



## GEMM 2015 – Global Energy, Minerals and Markets Dialogue

### *Innovations in Implementation*

**October 14 – 16, 2015  
Vancouver, BC, Canada**

6<sup>th</sup> in a Continuing Series

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

*GEMM is a place where candid and important conversations take place amongst leaders from across the resource sector. Our goal is to connect across divides and find solutions in the diverse world of people and resources.*

The focus of GEMM 2015 is on **water**, **money** and **indigenous** issues. We explore the on the ground dynamics between resource projects and their neighbouring communities; the factors that are increasingly critical across all project stages - regulatory review, project development, construction, operation and closure. Developing the know how to transform “agreements” into a durable platform long term resilient relationships over a project life cycle is key to success. It is from the **Innovations in Implementation** where people can begin to see their problem in a new way together and craft solutions that will succeed.

GEMM tackles these issues in a distinctive way through **creative approaches to engaging and interacting**. We draw out important insights into a common platform for dialogue through the use of a **scripted video and fictional case study**. The story is based on events, places, perspectives and people which could be real but are entirely fictional and not based upon any specific country, company, community, or constituency. It could be anywhere and nowhere.

Collaborative Working Groups meet together at intervals throughout the dialogue to discuss and advance specific topics implied from the fictional case. Using a variety of facilitated approaches, involvement from the full plenary of participants will further build on the ideas generated.

In 2015 we will also have **concurrent GEMMx workshops** to explore our focus themes in detail and inform our dialogue with next steps. The genesis of the GEMMx workshop topics this year arose in part from a recognition of the important global implications of the Mt. Polley Tailings Pond disaster in August 2014 and the challenges posed across scales and jurisdictions by cumulative effects.

#### **Key Details:**

*October 14: Simon Fraser University Segal Graduate School - 500 Granville Street. 10:30 AM – 5:30 PM*

*October 15: Wosk Centre for Dialogue - 580 West Hastings. 9 AM – 5 PM*

*October 16: Wosk Centre for Dialogue - 580 West Hastings. 9 AM – 2:30 PM*



**October 14, 2015**

1<sup>st</sup> Floor, SFU Segal Graduate School - 500 Granville Street

**9:30 – 10:30 Registration and Networking**

**10:30 – 11:30 GEMM 2015 Opening and Introduction to Dialogue Case Study**

**11:30 – 12:30 WELCOME LUNCH**

**12:30 – 5:30 Concurrent GEMMx Workshops**

<p><b><u>Water and Governance: Advancing landscape scale planning in the extractive sector</u></b>          Goal: To build a broader understanding of the innovative approaches underway, and explore options on how they could be supported and expanded.</p>	<p><b><u>Money and Risk: Tailings management costs and risk analysis modeling issues and options</u></b>          Goal: To consider ways to better understand and account for costs of major incidents to better inform investment decisions and project design, and consider how options could be advanced.</p>
<p>Part 1: Building our Understanding - 12:30 – 2:00 PM</p>	
<p><b>What is landscape planning and how is it being advanced?</b></p>	<p><b>What are current approaches to understanding direct and indirect costs of a tailings dam failure and how are they used? What, if anything, are the implications of Mt. Polley for these tools?</b></p>
<p><i>Lead Discussants Topics:</i></p> <ul style="list-style-type: none"> <li>• <i>The what, why and how of landscape planning</i></li> <li>• <i>A perspective from the ground up – how communities are coming to understand impacts and opportunities</i></li> <li>• <i>Experience in implementation – process dynamics and environmental and social performance</i></li> <li>• <i>Should industry support and adopt landscape planning and if so how?</i></li> </ul> <p><i>Plenary dialogue on key discussion themes.</i></p>	<p><i>Lead Discussants Topics:</i></p> <ul style="list-style-type: none"> <li>• <i>What are current approaches to tracking and accounting for direct and indirect costs of incidents like Mt. Polley?</i></li> <li>• <i>How are these costs considered, anticipated, and managed in the regulatory context?</i></li> <li>• <i>How is industry using this information to inform Tailings Storage Facility design and management decisions?</i></li> <li>• <i>How do communities see and manage the range of costs arising from major incidents like a tailings dam failure?</i></li> </ul> <p><i>Small dialogue pods to brainstorm types of costs and how to account for them. .</i></p>
<p>Break: 2:00 – 2:30 PM</p>	



<u>Part 2: Opportunities and Next Steps – 2:30 – 5:30</u>	
<b>Defining the Art of the Possible - Opportunities and needs for advancing landscape planning</b>	<b>Are current approaches and tools providing the right info and analytics? What are options in how projects are costed? When and where should this information be shared? How can we use this information in future prevention efforts?</b>
<p><i>Lead Discussants Topics:</i></p> <ul style="list-style-type: none"> <li>• <i>What are some cumulative effects frameworks issues and opportunities?</i></li> <li>• <i>What are innovations in funding landscape scale approaches?</i></li> <li>• <i>How to start a landscape scale process and the critical role of government</i></li> </ul> <p><i>Plenary dialogue on key discussion themes, and small dialogue pods on opportunities and next steps.</i></p> <p>Closing Remarks</p>	<p><i>Lead Discussants Topics:</i></p> <ul style="list-style-type: none"> <li>• <i>What are the trends in tailings dam failures and related costs? Is the current suite of instruments for managing public financial risk sufficient?</i></li> <li>• <i>How does the insurance industry view and address these risks?</i></li> <li>• <i>What is government’s role in tailings dam risk assessment, design and management decisions? How should the public be engaged in these kinds of decisions?</i></li> <li>• <i>What are considered best practices in industry to assess and manage the risk of tailings dam failures? What more could be done?</i></li> </ul> <p><i>Breakout groups: Brainstorm to answer questions from above. What are implications and applications of these issues internationally?</i></p> <p>Closing Remarks</p>

