

Implications for tourism

- relates to potential (speculative) loss of jet service and port facilities

Social and Cultural Impacts

Family Life

- will people return to traditional lifestyle — unlikely

Migration

- will people move out to find work — perhaps

Alcohol Use and Abuse

- reduced ease of access, need for greater planning and, for those who plan, lower price.
- relationship between stress and alcohol. Indication that low-income may be a higher cause of stress than is Nanisivik work. Hence job losses and lost income may create increased stress.

Social and recreational activities

- loss of the Dome — but its use has declined in recent years anyway.

3.0 Transition to a Sustainable Future

Prospects for replacement of lost wage income.

... casual workers

Opportunities to replace the relatively low levels of income earned by the significant number of casual workers might typically be sought through casual employment at the retail stores in town. However, as previously noted, lost community income must be expected to lead to reduced retail sales and, consequently, reduced not increased, hiring of retail staff. The climate for finding casual work in town will not be good following the Nanisivik shut-down.

Significant efforts need to be made, therefore, to develop new sources of casual wage income in the community. These levels of income are consistent with what might be paid by small-scale entrepreneurs for example. This income might also be expected from the pursuit of various micro-enterprises. The local women making birthday cakes for sale within the community would be a good example of this small-scale business that provides important income. Reasonable government support will be needed to overcome the barriers to micro- and small-scale entrepreneurship. Support for entrepreneurship

... *full-time workers*

... *local businesses*

[The rest of this section is to be developed]

4.0 Recommendations

Assisting Arctic Bay During Transition

Transitional job creation

Support for micro- and small-scale entrepreneurship

Return to "casual workers"

Infrastructure in Support of Durable Economic Development

Marking the passing of Nanisivik

Future Community – Mine Agreements

Alcohol

Return to "Alcohol Impacts"

Family impacts – stress, absence.

Return to "Family Impacts"

Appendix A
People we spoke with

People We Spoke With

Rebecca Williams	MLA for Arctic Bay
Joanasie Akumalik	Arctic Bay mayor
Levi Barnabus	Nanisivik Liaison
Cecil Marshal	Hamlet SAO
Morty Aooloo	Arctic Bay School Principle
Mishak Allurut	mother, father and grandfather worked at the mine
Mark Lahey	Northern Store Manager
Seemee Kalluk	works at mine
Jutah Oqituq	has worked for 11 years at mine
Qayaq Naqiturvik	works at mine
Frank McDermot	Nanisivik Mine
Gail Redpath	Nurse
Qapik Atagutsiak	elder
Frank May	Councillor, businessman
Jaypeedee Inutiq	carver, worker
Jacqueline Marshal	Hamlet CEDer
Leah Qoonerk	husband has steady job, she's at daycare
Neevie Naqitarvik	husband works, she's cashier
Muktaaq Akumalik	elder (workshop)
Clare Kines	RCMP, family in AB
Jean Kigutikakjuq	Community Wellness Co-ordinator, Youth Council
Susie Issuqangituq	Andrew Mukta's partner
Pauloosie Mukpa	elder (Andrew's father)
Mary Tatatoapik	GN Community Wellness Counsellor
Daniel Aloa	Housing Authority Manager
Tim Reid	Airport worker, local entrepreneur
Anna Qaunaq	Municipal Liaison Officer
Carol Etwangat	Social Worker
Jutah Muckpa	former mechanics helper
Kigutikajuk Shappa Muckpa	Spouse of former worker
Atagotak Ipeelee	elder
Eunice and Ruben Tunraluk	Former worker and spouse
Salome Qaunaq	Income Support back-up
Koonoo Oyakuluk	hunter, sister and brother worked at mine
Mr. Nakatarvig	pastor, son works at mine
Esau Tatatoapik	outfitter, father worked at mine
Kautaq Joseph	elder (workshop)
Leah Levi	elder (workshop)
Ina Tunraq	youth council
Samantha Eecheak	youth council
Isiah Oyukuluk	youth council
Norman Simeonie	Former worker from Clyde River
Ligonie Iqaqrialu	Young man
Aimo Muckpaloo	elder, former worker
Roger Perchard	Director, Expenditure Management, GN Finance and Administration
Doug Sitland	CG&T Capital projects 975-5300

