Indigenous Peoples ERG). Overall, ICBC employees also valued learning more about Land Acknowledgements. Five ICBC employees indicated the importance for staff to learn more beyond the delivery of land acknowledgements as a “check-box” activity or obligation and move into a space where the meaning behind why land acknowledgements are delivered is understood and conveyed to all ICBC employees.

Components of ICBC’s existing internal work environment that are important for promoting Indigenous awareness and cultural safety that were identified by ICBC employees include:

- Establishment of the Indigenous Peoples ERG.
- Participation in Indigenous events such as National Indigenous Peoples Day, National Truth and Reconciliation Day (Orange Shirt Day), and the Moosehide Campaign.
- Incorporation of land acknowledgements at meetings.
- Indigenous staff recruitment efforts.
- Indigenous artwork showcased within some ICBC offices.
- Map at ICBC Head Office that lists Indigenous Nations in BC where ICBC is physically located.

“

Some of the things ICBC has done to promote reconciliation recently is through their corporate branding. They also have a map listing Indigenous communities in their head office.”

- ICBC Employee

Suggestions for Improving Internal Cultural Safety

The following suggestions were made by ICBC employees and board members about ways in which ICBC could improve Indigenous awareness within the organization:

- Provide opportunities to increase involvement of Indigenous Elders or other Indigenous people at ICBC. This may include:
 - Opportunities for residential school survivors to share their experiences with ICBC employees.
 - Opportunities for members of Indigenous Nations (*e.g.*, leadership, knowledge holders) to discuss reconciliation with ICBC employees as guest speakers.
- Provide more information and online/training resources about reconciliation for ICBC employees.
- Improve content and visibility of reconciliation related information on the ICBC HUB.
- Provide additional support to the Indigenous Peoples ERG.
 - Compensate Indigenous Peoples ERG members for this work.
 - Recognize and respect the principles of Indigenous data sovereignty and apply them in situations where Indigenous staff members share knowledge within the organization.
 - Allow the Indigenous Peoples ERG to determine its own priorities (rather than being driven by corporate priorities).
 - Increase resources that are available to the Indigenous Peoples ERG to help them carry out their work.

“

The Indigenous Peoples ERG hosts 4 company-wide events per year, and has a \$1000 annual budget. If this was truly taken seriously at the leadership level, there wouldn't be barriers like these to move reconciliation forward.”

- ICBC Employee

- Include reconciliation actions or commitments in ICBC employee performance plans.
- More ICBC participation in Indigenous cultural activities.

- Display more Indigenous artwork and acknowledgement of territories within all ICBC offices.
- Recruit and retain more Indigenous employees at ICBC.

“

To improve cultural safety at ICBC, we need to understand that there are still barriers around career planning and promotion internally for Indigenous Peoples ... There are very specific things that are stopping people from staying at ICBC, so we need to dig into what that could be.”

- ICBC Employee

2.2.3 Training and Education

2.2.3.1 *Level of Familiarity: UN Declaration, Declaration Act, TRC Calls to Action*

The level of familiarity regarding UN Declaration, Declaration Act, and the TRC Calls to Action varied among interview participants. Of the 30 ICBC employees and board members interviewed, 11 indicated they were unfamiliar with these documents and expressed a need or desire to learn more about them. The remaining 19 participants said that they had a basic understanding of the principles outlined in each of these, or that their understanding of UN Declaration, Declaration Act, and the TRC Calls to Action varied depending on the document.

“

I am familiar with the documents; however, I am not an expert. When reading the Truth and Reconciliation Commission Calls to Action, I was drawn to #92, Business and Reconciliation, and I would like to help implement that Call to Action with ICBC.”

- ICBC Employee

2.2.3.2 *Indigenous Awareness Training*

ICBC employees and board members were asked if they had received Indigenous Awareness Training while working at ICBC. Fourteen out of 30 of these individuals stated that they had participated in Indigenous Corporate Training’s Indigenous Awareness and Indigenous Relations courses (Working Effectively with Indigenous Peoples) between 2021 and 2022. These training sessions were primarily delivered

“

It is important for ICBC to have an understanding of cultural awareness at the representative or customer service level.”

- ICBC Employee

to ICBC leadership and managers, along with some other ICBC employees who work with the Indigenous Peoples ERG.



The 2-day Indigenous Training workshops for ICBC leadership with Bob Joseph laid a solid foundation about Indigenous Peoples and reconciliation. I learned that not all Indigenous communities are a monolith, and Indigenous communities don't have the same history, past, or desired future. Offering these workshops and continuing education initiatives for ICBC staff will make us better allies."

- ICBC Employee

Nine out of 27 ICBC employees said that they had not received Indigenous awareness training, and seven ICBC employees stated they have sought out other avenues of learning like publicly available courses, or by interacting with Indigenous Peoples in their personal life.

The overall importance and a need for deeper learning and training to help improve personal understanding of reconciliation was captured in interviews and the Reconciliation Planning Workshops. A particularly important component was the need to provide training to mid-level and front-line staff who are interacting with Indigenous customers at ICBC.

Five ICBC employees also suggested that mandatory Indigenous awareness or reconciliation training is needed to ensure that all ICBC employees are participating in continuous learning.

Three out of 27 ICBC employees also said that they do not need further training in this area, since reconciliation and personal awareness is part of their own learning journey.

Suggestions for Internal Indigenous Awareness Training Delivery

ICBC employees and board members made several suggestions about delivery of training:

- Provide online courses to teach staff about Indigenous cultures, and include this as part of an onboarding package for new staff.
- Require cultural safety training for all employees, similar to bullying and harassment training.
- Require annual training refresher courses (similar to *Code of Ethics, Respectful and Inclusive Workplace* training).
- Provide training to all employees, including mid-level and front-line employees.
- Continue to provide opportunities for the Indigenous Peoples ERG and other ERGs to develop cultural safety training material for all staff.
- Broaden the type of Indigenous training that is offered to cover topics relating to Métis, Inuit and urban Indigenous Peoples in BC.

- Utilize the Organizational Learning Department to develop longer course modules, and short educational pieces such as educational e-mails, games, videos, quizzes, and interactive drag and drop interfaces for employee-wide reconciliation learning.



Improving ICBC service delivery should begin with educating ICBC staff about Indigenous cultures and understanding similarities and differences. That would help to support ICBC staff in our interactions with Indigenous Peoples.”

- ICBC Employee

2.2.4 Internal Communications

ICBC employees identified a need for more internal information-sharing and better communication about reconciliation and Indigenous awareness. It was noted that messaging and communication about reconciliation initiatives at ICBC is not always passed down from ICBC leadership to employees, however workshop participant indicated that the ICBC communications team is focusing on reconciliation-based information-sharing and education.



Our [communications] team [is] trying to be a part of that information sharing and education [of] people in the organization about reconciliation and storytelling.”

- ICBC Employee

Suggestions for Improvement to Internal Communication

ICBC employees made several suggestions about how to improve internal communication:

- Communicate and provide more information about reconciliation and cultural safety to all departments across ICBC.
- Establish and communicate ICBC’s organizational values relating to reconciliation and reinforce the responsibility that ICBC employees have in upholding these organizational values with consistent messaging from leadership.
- Provide opportunities for storytelling about reconciliation.
- More acknowledgement of Indigenous Nations in offices and ICBC buildings.

2.2.5 ICBC Services

ICBC provides various driver-related services to both Indigenous and non-Indigenous people. However, many Indigenous people face challenges when trying to access ICBC services. This is especially true for those who live in remote communities. Interview participants from each of the

ICBC service areas identified challenges, and also provided suggestions about how some of these challenges might be addressed.

2.2.5.1 Insurance

In the Insurance Division, all three ICBC interview participants stated that a lack of available ICBC service centres causes significant challenges for Indigenous people in remote communities. With the onset of COVID-19, one interviewee stated that some ICBC services for insurance went online, which improved access for some. However, this wasn't the case for all ICBC services:

Despite this increased access to online ICBC services, a lack of reliable internet service in some remote communities could still create challenges for some Indigenous people when trying to access these services online.

“

[A]fter COVID, many services went online which I believe helped some people who live in remote areas. This helped improve access to insurance services, but there are still challenges with licensing and registering vehicles in remote communities.”

- ICBC Employee

Suggestions from the Insurance Division

ICBC employees in the Insurance Division provided the following suggestions about ways in which ICBC could improve access to some of their services for Indigenous people:

- Provide a driver licensing and insurance pop-up service centre that travels to remote communities on a predetermined schedule.
- Engage Indigenous community members in remote areas directly, to better understand the challenges that they face when trying to access ICBC services.

“

ICBC should create a ‘pop-up’ driver and insurance service centre in remote communities... where people can get their photo taken, or take a driving exam, or get a learner’s license in their own community.”

- ICBC Employee

2.2.5.2 Claims, Customer and Material Damage Services

In the Claims, Customer and Material Damage Services Division, both interview participants indicated that the distance from remote communities to ICBC service centres creates challenges for some Indigenous people. Compounding barriers include the inability for some to travel to a driver licensing office and the lack of local insurance providers.

Technological related barriers also create challenges for some Indigenous people when accessing ICBC services, and it was noted that moving claim services to online submissions could create additional accessibility issues for people with limited to internet, computers, and/or smartphones.

Another challenge that was identified was related to people in Indigenous communities having negative perceptions of ICBC. One interview participant indicated from their point of view, many Indigenous people associate ICBC with being in trouble. One interview participant suggested that ICBC needs to identify ways to reduce fear and anxiety for Indigenous customers when they are having to interact with them.

Suggestions from Claims, Customer and Material Damage Services

ICBC employees in the Claims, Customer and Material Damage Division provided the following suggestions about ways in which ICBC could address some of the identified challenges:

- More engagement with Indigenous communities. During this engagement interview participants suggested that ICBC should consider:
 - Development of an engagement plan.
 - Face-to-face interactions, going to communities to build relationships.
 - Provide more information about ICBC services and requirements.

“

We should be able to consult with Indigenous communities, determine their needs and then invest in the technology that is needed to provide them with the ICBC services that they need.”

- ICBC Employee

2.2.5.3 Claims, Injury and Legal Services

In the Claims, Injury and Legal Services Division, four out of five interview participants indicated that a lack of ICBC services in remote communities creates challenges for some Indigenous people. When trying to access claims services, limited cell phone reception in many remote areas creates an additional barrier to those who have been injured and need to access ICBC claims, injury or legal services.

“

Indigenous communities in remote areas have limited cell phone reception. In my work when someone is injured, we often need to be on the phone with that person or have a doctor sign a form, and limited cell phone reception is a barrier to those services.”

- ICBC Employee

Another challenge that was identified was related to reimbursement for traditional Indigenous health treatments for people who have been injured in an accident. While one interviewee explained that reimbursement for traditional Indigenous treatments are sometimes approved on a case-by-case basis, another interview participant from this division stated that traditional Indigenous health treatments are approved in an inconsistent manner at ICBC due to a lack of internal guidance or policy.

“

There are access issues to traditional treatments for Indigenous Peoples because the policy isn't fully in place. Traditional treatments are currently reviewed and applied on a case-by-case basis. As a result, approvals for Indigenous traditional treatments are inconsistent at ICBC.”

- ICBC Employee

From this division, two out of five participants indicated that some of ICBC's operations rely on outdated technology, which can create challenges for Indigenous people from remote communities when trying to access certain ICBC services.

“

Like all insurance companies, ICBC continues to operate primarily using telephones and forms, and this may create a gap in service for some remote Indigenous communities who may have difficulties working with ICBC to access certain services. I am not sure that ICBC's operational systems and processes allow ICBC staff to connect with Indigenous communities so that they can get the same level of service as other customers.”

- ICBC Employee

During engagement with employees in this division, one person stated that there is a recognition at ICBC that some Indigenous Nations forego getting insurance in certain parts of BC. The response indicated that this could be attributed to issues with accessing ICBC services, a lack of awareness of ICBC services, or possibly other issues.

Suggestions from Claims, Injury and Legal Services

ICBC employees in the Claims, Injury and Legal Services Division provided the following suggestions about ways in which ICBC could address some of the identified challenges:

- More engagement with Indigenous Nations. During this engagement interview participants suggested that ICBC should consider:
 - Ways to demonstrate openness and a willingness to listen.
 - More face-to-face engagement to help build relationships and trust.
 - Opportunities to include Indigenous ICBC employees in engagement activities.
 - Providing more information about ICBC services and requirements.
- Improve internal processes.
- Develop processes to create more opportunities for Indigenous representation on existing Panels or Working Groups.
- Hire Indigenous Liaison to help facilitate communication and relationships development with Indigenous Nations.
- More flexible virtual care options.
- Improve access to services, including providing additional services that can be accessed remotely (*e.g.*, counselling or therapy).

“

I don't know what we could be doing better, but those types of stories tell me that ICBC hasn't done a good enough job of reaching those populations. As a Crown Corporation, ICBC is supposed to cover and recognize all drivers in British Columbia.”

- ICBC Employee

“

I don't really have any relationships with Indigenous people and am having issues finding Indigenous representation for our Disability Advocacy Panel. I reached out to a co-worker to help point me in the right direction but have yet to hear back. I'm not sure where else to look or who to ask and could use some help with that.”

- ICBC Employee

2.2.5.4 Driver Licensing and Corporate Affairs

In the Driver Licensing and Corporate Affairs Division, seven out of eight interviewees stated that customers from remote Indigenous Nations face unique challenges when trying to access ICBC services. This is because many Indigenous people must travel long distances to access the nearest driver licensing office, with an overnight trip being required in some cases. In addition to time, living in a remote community can also increase costs associated with getting a license or insurance. For those who may be facing financial challenges, this increased financial burden can make it especially difficult to obtain a driver's license or insurance.

The unique conditions in some remote Indigenous Nations can also create challenges for people that need to access ICBC services. For example, many people lack access to a vehicle that they can practice with or use to take a road test. For those who are able to access a vehicle, there may not be a fully licensed driver that can supervise them as they practice driving. One interview participant also stated that there is a lack of driving schools that specifically cater to Indigenous Nations, which can create additional challenges for Indigenous people from remote communities who need to access a driver's license. One interviewee noted that some of the requirements to pass a road test will never be experienced by people living in remote communities, and this creates a challenge or barrier when it comes time to do a road test.

“

Many remote communities don't have four-lane roads and that is [an] integral part of [a road] test and creates challenges for driver testing.”

