

GOOD PRACTICES IN COMMUNITY ENGAGEMENT AND READINESS

SECOND EDITION



COMPENDIUM OF CASE STUDIES FROM
CANADA'S MINERALS AND METALS SECTOR

Good Practices in Community Engagement and Readiness

Compendium of Case Studies
from Canada's Minerals and Metals Sector

Second Edition
November 2016



The first edition of the *Compendium of Case Studies* was produced in 2014 for the Energy and Mines Ministers' Conference by officials from the federal, provincial, and territorial governments, through the Intergovernmental Working Group on the Mineral Industry. This second edition builds on this work by incorporating additional case studies from industry, communities and Indigenous organizations. An external multi-stakeholder advisory committee composed of a number of representatives from academia, industry, and Indigenous organizations was consulted in the development of both editions.

Aussi disponible en français sous le titre : Bonnes pratiques d'engagement et de préparation des communautés : Recueil d'études de cas du Secteur canadien des minéraux et des métaux

ISBN 978-0-660-06462-8 (Print)
Cat No. M34-21/2016

ISBN 978-0-660-06461-1 (Online)
Cat No. M34-21/2016E-PDF

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Introduction

Canada's vast endowment of minerals and metals provides the country with immense possibilities to meet growing global demand and to strengthen its international standing as a major mining jurisdiction in the years to come. Emerging economies, global population growth, security of supply concerns, and supply disruptions will continue to elevate the importance of minerals and metals. Canada is therefore facing a significant opportunity to further transform its mineral wealth into long-lasting prosperity for all Canadians.

However, different barriers and issues require collaboration and commitment from governments, industry, and communities¹ to help maximize the local benefits of projects. Mining development is a large and complicated endeavour for industry, governments and communities. It requires effective and clear regulatory mechanisms and governance, private and public investment, adequate infrastructure to extract and bring commodities to markets while serving local communities, recruitment and retention of highly qualified personnel, and effective designs and technologies to minimize environmental impacts. It also entails the engagement of communities, which is a critical element to earn a social licence to operate.

The level of a community's readiness for mineral development depends on many contributing factors, including, but not limited to, skills and educational attainment, access to capital and business partnerships, business and financial literacy, physical infrastructure, and community well-being. As well, governments and communities have to plan for the social and environmental requirements and oversight needed once mining operations see fruition. This may include strengthening health services, local infrastructure, housing, security and policing, and educational and medical services.

Improving community engagement and readiness is therefore one of the key elements in maximizing the local benefits of activities related to mineral development. Consequently, in 2014 the federal, provincial, and territorial governments, through the Intergovernmental Working Group on the Mineral Industry, produced the first edition of the Compendium of Case Studies to highlight good practices² in community engagement and readiness. The Compendium was developed in consultation with an external multistakeholder advisory committee (EAC) composed of a number of representatives from academia, industry and Indigenous organizations.³ This second edition builds on this work by incorporating additional case studies from industry, communities and Indigenous organizations. An EAC was also consulted in the development of this addition.⁴

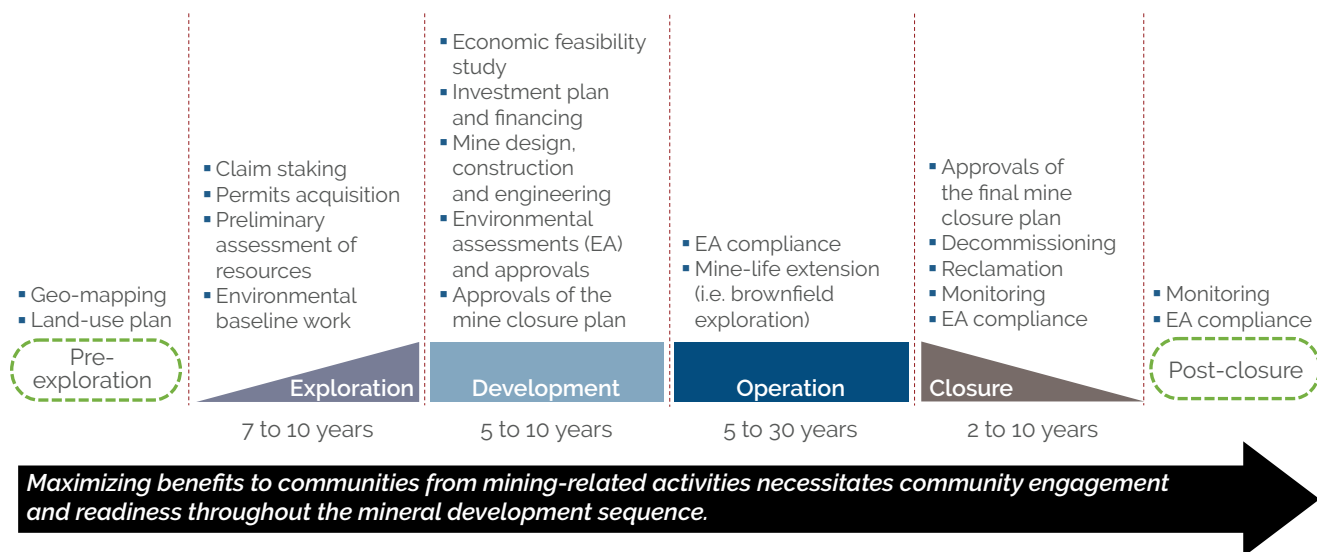
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- 1 For the purpose of this report, the words "communities" and "local communities" are used interchangeably and refer to both Indigenous and non-Indigenous communities, unless otherwise specified.
 - 2 The Compendium refers to "good practices" instead of "best practices" since a "best practice" generally refers to a practice that is the most effective and efficient in achieving an objective.
 - 3 The members of the EAC for the 2014 edition of the Compendium were Dr. Ben Bradshaw (University of Guelph); Ben Chalmers (The Mining Association of Canada); Lesley Williams (Prospectors and Developers Association of Canada); Hans Matthews (Canadian Aboriginal Minerals Association); Dr. Wes Cragg (Canadian Business Ethics Research Network, York University); and Ed Moriarty (Mining Industry NL).
 - 4 The members of the EAC for the 2016 edition of the Compendium were Dr. Ben Bradshaw (University of Guelph); Johanne Senécal (The Mining Association of Canada); Lesley Williams (Prospectors and Developers Association of Canada); Hans Matthews (Canadian Aboriginal Minerals Association); Suzanne Belliveau (FCM International); Cheryl Cardinal (Indigenous Centre of Energy); Max Skudra (Canadian Council for Aboriginal Business); Julie Cafley (Public Policy Forum); and Cheryl Recollet (Aboriginal Environmental Leadership Circle).

The Compendium seeks to achieve three main objectives:

- Identify and promote some of the initiatives by governments, industry and communities that have yielded positive results and have helped improve, or could contribute to improving, community engagement and readiness for mining-related activities across Canada for both Indigenous and non-Indigenous communities;
- Disseminate good practices across jurisdictions to enhance the knowledge base and facilitate the steady, productive, inclusive and responsible development of resources; and
- Leverage good practices by industry, communities and governments across Canada by identifying success factors in initiatives that have helped improve community engagement and readiness under different circumstances.

The Compendium uses the mineral development sequence (see Figure 1) as the framework for the case studies since efforts to improve community engagement and readiness are unique for each community, project and stage along the mineral development sequence.

Figure 1. Mineral Development Sequence



The 43 case studies in this Compendium were selected on the basis of input from the federal government, provinces and territories, industry, communities and the EAC. The Compendium is organized into two sections:

- Section I provides an overview of the case studies and summarizes the key findings that can be drawn from them.
- Section II provides summaries of each case study, organized by the mineral development sequence.

It is important to note that this Compendium is not an exhaustive representation of all of the good practices in community engagement and readiness in Canada's minerals and metals sector. Also, while the case studies offer an opportunity for others to learn and draw from the unique contexts of each project, project stage and affected community, they do not provide for a transferable or replicable step-by-step approach to community engagement and readiness. Each circumstance is different. Nevertheless, learning from different and diverse experiences will expand the knowledge base across jurisdictions to help facilitate the responsible and sustainable development of Canada's natural resources. In this regard, sustaining local engagement with communities is critical to build trust, promote local inclusion, and ensure common goals among the various partners involved in resource development.

I. Good Practices Throughout the Mineral Development Sequence

Various types of case studies were provided by federal government departments, provincial and territorial governments, industry and members of the EAC. The case studies look at the following:

- Government and industry-led initiatives designed to improve engagement and/or enhance community readiness;
- Specific exploration or mining projects and the steps taken to engage local communities and stakeholders;
- Targeted training programs designed in consultation with nearby communities and community members;
- Negotiated agreements involving communities, governments and industry; and
- Community-driven initiatives pertaining to exploration and mining companies.

Good practices and lessons learned have emerged from a review of the case studies that were compiled. Some are specific to certain phases of the mineral development sequence while others apply to its entirety. All of them illustrate the importance of close collaboration, respect and trust as necessary building blocks in facilitating responsible mineral development that enhances benefits for local communities.

Here is a summary of the good practices occurring at various stages of the mineral development sequence that may be drawn from the case studies:

Pre-Exploration

- Community-based and mineral development-based guide books help set general guidelines for engagement between local communities and resource development companies looking to work on their territory. Guide books improve the readiness of local communities heading into negotiations by enabling a better understanding of the mineral development process and allowing companies to clearly understand what is needed for projects to proceed, such as a clear and early engagement process. See the case studies on pages 10 and 13.
- Knowledge shared between governments and communities during engagement activities for the geo-mapping of a territory may help address some of the future information needs of communities. See the case studies on pages 9 and 10.
- Transparent communication plans and products aimed at communities are critical to inform them of upcoming activities, such as consultation initiatives or construction work. See the case studies on pages 11 and 12.