Appendix B
Arctic Bay Income Estimate

Arctic Bay Income

Appendix C

Calculation of indirect job losses

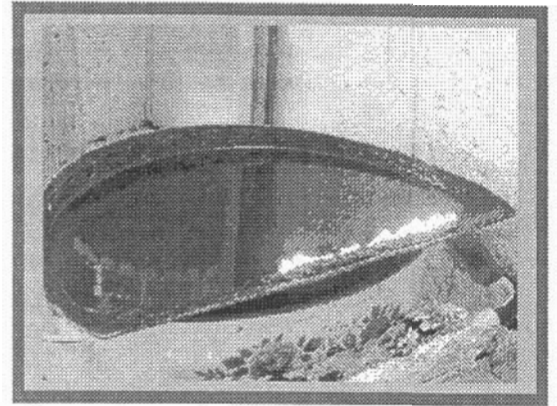
Imputed loss of jobs [calculation to be developed]

- loss of local expenditures (tax down by \$100G, housing fixed, assign \$649G to savings and out-of-town purchases by Qallunat GN staff — therefore retail and other expenditures down by \$1million out of \$5.15 million, or 20%. Therefore, reduce wages paid by retailers — \$414G — by 20% = \$82,800 — paid mostly to casual workers earning, say \$10G per year — so loss of 8 part-time retail jobs locally.
- the relatively low impact on local jobs relates to the expenditure of money on goods and services that come from the south, with or without passing through a local retail outlet.
- This level of indirect job-loss is lower than what might typically be expected from an industrial shut-down. For example, Faisal Arman (1997) estimated that for every direct job in Resolute created by the Polaris mine, an additional 0.6 indirect spin-off jobs accrued to the community. The basis for his calculations is not, however, evident in his report. I calculate that Nanisivik has created 17 full-time job equivalents (\$60,000 each), and that an additional 3.5 full-time equivalent jobs are created by indirect spin-offs (business wages, sales of carvings, income effect on retail wages paid). Thus for every full-time Nanisivik job filled by an Arctic Bay person, only 1.2 direct and indirect jobs were created in Arctic Bay [(17 direct + 3.5 in-direct)/17 direct]. This low multiplier effect reflects the low level of indirect economic impact that Nanisivik has had on the Arctic Bay economy, and the fact that most of the goods and services that workers spent their wages on come from the south. The only local benefit is the low level of employment created by the retail stores that sell these southern goods and services.

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CHAPTER FOUR: CONCLUSIONS AND RECOMMENDATIONS



NANISIVIK — A LASTING LEGACY?

- ❖ Nanisivik has made limited contributions to Arctic Bay's development capacity. Some of the income earned at the mine has contributed to involvement in the traditional economy and has helped to maintain and possibly strengthen social networks of sharing. Some individuals have benefited from attendance at the Nanisivik school where they learned skills that have helped them to function well within local hamlet jobs.
- ❖ Children of parents who worked at the mine benefited from increased family income and from seeing parents productively engaged in work. The nature of these positive impacts on later outcome of children is not well known, however. The potential concern that children of workers may be less-exposed to traditional skills were not supported by community interviews.
- ❖ Indirect negative effects on individual well-being is also acknowledged. These arise particularly as a side-effect of alcohol abuse and misuse that is widely attributed to Nanisivik's lax alcohol policy. Those affected through alcohol-related domestic violence include people who had a connection to the mine as well as those who had no connection. This latter group did not share in the benefits of increased household income, only in the negative impacts.
- ❖ The long-term well being of some children has also been affected by the Nanisivik alcohol-effect. Exposure to domestic violence and Foetal Alcohol Syndrome are known to have significant impacts on future outcome. Little is known about the details of these sorts of indirect impacts in Arctic Bay, however, as no monitoring was undertaken.
- ❖ Overall, the Nanisivik experience has not provided a dramatic enhancement of Arctic Bay's capacity to achieve its development goals. The rationale for creating the Nanisivik townsite was made using arguments that this would contribute to development in the area. Opportunities to play this developmental role, however, seem not to have attracted the focussed attention needed to capitalize on them.
- ❖ The mine could have had a greater positive influence if a consistent focus on its role in local development capacity-building had been maintained by public sector parties, alongside the private sector function of running a profitable mine.
- ❖ Alternatively, the public investment in Nanisivik that was rationalized for its potential to contribute to regional development could have had greater developmental impacts had it been spent directly on local development capacity-building.