- ICBC Employee

One ICBC interview participant in this division indicated that adding Indigenous names to driver licenses has also been raised as an issue in the past. This has been attributed to limitations with the capacity of ICBC's systems to include diacritical markers or characters (this is also a limitation for other non-Indigenous languages such as French). This creates an additional barrier or challenge for some Indigenous people who have names that include characters that cannot be accommodated by ICBC systems yet need a driver's license or identification card.

“

There are certain status or treaty nation cards that can't be used as valid identification at ICBC. The new status cards are recognized, but ICBC does not allow Nations to use their own cards, which are sanctioned by the constitution of Canada (e.g., Nisg'aa card, Treaty 8 card, Tsawwassen card).”

- ICBC Board Member

ICBC's identification requirements⁵ were also identified as a barrier among four out of eight ICBC employees in the Driver Licensing and Corporate Affairs Division. Status Cards and other Indigenous identification cards are not accepted as primary identification in ICBC offices, which can create challenges for some Indigenous customers.

“

There are challenges with ICBC's requirements for identification cards, and whether ICBC accepts Indigenous status cards or other identification cards. There is a gap between how ICBC wants to see someone present identification and how Indigenous peoples are known to each other in their communities. There is a fundamental cultural difference that current ICBC standards... do not reflect.”

- ICBC Employee

A lack of literacy skills were also identified as a barrier that prevents some Indigenous community members from accessing ICBC services by two of the eight interviewees in this division, as this skill

⁵ Please note that identification requirements are determined by the provincial Ministry of Citizen Services and applied by ICBC.

is often required when completing ICBC paperwork or taking knowledge tests. One interview participant also indicated that computer literacy often poses a challenge as well.

Three of 30 ICBC employee and board interview participants stated that there may be trauma or mental health challenges for Indigenous people who are getting into a car with a driver's examiner and that may have an impact on the comfort level of the person taking the test.

One of these ICBC employee interviewees suggested that consideration should also be given to driving test routes. This individual stated that ICBC should avoid having road test routes pass by former Indian Residential School sites.

ICBC employees also acknowledged that sometimes road tests can be uncomfortable for Indigenous Peoples, and specifically Indigenous women, when getting into a vehicle with an older white man.

“

We have had Indigenous peoples come in to talk to us about challenges, some of them being contextual or systemic issues. For example, there could be trauma or mental health impacts on a young Indigenous woman getting into a car with an older white male. It is important to consider systemic issues like these in the driver licensing processes, and for ICBC to take a culturally sensitive approach. ICBC can't necessarily fix all these systemic issues, but our process can be adjusted so that it is less traumatic or triggering for Indigenous Peoples.”

- ICBC Employee

ICBC Board members and employees also recognized the complexity and strain of the relationships between Indigenous Nations and government entities, where a lack of trust of the government and

“

Indigenous kids are taught systemic barriers, to be cautious of the government or cautious of white people. ICBC needs to understand that—it's very important.”

- ICBC Board Member

RCMP can also create barriers for some people from Indigenous Nations.

Suggestions from the Driver Licensing and Corporate Affairs Division

ICBC employees in the Driver Licensing and Corporate Affairs Division provided the following suggestions about ways in which ICBC improve access to driver's licensing services for Indigenous people:

- Drivers testing
 - Increase number of remote communities that have paper copies of knowledge tests available to Indigenous Peoples.
 - Increase efforts of driver examiners and road safety partners travelling to Indigenous Nations to explain road tests and requirements that are needed.
 - Recruit and train Indigenous people to be driver examiners and provide an option to choose the examiner.
 - Ensure road-testing routes do not pass by former sites of Indian Residential Schools.
 - Include an option for women to choose a driver examiner.

“

We could help by having a dedicated group of people helping young women feel comfortable when taking their driver test and give them the ability to choose their examiner.”

- ICBC Employee

- Engagement and communication
 - Engage with Indigenous Nations understand existing problems and determine how to fix them.
 - Build stronger connections with Indigenous Nations and show them how ICBC can provide them with assistance.
 - Hire more Indigenous people ICBC to help to help improve engagement with Indigenous communities.
 - Travel to remote communities more often to provide in-person engagement and service delivery.
 - Create an engagement schedule and provide it to communities for transparency and coordination purposes.
- Information sharing
 - Share information on Indigenous Nation websites, including an overview of processes (i.e., how to get vehicle insurance through an Autoplan insurance broker) and contact information to contact ICBC through.
- Improve internal processes
 - Formalize reconciliation in corporate assessment procedures (*e.g.*, in projects for privacy, budget, and scope considerations).

- Hire an Associate Director of Reconciliation and/or a Director of Indigenous Relationships.
- Partner with other ICBC divisions like the Claims Department when going into communities.
- Training and education
 - Training for employees about trauma-informed approaches. This is especially important for ICBC driver examiners who provide services directly to Indigenous Peoples who may have experienced abuse or trauma.
- Improve access to services
 - Provide headsets at all kiosks to assist those who have literacy challenges.
 - Consider providing certain aspects of drivers training in an online platform for people who live in remote areas.
 - Improve understanding about barriers that prevent people from visiting an ICBC office to get their driver's license and work to address these issues.
 - Consider the use of language translation tools that are currently used at the provincial government level (*e.g.*, First Voices).

2.2.5.5 *Customer Experience and Public Affairs*

The primary relationship-holders with Indigenous Nations in the Customer Experience and Public Affairs Division were identified as the Road Safety and Community Coordinators who travel to Indigenous Nations. Challenges identified during engagement include the remoteness of Indigenous Nations and the use of inaccessible language in driver's testing (*e.g.*, double negatives, the use of the term 'surname' rather than 'last name' on forms, etc.).

Two out of four interview participants in this division also pointed to ICBC identification requirements as being a challenge for some Indigenous community members to meet (see Driver Licensing and Corporate Affairs for more details). One interview participant out of four indicated that ICBC had updated the Parent Consent Form to help confirm a young person's identity (instead of only allowing a parent to confirm a young person's identity, an elected Indigenous band official can identify or attest who the individual is). However, the interviewee indicated that ICBC ability to make further changes to requirements around primary identification at ICBC is limited, since those requirements must align with the rest of Canada and the United States.

“

We've had people go to ICBC and say, 'I don't have a white man name'. How does ICBC accommodate these Indigenous Peoples so they can have their names on driver licenses?"

- ICBC Board Member

Additionally, including Indigenous diacritical markers and characters on ICBC provided identification cards was named as an important challenge to overcome. It was noted that an individual's name may include non-roman alphanumeric characters and therefore the name on their official identification with ICBC may not be their actual name. An interview participant stated that names are important, as they are linked to a person's identity and how they present themselves.

One interviewee out of four in this division identified Indigenous Nations' cultural protocols and timing as being an important factor to consider when visiting remote Indigenous Nations in-person to provide services.

“

If individuals need to access ICBC services at a specific time, it can create challenges (e.g., death in the community, resource gathering). Timing is also important to consider when we visit remote Indigenous communities to provide ICBC services.”

- ICBC Employee

Suggestions from the Customer Experience and Public Affairs Division

ICBC employees in the Customer Experience and Public Affairs Division provided the following suggestions for improvements:

- Improve service delivery
 - Consult with road safety employees who are finding ways to address barriers by navigating ICBC's systems and business processes, as well as legislative and regulatory changes.
 - Enhance technology and equipment to make driver licensing services more streamlined.
 - Develop more culturally appropriate delivery methods and revise service delivery language.
 - Find ways to better accommodate people who are traveling far distances or through treacherous weather (e.g., snowstorms) to visit ICBC offices.

“

Recently, ICBC got smacked in the face with that in Williams Lake First Nation – a young person went to get their license only to find that there was no ICBC staff in the office on that day. They had traveled 4 hours to that office to have the door closed in their face.”

- ICBC Board Member

- Engagement
 - Request Indigenous input to improve Indigenous customer experience.
 - Work with community youth associations or friendship centres to be more involved with community members that come of age to access ICBC services.
 - Work with communities to better understand how ICBC can meet their needs to get

“

Improving Indigenous customer experience by seeking Indigenous input is where we should be focusing our efforts.”

- ICBC Board Member

community members licensed, specifically when enforcement of the Motor Vehicle Act is difficult due to community members not holding driver licenses.

- Internal processes
- Improvements to organizational structure, internal capacity, available funding, and governance processes in ways that help to advance reconciliation efforts.

““

It is important that we make sure we follow through with meaningful actions and keep trying to make continuous improvement. It is important to listen to our customers. This is not a one and done type of relationship where we check a box off on a list as "done". This is about building of long-term relationships.”

- ICBC Board Member

““

How do we help them move to even having a conversation with us about accessing drivers licensing services? The drivers licensing process requires identification, proofing, debt checks, multiple appointments, collection of necessary documents, time to study and time to take the test. If they do not pass, they may have to go through this process a second time. So, once we get them through the door, we need to better understand how we can make it easier for them. Our existing processes aren't always the most functional, especially in remote communities.”

- ICBC Employee

2.2.6 Indigenous Relations

2.2.6.1 *Evolving Relationships*

ICBC's relationship with Indigenous Peoples and communities was described as a work in progress by 14 of 30 ICBC employee and board interviewees. A total of ten interviewees, out of 30 described the relationship as neutral or positive, but six also said it is not strong.

When asked about the evolution of the relationship with interviewees, 17 out of 30 ICBC employee and Board member interviewees described the relationship as one that has evolved and is continuing to evolve. Another four interviewees stated they haven't been with ICBC long enough to

““

I have seen the relationship evolve over time. Initially ICBC did nothing, but now it is a huge part of our work. My department has meetings every week and Indigenous issues come up at each of these meetings.”

- ICBC Employee

comment but acknowledged a relationship evolution. Another interviewee said they believe the relationship depends on who you ask.

There was a variety of responses related to what ICBC has done to improve relationships with Indigenous Peoples or communities, with key themes that include: the Framework being developed by TWC, the establishment of the Indigenous Peoples ERG, and increased information sharing, training, and education, to improve understanding about the needs of Indigenous Peoples.

Suggestions for Improving Relationships

ICBC employees and board members identified the following suggestions for improving relationships with Indigenous Peoples or communities further:

- More meaningful engagement with communities (discussed further in 2.2.6.2 below).
- Increasing internal capacity for engagement.
- Providing dedicated funds and resources to help improve relationships.
- More deliberate, intentional information sharing on the internal HUB around topics such as reconciliation and Indigenous awareness.
- Providing Indigenous relations/cultural sensitivity training for front-line staff, and awareness training for all staff.
- ICBC attendance at more events held by Indigenous Nations.
- Recruit more Indigenous staff.

“

It is important that ICBC recognizes that they have certain responsibilities to Indigenous people and communities in BC.”

- ICBC Employee

Two ICBC employee interview participants stated that ICBC actively promotes recruitment and career opportunities while engaging with Indigenous Nations in BC. Interviewees described various ICBC's recruitment initiatives that have been designed to attract Indigenous applicants including attending career fairs, community events, and direct outreach. One interviewee noted that ICBC is trying to find ways to improve Indigenous recruitment in ways that better consider and incorporate Indigenous culture and identity.

Barriers to ICBC's hiring process for Indigenous Peoples were discussed at the Reconciliation Planning workshop, where workshop participants suggested that ICBC's current interview process can create challenges when it comes to the recruitment of Indigenous applicants:



ICBC's hiring process is empirical and based on scores/ratings on questions out of 4. This removes the human aspect of an interview, and this approach may appear colonial for people on the other side of the table. There are some people who have left ICBC and have experience here, who then re-applied for a new position later on and failed the interview because of the scoring system.”

- ICBC Employee

The importance of Indigenous relations/cultural sensitivity training for all front-line staff, and Indigenous Awareness Training for all staff within the organization is a consistent theme throughout Section 2 Voices and Perspectives.

2.2.6.2 Engagement

Engagement activities and community events that ICBC has participated in or attended to date have primarily been focused on driver licensing, road safety, and recruitment initiatives.

When asked about the type of engagement ICBC undertakes to improve its understanding of the needs of Indigenous Peoples and communities, 10 out of 30 participants suggested that there is a need to engage more with Indigenous Peoples. An additional five responses said ICBC employees need to travel to Indigenous Nations more often, which implies that there is a need for further in-person engagement.

Despite ICBC's increased efforts to engage with Indigenous Peoples and communities, 4 of 30 interviewees indicated they either were not aware of any engagement efforts or expressed that ICBC has not done enough in this area. While some interview participants were not aware of ICBC's engagement efforts due to a lack of internal communications, others who were aware of ICBC's engagement efforts expressed that ICBC could still do more.

Additional suggestions for improving Indigenous relations included the need for more Indigenous awareness training among ICBC employees to help inform engagement activities. 5 out of 30 interview participants suggested that further engagement with Indigenous Peoples should take place and information that is collected should be used to inform improvements to service delivery.

A past example that reinforces the need for additional engagement relates to ICBC development of an eagle feather pedestrian reflector. This was created to symbolize protection for the people who wear the feathers and came out of engagement with Indigenous Nations. One interviewee out of 30 expressed that despite having approval from one Indigenous Nation prior to distribution, other Indigenous Nations were upset about the eagle feather reflector, indicating a need to engage multiple Indigenous Nations.

Suggestions for Engagement with Indigenous Peoples and Communities

ICBC employees and board members provided suggestions to improve the way ICBC engages with Indigenous Peoples and communities to help gain a better understanding about their needs when it comes to ICBC services. These suggestions include:

- Engagement
 - Issue a formal apology to Indigenous Peoples from ICBC leadership and acknowledge the harm that has been done; this has likely not yet happened since ICBC was created in the 1970s in a different social landscape than today.
 - Consistent engagement with Indigenous communities.
 - More staff travel into communities for direct engagement.
 - Engage with: The First Nations Leadership Council; The Métis National Council; The Assembly of First Nations; BC First Nations Summit; Union of BC Indian Chiefs; Métis Nation of BC; and The Modern Treaty Alliance of BC.

- Improve internal processes
 - Develop and employ a more coordinated approach to engagement.
 - Position or department within ICBC that directly works with Indigenous Peoples to help them overcome systemic barriers that may be preventing them from accessing ICBC services.
 - Provide sufficient resources to all ICBC divisions to conduct effective engagement.

- Education and training
 - Build more internal awareness of Indigenous Peoples in BC among ICBC employees.

“

If ICBC impacts one person from an Indigenous Nation (one driver's license) there is a large ripple effect on many—whole families.”