Exploration

- A multi-year, regional-based approach to permitting has proved to be an effective measure in reducing repetitive community consultation and referrals for the same exploration project. It helps avoid "consultation fatigue" and diminishes pressures on limited community resources that have to respond to consultation for numerous applications in the same permitted area. See the case study on page 15.
- Having an exploration agreement in place establishes a strong foundation and provides reassurance to local communities that the company is committed to working closely with them throughout the entire exploration project. See the case studies on pages 12 and 15.

- Targeted communication plans, including youth outreach, allows communities to better understand the mining process and what they can expect in terms of opportunities and impacts in their region as mines are developed. See the case study on page 12.
- By incorporating input from consultations, companies are able to make improvements to mine development plans to better protect surrounding ecosystems while forming the basis for strong partnerships and relationships. See the case study on page 16.

Development

- Governments and communities have to plan for the social and environmental requirements and anticipate the oversight needed because of the rapid population and economic growth that comes with mining operations. This may include intensified health services, local infrastructure, housing, security and policing, and educational and medical services. A collaborative regional approach involving representatives from governments, communities and industry helps provide a better understanding of the type and scale of issues created by regional growth. See the case study on page 23.
- Resource companies that engage communities early and arrive at an early-stage agreement prior to a government permitting review could avoid possible delays in the review process. See the case studies on pages 21, 22 and 23.
- Delivering training programs in partnership with industry, communities and educational institutions is the key to increased job opportunities and high employment success rates for program graduates. A collaborative model of training that includes methods/components that are culturally relevant, delivered in the local communities or at the mine sites, is also important for retaining students in the programs. See the case studies on pages 18, 19, 20, 22 and 24.
- Communities that are involved in a project are more likely to work toward its success. Therefore, entering into a formal agreement with a community affected by a project helps provide a competitive advantage to a company by limiting disruptions, reassuring investors and NGOs, and accessing local labour and traditional knowledge. See case studies on pages 17, 21 and 22.
- Adapting and adopting lessons learned from previous operations to other sites encourages better corporate practices and strengthens the company as a whole. See the case study on page 19.

Operations

- Ensuring that communities have regular, formal means to express their concerns and provide input into decisions by companies and regulators helps build trust. See the case studies on pages 24, 25, 26, 27, 29 and 30.
- Incorporating accountability measures (i.e., measurement and reporting on progress) into agreements helps ensure that communities fully benefit from mining-related activities. See the case studies on pages 11, 25, 28 and 30.
- Similarly, monitoring industry's achievements and communicating successes to the public helps with building and maintaining trust and confidence with communities. See the case studies on pages 20 and 25.
- Targeted training programs designed in consultation with nearby communities and community members help local people acquire the skills and training required for job opportunities and future career development. See the case studies on pages 16 and 22.

- A strong corporate strategy with a clear framework and short- and long-term goals helps ensure social goals and net positive impacts are achieved in the operating area. See the case studies on pages 25 and 29.
- Recognition of the need to evolve and be adaptable to changing circumstances allows organizations to work in many capacities to maximize opportunities and benefits throughout the life-cycle of a mine. See the case study on page 17.

Closure and Post-Closure

- Land reclamation provides an opportunity for collaboration among governments, industry, communities, Indigenous groups and the public to explore opportunities to develop an integrated land management approach to end-of-life land-use planning. See the case studies on pages 26, 27 and 28.
- Through collaboration between local government, industry and the community, closed mine sites can be transformed into areas that have a productive use for the community. See the case studies on pages 27 and 28.
- In order to ensure a positive legacy, existing mines must engage stakeholders as early as possible to help them shape future economic development opportunities on reclaimed lands. See the case study on page 27.

At Every Step of the Mineral Development Sequence

In addition, key findings applicable to the mineral development sequence that may be drawn from the case studies include the following:

- Actively engaging with local communities at an early stage of a project is critical to signal the importance of the communities' views and well-being. Moreover, it helps a company achieve early buy in from a community and enables a company to adjust plans to minimize impacts.
- Communication must be clear, transparent and consistent, and it must be done in good faith with all parties, including those with opposing viewpoints, to ensure their concerns are understood and addressed. Similarly, managing communities' expectations is important.
- Company representatives involved in community engagement and relationship-building must have the appropriate skills and competencies, including cultural awareness and interest.
- It is necessary to ensure regular and culturally appropriate communication of any plans that might have an impact on a community's livelihood and rights.
- Developing a common long-term vision between project proponents, communities and governments helps contribute to a project's success.
- Sustaining relationships with affected communities and other stakeholders throughout the life of a project's operations – not simply during the initial feasibility and assessment phase – improves risk management and will result in better outcomes.
- Engaging communities and stakeholders and implementing initiatives on a regional scale rather than only in the vicinity of projects creates an opportunity to better coordinate responses to address pressing issues and capitalize on economic development opportunities.
- Supporting initiatives that bolster a community's capacities and opportunities contributes to an industry's success on a regional scale, beyond the immediate area of mining projects.
- Independent environmental monitoring agencies help build trust and create a vehicle for community participation and employment opportunities during the life of the project.

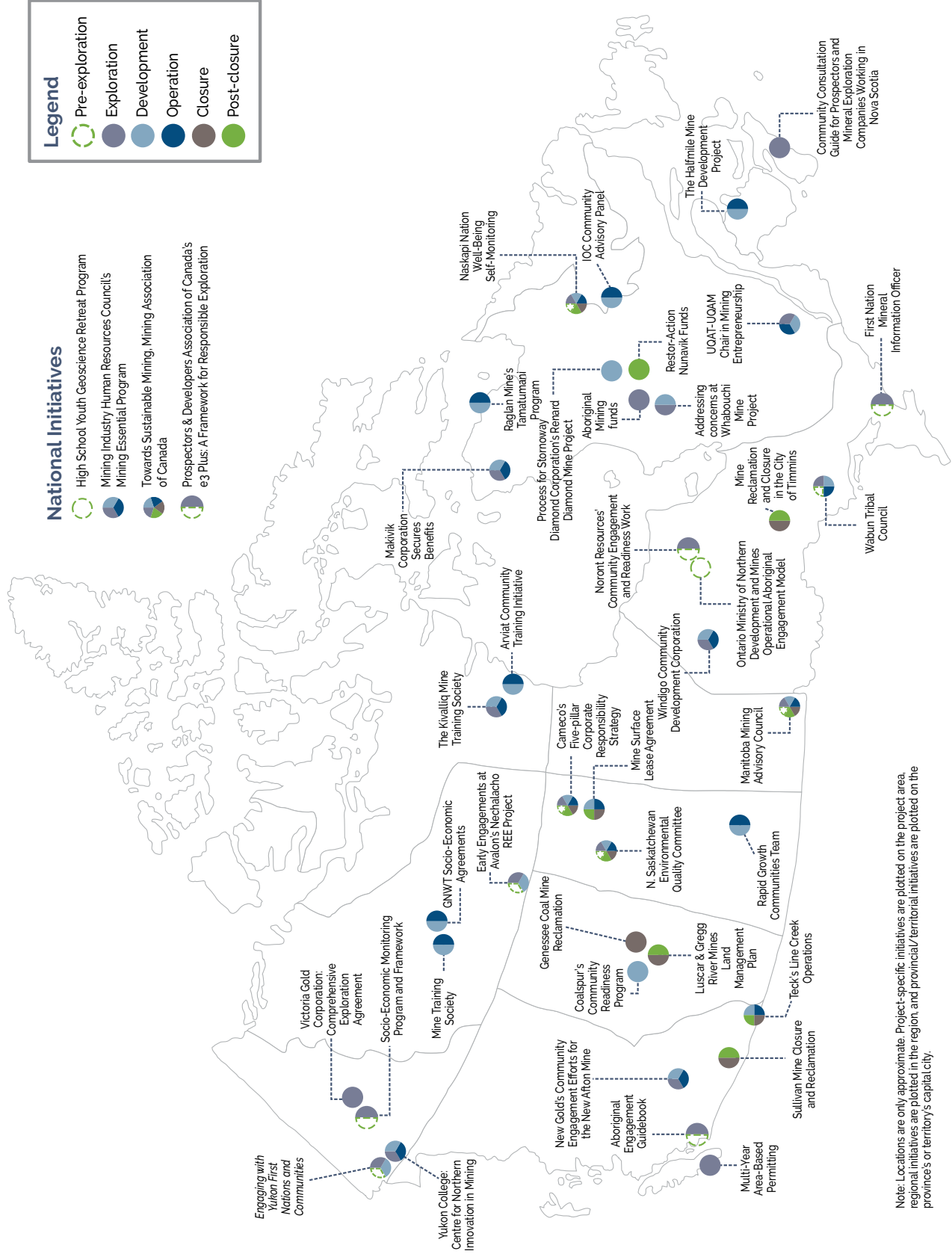
Table 1. Case Studies at Each Step of the Mineral Development Sequence