❖ The experience of Arctic Bay can provide valuable direction to other Nunavut communities that may be faced with opportunities related to mining developments. Some of the key lessons that have been learned include the following:

- Maintain a focus on community development goals
- Monitor social and economic conditions related to these goals
- Maintain open channels for community between the mine and the community and workers
- Ensure corporate memory is documented and available to the community
- Manage alcohol according to community wishes
- Address 'future use' options and opportunities during the design phase

(These 'lessons learned' are expanded on in Section 2.0, below)

RECOMMENDATIONS

1.0 ARCTIC BAY ADJUSTMENT STRATEGY: MITIGATING THE IMPACTS OF MINE CLOSURE

The closure of the Nanisivik mine, with the associated loss of direct and indirect jobs and income can be expected to have significant economic impacts on the community of Arctic Bay. The potential for social impacts related to loss of income and jobs is also high. Therefore, a clear strategy to assist the community through a period of adjustment is required. The following recommendations set out a framework for such a strategy.

1.1 Establish Certainty About Future Use Of The Nanisivik Facilities

Decisions about future use of the Nanisivik site and facilities should consider the development needs of Arctic Bay. If further public funds are to be expended at Nanisivik, it should be clearly understood how these expenditures will help Arctic Bay achieve its long-term development objectives. Community development criteria should be at the fore-front of any future use decisions.

The standard for assessing the impact of Nanisivik is higher than simply, "Did the mine have no net negative effect on the community of Arctic Bay?" Evidence is strong to suggest that significant public dollars were invested in the project with the purpose of promoting regional development. This, then, raises the standard to, "Did the Nanisivik project provide a reasonable positive return on taxpayer investment in terms of enhancing the long-term development capacity of Arctic Bay?"

Any proposed investments in Nanisivik infrastructure conversion and in on-going operations should be demonstrated to be cost-effective means of meeting Arctic Bay — or broader regional — development objectives in comparison to alternative investments that could be made with such funds.

Many people in Arctic Bay expressed an understanding that the Nanisivik townsite may be transformed to some alternative use. This process was begun as early as 1986 when DIAND issued a report on "Alternative Uses For The Nanisivik Site." Apparently no progress was made in addressing this issue during the fifteen year period following that report, until the mine announced that it was about to shut down. (See Recommendation 2.1.6 on the need to integrate closure planning into the design and operation phase).

Recently, however, the Government of Nunavut has initiated a concerted effort to address the opportunities for future use of the Nanisivik site and its infrastructure. The GN Nanisivik Working Group recognises the potential of the mine site's unique combination of docking facilities and airport — enhanced by other infrastructure such as the storage warehouse and tank farm. Following the shutdown announcement this group has formed in order to generate some future benefits from these facilities. Current thinking is to salvage some of the housing structures for use in Arctic Bay and to establish an umbrella entity to coordinate and promote the opportunities that may exist.

Action 1.1.1: Analyse how proposed expenditures at Nanisivik will promote the achievement of Arctic Bay development objectives (as identified in the community's CED Plan), and assess the relative effectiveness of these expenditures vis-à-vis alternative uses of these funds.