- ICBC Board Member

2.2.7 Policy and Governance

When ICBC interview participants were asked how ICBC involves Indigenous Peoples, communities, or organizations in planning processes or policy-making responses varied. While most participants indicated that Indigenous Peoples are currently involved in policy-making, six out of 30 ICBC employee and board interviewees were unaware of any current involvement, and five indicated there was either no involvement or the involvement was not sufficient.

“

I think that Indigenous Elders are an important part of guidance, and I was surprised to learn that no Elders were part of ICBC decision-making. In my past employment, an Indigenous Nation was very involved in the processes and services, and it was extremely beneficial.”

- ICBC Employee

Interview participants indicated the Indigenous Peoples ERG is involved in internal planning processes at ICBC. Six out of 27 ICBC employee interview participants praised the Indigenous Peoples ERG. However, some workshop participants also suggested that the Indigenous Peoples ERG may be over-consulted.

Interview participants also indicated that outcomes from external engagement with Indigenous Nations have led to policy changes. For example, the creation of a parent consent form for drivers licensing was driven by external engagement with Indigenous Nations and a driving school. Parental or guardian consent is required for anyone under 19 who is applying for a driver's, motorcycle, or commercial licence in BC. There are Indigenous teens who do not have someone who can sign for them. The *Dispense with Parent/Guardian Consent* form was changed so that the guarantor now includes an Indigenous band official, like their community's Chief, who can sign for anyone under 19.

As noted in the document review, and also noted by one of the ICBC employee interview participants, ICBC has policies that guide the reimbursement of expenses incurred for those who must travel to and from medical appointments relating to past traffic injuries. However, there are limitations on what can be reimbursed, which may create barriers for some Indigenous clients who need to be reimbursed. In addition to this, Indigenous people suffer from higher rates of poverty than the general population and many do not have the financial resources to pay expenses out of pocket. The reimbursement process also involves complex paperwork that Indigenous customers may have difficulties completing if they have literacy challenges. This may prevent them from accessing certain benefits to which they are entitled. ICBC policies also do not allow for expenses to be reimbursed for other individuals that may need to attend these appointments with Indigenous clients. For example, an Indigenous person may need someone to come with them to appointments to help translate or to drive, as they may not speak or understand English very well because it is not their first language or they do not have a license or access to a vehicle. ICBC policies cover expenses for the Indigenous customer, but not the other individual. This may discourage Indigenous clients from attending these appointments, which can slow their rehabilitation in certain instances.

Two out of 27 ICBC employee interview participants said that ICBC involves Indigenous Peoples in planning processes or policy-making. One of these individuals indicated this occurs on an ad hoc basis for automobile claims and another interview participant indicated this occurs on a case-by-case basis for medical claims or treatment coverage initiatives. However, there is no formal policy to guide these processes and ICBC has not yet engaged with traditional healers or treatment providers to help establish a formal medical claims policy.

Suggestions on Ways to Create New Opportunities for Indigenous Involvement



ICBC needs to make sure that Indigenous Peoples have a much louder voice within policy creation [...] about how ICBC policies are working with respect to Indigenous populations.”

- ICBC Employee

When asked what ways ICBC could create new opportunities to involve Indigenous Peoples, nations, or organizations in planning processes or policy-making within the organization, re-occurring suggestions among engagement participants include:

Increase Indigenous representation within ICBC: ICBC should increase the number of Indigenous staff at ICBC and ensure this includes increasing the number of Indigenous people within leadership and board positions. Additionally, all panels and groups within ICBC should have Indigenous representation, not just the Indigenous Peoples ERG.

Involve Indigenous people through consistent engagement: ICBC should have consistent engagement with Indigenous Nations and organizations.

Build connections with Indigenous Nations: ICBC should work with individuals from communities who can help guide its work.

Have formal processes in place to increase Indigenous representation: There is a need to have more internal formal processes to identify where Indigenous Peoples can be involved in planning processes and policy-making, including a consultation framework to inform policies, processes, and procedures.

Additional suggestions include:

- Ensure that decision-making frameworks include criteria that consider access to services for Indigenous communities.
- Create a working group to review policies.
- Host an Indigenous customer insights panel.
- Incorporate phase gates and thresholds in proposal assessment tools that consider Indigenous perspectives and reconciliation.
- Have an Indigenous Relations Lead position.
- Include Indigenous Elders in decision-making processes.
- Create a larger Reconciliation Division or department to support Indigenous voices in policy and decision-making.

3. WALKING TOWARD RECONCILIATION

This section provides a discussion about the engagement findings, which is followed by a set of recommendations that are designed to guide ICBC as they move forward on their reconciliation journey. This section draws from TWC's review of background documents along with information that came out of the engagement process. Following each recommendation, measures of success have also been provided to help ICBC assess the degree to which recommendations are achieved.

3.1 Discussion

To develop the Framework, TWC completed a review of documents that provided a background about ICBC's internal policies, services, and relationships with Indigenous Nations (see Appendix A.2). These documents include the UN Declaration, the TRC Calls to Action, and UBCIC's Road to Reconciliation Discussion Paper on Drivers Licensing (UNDRIP 2007; TRC 2015; UBCIC and Sager 2021). This information was used to help plan engagement activities with ICBC employees, ICBC Board members, and Indigenous Nations and external organizations. During these engagements, many ideas about the ways in which ICBC could work to advance reconciliation were suggested (summarized in Section 2). These suggestions formed the basis for a set of recommendations that were developed for ICBC to consider (Section 3.2). Suggestions made by engagement participants also provide additional insight into ways that ICBC could work to further advance reconciliation.

A summary of what TWC learned during engagement activities is included below, and further explanation is included in the paragraphs that follow:

- ICBC is in the early stages of relationship-building with Indigenous Nations and external organizations.
- ICBC employees have a strong appetite for deeper learning about reconciliation and Indigenous awareness.
- There is room to improve understanding about the needs of Indigenous ICBC customers and provide additional support to improve access to ICBC services for Indigenous Peoples.
- A plan is needed to help sustain momentum around reconciliation efforts and initiatives over the long-term.

TWC learned that ICBC is in the early stages of relationships building with Indigenous Nations and further engagement is needed to improve these relationships. Although these relationships are still in the early stages, engagement participants noted a significant shift in recent years with new ICBC initiatives designed to help improve relationships with Indigenous communities, while also making efforts to promote reconciliation and Indigenous awareness within the organization.

TWC also found that ICBC employees are supportive of reconciliation efforts and have a desire for deeper learnings about Indigenous Peoples and reconciliation. If ICBC employees can increase their overall understanding about Indigenous Peoples and reconciliation, it is likely that they will be better prepared to serve the needs of their Indigenous customers. Therefore, additional training for ICBC employees about Indigenous Peoples and reconciliation may be useful for helping to advance ICBC's overall reconciliation efforts. This would support TRC Call to Action #92:iii which directs the corporate sector to provide education for their staff about the history of Indigenous Peoples (TRC 2015). Additional training for ICBC employees would also align with Recommendation #1 of the UBCIC Road to Reconciliation Discussion Paper on Drivers Licensing which recommends that the BC

Government mandate cultural competency training for all employees, including those who represent ICBC through appointed agents (UBCIC and Sager 2021).

During engagement, TWC also heard that ICBC should work to better understand the experiences of Indigenous customers and barriers they face when trying to access ICBC services. This will allow ICBC to develop strategies that help Indigenous people overcome these barriers. TWC acknowledges that the Union of British Columbia Indian Chiefs 2021 report includes recommendations to help ICBC improve driver licensing services. However, this work should be extended to all ICBC services areas since Indigenous Peoples in BC rely on all the services that ICBC provides. To inform this, ICBC must work to improve their understanding about the needs of Indigenous Peoples through further engagement activities. They should also find additional ways for Indigenous Peoples to become involved in ICBC policy and decision-making for matters that affect them. This would align with UN Declaration Article 18, which states that Indigenous Peoples have the right to participate in decision-making in matters that would affect their rights (UNDRIP 2007).

The development of this Framework represents an important step for ICBC in the advancement of lasting and meaningful reconciliation. However, ongoing commitment is needed to ensure that ICBC is able to effectively align their policies and operations with the TRC Calls to Action and the UN Declaration. Therefore, an action plan and oversight committee is needed to help guide ICBC's ongoing commitment to the advancement of reconciliation.

3.2 Recommendations

This set of recommendations was developed to provide direction around ways in which ICBC can take actionable steps towards reconciliation. These have been separated into four groupings that were organized for ease of implementation, and these include: *Getting Started*, *Internal Environment*, *Provision of Services*, and *Ongoing Commitment*. Suggestions made by engagement participants were used to inform the development of recommendations. The recommendations also include measures that ICBC can use to evaluate progress as they move along on their reconciliation journey. They are based on insight that was gained through gaps that were identified during a review of internal ICBC documents, workshops with ICBC employees, interviews with ICBC employees and leadership, interviews with Indigenous Nations and external organizations, as well as insights that have been gained through TWC experiences. It is expected that ICBC will review each of these recommendations and work in collaboration with Indigenous Nations to implement them in a meaningful way to advance reconciliation.

Getting Started

Recommendation	Measures of Success
<p>1. Establish an Indigenous Advisory Board</p> <p>ICBC should take steps to establish an Indigenous Advisory Board that includes external Indigenous advisors. The purpose of an Indigenous Advisory Board will be to review recommendations within the Framework, develop an approach for implementing recommendations and track progress.</p>	<ul style="list-style-type: none"> • Take initial steps to establish an Indigenous Advisory Board that includes external Indigenous advisors within three months. • Full establishment of an Indigenous Advisory Board and development of terms of reference within 6 months⁶.
<p>2. Review Reconciliation Framework and develop an action plan</p> <p>A Reconciliation Action Plan should be developed to help guide implementation of recommendations from the Framework, as well as continue to advance recommendations from the UBCIC Road to Reconciliation Discussion Paper on Drivers Licensing that were specific to ICBC. The action plan will identify priorities, determine how recommendations will be implemented and outline plans for annual audits that will measure progress. The Reconciliation Action Plan should be a living document that is verified and approved by the Indigenous Advisory Board.</p>	<ul style="list-style-type: none"> • Development of an action plan that will be used to guide implementation of recommendations from this Framework within 12 months.

⁶ Acknowledging that Indigenous communities may have competing priorities and differing capacity, this timeline may have to be adjusted.

Recommendation	Measures of Success
<p>3. Conduct annual audits to measure the progress on implementation of the Reconciliation Action Plan</p> <p>The Indigenous Advisory Board should develop plans and processes needed to conduct annual audits that will measure ICBC’s progress in advancing reconciliation and implementing recommendations from this Framework. This process should involve engagement with Indigenous Nations, the Indigenous Peoples ERG and other ICBC employees who self-identify as Indigenous.</p>	<ul style="list-style-type: none"> • Conduct an audit to measure progress on the implementation of recommendations from the Framework, within 12 months after the development of the Reconciliation Action Plan. • Conduct annual audits that measure ICBC progress in the implementation of recommendations adopted in the Reconciliation Action Plan.

Internal Environment

Recommendation	Measure of Success
<p>4. Educate ICBC employees on Indigenous awareness and cultural safety</p> <p>TRC Call to Action #92:iii calls on the corporate sector to provide education for management and staff about the history of Indigenous Peoples. In support of this call to action, ICBC should develop a plan to provide Indigenous awareness and cultural safety training for all ICBC managers and staff. This plan should first target front-line staff who interact with customers, followed by all other ICBC employees. The training should cover topics relating to First Nations, Métis and Inuit Peoples. Training programs should also be reviewed and updated annually. This would also support Recommendation #1 from the UBCIC Road to Reconciliation Discussion Paper on Drivers Licensing which states that the Government should mandate relevant cultural competency training for all employees and those representing ICBC through appointed agents.</p>	<ul style="list-style-type: none"> • Development and implementation of Indigenous Awareness and Cultural Safety Training Plan within 6 months. • Provide Indigenous awareness and cultural safety training to 50% of ICBC employees within 12 months of Training Plan development and implementation. • Provide Indigenous awareness and cultural safety training to 75% of ICBC employees within 24 months of Training Plan development and implementation. • Provide Indigenous awareness and cultural safety training to 100% of ICBC employees within 36 months of Training Plan development and implementation.
<p>5. Develop an Indigenous recruitment and retention strategy</p> <p>TRC Call to Action #92:ii calls on the corporate sector to ensure that Indigenous people have equitable access to jobs, training and educational opportunities. In support of this call to action, ICBC should develop an Indigenous recruitment and retention strategy. In addition to increasing overall Indigenous representation at ICBC, this strategy should also include measures that target Indigenous people for middle and upper-level management</p>	<ul style="list-style-type: none"> • Development of Indigenous recruitment and retention strategy within 12 months that includes targets for Indigenous recruitment for both management and non-management positions in all ICBC departments. • Collection of baseline information about the number of Indigenous employees working

Recommendation	Measure of Success
<p>positions, while providing opportunities for existing Indigenous staff members to be promoted to more senior roles.</p>	<p>within the various departments at ICBC within 12 months.</p> <ul style="list-style-type: none"> • Annual audits that measure progress on the implementation of the Indigenous recruitment and retention strategy.

Provision of Services

Recommendation	Measure of Success
<p>6. Develop a communications plan for all ICBC services for Indigenous Nations</p> <p>ICBC should develop a plan to guide communication with Indigenous Nations about ICBC services. This plan should provide guidance around ICBC engagement with Indigenous Nations and include in-person engagement opportunities, as well as online learning resources that target both adults and youth who are nearing the age where they can obtain a driver’s license. It should also include materials that can be distributed within Indigenous communities to provide information about ICBC products, services, and requirements. The communications plan should include a review of existing ICBC communication materials to ensure that terminology, language and messaging aligns with the principles laid out in this plan. Ideally this work will be led by an Indigenous employee at ICBC. Following implementation of this plan, engagement with Indigenous Nations should occur to evaluate the effectiveness of the plan and determine ways in which it may be improved.</p>	<ul style="list-style-type: none"> • Development and implementation of communications plan within 12 months. • Engagement with Indigenous Nations to evaluate effectiveness of the communications plan 24 months after implementation.
<p>7. Improve accessibility of services for remote Indigenous communities</p> <p>ICBC should develop and implement approaches that will help improve the accessibility of their services for people who live in remote Indigenous communities. This should include:</p> <ul style="list-style-type: none"> • Development and implementation of a formal policy that guides ICBC employees travel to remote Indigenous communities to provide information and services to community members. • Employment of Indigenous liaison(s) that is available by phone and can assist Indigenous customers who may have questions about certain ICBC services or requirements. Indigenous liaisons will provide assistance with things like reading comprehension, completion of ICBC forms and provision of information to Indigenous customers. 	<ul style="list-style-type: none"> • Development and implementation of formal policy to guide ICBC employees travel to remote Indigenous communities within 12 months. • Employment of Indigenous liaison(s) within 12 months. • Within 24 months, develop and implement a mobile pop-up service program that will provide ICBC services to remote Indigenous communities at least twice every year.