	Pre-Exploration	Exploration	Development	Operation	Closure	Post-Closure
Ontario Ministry of Northern Development and Mines' Operational Aboriginal Engagement Model (Ont.)	✓					
High School Youth Geoscience Retreat Program of NRCan's Geo-Mapping for Energy and Minerals (GoC)	✓					
Resident Geologist Program's First Nation Mineral Information Officer (Ont.)	✓	✓				
*Association for Mineral Exploration British Columbia's <i>Aboriginal Engagement Guidebook</i>	✓	✓				
*Prospectors & Developers Association of Canada's e3 Plus: A Framework for Responsible Exploration (National)	✓	✓				
*Socio-Economic Monitoring Program and Framework (Yukon)	✓	✓				
*Noront Resources' Community Engagement and Readiness Work (Ont.)	✓	✓				
*Early and Sustained Engagement at Avalon's Nechalacho REE Project (N.W.T.)	✓	✓	✓			
Engaging with First Nations and Communities: A Reference Guide (Yukon)	✓	✓	✓			
Wabun Tribal Council (Ont.)	✓	✓	✓	✓		
Aboriginal Mining Funds (Que.)		✓				
A Community Consultation Guide for Prospectors and Mineral Exploration Companies Working in Nova Scotia (N.S.)		✓				
Victoria Gold Corporation: Comprehensive Exploration Agreement (Yukon)		✓				
Multi-Year Area-Based Permitting (B.C.)		✓				
*Addressing Local Concerns in the Development of the Whabouchi Mine Project (Que.)		✓	✓			
*The Kivalliq Mine Training Society (Nunavut)		✓	✓	✓		
The Windigo Community Development Corporation (Ont.)		✓	✓	✓		
*Makivik Corporation Secures Long-Term Benefits (Que.)		✓	✓	✓		
UQAT-UQAM Chair in Mining Entrepreneurship (Que.)		✓	✓	✓		
Yukon College: Centre for Northern Innovation in Mining (Yukon)		✓	✓	✓		
*New Gold's Community Engagement Efforts for the New Afton Mine (B.C.)		✓	✓	✓		

Table 1. Case Studies at Each Step of the Mineral Development Sequence

	Pre- Exploration	Exploration	Development	Operation	Closure	Post- Closure
*The Arviat Community Training Initiative (Nunavut)		✓	✓	✓		
*Mining Industry Human Resources Council's Mining Essentials Program (National)		✓	✓	✓	✓	
*Towards Sustainable Mining, Mining Association of Canada (National)		✓	✓	✓	✓	✓
Coalspur Mines Limited's Community Readiness Program (Alta.)			✓			
Processes for Stornoway Diamond Corporation's Renard Diamond Mine Project (Que.)			✓			
*Raglan Mine's Tamatumani Program (Que.)			✓	✓		
Government of the Northwest Territories Socio-Economic Agreements (N.W.T.)			✓	✓		
Rapid Growth Communities Team (Sask.)			✓	✓		
Halfmile Mine Development Project (N.B.)			✓	✓		
Mine Training Society (N.W.T.)			✓	✓		
*Iron Ore Company of Canada's Community Advisory Panel and Regional Task Force, (N.L.)			✓	✓		
*Teck's Line Creek Operations (B.C.)			✓	✓	✓	✓
Mine Surface Lease Agreements (Sask.)			✓	✓	✓	✓
Genesee Coal Mine Reclamation (Alta.)					✓	
Luscar and Gregg River Mines Land Management Plan (Alta.)					✓	✓
*Mine Reclamation and Closure in the City of Timmins (Ont.)					✓	✓
*Sullivan Mine Closure and Reclamation (B.C.)					✓	✓
Restor-Action Nunavik Fund (Que.)						✓
*Community Well-Being Self-Monitoring in the Naskapi Nation of Kawawachikamach (Que.)	✓	✓	✓	✓	✓	✓
*Cameco's Five-Pillar Corporate Responsibility Strategy (Sask.)	✓	✓	✓	✓	✓	✓
*Manitoba Mining Advisory Council	✓	✓	✓	✓	✓	✓
Northern Saskatchewan Environmental Quality Committee (Sask.)	✓	✓	✓	✓	✓	✓

Figure 2. Map of Case Studies Highlighting Good Practices in Community Engagement and Readiness Across Canada



II. Case Studies

This section contains a summary of each case study; all new case studies (those not found in the first edition) are identified with an asterisk (*). The full, two-page versions of the individual case studies are available on NRCan's website www.nrcan.gc.ca/mining-materials/publications/18733.

Ontario Ministry of Northern Development and Mines' Operational Aboriginal Engagement Model

The Ontario Ministry of Northern Development and Mines' (MNDM) Ontario Geological Survey (OGS) initially developed an Aboriginal engagement model in 2000 in response to changing Indigenous expectations related to engagement and involvement in government geological survey activities. The model has since been adopted broadly across other operational units within MNDM. The OGS engagement model is designed to meet the different types of engagement required to reach different groups of people in an Indigenous community: a) chief to chief; b) technical to technical; and c) community to community. The model is not intended to address the delivery of information or consultation related to mineral sector activities and development in a region, although the geoscience knowledge shared during the implementation of the engagement model may help address many of the community information needs. The model is designed to meet the mandated function of government-delivered geological survey activities that may take place over a time frame of 1 to 10 years in proximity to a single Indigenous community. The operational Aboriginal engagement model can be considered a good practice in community engagement as it establishes a deep mutual respect between Indigenous and non-Indigenous players.

High School Youth Geoscience Retreat Program of Natural Resources Canada's Geo-Mapping for Energy and Minerals

Two youth geoscience retreats were held at NRCan's Geo-Mapping for Energy and Minerals Program (GEM) Cumberland Peninsula (Nunavut) geoscience camp in 2010 to offer northern youth the opportunity to visit a remote science camp and participate in an educational geoscience-based retreat. A series of workshops exposed the students to research taking place on Baffin Island and to career opportunities associated with northern research activities. High-school students were introduced to what government geologists do when working in the field through hands-on experience in their own territory. They learned what geology is and what it may mean for their community.

Participants also saw that a career in geoscience or related fields was an attainable goal for them. GEM's Youth Geoscience Retreat program is a good practice in community engagement and readiness as it helps build trust and confidence with community members early on in the mineral development sequence and provides local youth with a glimpse of the career opportunities related to the minerals and metals sector.



Youth participating in NRCan's geoscience camp

Resident Geologist Program's First Nation Mineral Information Officer

The Government of Ontario maintains two First Nation Mineral Information Officers (FNMIOs) within the Ontario Geological Survey's Resident Geologist Program. The FNMIO's role is to promote a cooperative working relationship between government, the minerals and metals sector, and Indigenous communities in Ontario by providing information and technical advice concerning mineral exploration activities, practices, procedures, and economic/job opportunities. The program has been in place since the early 2000s. The goal at its inception was to increase the level of Indigenous peoples' participation in the minerals and metals sector. The program focuses on two elements of the earliest stages of the mineral development sequence: prospecting and claim staking. The FNMIOs engage with Indigenous communities across the province by delivering free and informative community-based courses, such as Introduction to Prospecting. Additionally, the FNMIO provides educational instruction on basic rock and mineral identification techniques, on-site advice on prospecting methods, prospecting and mineral sector information to school children in classroom settings, and career fair support. The information and training provided by the FNMIO assists in increasing the capacity of Indigenous communities to understand and participate in the minerals and metals sector without the participants having to leave their communities. As a result, communities are better prepared to benefit from mineral exploration developments that may occur in their proximity.

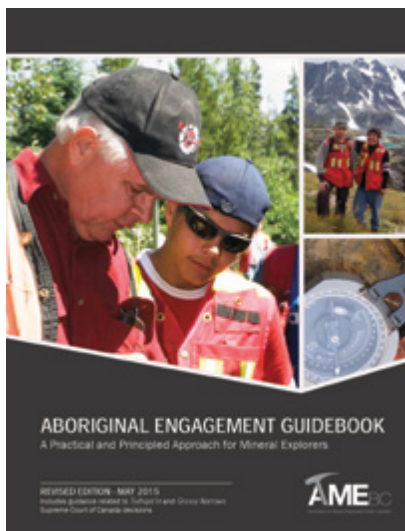


FNMIO's geologist program

*Association for Mineral Exploration British Columbia's *Aboriginal Engagement Guidebook*

In 2014, the Association for Mineral Exploration British Columbia (AME BC) developed the *Aboriginal Engagement Guidebook: A Practical and Principled Approach for Mineral Explorers* to deliver practical advice and principled guidance on how to work effectively within the context of differing viewpoints, expectations, and concerns of Indigenous communities, and how to meaningfully address them. It is meant to be used as a practical tool for mineral explorers working in British Columbia and provides guidance on how to create a pathway for the shared

prosperity associated with mineral exploration and development. The Guidebook provides broad-based, pragmatic recommendations to explorers for working constructively with Indigenous communities in an evolving area of law, public policy, governance and business practice. It offers a realistic portrayal and understanding of how the interests of mineral explorers in British Columbia intersect with those of Indigenous peoples, both in the field and during the regulatory process. Through a combination of background and context information as well as pragmatic recommendations, the Guidebook has met its objectives of increasing understanding of how the interests of mineral explorers intersect with those of Indigenous peoples and providing advice on Indigenous engagement. The Guidebook is now widely recognized both in British Columbia and throughout Canada as a useful tool for mineral explorers in engaging and reaching agreements with Indigenous peoples.