Lead Agency: Hamlet of Arctic Bay (in association with GN and Federal Government agencies)

1.2 Commemorating The Nanisivik Experience

The community of Arctic Bay has played a significant role in the development and operations of the Nanisivik mine over the past thirty years. It is appropriate that a celebration and public event should be held to provide closure to the Nanisivik era, and to commemorate those who have played a part in this era, both from Arctic Bay, as well as from the mine and from other communities.

Many people supported this concept and provided suggestions about what an appropriate way to mark the passing of Nanisivik might be. These ranged from holding a celebration for the community and mine staff at the Dome. Plaques could be presented to long-serving employees. A memorial with the names of workers could be established at the site. This celebration could also be an opportunity for the community to acknowledge the various contributions to Arctic Bay over the years — providing gasoline and Christmas food baskets, clearing boulders on the Pond Inlet trail, and so on were mentioned.

A major task will be to work out the logistics involved in transporting people to the Dome and, if needed, considering alternative sites. The planning group will also need to decide on an appropriate memorial for the site. Other tasks include planning celebration activities and developing a budget for the event. The committee might consider using the event as a fund-raiser to generate a pool of funds for community-based activities.

Action 1.2.1: Hold a 'Nanisivik Commemoration Event'.

Responsible agency: Arctic Bay Hamlet with GN and mine

1.3 Monitoring And Assistance For Those Affected By Lost Income

Nanisivik workers who have lost or left their work in the past have found support during the transition period from extended family members, some of whom may have had work at the mine themselves. The closure of the mine, and withdrawal of a significant proportion of Arctic Bay household income may put stress on these support networks. There may, therefore, be an important role for government in providing assistance for people who have lost income, especially during a transitional period.

Because the way that Nanisivik income is spent in the community is unknown, care will need to be taken to ensure that those who are affected indirectly are not overlooked. The EI system is designed to take account of income earned and used by individuals. Evidence suggests that in some cases at least, a Nanisivik income paid to one person becomes not only income for that person's household, but also a form of allowance for a range of other individuals or households. If Nanisivik income has been widely shared beyond the household, EI payments may be inadequate to allow continued extended sharing of these benefits.

Specific monitoring should be established to detect financial hardship. The first task will be to identify early warning signs that may indicate problems. This may be achieved by holding a workshop with professionals in the health, education, social services and law enforcement fields to identify key indicators that can be used to detect early warning of troubles experienced by individuals and families as a result (directly or indirectly) of the loss of Nanisivik jobs and/or income. For example, particular attention might be paid to private homeowners to ensure they are coping with loss of income. In addition to monitoring for financial impacts, government should ensure that early warnings of stress —

to be expected during this period of economic adjustment — are detected and appropriate assistance provided.

Consideration should be given to developing an enhanced financial adjustment package. Lessons can be learned from packages such as The Atlantic Groundfish Strategy (TAGS) which provided enhanced support for individuals affected by the closure of the Atlantic cod fishery. That program was largely unsuccessful, since it focussed primarily on payments to individuals and missed opportunities for investments in longer term community capacity. If such an assistance program is devised, it should pay due regard to the existing social sharing networks and work to strengthen, not erode, this important area of Arctic Bay's social capital.

Action 1.3.1: Hold a "Vulnerability Indicators Identification Workshop" in Arctic Bay

Responsible agency: GN (Health and Social Services)

Action 1.3.2: Implement an early warning system to detect potential problems based on monitoring of the above indicators.

Responsible agency: GN (Health and Social Services)

Action 1.3.3: Establish a "Multi-year Enhanced Support Net" to respond to individual and family emergency needs as they arise. This may require loosening or expanding existing support programs.

Responsible agency: GN (Health and Social Services and Income Support) Integrate this into the existing array of agency programs.

1.4 Transitional Job Creation and Work Experience Program

Over the short and medium term, special consideration should be given to designating Arctic Bay as a recipient of a targeted job creation package. Initially, Arctic Bay could be the pilot site for implementing the Nunavut Job Corps, aimed at providing work opportunities for youth and young adults.