Recommendation	Measure of Success
<ul style="list-style-type: none"> • Mobile insurance and driver license pop-up centres that travel between remote Indigenous communities and offer driver's testing, licensing, and insurance services. These should be equipped with equipment needed to administer knowledge and road tests (including audio kiosks), take pictures for licenses and access the online ICBC databases needed to provide these services. • Build capacity to provide certain ICBC services (<i>e.g.</i>, driver testing) to the Indigenous Peoples living in remote communities. 	
<p>8. Work to better understand and improve Indigenous customer experiences</p> <p>ICBC should develop a plan to collect data that will help improve understanding about the experiences of Indigenous customers. This plan should be informed by current Indigenous research trends. After this plan has been developed and implemented, ICBC should use this data to develop policies and processes that will improve the experiences of Indigenous customers. To help promote continuous improvements, ICBC should continue to collect this data and review policies and processes that relate to Indigenous customer experiences on an annual basis.</p>	<ul style="list-style-type: none"> • Development and implementation of a plan to collect information about Indigenous customer experiences annually within 12 months. • Collect baseline data about Indigenous customer experiences within 18 months. • Within 24 months, develop a plan to improve the experiences of Indigenous ICBC customers that is based upon baseline data that was collected.
<p>9. Improve access to traditional Indigenous health care treatments</p> <p>UNDRIP Article 24:1 states that Indigenous Peoples have the right to their traditional medicines and to maintain their health practices. In support of this UNDRIP article, ICBC should develop a formal policy, in collaboration with Indigenous Nations and organizations, to provide guidance about traditional Indigenous health care treatment options that can be approved by ICBC. After it has been developed, the new policy should be shared with Indigenous customers with directions around how these new health treatments can be accessed through ICBC.</p>	<ul style="list-style-type: none"> • Development and implementation of formal policy to guide ICBC approvals of traditional Indigenous health care treatments within 12 months. • Development and implementation of a communications plan to inform Indigenous customers about how to access available Indigenous health care treatments through ICBC within 6 months of the Indigenous healthcare policy being developed.
<p>10. Conduct a feasibility study and scope out costs to incorporate diacritical markers into ICBC systems</p> <p>TRC Calls to Action #17 states that all levels of government should enable residential school survivors and their families to reclaim names changed by the residential school system by waiving administrative costs for the revision of official identity documents. During interviews and workshops ICBC employees stated that they have waived administrative costs for survivors and families since 2019, but that existing systems are unable to incorporate</p>	<ul style="list-style-type: none"> • Complete feasibility study within 12 months.

Recommendation	Measure of Success
<p>diacritical markers. In support of Call to Action #17, ICBC should complete a feasibility study to better understand the scope and costs associated with the inclusion of diacritical markers within ICBC systems.</p> <p>Ongoing Commitment</p>	
Recommendation	Measure of Success
<p>11. Complete and Publish a Reconciliation Action Report on an Annual Basis</p> <p>To promote transparency, ICBC should produce an annual Reconciliation Action Report (RAR) that outlines progress on advancing the Reconciliation Action Plan. The RAR should be distributed to Indigenous Nations and organizations that ICBC has relationships with, and also published on the ICBC website.</p>	<ul style="list-style-type: none"> • Request annual feedback from Indigenous Nations and organizations about the RAR. • Publish RAR on the ICBC website each year.
<p>12. Increase Indigenous involvement in policies and programs</p> <p>According to UNDRIP Article 18, Indigenous Peoples have the right to participate in decision-making in matters that would affect their rights. In support of this Article, ICBC should develop ways in which Indigenous people, communities and ICBC employees can become more involved in the development of ICBC policies and processes that may affect Indigenous people and communities.</p>	<ul style="list-style-type: none"> • Within 12 months, identify opportunities and develop a framework that will allow for Indigenous Nations to become involved in the development of ICBC policies and processes that affect them. • Within 24 months, implement framework that was developed to allow for Indigenous Nations to become involved in the development of ICBC policies and processes that affect them.

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APPENDIX A: ENGAGEMENT MATERIALS

A.1 Materials Reviewed

Table A.1-1 represent all documents and internal and external webpages that were used to inform the Framework and the Background Document Review Summary in Appendix A.2.

Table A.1-1: Documents Reviewed During the Development of the ICBC Reconciliation Framework

Document Location	Document Title and Link
ICBC Hub Internal Link	Navigating the Road to Reconciliation (2020)
ICBC Hub Internal Link	Driver Licensing Procedures - Accept American Birth Certificates for Indigenous Americans (2020)
ICBC Hub Internal Link	Driver Licensing Procedures - Knowledge Test Services to Remote Communities (2019)
ICBC Hub Internal Link	ICBC in Our Indigenous Communities (2020)
ICBC Hub Internal Link	Driver Licensing Procedures - Minors Involved with the Ministry of Children and Family Development (MCFD) (2020)
ICBC Hub Internal Link	National Indigenous Peoples Day 2021 Medicine Wheel (2021)
ICBC Hub Internal Link	Claims Procedures - Enhanced Accident Benefits Coverage. (2021)
ICBC Hub Internal Link	Claims Procedures - Policy on Transportation and Travel Expenses (2021)
ICBC Hub Internal Link	Claims Procedures - Travel and Accommodation - Extraordinary Costs Benefit (2021)
ICBC Hub Internal Link	Driver Licensing Procedures - Indigenous, Francophone and Other Names with Diacritical Markers (2021)
External Link	ICBC Home (2022)
ICBC Internal Document	<i>Land Acknowledgement Presentation - ELT Version</i> (2022)
External Link	Supporting B.C. Communities (2022)
External Link	Working With Us (2022)
ICBC Internal Document	<i>Indigenous Peoples ERG - Meeting Minutes</i> (2022)
ICBC Internal Link	Our Strategy - Customer Driven (2022)
ICBC Internal Link	Our Strategy - Future Focused (2022)
ICBC Internal Link	About Our Purpose (2022)
ICBC Internal Document	<i>Decision Note - Accommodating Indigenous Names in ICBC Driver Licensing Systems and on Identification Cards.</i> (n.d.)
ICBC Internal Document	<i>Indigenous Peoples ERG Framework</i> (n.d.)
ICBC Internal Link	Welcome to the Indigenous Peoples ERG (n.d.)

Document Location	Document Title and Link
ICBC Internal Document	<i>Update on Indigenous Reconciliation and Relations Approach at ICBC (2022)</i>
ICBC Internal Link	<u>Who We Are - 2019 Employee Opinion Survey Results</u> (2019)
External Link	<u>Ministry of Public Safety and Solicitor General Mandate Letter 2021-2022</u> (2021)
External Document	<u>The Road to Reconciliation: UBCIC Discussion Paper on Driver Licensing</u> (2021)

A.2 Document Review Summary

ICBC DOCUMENT REVIEW SUMMARY

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1 INTRODUCTION

The Insurance Corporation of British Columbia (ICBC) is a provincial Crown Corporation that provides services across the province of British Columbia (BC) that include auto insurance, driver licensing, road safety initiatives, claims, and vehicle registration (ICBC 2022a). ICBC provides services to all residents of BC and recognizes the need to strengthen relationships with its customers, stakeholders, and business partners (ICBC 2022g; 2022h). By 2025, ICBC has identified the need to prioritize better understanding customer expectations, and to balance customer expectations with ICBC's business needs (ICBC 2022f). ICBC is also actively working toward becoming a more inclusive employer that is reflective of the communities that ICBC serves (ICBC 2022g).

ICBC is working towards aligning internal policies and practices with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Declaration on the Rights of Indigenous Peoples Act (DRIPA), and the Truth and Reconciliation Commission's (TRC) Calls to Action. In order to better implement UNDRIP, DRIPA, and TRC recommendations, ICBC is currently working with Two Worlds Consulting (TWC) to develop a Reconciliation Framework, which will provide ICBC with a foundation to prepare an Indigenous Reconciliation and Relations Strategy. This document review summary presents findings from TWC's review of ICBC policies and documents as identified by ICBC. These findings will inform TWC's engagement undertaken with ICBC staff, leadership, and Indigenous Nations during upcoming Reconciliation Framework Project activities.

2 BACKGROUND

ICBC's internal documents have been reviewed and summarized in this report to support a foundational understanding of reconciliation. The topics that are covered include: policy and governance, internal culture and environment, and engagement with Indigenous Nations.

Understanding some of the barriers that Indigenous peoples in BC face when accessing ICBC services will inform ICBC's work to help advance reconciliation. Based on review of ICBC internal documents, as well as external documents, these include:

- Indigenous peoples in remote areas face geographic barriers in terms of proximity to the nearest driver licensing office (DLO). This increases travel costs and the time needed to travel to the nearest DLO. This can be compounded if a driver licensing test is not passed the first time (Champagne et al. 2020; Union of BC Indian Chiefs 2021).
- Indigenous peoples who are completing road testing in remote areas can only make use of compromised road test routes, and so in most cases must travel to the nearest DLO to complete road tests (ICBC 2019).
- In some cases, for larger groups of test-takers in a remote Indigenous community, ICBC can deliver the knowledge test in an off-site location nearer to the remote area; however, the issuance of driver's licenses can only be completed at the nearest DLO (ICBC 2019).



Impacts on Indigenous peoples who face barriers when accessing ICBC services include:

- Members of remote Indigenous communities may drive uninsured due to barriers to access driver licensing services (Champagne et al. 2020).
- Members of remote Indigenous communities may hitchhike due to barriers that prevent access driver licensing services. This contributes to safety issues in these areas and increases risks of Indigenous women and girls going missing or being murdered (e.g., along route 16, known as the Highway of Tears) (Champagne et al. 2020; Union of BC Indian Chiefs 2021).

To reduce the impacts that a lack of ICBC services has on Indigenous communities, it is important for ICBC to continue moving towards reconciliation, while working to address barriers that Indigenous peoples face in BC when accessing ICBC services.

3 WHAT HAS BEEN LEARNED

3.1 Policy and Governance

3.1.1 STRATEGIC DIRECTIONS

While ICBC is proactive in wanting to move towards reconciliation in a way that addresses barriers that Indigenous peoples face in BC when accessing ICBC services, their strategic direction is also informed and guided by the Ministry of Public Safety and Solicitor General. The 2021/2022 Mandate Letter gives direction and lays out expectations for BC Government and is expected to be used by ICBC to inform policies and programs. According to the Mandate Letter, “Lasting and meaning reconciliation” is one of the five foundational principles that is expected to guide the priorities and action of ICBC (Ministry of Public Safety and Solicitor General 2021).

One component of ICBC’s reconciliation efforts is based on their response to the 2021 report prepared by the Union of BC Indian Chiefs (UBCIC) titled *The Road to Reconciliation Report*. This document included 45 recommendations that weave together the UN Declaration Act, the Calls to Justice found in the BC First Nations Justice Strategy and the Calls for Justice in the Missing and Murdered Indigenous Women and Girls (MMIWG) report (Union of BC Indian Chiefs 2021). To facilitate ICBC’s adoption of ICBC-specific recommendations in *The Road to Reconciliation Report*, a working group with representatives from ICBC, Road Safety BC (RSBC) and UBCIC has been formed to track progress on the implementation of the relevant recommendations (Union of BC Indian Chiefs 2021).

Based on recent 2022 ICBC Board Updates, ICBC has ongoing initiatives designed to improve Indigenous relations. ICBC is currently developing an Indigenous Reconciliation and Relations Strategy to guide their work towards advancing reconciliation. Phase 1 of this work involved initial education and awareness sessions with senior leaders. Phase 2 has now been initiated and involves work with TWC which will conduct engagement and develop a Reconciliation Framework for ICBC. ICBC has also engaged Chris Lewis to help provide advice and guidance to advance reconciliation work (ICBC Governance and Technology Committee 2022).



3.1.2 INDIGENOUS HIRING POLICIES

ICBC has identified the internal need to be an inclusive employer and would like to include Indigenous voices among ICBC's internal employees is important to advance reconciliation. As of 2019, approximately 4% of total ICBC employees identified as Indigenous (ICBC et al. 2019).

ICBC has established an Indigenous Peoples Employee Resource Group (ERG) with the objective of increasing awareness, understanding, and support for Indigenous cultures and issues; increasing visibility and membership of the Indigenous Peoples ERG; and actively working to increase the number of Indigenous employees at ICBC (ICBC n.d.). While an Indigenous hiring policy is not currently in place, the Indigenous Peoples ERG has identified the need to collaborate with ICBC Recruitment Services to establish an Indigenous focused hiring strategy (ICBC n.d.). Additionally, ICBC has acknowledged the need to increase the number of Indigenous employees across the organization (ICBC 2022d).

3.1.3 SERVICES

ICBC identified documents and policies outlining their services that TWC summarized in this report. While ICBC provides extensive services to their customers, based on the documents provided, driver licensing, reclaiming traditional names, and health and benefits were highlighted as services that are particularly relevant for Indigenous customers.

Driver Licensing

ICBC allows Indigenous customers who were born in the United States of America to use an American birth certificate as primary identification when presented with any Canadian Federal Certificate of Indian Status. This allows more Indigenous customers the ability to obtain a BC driver's license, BC Identification Card, or BC Services Card (ICBC 2018; 2020b).

Reclaiming Traditional Names

ICBC is waiving costs associated with reclaiming traditional names on identification cards, but their driver's licensing system is currently unable to support diacritical markers from any language outside of the Roman alphabet, including Indigenous languages. ICBC recognizes that if some systems in BC (e.g. BC Government, police, etc.) are able to accommodate names and others are not, there will be unintended consequences due to discrepancies in spelling (ICBC 2021e; n.d.).

Health Benefits

In the event of accident or injury of an ICBC customer, there are several health benefits that can be accessed, with procedures in place designed to guide ICBC employees through the claims process. In order to access health benefits, customers must meet specific criteria or follow a pre-determined process which may result in a reduced quality of care for Indigenous clients and customers. For example, providers who must travel more than 50 km to clients in remote or rural areas may only be able to provide prolonged treatment sessions on a less frequent basis,



whereas urban clients would be able to access care from providers in multiple shorter sessions each week (ICBC 2021d).