***Prospectors & Developers Association of Canada's e3 Plus: A Framework for Responsible Exploration**

The Prospectors & Developers Association of Canada (PDAC) is a leading voice in the mineral exploration and development community. With over 8,000 members around the world, PDAC's mission is to promote a globally responsible, vibrant and sustainable minerals industry. In 2009, PDAC developed *e3 Plus: A Framework for Responsible Exploration* as an information resource to help exploration companies voluntarily improve their social, environmental, and health and safety performance⁵. E3 Plus responded to the need expressed by mineral exploration and development companies for resources that could help them improve their sustainability performance. At the time, there was no sustainability guidance focused specifically on the mineral exploration industry. The Framework now offers practitioners principles, guidance notes and toolkits that provide detailed advice on the specific actions companies can take to optimize the social, environmental and health and safety impact of their projects. Such work demonstrates the benefit of compiling and promoting leading practices to improve performance in areas such as the assessment and reduction of risks; the minimization of impacts (social and environmental); and the optimization of benefits to all involved (local communities, the host country, investors and the company). PDAC's evaluation of the framework has revealed the significant extent to which e3 Plus has served users as a key sustainability resource for the industry.

***Socio-Economic Monitoring Program and Framework**

The Minto Mine is an open pit and underground copper mine located in Yukon and operated by Minto Explorations Ltd., a wholly owned subsidiary of Capstone Mining Corporation. The mine is located on Selkirk First Nation (SFN) Category A settlement land. When an expansion of the mine was proposed in 2010, the Yukon Economic and Socio-economic Assessment Board (YESAB) recommended the implementation of a Socio-Economic Monitoring Program and Framework (SEMP) to monitor the mine's impact on local communities with a focus on the SFN. The SFN, Minto Explorations Ltd. and the Government of Yukon worked together to develop the SEMP. Its objectives are to identify common and overlapping interests of the parties, enhance positive benefits, and avoid or minimize adverse effects of the mine on the community. Through the process of developing the SEMP and implementing the first phase of the program, trust has been built between the three parties, along with greater confidence in decisions made. This has helped reduce the uncertainty that SFN may have had regarding impacts from the mine. The SEMP provides a useful tool for community decision makers, governments and industry to help quickly identify adaptive measures that can increase positive outcomes for the community and mitigate negative impacts.

⁵ E3 Plus can be accessed and downloaded online through the PDAC website at www.pdac.ca/e3plus.

***Noront Resources' Community Engagement and Readiness Work in Ontario**



Noront's educational youth programming

Since discovering Eagle's Nest in 2007, Noront has made extensive efforts to engage local communities to help maximize their benefits and guide the project. Specific efforts have been made to engage with youth, to involve communities in the Environmental Assessment (EA) process, and to prepare individuals to participate in the upcoming economic development opportunities through skills development. Early engagement with the local First Nation communities in the EA process revealed a common set of environmental concerns. As a result, Noront redesigned aspects of their Eagle's Nest Project to address specific concerns regarding water, tailings and local economic needs. Community programs have been successful in teaching the youth about the process of mining and what they can expect in terms of opportunities and impacts in their region as mines are developed. Moreover, nine specialized training courses and six pre-trade courses were delivered to Matawa First Nations members. Training courses were offered in local First Nation communities as well as in other communities such as Thunder Bay and Sudbury. The length of the training initiatives varied from 2 to 20 weeks. By engaging early with local communities in Northern

Ontario, Noront has established a positive dialogue and developed awareness and understanding of the scope of its proposed resource project, which are critical in enabling communities to begin the planning process that will lead to their participation in the development.

***Early and Sustained Engagement at Avalon's Nechalacho Rare Earth Elements Project**

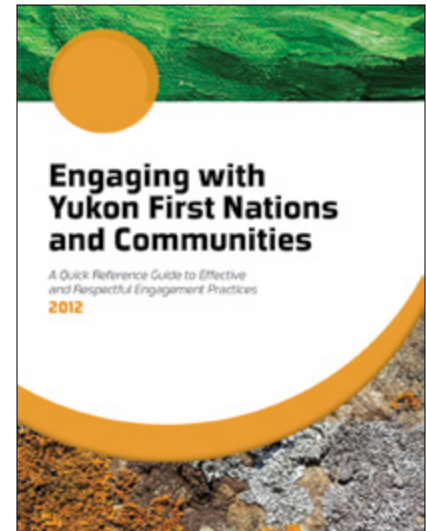
Since acquiring the Nechalacho Rare Earth Elements Project in 2005, Avalon has engaged with local communities, governments, businesses and non-governmental organizations to establish agreements, and advance local education and outreach to the business community. The Nechalacho Project has a completed Feasibility Study and approved Environmental Assessment but will remain an advanced-stage development project until market conditions improve. Avalon initiated dialogue prior to the granting of an exploration permit and on-site exploration activities. An important step in engaging with Indigenous peoples was changing the name of the project. Avalon was honoured to receive the traditional First Nation name Nechalacho. Avalon conducted educational outreach activities, through classroom visits connecting biologists and geologists with elementary school students, to encourage positive educational outcomes in the schools nearest to the project. Avalon supports Indigenous groups in capacity-building through skills development through training offered either at the Avalon site or by third parties at other sites. Avalon also seeks to develop closer relations with local communities through the creation of economic opportunities. Avalon's early and voluntary engagement helped to develop good relations and trust with local Indigenous leadership and communities. In 2012, Avalon signed an Accommodation Agreement with the Deninu K'ue First Nation. A similar Participation Agreement was signed with the Northwest Territory Métis Nation in 2014.



2009 naming ceremony at the Nechalacho project site

Engaging with Yukon First Nations and Communities: A Reference Guide

A resource entitled *Engaging with Yukon First Nations and Communities: A Quick Reference Guide to Effective and Respectful Engagement Practices* (2012) was developed in collaboration with the Na-cho Nyak Dun, Tr'ondek Hwech'in First Nation, and the Yukon Chamber of Mines. This Yukon-specific guide was developed to help mining, exploration, and development companies doing business in Yukon to establish sound and respectful working relationships with Yukon First Nations and communities when undertaking mineral exploration or development. The guide emphasizes the need for early, effective engagement with First Nations and communities during the planning stages and provides general direction on navigating through the unique Yukon environment in terms of the governance structure and regulatory environment. Important components within the guide are the descriptions of the unique Yukon environment, which include the regulatory, permitting, and land operating contexts and provide useful information about each First Nation in Yukon and resources related to Indigenous engagement and applicable regulations. This guide serves as a good starting point for companies that are starting work in Yukon. The resource guide on engaging with Yukon First Nations is a good practice in community engagement as it helps industry gain awareness of First Nation and community values, which are important elements to build mutually beneficial relationships.



Wabun Tribal Council

The Wabun Tribal Council (WTC), a non-profit regional council established in 1989 and based in Timmins, Ontario, is the regional representative body for the First Nations of Brunswick House, Chapleau Ojibwe, Flying Post, Matachewan, Mattagami, and Beaverhouse. These communities are situated within the northeastern Ontario districts of Sudbury, Timiskaming, and Cochrane, all of which lie within the Nishnawbe-Aski Nation. The WTC has played an important role in the development trajectory of the Wabun First Nations over the past decade, especially in the realm of mineral exploration and development. WTC staff are responsible for negotiating mining development agreements in collaboration with community leaders and acting as a point of contact for project proponents and as a liaison in communications between government, industry, and the communities. The WTC also provides each member community with the support of the other member First Nations. Collectively, the Wabun First Nations have signed over 20 EAs and the WTC has negotiated three IBAs, two of which include more than one First Nation. Through their collective work on mining, those involved in the WTC have helped create linkages between communities and, in doing so, increased the strength and resilience of each individual community. The WTC has also been instrumental in the sharing of important information and ideas among communities and in the development of meaningful relationships.

Aboriginal Mining Funds

In 1997, the Government of Quebec established the Aboriginal Mining Funds to encourage Indigenous communities in Quebec's James Bay and Far North regions to become involved in the development of mineral resources in these regions. Two Aboriginal funds were created in northern Quebec: the Cree Mineral Exploration Board (CMEB) and the Nunavik Mineral Exploration Fund (NMEF). The Government of Quebec's participation and encouragement are continuing with a \$300,000 contribution per year for both funds. The Aboriginal Mining Funds have improved the readiness of local communities through capacity building, information sharing, and improving business linkages with the mining industry.

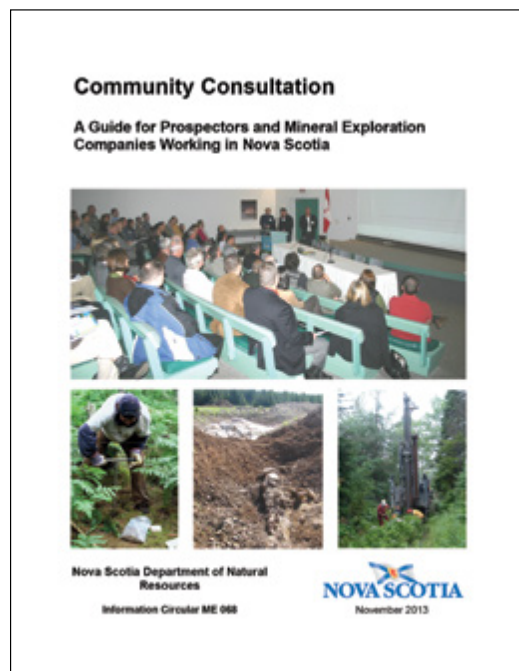


Source: Cree Mineral Exploration Board

A Community Consultation Guide for Prospectors and Mineral Exploration Companies Working in Nova Scotia

The Mineral Resources Branch (MRB) of the Nova Scotia Department of Natural Resources (NSDNR), the Ecology Action Centre, the Mining Association of Nova Scotia, and the Sierra Club of Canada have jointly created a community consultation guide for prospectors and mineral exploration companies. The guide provides a

succinct review of when and how companies should engage with individuals and communities. The degree and nature of the consultation required are linked to the potential impact that various types of exploration activities could have on a community. The collaborative process used to create the guide greatly improved trust and communication between government, environmental non-government organizations (ENGO), and the mineral industry. This increased trust has led to high participation rates by industry in government and ENGO-led workshops focusing on community engagement. Creating a jurisdiction-specific guide for good practices around community consultation is an important first step in helping to improve community engagement and community readiness for mineral resource development.