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*5:30 – 7:30 GEMM 2015 Opening Reception in Foyer*

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## **October 15, 2015**

Wosk Centre for Dialogue Asia Pacific Hall - 580 West Hastings

### **8:00 – 9:00 Continental Breakfast and Networking**

### **9:00 – 9:30 Welcome and Recap from GEMMx Workshops**

Collaborative opportunities and next steps to be developed further over the coming two days.

### **9:30 – 10:30 Crash Course in Project Life Cycle Dynamics – The Story To Here**

Exploring in this context questions such as:

- *What are the challenges portrayed in the case?*
- *What are different perspectives on the problem inside the organizations involved? How do they define success individually? Together?*



- *How do you build and maintain a relationship among parties throughout a mine life cycle, given its different phases and the reality of changes in ownership and production with fluctuating commodity prices, and evolving community demographics and dynamics?*
- *What do we mean by “capacity”? What players within the sector need “capacity building?” And in what ways?*
- *What is innovation and where will it come from?*

### **10:30 – 11:00 BREAK**

### **11:00 – 12:30 Implementation as an Ongoing Process**

Exploring in this context questions such as:

- *What does “Social Investment” mean for each of the interests portrayed? What insights apply for Local Sourcing strategies?*
- *What are innovations in social investment approaches and tools at the local level and how are they sustained?*
- *How is our thinking on Social Performance evolving?*
- *What are the challenges and opportunities associated with the various parties involved and how are roles evolving? Company, community, Engineering Procurement Contractor, Local government, etc.*
- *What are some approaches to sustaining implementation structures, especially in face of new dynamics unfolding out of the immediate control of the parties involved?*
- *Can agreements be implemented but relationships fail?*

### **12:30 – 2:00 LUNCH**

### **2:00 – 3:45 Implications of Different Engagement Approaches**

(Integrate afternoon break into small group work)

Exploring in this context questions such as:

- *How do dynamics between communities in a region influence development projects? Who decides who should be engaged and how?*
- *What is the role of government at all levels?*
- *What innovations in how communities and companies interface with existing Environmental Assessment processes?*
- *What are the different perspectives and roles of various interests in relation to an interaction, and possible relationship, gone bad? The company management team, local community leadership, various levels of government?*
- *What implications are there for how community engagement group/professionals operate?*

### **3:45 – 5:00 Regional Context for Implementation**

Exploring in this context questions such as:

- *What factors play into the kind of implementation structures parties design and undertake?*
- *What are innovations in how information is developed, shared and understood?*
- *What are some insights related to local ownership and revenue sharing arrangements?*



- *How do local processes adapt and evolve to take on regional considerations and dynamics? Should they?*
- *What are the financial vehicles that can make regional planning a reality? What are the innovations in local community investment approaches? How can the two be better integrated? Should they?*

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*5:00 – 7:00 A Reception will follow immediately in the Atrium*

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## **October 16, 2015**

Wosk Centre for Dialogue Asia Pacific Hall - 580 West Hastings

### **8:00 – 9:00 Continental Breakfast and Networking**

### **9:00 – 11:00 Understanding and Communicating Risk and Opportunity**

Day 3 Opening/Reap and Expansion of the Case Study.

Exploring in this context questions such as:

- *How do we understand and address questions related to project and company social and environmental impact and performance?*
- *What are innovations in the various tools and metrics companies, governments and analysts employ, and how do these speak to community concerns? Are the global standards lagging (vs leading) indicators of innovation?*
- *How can companies better demonstrate the “talk” on the ground? What are internal barriers and opportunities to embedding CSR?*
- *How do companies manage both shareholder and stakeholder concerns?*
- *How can companies at all levels be better incented to make early investments in relationships, given increasing interest in these factors in M&A evaluations? How can this be realistic and achievable in cost-constrained environments like today?*

### **11:00 – 12:00 Where Will Leadership Come From?**

Exploring in this context questions such as:

- *What are leaders inside organizations (companies, governments, communities, NGOs) being asked to do differently and why?*
- *How can leadership interface effectively with local processes? Regional processes? What innovations are required?*

### **12:00 – 1:00 LUNCH**

### **1:00 – 2:00 Finale: Walking the Talk**

- *Plenary Dialogue: What will it take to turn words into actions?*

### **2:00 – 2:30 GEMM 2015 Next Steps and Closing**

*Thank you for your contributions and participation.  
The GEMM Video Library will be expanded with key highlights/excerpts from the Dialogue.*