ICBC has policies to reimburse expenses incurred related to transportation and travel to and from medical and recovery appointments, but there are limitations on what can be reimbursed. These policies unintentionally create barriers for Indigenous clients needing to access health and other benefits. Indigenous people suffer from higher rates of poverty and often do not have the ability to pay expenses out of pocket. The reimbursement process also involves paperwork that Indigenous customers may have difficulties filling out due to language barriers. This may result in them not accessing certain benefits that they are entitled to (ICBC 2021b). ICBC policies also do not allow for expenses to be reimbursed for individuals that may need to attend these appointments with Indigenous clients. This may discourage Indigenous clients from attending these appointments, which can slow their rehabilitation in certain instances (ICBC 2021c).

3.2 Internal Culture and Environment

The Indigenous Peoples ERG has a webpage with information about internal events and resources related to reconciliation for ICBC employees, and also contains external links to webpages with information about Indigenous peoples in Canada and the TRC Calls to Action (ICBC, n.d.). In 2021, the Indigenous Peoples ERG at ICBC also created a medicine wheel (hosted on a webpage) to represent Indigenous ways of knowing which had links to access Indigenous resources (ICBC 2021a).

3.2.1 INTERNAL RECONCILIATION INITIATIVES

Internal Events

The ICBC Indigenous Peoples ERG works to communicate with ICBC employees about internal events and raise awareness related to reconciliation (ICBC n.d.).

Selected internal events related to reconciliation that were highlighted for ICBC employees include (ICBC, n.d.; 2022e):

- Red Dress Day (annually on May 5)
- Indigenous Peoples Day (annually on June 21)
- National Day for Truth and Reconciliation or Orange Shirt Day awareness (annually on September 30)
- Moose Hide Campaign Day presentation (delivered on May 10, 2022)

Land Acknowledgements

In June 2022, ICBC implemented a requirement for all employees to include a land acknowledgment in their email signatures. A land acknowledgment also appears on the ICBC web pages. ICBC has identified land acknowledgments as a crucial first step in its reconciliation journey, as it helps demonstrate both personal and corporate commitments to advancing



reconciliation. As a public service provider, ICBC has recognized its social responsibility to demonstrate this commitment (ICBC 2022b).

ICBC has created a presentation that can be used as a tool to support employees when developing personal land acknowledgements. The presentation outlines the need for individuals to educate themselves with the necessary information to develop a meaningful land acknowledgment, rather than placing the onus on Indigenous employees. The following steps are highlighted in the presentation (ICBC 2022b):

- Research the people;
- Learn the history;
- Learn the community names.

In addition to educating employees about land acknowledgments, ICBC recognizes the need for continuous education of employees about the Indigenous territories that they live in. To facilitate this, ICBC advises employees to update the land acknowledgments that they have developed by learning one new piece of information each time they share the acknowledgment (ICBC 2022b).

3.3 Engagement with Indigenous Nations

In recent years, ICBC has prioritized improving relationships and engaging with Indigenous Nations and peoples in BC. This section will discuss ICBC's efforts to engage with Indigenous communities in three areas, including engagement about: driver licensing services, road safety, and recruitment.

As of 2020, ICBC reached out to 173 First Nations in BC to improve delivery of services, and held 34 events in First Nations communities across the province (Champagne et al. 2020; ICBC 2020a). Engagement activities and community events that ICBC has participated in have primarily focused on driver licensing, road safety, and recruitment initiatives.

A selection of past community events that ICBC has attended includes (ICBC 2020a):

- In 2019, ICBC attended 43rd Annual Elders Gathering in Vancouver and represented Road Safety and Human Resources at this event.
- In 2019, ICBC set up a booth at a National Indigenous Peoples Day in Prince George, at Lheidli T'enneh Nation Memorial Park to discuss road safety and job opportunities.
- In 2020, ICBC Road Safety and Community Coordinators set up a booth to promote recruitment and career opportunities at ICBC at Katzie FN's first Career Fair.

3.3.1 DRIVER LICENSING ENGAGEMENT

To engage Indigenous peoples in BC on the topic of driver licensing, ICBC has created content such as the Prepare to Take Your Learner's test video, where ICBC Indigenous Peoples ERG members explain the steps to obtain a driver's license through an Indigenous lens (ICBC 2022c). ICBC has also provided laptops to Indigenous community members to help potential new drivers



study for their learner's tests. This helped First Nations residents obtain driver licenses, as well as access additional employment opportunities (ICBC 2020a).

3.3.2 ROAD SAFETY ENGAGEMENT

ICBC Road Safety and Community Coordinators work to engage with Indigenous Nations in BC to provide community programming around road safety education. In 2019, ICBC Road Safety engineers worked with Indigenous communities and local stakeholders to secure funds for sign upgrades and implementing speed bumps in Indigenous communities. ICBC has also met with Band Officials to discuss road safety issues in remote communities and how to help with education and funding to increase road safety. As part of their road safety programming, ICBC has also previously offered child seat installation training to health and safety representatives from Indigenous communities on Vancouver Island. Efforts have also been developed to promote pedestrian road safety. As part of this work, ICBC developed an eagle feather pedestrian reflector. This was done after engagement with Indigenous communities and is meant to symbolize protection for the people who wear the reflectors (ICBC 2020a).

3.3.3 RECRUITMENT

ICBC actively promotes recruitment and career opportunities across while engaging with Indigenous Nations in BC. ICBC's recruitment initiatives include attending career fairs and community events to discuss career opportunities and human resources (ICBC 2020a).



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APPENDIX B: INTERVIEWS

B.1 ICBC Employees

MENTAL HEALTH AND WELLNESS RESOURCES

To maintain cultural safety and a trauma-informed practice, TWC supports any individual's decision to take breaks or refrain from engaging with any of the content below as needed. Resources to refer to include:

- **ICBC Employee and Family Assistance Program** (1-866-395-9191)
 - A well-being service providing health and wellness supports for ICBC employees and their eligible dependents.
- **Indian Residential School Survivors Crisis Line** (1-800-721-0066)
 - A national crisis service for anyone experiencing pain or distress as a result of their residential school experience.
- **Métis Crisis Line** (1-833-638-4722)
 - Phone counselling service offered by Métis Nation of BC.
- **KUU-US Crisis Line Society** (1-800-588-8717)
 - A crisis service for Indigenous people in BC.
- **Hope for Wellness Help Line** (1-855-242-3310)
 - Immediate health counselling and crisis intervention by phone or online chat to all Indigenous people in Canada.

INTRODUCTION

Colonial displacement of Indigenous Peoples has been prioritized by the Canadian government and its related agencies for over a century and this has been documented throughout the country's history. Canada's Indigenous Policies ensured that Indigenous Peoples were effectively removed from their traditional territories and displaced to small and inadequate plots of land for the purpose of making desirable land available for settlers. This dispossession is actively carried out by the Canadian government today which affects the ability for many Indigenous community members to meet basics needs, access services, and exercise their rights. Similarly, Indigenous cultures and languages were, and are still currently, systematically persecuted by colonial Canadian systems, policies, and practices. As awareness about the historical discrimination and marginalization faced by Indigenous Peoples increases, governments and businesses are beginning to reflect upon how they can actively work to advance reconciliation and begin to forage new relationships with Indigenous Nations that are based on mutual respect. Reconciliation is about addressing the inequalities that have been established and affecting change within policies and systems in a way that creates an environment that supports the development of respectful and trust-based relationships.

As a Crown corporation and sole provider of public auto insurance, driver licensing, vehicle registration, and road safety to residents of British Columbia, the Insurance Corporation of British Columbia (ICBC) acknowledges systemic structures and processes resulting from colonial policies and practices on unceded, ancestral, and traditional Indigenous lands. Guided by Two Worlds Consulting (TWC), ICBC is working to gain a greater organizational understanding of the *United Nations Declaration on the Rights of Indigenous Peoples* ([UNDRIP](#)), the *Declaration on the Rights of Indigenous Peoples Act* ([Declaration Act](#)), and the Truth and Reconciliation Commission's ([TRC](#)) Calls to Action so that these principles can be applied both within the organization and to the services it offers. An integral component of this work is engaging with groups affected by ICBC's internal and external policies, services, and environments to gain a well-rounded understanding of the organization and opportunities for improvement in the services it provides. To support this work, TWC is conducting a

series of interviews with ICBC leadership, ICBC employees, and Indigenous Nations and external organizations. This work will result in a Reconciliation Framework to guide and advance ICBC in its reconciliation journey.

INTERVIEW PROTOCOLS

Interview participation is entirely voluntary. The interview will be 1 hour in length and can be ended at any time if you wish. The purpose of the interview is to gather information to support the development of ICBC's Reconciliation Framework. Information collected will be kept entirely confidential; any information used in the Framework, or any other supporting documents, will not be attributed to any individual.

The interview will be facilitated by TWC. The safety and comfort of engagement participants is of the utmost importance to ICBC and TWC. The TWC facilitation team is trained in trauma-informed engagement and culturally safe engagement approaches and will provide resources to participants to support them through any difficult emotions or feelings that may arise during or after the discussion.

TWC seeks to uphold the First Nations Information Governance Centre principles of ownership, control, access, and possession (OCAP® is a registered trademark). Written notes will be taken during the interview. The interview will not be recorded. Participants will be provided a summary of the interview for review and validation. If you have any questions, please, contact Melanie Demers at Two Worlds Consulting at engagement-icbc@twoworldsconsulting.com.

INTERVIEW

Interview Date:	
Interviewer Name:	
Note Taker Name:	
Interviewee Name:	
Interviewee Title:	

Introduction Questions

1. How long have you worked for ICBC? What is your current role, and what division are you part of? How long have you been in your current role?
2. How does your current or past work at ICBC intersect with Indigenous Peoples and/or communities?
3. Have you been provided any Indigenous awareness training by ICBC? If so, what was the training, and when did it occur?
4. Can you describe your level of familiarity with the *United Nations Declaration on the Rights of Indigenous Peoples*, BC's *Declaration Act* Action Plan, and the Truth and Reconciliation Commission *Calls to Action*?

Internal Culture and Environment

5. Cultural safety in an Indigenous Nations context encompasses a wide range of values and practices that support collaboration and help build successful relationships. Cultural safety is

achieved when all people feel comfortable, supported, and respected. From your perspective, what measures does ICBC take to create a culturally safe workplace?

6. Do you think that measures to promote cultural safety at ICBC have been successful? What can ICBC do to improve cultural safety in the workplace?

7. How does ICBC promote awareness and understanding about Indigenous Peoples and reconciliation amongst employees? Do you have any thoughts about how this could be improved?

8. What do you need from ICBC to increase your personal awareness and understanding about Indigenous Peoples and reconciliation?

9. How does ICBC currently promote reconciliation or incorporate reconciliation principles into its work? Do you have any ideas about how this could be improved?

Service Delivery

10. From your perspective, what are the services ICBC provides to Indigenous Peoples and communities? Out of those services, are there any that are unique to Indigenous Peoples and communities?

11. Are you aware of any difficulties or challenges Indigenous Peoples or communities face in accessing ICBC services? If so, what difficulties or challenges are you aware of?

12. What are some ways that ICBC could work to resolve these difficulties or challenges Indigenous Peoples or communities face when trying to access ICBC services?

13. What else could ICBC do to improve service delivery for Indigenous Peoples and communities?

Indigenous Relations

14. From your perspective, how would you describe ICBC's current relationship with Indigenous Peoples and communities?

15. How has ICBC's relationship with Indigenous Peoples and communities evolved over time?

16. What has ICBC done to improve relationships with Indigenous Peoples and communities in BC? How could ICBC improve relationships further?

17. What type of engagement does ICBC undertake to improve its understanding about the needs of Indigenous Peoples and communities?

18. From your perspective, how can ICBC improve the way that it engages with Indigenous Peoples and communities to gain a better understanding about their needs when it comes to ICBC services?

Policy and Governance

19. Does ICBC involve Indigenous Peoples, communities or organizations in planning processes or policy-making within the organization? If so, how?

20. Can you think of any ways that ICBC could create new opportunities to involve Indigenous Peoples, nations or organizations in planning processes or policy-making within the organization?

Measures of Success

21. How do you suggest measuring the outcomes of the reconciliation framework? How can ICBC measure progress on their reconciliation journey?

22. Do you have any final thoughts or recommendations, beyond what you have already shared?

End of interview.

B.2 Indigenous Nations and External Organizations

MENTAL HEALTH AND WELLNESS RESOURCES

To maintain cultural safety and a trauma-informed practice, TWC supports any individual's decision to take breaks or refrain from engaging with any of the content below as needed. Resources to refer to include:

- **Indian Residential School Survivors Crisis Line** (1-800-721-0066)
 - A national crisis service for anyone experiencing pain or distress as a result of their residential school experience.
- **Métis Crisis Line** (1-833-638-4722)
 - Phone counselling service offered by Métis Nation of BC.
- **KUU-US Crisis Line Society** (1-800-588-8717)
 - A crisis service for Indigenous people in BC.
- **Hope for Wellness Help Line** (1-855-242-3310)
 - Immediate health counselling and crisis intervention by phone or online chat to all Indigenous people in Canada.

INTRODUCTION

As a Crown corporation and sole provider of public auto insurance, driver licensing, vehicle registration, and road safety to residents of British Columbia, the Insurance Corporation of British Columbia (ICBC) acknowledges its role in perpetuating colonial policies and practices on unceded, ancestral, and traditional Indigenous lands. Additionally, ICBC recognizes the unavoidable interactions Indigenous People and communities have with ICBC's services, and that access to services is in some cases extremely limited. ICBC is committed to improving its services and making them widely accessible to all communities.

Guided by Two Worlds Consulting (TWC), ICBC is working to gain a greater organizational understanding of the *United Nations Declaration on the Rights of Indigenous Peoples* ([UNDRIP](#)), the *Declaration on the Rights of Indigenous Peoples Act* ([Declaration Act](#)), and the Truth and Reconciliation Commission's ([TRC](#)) Calls to Action so that these principles can be applied both within the organization and to the services it offers. An integral component of this work is engaging with groups impacted by ICBC's internal and external policies, services, and environments to gain a well-rounded understanding of the organization and opportunities for improvement in the services it provides. To support this work, TWC is conducting a series of interviews with ICBC leadership, ICBC employees, and Indigenous Nations and external organizations. This work will result in a Reconciliation Framework to guide and advance ICBC in its reconciliation journey.

INTERVIEW PROTOCOLS

Interview participation is entirely voluntary. The interview will be 1 hour in length and can be ended at any time if you wish. The purpose of the interview is to gather information to support the development of ICBC's Reconciliation Framework. Information collected will be kept entirely confidential; any information used in the Framework, or any other supporting documents, will not be attributed to any individual.