Victoria Gold Corporation (VIT): Comprehensive Exploration Agreement (CEA)

Victoria Gold Corporation (VIT) and the Na-cho Nyak Dun (NND) signed a Comprehensive Exploration Agreement (CEA) in September 2012 outlining the company's commitment to the NND beginning at the early exploration phase of the Eagle gold project, with the intent that the relationship would continue on until a resource has been identified. The agreement included funding for an NND Environmental Monitor and a Community Liaison on both the Category B project area and the Eagle gold project. Having this CEA in place has established a strong foundation and provided reassurance to the NND that VIT will be committed to working closely with the community throughout the entire project and to developing a working relationship between the two parties regarding exploration related to the Eagle gold project and specifically on the NND Category B Lands. If and when a resource is found, a Community Comprehensive Cooperation Benefits Agreement (CCBA) will be negotiated with the starting point already being established by the CEA. Having an exploration agreement in place establishes a strong foundation and provides reassurance to local communities that the company is committed to working closely with them throughout the entire exploration project.

Multi-Year Area-Based Permitting

The British Columbia Ministry of Energy and Mines and Minister Responsible for Core Reviews' Mines and Mineral Resources Division (MMRD) has historically issued permits on an annual basis for mineral and coal exploration projects to perform specific work on a site. In recent years, a need for increased flexibility has been recognized, and First Nations communities expressed concern regarding responding to referrals for numerous applications in the same permitted area. Thus, there has been a movement toward issuing multi-year area-based (MYAB) work approvals. MYAB permitting promotes the concept of consultation with First Nations in a specific geographic area. This allows the consultation process to address interests in a larger area based on the possibility that a variety of work could occur in the area over a number of years. With the aim of gaining a better understanding of potential impacts on First Nations and/or rights over a larger geographic area, proponents and government are better able to implement appropriate mitigation actions throughout the term of the approval. MYAB permitting can be considered as a good practice in community engagement as it helps avoid "consultation fatigue" and diminishes pressures on limited community resources that have to respond to referrals for numerous applications in the same permitted area.

***Addressing Local Concerns in the Development of the Whabouchi Mine Project**

The Whabouchi Mine Project is located 30 kilometres east of the Cree community of Nemaska, entirely in the territory governed by the James Bay and Northern Quebec Agreement. As part of the project's development, Nemaska Lithium initiated First Nations and public information sessions and discussions early in the exploration stage to give communities the opportunity to express their concerns and issues. In light of the comments and concerns received, Nemaska Lithium decided to entirely reassess the technical design of its Whabouchi Mine Project as part of the framework of the Feasibility Study, and thus fully integrate communities' concerns and issues. In total, changes made to the mine infrastructure layout



Whabouchi Mine

in the Feasibility Study made it possible to avoid the loss of approximately 53 hectares of terrestrial and wetland environments, reducing the direct impact of the project on these environments by 25 percent, in part because the infrastructure required for the underground operations beginning in Year 21 will be located entirely within the boundaries of the open pit. By incorporating the concerns and issues of local communities, Nemaska Lithium was able not only to make improvements to the surrounding environment but also to form the basis for strong partnerships and relationships with the Crees of Nemaska.

***The Kivalliq Mine Training Society**

Kivalliq is an administrative region of Nunavut with seven Inuit hamlets and a population of approximately 9,000. The Kivalliq Mine Training Society (KMTS), launched in 2010, is an Inuit and private-sector partnership created to strengthen the Kivalliq regional labour force. It uses a number of programs and support activities to help prepare individuals and communities in the region to take full advantage of the opportunities presented by mineral resource development in Nunavut, including Agnico Eagle's Meadowbank gold mine and the company's second gold project, Meliadine. KMTS's work readiness and skills opportunities programs combine targeted training initiatives and work experience in either a community service project or a work placement with a prospective employer. Targeted approaches are determined by identifying practical work experience through a community project or through employers who provide work placement opportunities. Since its inception, KMTS



Kivalliq region of Nunavut

has completed programming in all seven hamlets of the Kivalliq region and has worked closely with each of them to develop collaboration to identify community needs, propose programming ideas, engage local resources, assist in promotional and recruitment activities, and play an active role in program delivery. Between 2012 and 2015, approximately 1,300 Inuit have benefited from KMTS programs and training initiatives and another 1,600 are expected to enter the programs over the next three years. By creating key partnerships between the Inuit hamlets and industry, KMTS helps communities and local Inuit populations secure the benefits from resource development and helps industry partners meet the objectives outlined in their Inuit Impact Benefit Agreements.

***Windigo Community Development Corporation, Ontario**

The Windigo Community Development Corporation (WCDC) is solely owned by the Windigo First Nations of Bearskin Lake, Cat Lake, North Caribou Lake, Sachigo Lake and New Slate Falls, located in northwestern Ontario. It was incorporated as a not-for-profit company in 1994 to help the communities take part in the opportunities presented by the construction of the Musselwhite Mine.⁶ Musselwhite was one of the first mines in Ontario to enter into a comprehensive agreement with local First Nations communities, called the Musselwhite Agreement. When commercial mine production began in 1997, the WCDC, supported by the agreement, was responsible for providing catering and housekeeping services to the mining camp. By building on the initial



Windigo Catering

contracts and opportunities stemming from the Musselwhite Mine, the WCDC was able to significantly expand its operations and capacity. WCDC has established effective businesses operating in markets well beyond the communities of the Windigo First Nations Council. It currently has 61 employees, 48 percent of whom are from the Windigo communities, and another 40 percent from other First Nations communities. The Windigo Community Development Corporation's early involvement in opportunities for economic development from the Musselwhite Mine has contributed to growth outside of the mine, the mining industry, and local area. It has created a path toward long-term business viability and the economic diversification of the local communities.

***Makivik Corporation Secures Long-Term Benefits**

The Makivik Corporation is an example of an organization representing local communities that has helped to facilitate engagement with industry and governments and enhanced community readiness by building capacity and maximizing local benefits from mineral resource development activities taking place on its territory. Makivik Corporation was established in 1975 to administer the funds from the first comprehensive Inuit land claim in Canada, the *James Bay Northern Quebec Land Claim Agreement* (JBNQA), to the inhabitants and communities of Nunavik. As the legal representative of Quebec's Inuit people, Makivik works to secure long-term benefits for its communities by using funds to promote the economic and social development of Inuit society in Nunavik. Its mandate includes owning and operating businesses, generating jobs, fostering development, improving



Mineral exploration in Nunavik, Quebec

housing conditions, and protecting the natural environment and Inuit language and culture. Makivik has encouraged the development of programs, services and infrastructure that support mineral exploration and mining, and it is involved in ongoing negotiations and partnerships in both the private and public sector. Makivik's work has demonstrated the extent to which modern Indigenous treaties or land claim settlements benefit all partners, including governments and Inuit. It has also demonstrated the ability to define new relationships between the federal government, a province and a small group of Indigenous citizens, in this case the Inuit of northern Quebec.

⁶ The Musselwhite Mine is now owned by Goldcorp. It was purchased in 2005 from Placer Dome Inc. from Barrick Gold Corporation.

UQAT-UQAM Chair in Mining Entrepreneurship

The UQAT-UQAM Chair in Mining Entrepreneurship (Université du Québec en Abitibi-Témiscamingue/Université du Québec à Montréal) is giving Quebec the means to develop the capabilities of existing entrepreneurs and the skills of new entrepreneurs in the mining industry through an academic program that integrates scientific, technical, and managerial aspects specific to mining companies, including financing. The Chair in Mining Entrepreneurship brings together professors, researchers, and representatives of industry, associations, and the Quebec Ministry of Energy and Natural Resources. The Chair in Mining Entrepreneurship has carried out research projects that have been instrumental in gaining a better understanding of the governance of small mining companies, innovations in the mining sector, performance indicators applicable to businesses, and the social acceptability of mining projects. The activities of the Chair are designed to address broader objectives, including the creation and promotion of new Quebec businesses involved in the development of mineral resources. The Chair's training approach adapted to the mining sector helps develop a local mining entrepreneurship and contributes to the success of mining exploration and mining development companies operating in Quebec. Through the development of entrepreneurial skills, the Chair helps to reinforce community readiness for the exploration and development of mineral resources.

Yukon College: Centre for Northern Innovation in Mining

In response to the growing demand for a skilled work force, the Centre for Northern Innovation in Mining (CNIM) was established. CNIM delivers training and educational programming in partnership with industry and communities, and also facilitates access to applied research specific to the northern minerals and mining industry. CNIM offers dedicated trades facilities at the Yukon College Ayamdigut Campus in Whitehorse and is assembling a mobile trade school, making comprehensive trades training possible anywhere in Yukon that is accessible by road. To date, CNIM has delivered successful programs in collaboration with industry and communities that resulted in graduates obtaining employment in a related field. The Centre is expected to contribute to the economic viability of Yukon's industry by cultivating a skilled work force within the territory through comprehensive skills and trades training. Delivering training programs in partnership with industry, communities, and educational institutions is the key to high employment success rates for program graduates. A collaborative model of training that includes methods/components that are culturally relevant, delivered in the local communities or at the mine sites, is also important for retaining students in the programs.