Projects should be designed to complement objectives identified in the CED Plan and to build capacity in skill areas critical to the success of this plan e.g. tourism skill-sets, entrepreneurial skill sets etc.

In addition to creating job opportunities for youth that will replace the casual work opportunities offered to this demographic group by Nanisivik, additional jobs may be created through a major infrastructure development program (See Recommendation 1.6, below).

Action 1.4.1: Pilot the Nunavut Job Corps in Arctic Bay.

Responsible agency: Local youth group to lead, with GN Job Corps funding and additional funds from INAC/HRDC Innovation and Knowledge Fund.

1.5 Support for micro- and small-scale entrepreneurship

Immediately and over the longer term, support needs to be focussed on Arctic Bay entrepreneur development. Existing programs do exist, although these are not always accessed to the extent they could be. Further, significant barriers—including infrastructure (see below), as well as lack of

professional services support—exist in this area. Micro- and small-scale businesses can provide a substitute for much of the income levels that Nanisivik mine provided.

A concerted effort should be made to assist people in Arctic Bay, as well as the appropriate hamlet staff, to continue implementing business activities in the strategic sectors identified in Arctic Bay's community economic development plan.

This effort could take the form of a three-year enhanced entrepreneur support program for the community. The details of such a program should be developed in association with the local EDO, but might include a series of workshops and individual meetings with existing and prospective business people, carvers, harvesters, guides/outfitters and others to explore perceived expansion and establishment opportunities, constraints, and available sources of support. This entrepreneur support program might also provide business incubator and mentoring services. Access to required infrastructure may be a key element.

Action 1.5.1: Enhanced Entrepreneur Support Program: workshops; mentoring; professional support

Responsible agency: GN (DSD) with Hamlet EDO

1.6 Infrastructure in Support of Durable Economic Development

Lack of infrastructure is a significant barrier to economic development in Arctic Bay. Several specific references were made to the need for generic business space, as well as to infrastructure barriers to specific business ideas—such as restaurants—and the interaction between infrastructure and compliance with government regulations. It is recognised that building infrastructure for business ideas that may be no more than "an idea" can be a risky endeavour. However, at the same time business capacity will require some basic infrastructure to be in place

If Arctic Bay is going to build a sustainable future, there are some key 'anchor' businesses that will be needed. This would be a good time to begin building the infrastructure that will be needed to house these business types. Some key infrastructure needs have been identified in the community's development plans, and include: building space for businesses (include restaurant facility); tourism infrastructure; and community facilities.

Action 1.6.1: Start building the infrastructure that is required to support entrepreneurial and tourism opportunities.

Responsible agency: Arctic Bay Hamlet with GN (CG&T).

2.0 BUILDING ON THE MINING EXPERIENCE OF ARCTIC BAY

2.1 GENERAL RECOMMENDATIONS

The experience of Arctic Bay has provided valuable direction to other Nunavut communities that may be faced with opportunities related to mining developments. The following general recommendations are made in relation to future mining developments in Nunavut:

- Maintain a focus on community development objectives
- Monitor social and economic impacts
- Maintain open channels for community between the mine and the community and workers
- Ensure corporate memory is documented and available to the community
- Manage alcohol according to community wishes
- Address 'future use' options and opportunities during the design phase

2.1.1 Maintain A Focus On Community Development Objectives

The potential role that the Nanisivik project could play in promoting local development capacity was part of the discussion and justification for public involvement leading up to the initial approval stages of the project. This role seems to have been progressively abandoned as the mine progressed, however. The ability of mining projects to function as efficient development tools in the context of Aboriginal communities has yet to be convincingly demonstrated. Unfortunately, the Nanisivik experience was not managed in a sufficiently experimental mode to test the idea. It would, however, be premature to conclude from the experience of Arctic Bay with Nanisivik that mine developments cannot play a positive role in community development.