The interview will be facilitated by TWC. The safety and comfort of engagement participants is of the utmost importance to ICBC and TWC. The TWC facilitation team is trained in trauma-informed

engagement and culturally safe engagement approaches and will provide resources to participants to support them through any difficult emotions or feelings that may arise during or after the discussion.

TWC seeks to uphold the First Nations Information Governance Centre principles of ownership, control, access, and possession ([OCAP®](#) is a registered trademark). Written notes will be taken during the interview. The interview will not be recorded. Participants will be provided a summary of the interview for review and validation. If you have any questions, please, contact Melanie Demers at Two Worlds Consulting at engagement-icbc@twoworldsconsulting.com.

INTERVIEW

Interview Date:	
Interviewer Name:	
Note Taker Name:	
Interviewee Name:	
Interviewee Title / Affiliation:	

Introduction Questions

1. What is your role within your Nation or organization, and how long have you been involved with the Nation or organization?

Service Delivery

2. ICBC provides various services to British Columbians including driver licensing, vehicle registration, auto insurance, claims, and road safety. What ICBC services do people in your Nation or organization rely on?
3. Do you know of any difficulties or challenges people from your community/Nation/organization face in accessing these services? What types of impacts do these have on these individuals?
4. Do you have any suggestions about how ICBC could improve service delivery to Indigenous Peoples and communities?

Relationship With ICBC

5. How would you characterize the relationship between your Nation or organization and ICBC?
6. Has ICBC reached out to your Nation or organization in the past to discuss their services and to understand the needs of the people that you represent? If so, can you please describe these interactions?
7. From your perspective, how can ICBC improve the way it engages with your Nation or organization and gain a better understanding about the needs of the people that you represent?
8. Has ICBC participated in any community or organization events? If so, what was the event, and can you describe the feedback received by the people you represent?

Measures of Success

9. How do you suggest measuring the outcomes of the reconciliation framework? How can ICBC measure progress on their reconciliation journey?
10. Do you have any final thoughts or recommendations, beyond what you have already shared?

End of interview.

B.3 ICBC Board Members

MENTAL HEALTH AND WELLNESS RESOURCES

To maintain cultural safety and a trauma-informed practice, TWC supports any individual's decision to take breaks or refrain from engaging with any of the content below as needed. Resources to refer to include:

- **ICBC Employee and Family Assistance Program** (1-866-395-9191)
 - A well-being service providing health and wellness supports for ICBC employees and their eligible dependents.
- **Indian Residential School Survivors Crisis Line** (1-800-721-0066)
 - A national crisis service for anyone experiencing pain or distress as a result of their residential school experience.
- **Métis Crisis Line** (1-833-638-4722)
 - Phone counselling service offered by Métis Nation of BC.
- **KUU-US Crisis Line Society** (1-800-588-8717)
 - A crisis service for Indigenous people in BC.
- **Hope for Wellness Help Line** (1-855-242-3310)
 - Immediate health counselling and crisis intervention by phone or online chat to all Indigenous people in Canada.

INTRODUCTION

Colonial displacement of Indigenous Peoples has been prioritized by the Canadian government and its related agencies for over a century and this has been documented throughout the country's history. Canada's Indigenous Policies ensured that Indigenous Peoples were effectively removed from their traditional territories and displaced to small and inadequate plots of land for the purpose of making desirable land available for settlers. This dispossession is actively carried out by the Canadian government today which affects the ability for many Indigenous community members to meet basics needs, access services, and exercise their rights. Similarly, Indigenous cultures and languages were, and are still currently, systematically persecuted by colonial Canadian systems, policies, and practices. As awareness about the historical discrimination and marginalization faced by Indigenous Peoples increases, governments and businesses are beginning to reflect upon how they can actively work to advance reconciliation and begin to forage new relationships with Indigenous Nations that are based on mutual respect. Reconciliation is about addressing the inequalities that have been established and affecting change within policies and systems in a way that creates an environment that supports the development of respectful and trust-based relationships.

As a Crown corporation and sole provider of public auto insurance, driver licensing, vehicle registration, and road safety to residents of British Columbia, the Insurance Corporation of British Columbia (ICBC) acknowledges systemic structures and processes resulting from colonial policies and practices on unceded, ancestral, and traditional Indigenous lands. Guided by Two Worlds Consulting (TWC), ICBC is working to gain a greater organizational understanding of the *United Nations Declaration on the Rights of Indigenous Peoples* ([UNDRIP](#)), the *Declaration on the Rights of Indigenous Peoples Act* ([Declaration Act](#)), and the Truth and Reconciliation Commission's ([TRC](#)) Calls to Action so that these principles can be applied both within the organization and to the services it offers. An integral component of this work is engaging with groups affected by ICBC's internal and external policies, services, and environments to gain a well-rounded understanding of the organization and

opportunities for improvement in the services it provides. To support this work, TWC is conducting a series of interviews with ICBC leadership, ICBC employees, and Indigenous Nations and external organizations. This work will result in a Reconciliation Framework to guide and advance ICBC in its reconciliation journey.

INTERVIEW PROTOCOLS

Interview participation is entirely voluntary. The interview will be 1 hour in length and can be ended at any time if you wish. The purpose of the interview is to gather information to support the development of ICBC's Reconciliation Framework. Information collected will be kept entirely confidential; any information used in the Framework, or any other supporting documents, will not be attributed to any individual.

The interview will be facilitated by TWC. The safety and comfort of engagement participants is of the utmost importance to ICBC and TWC. The TWC facilitation team is trained in trauma-informed engagement and culturally safe engagement approaches and will provide resources to participants to support them through any difficult emotions or feelings that may arise during or after the discussion.

TWC seeks to uphold the First Nations Information Governance Centre principles of ownership, control, access, and possession ([OCAP®](#) is a registered trademark). Written notes will be taken during the interview. The interview will not be recorded. Participants will be provided a summary of the interview for review and validation. If you have any questions, please, contact Melanie Demers at Two Worlds Consulting at engagement-icbc@twoworldsconsulting.com.

INTERVIEW

Interview Date:	
Interviewer Name:	
Note Taker Name:	
Interviewee Name:	
Interviewee Title:	

Introduction Questions

1. What is your role in affecting change at ICBC as a Director and how long have you been in this role?
2. How does your role as a Director at ICBC intersect with Indigenous Peoples and communities?
3. Have you been provided any Indigenous awareness training by ICBC? If so, what was the training, and when did it occur?
4. What is your level of familiarity with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), BC's DRIPA Action Plan and the Truth and Reconciliation Commission Calls to Action?
5. What is ICBC's mandate with respect to Indigenous Peoples and communities?
6. How would you describe ICBC's current relationship with Indigenous Peoples and communities?

Internal Culture and Environment

7. Cultural safety in an Indigenous Nations context encompasses a wide range of values and practices that support collaboration and help build successful relationships. Cultural safety is achieved when all participants feel comfortable, supported, and respected. From your perspective, what measures does ICBC take to create a culturally safe workplace?
8. Do you think that measures to promote cultural safety at ICBC have been successful? What can ICBC do to improve cultural safety in the workplace?
9. How does ICBC promote awareness and understanding about Indigenous Peoples and reconciliation at the Board of Director level? What are your thoughts on how this could be improved?
10. What could ICBC Directors do to help promote awareness and understanding about Indigenous Peoples and reconciliation throughout the organization?

Service Delivery

11. From your perspective, what are the services ICBC provides to Indigenous Peoples and communities? Out of those services, are there any that are unique to Indigenous Peoples and communities?
12. Are you aware of any difficulties or challenges Indigenous Peoples or communities face in accessing ICBC services? If so, what difficulties or challenges are you aware of?
13. What are some ways that ICBC could work to resolve the difficulties or challenges Indigenous Peoples or communities face when trying to access ICBC services?
14. What else could ICBC do to improve service delivery for Indigenous Peoples and communities?

Policy and Governance

15. Does ICBC involve Indigenous Peoples, communities or organizations in planning processes or policy making within the organization? If so, how?
16. Can you think of any ways that ICBC could create new opportunities to involve Indigenous Peoples, nations or organizations in planning processes or policy making within the organization?

Measures of Success

17. How do you suggest measuring the outcomes of the reconciliation framework? How can ICBC measure progress on their reconciliation journey?
18. Do you have any final thoughts or recommendations, beyond what you have already shared?

End of interview.

APPENDIX C: ICBC EMPLOYEE WORKSHOP AGENDAS

C.1 Workshop #1: Reconciliation Planning**ICBC RECONCILIATION PLANNING WORKSHOP AGENDA**

Session Details	
Date	Thursday, August 18 th 2022
Time:	1:00 – 4:00PM PST

Objectives
<ol style="list-style-type: none"> 1. Gain insight about ICBC’s organizational understanding of reconciliation and discuss advancements that ICBC may pursue on their reconciliation journey. 2. Provide workshop participants with information about the ICBC Reconciliation Framework project. 3. Explore how ICBC is currently contributing to reconciliation in its work, and how this can be improved.

Agenda	
Item	Estimated Time
Welcome, Land Acknowledgement, and Introductory Comments	10 minutes
Review Agenda, Objectives, and Introductions	30 minutes
Project Overview	15 minutes
Break -10 minutes	
Break-out Group Discussion Guiding Questions: Q1. What does reconciliation at ICBC look like to you? Q2. Do you believe you or your role are contributing to reconciliation? In what ways? Q3. What actions can ICBC take to advance reconciliation moving forward? Q4. In what ways could ICBC increase Indigenous involvement within the organization? Q5. How has ICBC supported your journey towards reconciliation?	60 minutes
Break -10 minutes	
What We Heard – Sharing Circle	45 minutes

Agenda	
Item	Estimated Time
Closing/Next Steps	10 minutes

MENTAL HEALTH AND WELLNESS RESOURCES

To maintain cultural safety and a trauma-informed practice, TWC supports any individual's decision to take breaks or refrain from engaging with any of the content below as needed.

Resources to refer to include:

- ICBC Employee and Family Assistance Program (1-866-395-9191)
 - A well-being service providing health and wellness supports for ICBC employees and their eligible dependents.
- Indian Residential School Survivors Crisis Line (1-800-721-0066)
 - A national crisis service for anyone experiencing pain or distress as a result of their residential school experience.
- **Métis Crisis Line** (1-833-638-4722)
 - Phone counselling service offered by Métis Nation of BC.
- KUU-US Crisis Line Society (1-800-588-8717)
 - A crisis service for Indigenous people in BC.
- Hope for Wellness Help Line (1-855-242-3310)
 - Immediate health counselling and crisis intervention by phone or online chat to all Indigenous people in Canada.

C2. Workshop #2: Reconciliation Planning**ICBC RECONCILIATION PLANNING WORKSHOP AGENDA**

Session Details	
Date	Thursday, November 17 th 2022
Time:	1:00 pm – 4:00 pm
Location:	Room P306A/B/C ICBC Head Office, North Vancouver

Objectives
<ol style="list-style-type: none"> 4. Gain insight about ICBC’s organizational understanding of reconciliation and discuss advancements that ICBC may pursue on their reconciliation journey. 5. Provide workshop participants with information about the ICBC Reconciliation Framework project. 6. Explore how ICBC is currently contributing to reconciliation in its work, and how this can be improved.

Cultural Safety
<p>Two Worlds Consulting (TWC) workshop facilitators are trained in culturally safe and trauma-informed engagement approaches. The safety and comfort of workshop participants is of the utmost importance to ICBC and TWC. Please note:</p> <ul style="list-style-type: none"> - You may leave the room at any time, for any reason, and for as long as you need to. - All conversations will be kept entirely confidential outside of the workshop. - You will be given an opportunity to verify the contents of the workshop summary and provide feedback or additional comments. - The First Nations Information Governance Centre’s Principles of Ownership, Control, Access and Possession will be used to guide the collection, management and use of information provided at this workshop.
Mental Health and Wellness Resources

To maintain cultural safety and a trauma-informed practice, TWC supports any individual’s decision to take breaks or refrain from engaging with any of the content below as needed. Please see the below resources for your reference.

ICBC Employee and Family Assistance Program	1-866-395-9191	A well-being service providing health and wellness supports for ICBC employees and their eligible dependents.
Indian Residential School Survivors Crisis Line	1-800-721-0066	A national crisis service for anyone experiencing pain or distress as a result of their residential school experience.
Métis Crisis Line	1-833-638-4722	Phone counselling service offered by Métis Nation of BC.
KUU-US Crisis Line Society	1-800-588-8717	A crisis service for Indigenous people in BC.
Hope for Wellness Help Line	1-855-242-3310	Immediate health counselling and crisis intervention by phone or online chat to all Indigenous people in Canada.

Agenda	
Item	Estimated Time
Opening – Elder Dennis Joseph	15 minutes
Housekeeping & Introductions	25 minutes
Project Overview & Workshop Objectives	5 minutes
Interactive Activity – Guiding Questions	15 minutes
Break -10 minutes	
Sharing Circle – Guiding Questions Group Discussion 1. What does reconciliation look like to you at a personal level and at ICBC? 2. Do you believe you or your role are contributing to reconciliation? In what ways? 3. What actions can ICBC take to advance reconciliation moving forward? 4. In what ways could ICBC increase Indigenous involvement within the organization? 5. How has ICBC supported your journey towards reconciliation?	1 hour, 35 minutes
Closing/Next Steps	15 minutes

APPENDIX D: ONLINE SURVEY FOR INDIGENOUS NATIONS

D.1 Survey Introduction

ICBC Reconciliation Framework Survey

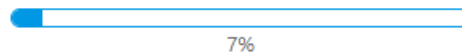
As a Crown corporation, the Insurance Corporation of British Columbia (ICBC) acknowledges its role in perpetuating colonial policies and practices on treated, unceded, ancestral and traditional Indigenous lands. In recent years, ICBC has begun work to address its role in the pressures that colonial forces and governing bodies have placed on Indigenous Peoples. As one of the early steps in its reconciliation journey, ICBC has contracted Two Worlds Consulting to create a Reconciliation Framework that will help to realign ICBC policies and practices in a way that more effectively serves and supports the needs of Indigenous Peoples and communities in British Columbia in the context of modern governance, as well as historical and systemic marginalization.