***New Gold's Community Engagement Efforts for the New Afton Mine**

New Gold's New Afton copper-gold mine is located in Kamloops, British Columbia, within the asserted traditional territory of the Stk'emlupsemc te Secwepemc Nation (SSN), also known as the Skeetchestn and Tk'emlups te Secwepemc Indian Bands. The New Afton Project's review and approval included First Nation and public consultation and environmental studies, despite not being a reviewable project under the *Canadian Environmental Assessment Act, 2012* as the amount of land to be disturbed fell below the Environmental Assessment threshold. During New Gold's early engagement with the local communities, discussions focused on the impact of the mine, exploration, and the investment strategy and capital plan of the company. Workshops and engagement sessions, in conjunction with meetings with elders and youth, were hosted by both the communities and New Gold, and addressed community concerns such as the environment, respect of traditional territory during mine development, employment and contracting opportunities, and financial benefits. For example, to address concerns about employment and contracting opportunities, the company worked closely with the British Columbia Aboriginal Mine Training Association to provide educational opportunities, the development of marketable skills, and key certifications for specific positions. Currently, 23 percent of the employees at the New Afton mine site are Indigenous. New Afton's priority for local vendors has resulted in approximately \$47 million provided to Kamloops businesses and suppliers in 2015. By engaging early and often, and by addressing local concerns, New Gold was able to establish strong relationships with surrounding communities.



Youth planing trees near New Gold's New Afton Mine

***The Arviat Community Training Initiative**

The Kivalliq Region of Nunavut, including the community of Arviat, has a long history of exploration and mining. When Agnico Eagle made the decision to move forward with the construction of a gold mine at Meadowbank in 2009, the number of employment opportunities rapidly increased, and many residents of Arviat quickly found work at the site. However, the Hamlet (municipality) of Arviat realized that many of the employment opportunities could not be fulfilled by local residents because of gaps in training or experience. With the support and guidance of the town's mayor, council and administration, the Community Economic Development Officer

(CEDO) developed the Arviat Community Training Initiative, a collaborative strategy to open further employment opportunities to Arviatmiut. Working with the Government of Nunavut, Inuit organizations and mining companies, the Hamlet of Arviat sought out job opportunities in the mining industry in the Kivalliq Region for which the required training and skills could be offered in Arviat, using available resources. Three programs were created: the Arviat Diamond Driller Training Program; the Work Readiness Program; and the Arviat Welding Trade Readiness Program. Constant communication with stakeholders, particularly the mining companies and key funding bodies, has helped the hamlet to plan to meet the needs, goals and objectives of its community members and all stakeholders and to identify opportunities for training programs.



Arviat Diamond Driller Training Program

***Mining Industry Human Resources Council's Mining Essentials Program**

The Mining Industry Human Resources Council (MiHR) developed the Mining Essentials Program in partnership with the Assembly of First Nations (AFN) and in collaboration with industry, educators and other Indigenous organizations (Inuit Tapiriit Kanatami, Métis National Council, and Native Women's Association of Canada). The program partners (industry employers, educational institutions and communities) establish their mutual goals and commitments, which are then used to customize the training program. The partnership approach increases work opportunities and exposure for graduates, ensures focused training for specific industry needs and jobs



MHIR graduates

requirements, while at the same time being inclusive and respectful of the culture and heritage of the region. The Program is unique in that skills are taught using workplace examples (e.g., scenarios, workplace documents) and traditional teaching methods (e.g., sharing circles, involvement of elders). Since it started in 2010, Mining Essentials has been delivered in British Columbia, Saskatchewan, Ontario, the Northwest Territories and Nunavut for a total of 33 intakes and the enrollment of 450 learners. Seventy-five percent of the participants have graduated from the program and 56 percent of the graduates have found employment or have furthered their education within 3 to 12 months of program completion.

***Towards Sustainable Mining**

The Towards Sustainable Mining (TSM) initiative is the Canadian mining industry's commitment to responsible mining. Established in 2004 by the Mining Association of Canada (MAC), TSM's objective is to enable mining companies to meet society's needs for minerals, metals and energy products in the most socially, economically and environmentally responsible way. It is a set of tools to drive performance and ensure that key mining risks are managed effectively by mining operations. TSM requires member companies to annually assess their performance against six protocols focusing on three core areas: Communities and People; Environmental Stewardship; and Energy Efficiency. TSM now has over a decade's worth of results that demonstrate the program's success in driving performance improvement at mining operations across Canada and beyond. Since 2004, the number of facilities reporting TSM performance results has nearly doubled, and the adoption of TSM has grown beyond MAC's membership. Over the years, TSM has reached many important milestones, earned several awards and has been recognized for driving better social and environmental performance in the Canadian mining sector.

Coalspur Mines Limited's Community Readiness Program

Vista, located approximately 280 km west of Edmonton, is Coalspur's flagship project and has the potential to be developed into the largest export thermal coal mine in North America. Coalspur's Vista project public engagement program and efforts were supported by a four-phase plan for public engagement that tracked the project application as it evolved. The data collected have been presented to assist in corporate project decision making as options were developed, considered, and selected. Partnerships and written agreements have been negotiated and signed with stakeholder groups, such as the three trapline holders: Hinton Fish and Game Association, West Fraser Mills, and the Mountain Cree and Aseniwuche Winewak Nation. Coalspur's public engagement approach for the Vista project has helped to build trust with the local communities. Sustaining relationships with affected communities and other stakeholders throughout the life of its operations – not simply during the initial feasibility and assessment phase – improves risk management and will result in better outcomes.

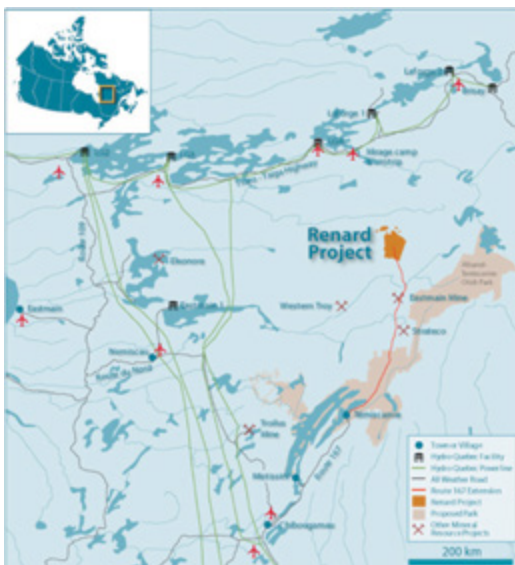


Coalspur's Vista Project

Federal Environmental and Regulatory Processes for Stornoway Diamond Corporation's Renard Diamond Mine Project

Stornoway Diamond Corporation's (Stornoway) flagship asset is located near the Otish Mountains in north-central Quebec, 250 km from the Cree Nation of Mistissini, and will become Quebec's first diamond mine. The federal environmental assessment process under the *Canadian Environmental Assessment Act, 2012* is the primary public and Indigenous consultation mechanism used by the federal government to consult on proposed mine development projects. In meeting federal environmental assessment and regulatory requirements, and because the Renard project is located on lands where the Cree Nation have specific hunting, fishing, and trapping rights

set out in the James Bay and Northern Quebec Agreement, Stornoway worked with the federal government, the Grand Council of the Crees, and the Cree Nation of Mistissini to identify and mitigate potential environmental effects. For two years, Stornoway collaborated with the Cree Nation of Mistissini and the Grand Council of the Crees, as well as with experts from Fisheries and Oceans Canada and Environment Canada, to propose the best approach to palliate fish habitat losses and environmental mitigation measures for the project construction and operation. The Cree Nation participated in this process and proposed different possibilities for intervention, including improving existing spawning grounds and remediating a diversion canal at an abandoned copper mine site. Furthermore, incorporating Indigenous traditional knowledge in project planning can also result in beneficial outcomes for both parties. In that regard, the federal environmental assessment and regulatory processes can serve as a starting point for communication and dialogue between mine proponents and Indigenous communities.



Stornoway Diamond's Renard Project

***Raglan Mine's Tamatumani Program**

Raglan Mine is located at the northernmost limit of Quebec and has always been involved in the communities in which it operates, beginning in 1995 with the signing of the Raglan Agreement. As part of its commitment to local communities, Raglan Mine implemented its Tamatumani program in 2008. Tamatumani, which means "second start" in Inuktitut, is a program providing various initiatives designed to attract and retain as many Inuit employees as possible. Since 2008, Raglan Mine has invested over \$21.6 million in the Tamatumani initiative, creating positive impacts on Raglan Mine's host communities while helping to further socioeconomic success in Nunavik. It has significantly contributed to the increase of Inuit employees

and has reached a retention rate of 86 percent. From 2008 to 2015, Tamatumani has created over 120 positions for Inuit workers in more than 45 different types of jobs. Raglan Mine and its host communities agreed on a "shared value" framework to ensure the benefits provided to the communities outweighed the impacts of the mining activities on the land. Tamatumani is one of the initiatives arising from this engagement. The joint commitment was, and remains, one of the most important keys to this initiative's success.