If the potential benefits to local community development are used to rationalize government approvals for future mining projects, it is incumbent on the responsible government agencies to ensure that a sustained focus on this role is maintained throughout the project. The day-to-day functioning and profitability of the business side of the mine is a legitimate concern to all parties. However this private sector interest must be recognised by all parties to be but one concern. Environmental protection is increasingly recognised. Contribution to the capacity of local communities to achieve their self-identified development goals must also be recognised.

There must be an on-going relationship structured from the outset and maintained through to closure and decommissioning to ensure that the development dialogue is not lost. Formal impact and benefit agreements can be a useful starting point. However, a high-level management group that includes community, industry, and government representation should be maintained. Part of the terms of reference for this group should extend beyond overseeing the specifics of any agreement, to encompass monitoring, evaluating, and enhancing the impacts on local development capacity-building.

Under the NLCA, parties to IIBAs include the DIO and the project proponent. However, the GN has a mandate for supporting community development and is implicated in any negative social or economic impacts a project may have on communities and individuals. There is, therefore, a need for a broad

Community-Mine Agreement that includes the GN as an interested and implicated party. The relationship between such an agreement and the IIBAs depends on the preferences of the DIOs.

2.1.2 Access To Corporate Memory

Steps need to be taken to ensure that corporate memory be preserved and accessible throughout the life of a project. This regardless of changes in corporate ownership. An active management group—with an adequately resourced secretariat—could be one means to maintain employment data, business contracts, training activities and so on.

2.1.3 Monitor Social And Economic Impacts

Many details of the impact of Nanisivik on the community of Arctic Bay remain poorly understood, due to a lack of data. For example, to what extent has alcohol influenced individuals and families? How was income spent? Has social interaction with southern workers created more benefits or more problems than if the mine site had been inaccessible to the community? Nanisivik generated stress, but it also reduced stress due to economic constraints—what was the relative extent of these impacts?

The ability to assess these things in the context of an end-of-project impact assessment is limited. Therefore, an on-going and carefully designed social and economic monitoring system should be implemented as part of any major resource project. This system should include the identification of appropriate indicators that represent concerns of community members.

2.1.4 Communication Channels For Community And For Workers

Avenues for communication must be nurtured so community members have access to mine managers to share concerns, and so that mine managers can undergo cultural learning throughout the project. Social and cultural change and learning should not be one-sided on the part of the affected communities. Several suggestions from people in Arctic Bay noted this need for improved communication.

Avenues are also needed for Inuit workers to be able to communicate sensitive issues through a sympathetic, ideally Inuktitut-speaking, management-level advocate or liaison person. This person could also serve as a community liaison manager to support the achievement of enhanced community dialogue.

2.1.5 Manage Alcohol According To Community Wishes

One of the key negative impacts of Nanisivik on the minds of most people contacted during this study was alcohol and its effects. Why alcohol was not controlled at Nanisivik—a community within easy distance of Arctic Bay—is perplexing. It seems to be an artefact of a cultural mindset that would not change to meet the needs and interests of an adjacent culture with different values.

The issue of alcohol is not necessarily black and white. However, the interests of permanent communities should be heard and heeded. If alcohol is permitted as a convenience to a southern workforce, thorough monitoring should be implemented in all impacted communities. The impacts of alcohol on those not directly involved in the mine—spouses, children, other community members—should be specifically monitored.

2.1.6 Address 'future use' options and opportunities during the design phase

Planning for mining activities must consider the 'life cycle' of the entire project, from early development to mine closure and reclamation. The implications and opportunities of each stage in this life cycle for achievement of community development goals should be assessed and prepared for in advance.

Some opportunities for use of mine infrastructure may require considerable lead time to realise. Developing political support; raising the necessary funding; ensuring that adequate skills will be available to benefit from future uses of a decommissioned mine site all take time. The challenges to successfully negotiate these complex issues may be difficult. They should begin at the earliest stages of mining development, and continue throughout the project in consultation with the implicated communities. As one elder woman remarked, "Advise future companies that they must plan the construction so that buildings can be used after the operation shuts down. This should be planned in advance."