Objectives of the Reconciliation Framework include:

- Acknowledging the marginalization of Indigenous Peoples in BC due to colonization and the resulting systemic structures and processes that exist within ICBC;
- Identifying opportunities for improvement in the services ICBC provides, as they relate to Indigenous Peoples;
- Improving internal awareness, culture, and organizational structures to promote an environment where Indigenous employees can thrive; and,
- Having purposeful and thoughtful approaches to respond to the complex social and legal requirements of reconciliation.

ICBC recognizes the importance of including and centering Indigenous voices within reconciliation work. Thus, ICBC is engaging with Indigenous Nations and organizations that rely on ICBC and its services. As part of this work, you are invited to provide your insight about ICBC and its services using this online survey.

If you have any questions about the online survey, please contact Draco Recalma at Two Worlds Consulting, engagement-icbc@twoworldsconsulting.com; 778-735-0694.



Next page

Save and continue later

D.2 Survey Questions

1. Do you give ICBC consent to use your anonymous survey responses to inform the ICBC Reconciliation Framework?
 - Yes
 - No
2. Which BC Indigenous Nation do you represent (open-ended response)?
3. Do you have permission to engage with ICBC on behalf of your Nation?
 - Yes
 - No
4. What ICBC Services to you or other people from your Nation rely on (select all that apply)?
 - Driver licensing
 - Vehicle registration
 - Auto insurance
 - Claims
 - Road safety
 - Other _____
 - None of the above
5. Are you aware of any difficulties or challenges that **on-reserve** community members have when accessing the following services (select all that apply)?
 - Driver licensing
 - Vehicle registration
 - Auto insurance
 - Claims
 - Road safety
 - Other _____
 - None of the above

Please describe the impacts and challenges that on-reserve community members have experienced when accessing ICBC services: (open-ended response).

6. Are you aware of any difficulties or challenges that **on-reserve** community members have when accessing the following services (select all that apply)?
 - Driver licensing
 - Vehicle registration
 - Auto insurance
 - Claims

- Road safety
- Other _____
- None of the above

Please describe the impacts and challenges that on-reserve community members have experienced when accessing ICBC services: (open-ended response)

7. Are you aware of any difficulties or challenges that **off-reserve** community members have when accessing the following services (select all that apply)?

- Driver licensing
- Vehicle registration
- Auto insurance
- Claims
- Road safety
- Other _____
- None of the above

Please describe the impacts and challenges that off-reserve community members have experienced when accessing ICBC services: (open-ended response)

8. ICBC provides various services to British Columbians including:

- Driver licensing
- Vehicle registration
- Auto insurance
- Claims
- Road safety

How could ICBC improve service delivery to your Nation or other Indigenous communities? (open-ended response)

Relationship with ICBC

9. Which of the following best describes your Nation's current relationship with ICBC?

- Very positive
- Somewhat positive
- Neutral – Neither positive or negative
- Somewhat negative
- Very negative
- No relationship

If possible, please provide additional context: (open-ended response)

10. Has ICBC ever contacted your Nation to discuss their services or to understand the needs of the people that you represent?

- Yes
- No
- Unsure

If you answered yes, how would you describe past interactions between your Nation and ICBC? (open-ended response)

11. Has ICBC ever participated in events held by your community or Nation?

- Yes
- No
- Unsure

If you answered yes, how did members of your Nation feel about ICBC participating in these events? (open-ended response)

How could ICBC improve the way it engages with your Nation to gain a better understanding about the needs of people in your community? (open-ended response)

12. ICBC is working to develop a Reconciliation Framework that will help to realign ICBC policies and practices in a way that more effectively serves and supports the needs of Indigenous Peoples and communities in British Columbia in the context of modern governance, as well as historical and systemic marginalization.

Objectives of the Reconciliation Framework include:

- Acknowledging the marginalization of Indigenous Peoples in BC due to colonization and the resulting systemic structures and processes that exist within ICBC;
- Identifying opportunities for improvement in the services ICBC provides, as they relate to Indigenous Peoples;
- Improving internal awareness, culture, and organizational structures to promote an environment where Indigenous employees can thrive; and,
- Having purposeful and thoughtful approaches to respond to the complex social and legal requirements of reconciliation.

How do you suggest ICBC measures the outcomes of the Reconciliation Framework and how can ICBC measure the overall progress on their reconciliation journey? (open-ended response)

Closing

13. Do you have any final thoughts or recommendations for ICBC about reconciliation, beyond what you have already shared? (open-ended response)

APPENDIX E: SURVEY RESULTS SUMMARY

ICBC Reconciliation Framework



Survey Summary Report

INTRODUCTION

The Insurance Corporation of British Columbia (ICBC) is working to align its internal policies and practices with the Truth and Reconciliation Commission of Canada: Calls to Action, the *United Nations Declaration on the Rights of Indigenous Peoples*, and the *Declaration on the Rights of Indigenous Peoples Act*.

As part of the engagement process that is informing the development of ICBC's Reconciliation Framework, Indigenous Governments throughout BC were offered the opportunity to complete an online survey.

A list of two hundred and thirty-five (235) BC Indigenous Government Organizations was compiled and each was sent an email inviting them to participate in the survey. Indigenous Nations without an available email address, were contacted by phone or through their online contact form. After the initial invitation was sent out, two separate reminder e-mails were sent to Indigenous Nations before the survey closed. The survey was open for four weeks. Although the survey is now closed, ICBC is still inviting Indigenous Nations to submit feedback through the online survey or a one-on-one interview. The following sections provide an overview of survey responses that were received.

SURVEY RESULTS

All open-ended question responses received in surveys are provided verbatim. Any identifying information has been redacted from the reported responses to protect the confidentiality of participating First Nations.

Number of Respondents

Thirteen (13) Indigenous Nations—of the two hundred and thirty-five (235) contacted—responded (5.5% response rate).

Survey Questions

The first three questions of the survey were "Introduction Questions":

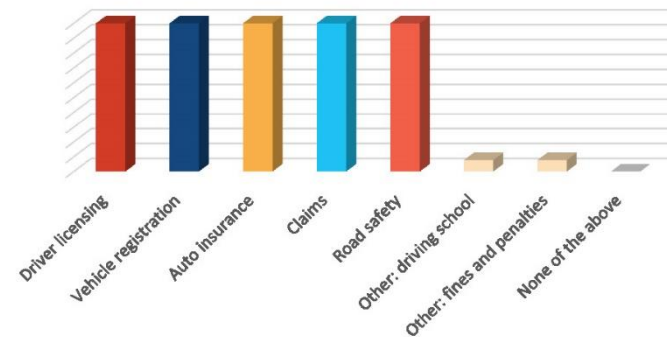
1. Do you give ICBC consent to use your anonymous survey responses to inform the ICBC Reconciliation Framework? Yes (13/13) No (0/13)
2. Which BC Indigenous Nation do you represent? Confidential
3. Do you have permission to engage with ICBC on behalf of your Nation? Yes (13/13) No (0/13)

ICBC Reconciliation Framework

SERVICE DELIVERY QUESTIONS

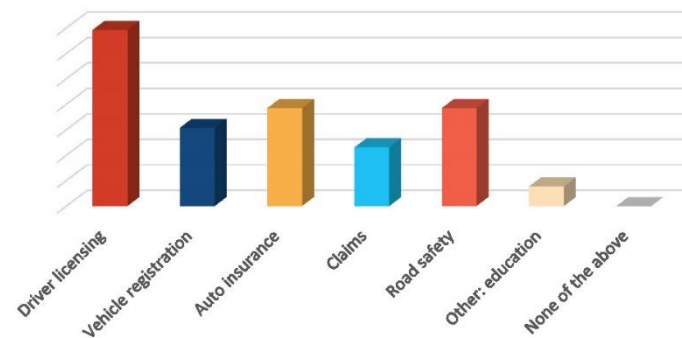
4) What ICBC Services do you or other people from your Nation rely on (select all that apply)?

- Driver licensing (13/13)
- Vehicle registration (13/13)
- Auto insurance (13/13)
- Claims (13/13)
- Road safety (13/13)
- Other: driving schools (1/13)
- Other: fines and penalties (1/13)
- None of the above (0/13)



5) Are you aware of any difficulties or challenges that on-reserve community members have when accessing the following services (select all that apply)?

- Driver licensing (9/13)
- Auto insurance (5/13)
- Road safety (5/13)
- Vehicle registration (4/13)
- Claims (3/13)
- Other: education (1/13)
- None of the above (0/13)



ICBC Reconciliation Framework

5a) Please describe the impacts and challenges that on-reserve community members have experienced when accessing ICBC services.

In general would probably be paying their fees.

There are no in person locations to do these services in XX.

There are some members that don't have driver's licenses. In rural areas it is more difficult to attain BCDL.

Tow trucks don't want to come to a reserve when they are needed, cause of our roads not being maintained.

Limited access.

For Licensing - members accumulate fines and aren't able to pay in order to get licensed. some don't have ID, don't have a ride into town to start the process of licensing. Auto insurance - without a license, some of our members aren't able to get insurance; they don't have someone that could be their principle driver. Claims - because we live an hour and half away from the nearest urban centers it's difficult for members especially the ones who are working to get into a claims center or they have to wait awhile to find someone to do repairs on a vehicle if they have a claim.

Many on reserve members have difficulty to navigate within ICBC system; on reserve ICBC managed/provided workshops, filing sample forms and applications, training on online communication with ICBC would be very helpful.

No road test locations within 200km, plus 30 minute ferry ride.

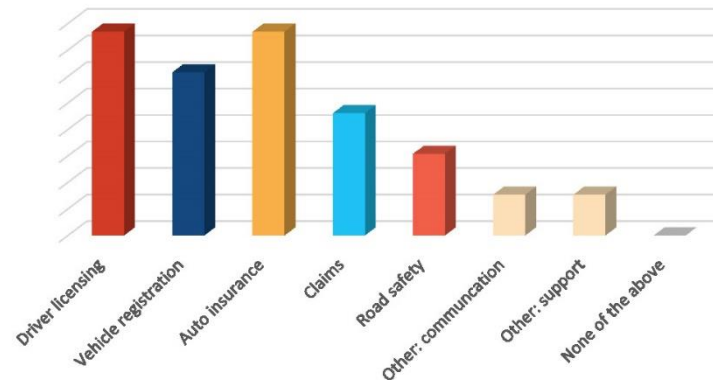
Must ride 40 minutes on a ferry then drive two or more hours (200 km) one way to get to the nearest Road Testing facility. Then there is the same return trip.

The driver licensing tiers (L and N and beyond, classes) are not super clear. Auto insurance is super expensive and a huge barrier to transportation as we have high rate of poverty in our community. I'm also aware of stories of non-acceptance of Status cards as ID where many people still have the 'old' laminated style of Status card which are still valid government issued ID. Also, the VAST MAJORITY of Indian Reserves in Canada do NOT have a postal code assigned to it by Canada. This often causes all sorts of issues for obtaining insurance as it is usually based on your postal code to signify where you/your car reside. We usually have to use a nearby postal code to make up for this, or, use the postal code that is attached to our PO Box but our PO Box is located in downtown Chilliwack - not on our reserve. Road Safety is always a concern. We would benefit from grants that support improving road safety for things like better signage, crosswalks, proper sidewalks, etc.

ICBC Reconciliation Framework

6) Are you aware of any difficulties or challenges that off-reserve community members have when accessing the following services (select all that apply)?

- Driver licensing (5/13)
- Vehicle registration (4/13)
- Auto insurance (5/13)
- Claims (3/13)
- Road safety (2/13)
- Other: communication (1/13)
- Other: support (1/13)
- None of the above



6a) Please describe the impacts and challenges that off-reserve community members have experienced when accessing ICBC services.

Same as on reserve.

There is always the under-lying racial profiling that seems to part of the society at large. In order for First Nations people to access any benefits, you need to produce a "Status Card" or number, which itself makes us different. Everyone has the right to be treated as a Human Being.

None directly as we are the on reserve located Band administration. There is no developed system in BC to provide assistance to the off reserve members as the Band administration is only funded to provide services and assistance to on reserve residing members. Off reserve Band members have no access to any help in their areas of residence; possibly Friendship centres only. Again education and assistance workshops delivered by ICBC

Mostly similar to on-reserve experiences. Off-reserve members that live in very remote areas of BC where there is no insurance agent, or, Service BC office in the area makes for extremely challenging situations.

ICBC Reconciliation Framework

7) How could ICBC improve service delivery to your Nation or other Indigenous communities?

Schedule a person to go into the community a few times a year to perform services that aren't available.

Community held training courses and driving for Indigenous communities.

Come out to our communities to offer your services.

Mobile services, licensing services in community.

Making licensing and registration available to interior or rural areas

Hire more staff to provide the services or expand the services again to every town and have less wait times for all services

Maybe come out at least once a year and give a talk about the services that you offer.

In line with the previous answer, any customer policy should be equal. We don't require "special" treatment, we need to be treated with the same respect afforded to any customer, not just First Nations people

To establish mobile services office and visit the on reserve villages on regular basis (1 x month or 4 x year), especially remote communities, to deliver ICBC services. Internet is now everywhere, so the majority of work can be done anywhere. Services as DL renewal, insurance, vehicle registrations

discounts

Guidance or support for members who find the process complex, daunting or financially challenging would be beneficial to some members of our community

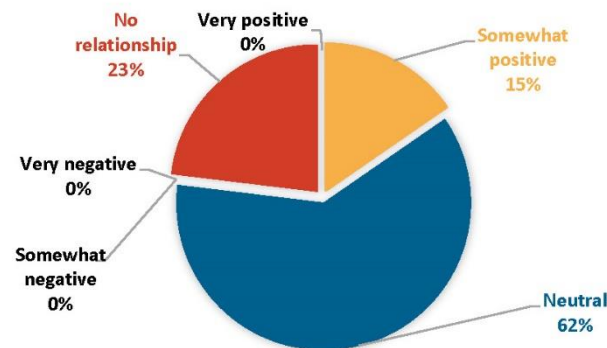
Our collective XX communities would benefit from regular (e.g. 2-3x/ year) with workshops (whether in person and via zoom as options) for anyone, particularly youth, to learn about what it takes to get a license. We have a universal shortage on bus drivers in this region - both Indigenous and non-Indigenous communities. Offering free training to get more bus drivers licensed would be helpful. Road safety support (grants to help improve signage, crosswalks, curb painting, speed bumps)

ICBC Reconciliation Framework

ICBC RELATIONSHIP QUESTIONS

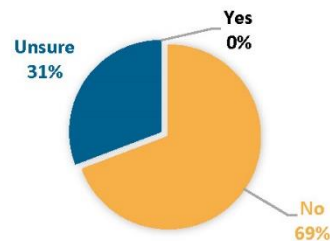
8) Question: Which of the following best describes your Nation's current relationship with ICBC?