Raglan mine employee

Government of the Northwest Territories Socio-Economic Agreements

In the Northwest Territories (N.W.T.), when an environmental assessment takes place for a major resource development project, the territorial government asks for follow-up programs to be put in place in the form of socio-economic agreements (SEAs). They set out the company's commitments and predictions during its environmental assessment. The SEAs ensure N.W.T. residents and local businesses benefit from the opportunities of new developments and mitigate potential negative impacts. They help build community capacity for participation in mineral development and thus foster community readiness. The Government of the Northwest Territories oversees the implementation of these agreements and coordinates government efforts under each agreement while monitoring how well each company carries out its respective responsibilities. Since 1996, guided by commitments described in each of their SEAs, mining projects in the N.W.T. have created significant and unprecedented benefits for northern Canada. The three diamond mines have provided over 18,000 person-years of northern employment. They have also purchased approximately \$10 billion in goods and services from northern businesses and have provided millions of dollars in sponsorships and training to support the development of northern workers' skills.

Rapid Growth Communities Team

The demand for Saskatchewan's resources has created extraordinary economic growth and development in the province. Over the past five years, Saskatchewan's population has grown by nearly 80,000 people. The growth of several of the larger urban municipalities is primarily from in-migration and from servicing smaller communities in the vicinity. Outside of city regions, this growth is focused in nodes around the locations of resource extraction, such as oil and gas fields, or mines for potash, diamonds, coal, gold, and uranium. Local governments in these sometimes thinly populated regions are often sparsely staffed and challenged to respond to local growth, let alone support the strategic management of regional growth. A growing population increases pressure on infrastructure such as water and waste-water systems and transportation and housing infrastructure. Large capital projects like these can strain the capacity and expertise of some municipalities. The Saskatchewan Plan for Growth, announced in October 2012, directed the establishment of a multiministry rapid growth communities team to assist municipalities experiencing rapid growth and assigned its coordination to the Ministry of Government Relations. The team's purpose is to provide a more coordinated, efficient, and streamlined effort to assess and address the impacts of growth on regional services and infrastructure.



BHP Billiton's Jansen potash mine development

Halfmile Mine Development Project

The Halfmile Mine, owned by Trevali Mining, is a massive volcanogenic sulphide deposit that has been explored since the 1960s. The mine is located in a highly sensitive environment straddling two major watersheds, including a renowned salmon watershed located in the Northwest Miramichi River. The company's approach to the project's development was to minimize surface impact with a small underground operation that involved input from First Nations, stakeholders, and government. Project approval in January 2012 was preceded by



Halfmile Mine in New Brunswick

active consultation with First Nation Mi'kmaq communities resulting in a memorandum of understanding with nine bands. The development approach for this small underground mine project, even though in a highly sensitive location, was successful because it achieved an excellent working relationship with the First Nations, government, and the local community. The project's clean and safe approach to operations to date is a good model for future mining operations.

Mine Training Society

The Mine Training Society (MTS) is a unique partnership between Indigenous groups, government, and the mining industry. For more than a decade, the MTS has supported Indigenous peoples and northerners in finding long-term employment in the mining industry. The program evaluates applicants, trains, and then places northerners in meaningful and permanent jobs in the mining and mining-related sectors. Applicants have the opportunity to receive training in their communities and cooperative mine training at mine sites in the N.W.T. They provide hands-on mentoring and job coaching to their clients throughout their careers. The MTS works with mining companies looking for northern employees, as well as local and southern colleges, to tailor the programs to meet industry needs. Collaboration among all levels of public government, Indigenous leadership, educational institutions, and businesses that comprise the North's mining industry is essential to the successes of the MTS and its students. The opportunities to access training in Indigenous and local communities and gain exposure at local mine sites are key attributes of the programs that contribute to students' success and thus foster community readiness.

***Iron Ore Company of Canada's Community Advisory Panel and Regional Task Force, Newfoundland and Labrador**

Labrador West consists of the twin towns of Labrador City and Wabush, located in the southwestern region of Labrador. The Iron Ore Company of Canada (IOC) operates an iron ore mine, a concentrator and a pelletizing plant in Labrador City as well as port facilities in Sept-Îles, Quebec. The company established Labrador City, and the deposits have enabled the twin towns to grow and reach a population of approximately 10,000 inhabitants. However, as the region experienced significant industrial growth, the IOC recognized the need for an advisory panel of local industry and stakeholders to address the cyclical impacts resulting from economic recessions and periods of low demand. In 2006, the IOC established a Community Advisory Panel (CAP) to help the company make informed decisions based on the community's needs. The consultative forum was created by bringing together mining company representatives and community stakeholders, including community organizations such as the hospital, police force, women's shelter and local college. Through the CAP, IOC has worked with community leaders in Labrador West and Sept-Îles to create a framework for addressing issues of mutual concern stemming from periods of boom and bust, such as health care service adequacy, recruitment and retention, community infrastructure and pressures on the environment. Establishing an advisory committee composed of local community members helps ensure open and regular communication, which in turn is essential to building trust and a collaborative relationship to advance common goals.

*Teck's Elk Valley Operations

Teck's commitment to environmental and social best practices is exemplified by the Line Creek Operations, one of its five steelmaking coal operations in the Elk Valley region of southeastern British Columbia. In 2016, the Ktunaxa Nation Council and Teck signed an Impact Management and Benefits Agreement that creates numerous long-term benefits for the Ktunaxa people and increased certainty around future sustainable mining development in the Elk Valley region. Spanning approximately 40 years and all five steelmaking operations, it is one of the most comprehensive agreements of its kind in place in Canada. It sets out commitments for both parties in the areas of consultation and engagement, environment and land stewardship, employment and business opportunities for Ktunaxa citizens, and cultural resource management. Teck also works with a number of local partners and organizations on economic, social and environmental initiatives. Line Creek Operations received a Mining Association of Canada (MAC) Towards Sustainable Mining Leadership Award in 2015 for its outstanding performance. Dedication to working collaboratively with local communities and sharing best practices across the company helps ensure that short- and long-term environmental and social goals are met and a net positive impact is achieved in the operating area.



One of Teck's Elk Valley Operations

Mine Surface Lease Agreements

Mining operations in Saskatchewan's North sign a Mine Surface Lease Agreement (MSLA) with the Ministry of Environment and the Ministry of Government Relations. The MSLA provides long-term rental of crown land for mine operations while also obligating the mine operator to use best efforts to maximize benefits for local communities. In the case of uranium mines, it also reinforces provincial control in the regulation of these sites,

which are federally regulated as "nuclear facilities." Each MSLA requires the mine operator to negotiate a separate Human Resource Development Agreement for the life of the project with the Ministry of Economy. This establishes a collaborative approach designed to maximize recruitment, training, and advancement opportunities for residents of Saskatchewan's North, which also contributes to capacity development so that communities can be "ready" for future development. Mine operations in northern Saskatchewan have embraced the intent of these agreements. This has led to the mining industry in northern Saskatchewan becoming industry leaders in Indigenous employment and business procurement.



La Ronge gold project's Roy Lloyd Mine

Genesee Coal Mine Reclamation

The Genesee mine's comprehensive land reclamation plan includes the re-establishment of wetlands and natural creek bodies and the development of wildlife corridors. The primary objective is to reclaim areas and give them multiple end-use capabilities similar to those that existed prior to mining, including self-sustaining and naturally maturing wildlife habitats through reforestation and re-establishing wetlands. To encourage rapport, the company expanded its outreach efforts to include a Community Advisory Task Group (CATG). The purpose of a CATG is to bring together small groups of people, representing a variety of viewpoints within a community, typically to work on a specific task. Environmental work at the Genesee mine has returned 600 hectares to productive farm land and wildlife habitat, earning the mine partners the 2009 Alberta Chamber of Resources'

Major Reclamation Award, which recognizes the mine's reclamation goals and achievements, past and current reclamation research initiatives, and ongoing communication and involvement with the community. The CATG is a good practice in community engagement as it helps the mine partners better understand the interests and priorities of neighbours in the Genesee area. Since membership in a CATG is diverse, the process enables more community members to participate in the consultation experience.



Reclaimed agricultural land at the Genesee Mine, Alberta

Luscar and Gregg River Mines Land Management Plan

The Gregg River and Luscar mines closed in 2000 and 2003, respectively. The planning area encompasses a significant contiguous area of mine lands of more than 7,100 hectares within which 3,300 hectares were disturbed. Between 2006 and 2011, Alberta Environment and Sustainable Resource Development, in collaboration with Teck Resources Ltd. and Coal Valley Resources Inc., used an integrated land management approach and developed a land management plan that is characterized as a Regional Integrated Decision for public land in the Luscar and Gregg River coal mines area. To date, reclamation of about 100 percent of the Gregg River mine and about 50 percent of the Luscar mine's disturbed area has been completed (earthwork and initial revegetation completed, forest establishment in progress), and reclamation is ongoing on the remaining disturbed areas. The reclamation has resulted in the re-establishment of the area as part of the home range of wildlife species and significant wildlife diversity has emerged and continues to evolve. The Luscar and Gregg River Mines Land Management Plan has established the involvement of stakeholders, Indigenous groups, and the public as a much-needed component of a planning initiative. The involvement of these various groups has been instrumental in reducing conflicts and providing general direction for the plan.