2.2 STRATEGIC ACTION ELEMENTS

In order to build on these general recommendations, the following specific actions are called for:

2.2.1 Focus Future Community-Mine Agreements On Development Objectives

The likelihood that new mines will emerge in Nunavut over the next five years is currently high. This means that Inuit organisations will be entering into IIBA agreements with mine and government representatives. These agreements should reflect the knowledge and lessons that have been learned during Arctic Bay's Nanisivik experience.

Although the GN, under the NLCA, is not a participant in IIBA negotiations, it does hold considerable responsibility for community economic development. Mining agreements should promote community development goals. It is therefore in the interest of the GN, as well as of the Inuit organisations, to ensure that future agreements build on past experience.

The GN should therefore take the lead in organising a workshop for Inuit organisations and community leaders who will be faced with negotiating agreements with mining interests in the near future. This workshop could be carried out in Arctic Bay or at Nanisivik (if facilities are available). The outcome could be a guide to negotiating community-mining agreements and IIBAs that promote community economic development.

Action 2.2.1.a: Organise and host a 'Community Development and Mining' workshop.

Partners: GN (MOG and DSD) — work with NTI.

Action 2.2.1.b.: Develop a guide for development-oriented IIBA negotiation strategies

Partners: NTI lead with GN (MOG and DSD) support.

2.2.2 Develop A Model For Effective Community-Mine Agreement Management Committees

The Nanisivik experience demonstrates the need for evolution and flexibility in community-mine agreements if development goals and expectations are to be realised. This requires sustained effort throughout the mine operation to identify ways in which agreement goals can best be achieved; to evaluate the success of these efforts; and to mediate disagreements that may arise between community, industry and government parties to the agreement. To achieve this focus requires a formal organisation that is committed under the agreement itself to carry out these tasks.

It is recommended that this group consist of senior personnel who are able to effect corporate policy change if and when needed and who are empowered to make decisions. Further, to ensure that agendas are clear, that decisions are made and followed up on, and to mediate disagreement as it arises, it is recommended that these Agreement Management Committees are chaired by an independent, third-party Facilitator and supported by a Secretariat.

The specific design considerations and terms of reference for these management committees — along with alternative models — needs to be based on a thorough review and understanding of past experience and best (and worst) practices. Therefore, it is recommended that the GN (possibly in partnership with NTI and DIAND) prepare analytical case studies of past agreement committee structures.

Action 2.2.2.a: Prepare analytical Community-Mine Agreement Management Committees case studies, including the Strathcona Agreement Monitoring Committee; the Strathcona Training and Employment Advisory Committee; the Raglan Committee; the Golden Patricia Agreement Management Committee; and the Musselwhite Agreement Committee, among others.

Lead agency: GN

Action 2.2.2.b: Develop a model or models for appropriate Agreement Management Committees.

Lead agency: GN in partnership with NTI

2.2.3 Monitor Social And Economic Indicators That Relate To Community Development Aspirations

The ability to assess how well a mining operation may be contributing to community development goals — or the level of negative impacts it may be having on community or family social and cultural integrity — depends on high quality and relevant community data that is available at the hamlet level.

It is recommended, therefore, that community planning processes — including community-mine agreement negotiations — identify indicators that can illustrate in meaningful ways progress toward or away from community development goals.

Once these indicators have been identified, hamlets should, with the technical support of the GN, implement a regular monitoring program to assess "The State Of Our Hamlet". Monitoring indicators of significance may not point directly to impacts of any particular activity, such as a nearby mine. However, such a program should be able to provide early indications of problems or progress and

thereby provide the feedback needed by Agreement Management Committees to assess and improve their performance

Action 2.2.3.a: Implement a "State Of Our Hamlet" reporting system in at least one community likely to be involved in a community-mine agreement over the next five years.

Lead agency: GN in partnership with Hamlet (and NTI?)