- Very positive (0/13)
- Somewhat positive (2/13)
- Neutral – Neither positive or negative (8/13)
- Somewhat negative (0/13)
- Very negative (0/13)
- No relationship (3/13)



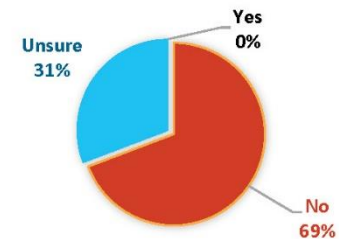
9) Has ICBC ever contacted your Nation to discuss their services or to understand the needs of the people that you represent?

- Yes (0/13)
- No (9/13)
- Unsure (4/13)



10) Has ICBC ever participated in events held by your community or Nation?

- Yes (0/13)
- No (9/13)
- Unsure (4/13)



ICBC Reconciliation Framework

11) How could ICBC improve the way it engages with your Nation to gain a better understanding about the needs of people in your community?

Provide information sessions in community so members understand and can ask questions.

In person engagements with members to see what the direct effects on our people are.

To provide orientation especially to the youth who are just getting their driver's license. A how to that say their parents may not have taught them.

Come out to the reserve and set a meeting with managers, council and chief.

Come to our community open house and have a booth to display what services you offer in our geographical area and start to build the relationship that way.

As a Crown Corporation, ICBC needs to be aware that urban Indigenous Nations are part of, and always have been part of the greater community which ICBC services. I can not speak for Indigenous Communities not in an urban setting.

To make live community engagement in the First Nation village/reserve. To provide visual ICBC contact list (in bigger letters). To provide visual video showcase about services, hear the members concerns and experience, and to offer several solutions. Community survey - online and on paper (door to door delivery).

Our Newsletter - XX, is circulated to membership every two months in print and on Facebook/Twitter (X). This would be a good way to inform the community of ICBC events, promotions and services.

Safety engagement initiatives and supports would be nice. Road safety education programs at our Band school which is for ages 3-5 years old. We've opened an Adult Education Centre just this fall. Maybe there's some synergies with this Centre.

Funding.

Come out and visit us.

Accessibility and Inclusivity in the ICBC workforce

Come visit.

ICBC Reconciliation Framework

MEASURES OF SUCCESS

12) How do you suggest ICBC measures the outcomes of the Reconciliation Framework and how can ICBC measure the overall progress on their reconciliation journey?

Gain a better understanding the barriers to getting a vehicle, car or handling of insurance claims

Have more affordable insurance, more ways to access insurance services, engage directly with the community to see what needs aren't being met

Meeting the objectives stated above is a start but true reconciliation will have to be measured by each individual Nation based on their collective thought of what reconciliation means to every respective Nation as the values and principles surrounding reconciliation may differ slightly or immensely

By how many opportunities they give to First Nations in the workforce.

Can reconciliation be measured? As reconciliation by definition is the action of reconciling. The need to reconcile infers ICBC's policies or implementation of them, in the past may have been unjust toward First Nations people. If so these are internal issues imbedded in colonial policies. If the policies are unjust, how does asking First Nations people "how would you like us to reconcile with you" make it just? These are complex social issues that are prevalent in any multi cultural society.

It would be great to know within our region how many of our communities participated in this survey, what were our concerns. I have worked in a few First Nation communities and the same concerns arise in all of them

To enter into the partnership with Indigenous People as Profit Sharing agreement, for example (similar to BC Gaming branch agreement that is in place with FN Bands).

Measure your shift in cultural awareness (gained through required training, required reading, etc.). That starts with your CEO and Board of Directors. Your leadership is responsible for a shift in your corporate culture, so that they and employees broaden their awareness of indigenous cultures and the historical impact of colonization. Measure the knowledge and awareness of your leaders. If they "get it", the cultural shift will trickle down and affect all the employees in your corporation

How many Indigenous employees on your staff? what role is ICBC playing in land acknowledgements? How are you addressing the barriers to licensing for remote Indigenous communities? What actions are you taking to increase Indigenous cultural competency/safety/awareness amongst your employees?

Build partnership with nations.

ICBC Reconciliation Framework

CLOSING

13) Do you have any final thoughts or recommendations for ICBC about reconciliation, beyond what you have already shared?

The framework should be developed through a consent based process.

Any reconciliation needs to be founded on respect. If we all treated each other respectfully, the same, there would be no need for reconciliation!

To start cooperate with Ministry of Transportation on road safety and maintenance (almost nonexistent roads maintenance here in Northwestern BC). To penalize Ministry for bad workmanship/poor roads conditions. Bad roads conditions are a huge reason for many serious accidents in our area. To deliver workshops about road safety, vehicle theft, children road safety. To initiate collaboration with other Government offices to deliver overall better services to clients.

Get Bob Joseph or Richard Chamberlain to come to your office(s) for cultural training and behavioral adjustments. Both are great at this. Perhaps pick up (and use) an indigenous word or two from the linguistic group in your area(s).

I am grateful that you are embarking on this work. I hope that you will continue to always strive to improve and enhance as it is ongoing journey for all of us - Indigenous and non-Indigenous.

NEXT STEPS

ICBC would like to thank all of the Indigenous Nations that participated in the engagement process and contributed to this important work.

Information collected during the survey will be used to inform the ICBC Reconciliation Framework that will support ICBC develop their future reconciliation policies, initiatives, and action plan.

**APPENDIX F: RECONCILIATION FRAMEWORK ENGAGEMENT
FEEDBACK**

Appendix F: Reconciliation Framework Engagement Feedback

The draft ICBC Reconciliation Framework was shared in February 2023 with 75 ICBC employees and Board members and ten Indigenous Nations and external organizations for comment. Feedback was submitted via survey or e-mail to TWC. In total, TWC received comments from 13 engagement participants. Verbatim feedback from engagement participants is included below, with the exception that any identifying information has been redacted. Any questions raised by engagement participants were addressed. Comments that indicated no changes were required are not included in the tables below (see Tables E-1 through E-4).

Table F-1: Feedback Provided on Section 1 Opening

Do you have any changes or additions to Section 1 Opening?	
Indigenous Nations and external organizations	<ul style="list-style-type: none"> No comments were received that specifically identified this section.
ICBC Employees and Board Members	<ul style="list-style-type: none"> No changes required.

Table F-2: Feedback Provided on Section 2 Voices and Perspectives

Do you have any changes or additions to Section 2 Voices and Perspectives?	
Indigenous Nations and external organizations	<ul style="list-style-type: none"> Thank you for the opportunity to review this document. All looks good with the exception of one grammatical error. On page 24 in the quote - the same line is repeated twice. Thank you.
Indigenous Nations and external organizations	<ul style="list-style-type: none"> Thank you for the opportunity to review the draft ICBC Reconciliation Framework. I have reviewed the draft and also reviewed my/our responses to your questions during the interview. I was reminded that the relationship between ICBC and the RCMP go hand in hand and that if changes and improvements are to be made – that it occurs in both institutions. I was also reminded of the lady (ICBC employee in Prince George) who was drunk driving who murdered a student by vehicle and knew the system well enough to allow herself to avoid serious repercussions. Once the final Framework is received, we will be sharing a complete version with [redacted] communities and urban Indigenous organizations to assist in raising the awareness of this review and recommendations for improvement through ICBC (and hopefully the RCMP). Thank you for your the opportunity to provide input.
ICBC Employees and Board Members	<ul style="list-style-type: none"> I am not entirely sure of the type of feedback that is required. For info this statement could be more accurate: It was noted this is especially true for those living in remote communities. Some remote Indigenous Nations were described as being several hours drive from the nearest ICBC service centre. (THESE OFFICES ARE APPOINTED AGENTS OFFERING SERVICES ON BEHALF OF ICBC).

Appendix F: Reconciliation Framework Engagement Feedback

Do you have any changes or additions to Section 2 Voices and Perspectives?	
	<ul style="list-style-type: none"> • In other cases, people may not have a credit card which can create barriers for those trying to access certain online services. (CURRENTLY DL DOES NOT OFFER ANY ONLINE SERVICES REQUIRING A CREDIT CARD ~ OTHER THAN A LINK TO COURTS TO PAY FOR TICKETS ONLINE). • For example, reliable internet is needed to access certain services like online booking for road tests. As a result, booking a road test can be a challenge for those who live in remote communities without reliable internet access. (ICBC OFFERS ROAD TEST BOOKING VIA 1-800 (or call collect) THIS BOOKING SERVICE PREDATES THE ONLINE BOOKING SERVICE) • As a result, they don't receive a notification when there is a cancelation, which means they are unable re-book other people in those spots. (ICBC DOES NOT OFFER A CANCELLATION NOTIFICATION, CUSTOMERS ARE ENCOURAGE TO CHECK BACK FREQUENTLY FOR APPOINTMENT AVAILABILITY).
ICBC Employees and Board Members	<ul style="list-style-type: none"> • Thanks for allowing us to provide feedback on the draft document. I have one minor comment to make. • On Page 25 we reference literacy challenges regarding written knowledge tests and that kiosks with audio are not widely available. (This is one point of contention in the UBCIC paper). • However on Page 44 there is a recommendation to increase the number of communities with paper testing. I think this may be an error as it contradicts Page 25 and also the work we are doing to expand our knowledge test kiosks in remote communities.

Table F-3: Feedback Provided on Section 3 Walking Towards Reconciliation

Do you have any changes or additions to Section 3 Walking Towards Reconciliation?	
Indigenous Nations and external organizations	<ul style="list-style-type: none"> • No comments were received that specifically identified this section.
ICBC Employees and Board Members	<ul style="list-style-type: none"> • I think the section has strong, actionable items that will truly make an impact
ICBC Employees and Board Members	<ul style="list-style-type: none"> • Thank you to you and your team for your work in developing the ICBC Reconciliation Framework. I really appreciate the clarity on its layout of our next steps and success measures. Although I don't have specific recommendations regarding the framework itself, I did have a question regarding implementation of the recommendations. • Specifically, a formal policy on the provision of services recommendations has been in draft to help improve access to traditional Indigenous health care treatments but has been delayed until the Reconciliation Framework was complete. In addition, we feel there is a need for a third party review of the policy. • Based on your experience, for a number of the recommendations (including the one I mentioned above), do you feel additional consultation would be of benefit to ensure proper implementation? • Thanks again and look forward to further discussion.

Appendix F: Reconciliation Framework Engagement Feedback

Do you have any changes or additions to Section 3 Walking Towards Reconciliation?	
ICBC Employees and Board Members	<ul style="list-style-type: none"> • Recommendation #5 – develop an indigenous recruitment & retention strategy • Measures of success: <ul style="list-style-type: none"> Add - <ul style="list-style-type: none"> •on-boarding survey results •annual employee opinion survey inclusion index score

Table F-4: Additional Feedback and Final Thoughts

Do you have any final thoughts or other comments about the ICBC Reconciliation Framework you would like to add?	
Indigenous Nations and external organizations	<ul style="list-style-type: none"> • I appreciate the work of the Indigenous ERG and the contributions they have made at ICBC. No question, they have helped move ICBC along in their path for reconciliation, however the one thing I believe is missing from this report is the need for decolonization of internal human resource and labour relations policies and practices. For instance, educational requirements have long been a barrier for marginalized people. The requirement for post-secondary education even once hired at ICBC, immediately places a barrier for advancement and ultimately increased personal income. That requirement alone favours those with economic and social privilege, especially white people from urban centres. • ICBC’s Code of Ethics, should be reviewed with an Indigenous lens. As well, sick leave practices within the Wellness Department and even how performance reviews are carried out. Indigenous employees face multiple processes, procedures, practices, and policies, all of which have been created from a settler point of view and may come into conflict with their culture and beliefs. I fear that ICBC’s analysis of their own processes, especially with respect to their employees, is often flawed by their own biases and therefore creates barriers for staff to be their authentic selves. I hear anecdotal stories that employees do not want to self-declare as First Nation, Métis, or Inuit, (even more so for Two Spirit and LGBTQAI+ Indigenous people) as they worry that it will impact their relationships with colleagues and managers, and ultimately their opportunities for advancement. To this end, as the [redacted], we are concerned that there is little internal capacity or flexibility to provide meaningfully support to indigenous workers and that treatment of Indigenous workers is done from a white, cisgender, male bias. • With respect to recruiting in First Nations communities, especially in remote communities, there was no discussion about how ICBC could or should support these workers to remain in their communities when ever possible. Remote work is possible at ICBC, however access to high-speed internet may be a barrier for employment in community. Thought should be given to having ICBC fund high speed internet access to communities that would benefit workers and the Indigenous communities wishing to access ICBC services faster and more consistently. • The other thing I found curious was that ICBC has reported to you that 4% of their employees (total 6000 people [redacted]) are Indigenous. This is not what they have reported to [redacted]. We have been told that that number is 1.78% of the [redacted] (5000 people) have self-identified as Indigenous and that their goal is to reach 2.5%. The numbers each of us have been provided are quite different and perhaps deserve further scrutiny.
ICBC Employees and Board Members	<ul style="list-style-type: none"> • I am happy to see this draft - I hope it is received well by executive.

Appendix F: Reconciliation Framework Engagement Feedback

Do you have any final thoughts or other comments about the ICBC Reconciliation Framework you would like to add?	
ICBC Employees and Board Members	<ul style="list-style-type: none"> I am very hopeful after reading the report that there will be positive change within the Corporation. The last piece for me is feeling confident that the executive leadership takes this seriously and acts on the report.
ICBC Employees and Board Members	<ul style="list-style-type: none"> I appreciate the opportunity to participate and the effort and organization it took to set up and conduct interviews. I am encouraged with how similar every division and every individual addresses reconciliation issues. This to me is an important first step.
ICBC Employees and Board Members	<ul style="list-style-type: none"> This is an excellent report. I look forward to participate in the implementation of the recommendations.
ICBC Employees and Board Members	<ul style="list-style-type: none"> I am excited to see this journey continue!!
ICBC Employees and Board Members	<ul style="list-style-type: none"> Thank you for the opportunity to review this material. It opened my eyes in so many ways about the journey that ICBC is on and the opportunities that exist for a more transparent collaborative relationship with Indigenous Peoples. I'm looking forward to working with others on the action plan.
ICBC Employees and Board Members	<ul style="list-style-type: none"> I am particularly impressed with the detail and clarity provided within the recommendations and appreciate the measures of success being provided within the framework. I am clear on the work ahead. Thank you for that.