***Mine Reclamation and Closure in the City of Timmins**

Over the last 10 years, Goldcorp, through its Porcupine Gold Mines, has launched a comprehensive closure program to remediate more than 20 legacy and closed mine sites acquired during their expansion in the Timmins area.⁷ One of Goldcorp's larger sites, the Hollinger Mine, which is located next to the downtown core, was identified as a hazardous site. The reclamation and closure process for the Hollinger Mine included mine closure planning for recreational purposes, technical studies, public engagement, a site plan control agreement, a best management plan and a subsequent land-use plan. The creation of the Hollinger Project Community Advisory Committee (HPCAC) was a key step in the consultation and communication process. The Committee, which included citizens from different parts of Timmins, as well as technical advisors from Goldcorp and the City of Timmins, provided an open forum to gather ideas and input from the community through regular monthly meetings. A number of plans were developed to facilitate the project, and the end result will be a lake for recreational use. The experience of the Hollinger mine is seen as a good practice of a Canadian community and company working together to develop a solution-based approach to mine closure and reclamation.

***Sullivan Mine Closure and Reclamation**

Kimberley is a town in southeastern British Columbia with a population of approximately 6,500 people.⁸ The discovery of a rich mineral deposit in 1892 resulted in the development of one of the world's largest mines (lead, zinc and silver). In early 1999, the company announced that the mine was no longer viable and that it would be closing in 2001. The company submitted a mine closure and reclamation plan to the Ministry of Mines of British Columbia, which led to the creation of the Sullivan Mine Public Liaison Committee as a means to engage the public in the review of the plan. This identified two main areas of focus: the economic and financial sustainability of the municipality of Kimberley; and managing the environmental legacy of the Sullivan Mine. In tackling the issue of Kimberley's financial viability, Teck recognized that the closure of the mine represented a \$2-million loss



Sullivan Mine located in southeastern British Columbia

of tax revenues to the municipality of Kimberley. In order to mitigate this loss, the City of Kimberley and Teck worked with the community to define a vision that leveraged the area's natural assets to diversify the future economic development of Kimberley by creating a solar power generation site called SunMine at the former Sullivan Mine concentrator site as well as a four-season resort built around golf and skiing. Kimberley has made a successful transition from a company town whose livelihood was dependent on the extraction and processing of minerals to a self-reliant community with a growing knowledge-based economy that serves the region.

7 Originally appeared in "Strengthening Community Sustainability in the Mining Sector: Experience from Canada" by Richard R. Smith, prepared for the Federation of Canadian Municipalities, published in June 2016.

8 Originally appeared in "Strengthening Community Sustainability in the Mining Sector: Experience from Canada" by Richard R. Smith, prepared for the Federation of Canadian Municipalities, published in June 2016.

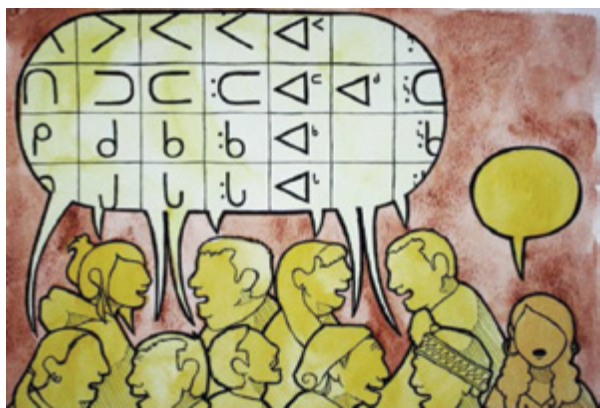
Restor-Action Nunavik Fund

Many former mineral exploration sites located in northern Quebec were left in need of cleanup and reclamation. This situation created an opportunity to establish partnerships with regional stakeholders so the cleanup work could go ahead and, at the same time, it created employment opportunities for the local population. The Restor-Action Nunavik Fund was thus created through funding from the Government of Quebec and the financial contributions of participating mining companies. This initiative, which also involves the Kativik Regional Government, was instrumental in the reclamation of several mine sites and in the creation of jobs in the local communities. The Fund contributes to community readiness by reinforcing the capacities of local populations. The participation of local communities in the cleanup of abandoned mine sites also helps foster confidence among the community in the development of mineral resources. The Fund has become a reference point in the rehabilitation of abandoned mine sites in Canada and has inspired similar initiatives in other regions of Quebec and in other provinces.

*Community Well-Being Self-Monitoring in the Naskapi Nation of Kawawachikamach

The Naskapi Nation of Kawawachikamach (NNK) is a small, isolated Indigenous community located in northern Quebec, near the border with Newfoundland and Labrador. Given the region's rich iron deposits, the NNK has considerable experience with major mineral development, but new mining operations have raised local concerns regarding a range of environmental and socio-economic impacts. A well-being study began with the NNK's partnership with the Department of Geography at the University of Guelph and the Canadian Business Ethics Research Network (CBERN). The study was proposed to identify the values that define the priorities of the community and track how these might change over time.

The well-being study has provided a way to monitor these changes by creating a baseline in collaboration with the local community. On-going monitoring based on chosen indicators gives the Naskapi Nation the tools needed to better position themselves to see changes in their well-being and to communicate them to their partners in the industry. Moreover, long-term monitoring gives the Naskapi the opportunity to contribute to a broader understanding of the impacts of mining for Canadian Indigenous peoples.



Indicator - Regular use of Naskapi at home: Ninety percent of the community always or often speaks Naskapi at home.

***Cameco's Five-Pillar Corporate Responsibility Strategy**

Cameco seeks to promote participation and gain support from Indigenous communities in its operations through proactive engagement to meet the commitments defined in signed surface leases and community agreements. In order to guide its engagement with Indigenous communities in northern Saskatchewan, Cameco has developed a five-pillar Corporate Responsibility Strategy. The goal of the five-pillar strategy is to develop and maintain long-term relationships and to provide communities with capacity-building and employment and business development opportunities. It is being used as a foundation for building and sustaining relationships within operating areas. Cameco's five-pillar Corporate Responsibility Strategy is a good practice in community engagement and readiness because it helps develop and maintain long-term relationships while providing communities with capacity-building initiatives and employment and business development opportunities.



Cameco underground operation

***Manitoba Mining Advisory Council**

In November 2013, the Government of Manitoba launched the Manitoba Mining Advisory Council (MMAC), a collaborative mechanism to develop a better understanding of the barriers to First Nation involvement in the mineral resource sector, to establish respectful relationships that can help address barriers, and to ensure responsible mineral resource development. The MMAC is a forum led by the Manitoba Minister of Mineral Resources with membership from First Nations chiefs and mining industry executives. The MMAC is supported by a working group consisting of representatives from First Nations, industry and the provincial government. It recognizes that government, First Nations and industry share common goals in developing economic potential as well as protecting the environment in traditional land-use areas. First Nations are looking for meaningful economic opportunities, while Manitoba and the mining sector are looking at ways to improve and establish a clear and effective process for information-sharing and meaningful Crown-Indigenous consultation. MMAC provides a collaborative mechanism where challenges and solutions can be discussed to help facilitate First Nation involvement in the mineral resource sector.

Northern Saskatchewan Environmental Quality Committee

The uranium mining industry in northern Saskatchewan underwent a major expansion in the 1990s. In response to the requests for approvals for five new mines proposed at that time, a series of public hearings were held by a Federal-Provincial Joint Review Panel. The Government of Saskatchewan responded to the Panel's initial report and recommendations by establishing the Northern Saskatchewan Environmental Quality Committee (NSEQC) initiative to engage northerners in decisions concerning the development and operations of the uranium industry. The committee acts as a key communications bridge between the uranium industry and northern residents. The NSEQC's credibility in fulfilling its mandate is based on a number of design features. First, the NSEQC is an apolitical structure comprised of First Nations, Métis, and non-Indigenous representatives drawn from northern reserves and municipalities that are representative of the geographic region within which the uranium companies operate. Second, the communities' leadership nominates their NSEQC representatives, who are then appointed by Minister's Order for terms of up to two years. By ensuring northerners have a regular, formal means to address their concerns and provide input into decisions by companies and regulators, the NSEQC helps to build trust among northerners, Saskatchewan's uranium industry, and regulators, hence fostering community understanding of, and support for, mineral development activities.



NSEQC touring the Cigar Lake project in northern Saskatchewan

III. Conclusion

One of the objectives of this Compendium is to promote good practices at each stage of the mineral development sequence to better inform stakeholders and communities affected by mineral exploration and mining. It is hoped that the information compiled in this Compendium will help industry, governments, and communities develop and implement initiatives that replicate success across Canada.

While the initiatives highlighted in the case studies are unique to their respective contexts, one important thing they reveal is that partnerships between governments, industry, and communities are a clear leading practice at each stage of the mineral development sequence and help to alleviate some of the issues and concerns that act as barriers to maximizing benefits. Relationships developed through collaboration and dialogue among communities, governments, and multiple stakeholders offer the opportunity to gain a better reciprocal understanding, establish trust, develop respect, and identify mutually beneficial goals in a transparent manner. The forging of partnerships can foster the development of local solutions that reflect a particular community's needs and values. It can allow long-term planning to account for and consider stakeholders' needs across the mineral development sequence, enabling better strategic alignment of resources with development opportunities and creating an opportunity for local businesses to thrive. Consequently, improving collaboration between all parties involved in mineral projects is essential to implement potential solutions that strengthen the social, human, economic, and cultural capital of a specific region or community.

Moving forward, it is expected that this Compendium will continue to provide important lessons on how to promote good practices and facilitate the development of resources while ensuring local benefits. For that reason, the Compendium will continue as an evergreen product to which new case studies will be added. Please visit the Compendium's webpage for future updates and full versions of all case studies: www.nrcan.gc.ca/mining-materials/publications/18733.