

Kiggavik Project Final Environmental Impact Statement

Tier 3 Technical Appendix 3C: Community Involvement Plan

September 2014

History of Revisions

Revision Number	Date	Details of Revisions
01	December 2011	Initial release Draft Environmental Impact Statement (DEIS)
02	April 2012	Revised DEIS – to address comments received from the Nunavut Impact Review Board as part of their conformity determination released on January 18, 2012
03	September 2014	FINAL Environmental Impact Statement

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1 Introduction

1.1 Overview

AREVA's commitment to broad public engagement is witnessed in our sustainable development commitments, values charter and also in our ongoing corporate social responsibility initiatives. AREVA's public engagement strategy has been to begin early, to focus on the community of Baker Lake and other Kivalliq communities, to engage multiple stakeholder organizations with consideration for all age groups and use of multiple communication mediums. The goal was to not only provide and make project information accessible but also to listen, learn, consider and integrate community feedback into the environmental assessment, project design and the way AREVA conducts business in Nunavut.

AREVA's Community Involvement Plan (CIP) is a key document in achieving greater community benefits as it outlines the methods to maintain and grow two-way communication between the company and community.

The community involvement plan encompasses engagement for the purposes of regular communication with the general public and Aboriginal groups that recognizes their interest in AREVA business, to meet regulatory requirements of the EA and licensing processes throughout the life of the Project and to assist the Crown in fulfilling their duty to consult as appropriate. The plan will be regularly updated to reflect the needs and priorities of the community and Project through the various Project stages should the project be approved.

AREVA's commitment to engagement and community involvement is throughout the life of the Project and continues throughout construction, operations, decommissioning and reclamation. Stakeholder engagement is aimed at consideration of meaningful stakeholder input into Project issues and decision-making. Objectives of the CIP are to:

- provide up-to-date information about the Project to the public, particularly to residents of communities likely to be most affected by the Project
- involve the public in determining how to best deliver that information (i.e., type of information required, translation and interpretation of needs, format of community meetings)
- ensure that parties have the opportunity to understand and meaningfully engage in the processes initiated by the Project

- improve internal decision-making process, reduce the potential for disputes through improved understanding, reduce business and reputation risks, and focus priorities so that potential adverse impacts are mitigated and project benefits are enhanced
- identify significant issues so they can be addressed in Project planning and design (if appropriate)
- share information regarding Project activities
- obtain local and traditional knowledge that might affect business
- facilitate consideration of alternatives, mitigation measures, and trade-offs
- bring in additional knowledge and expertise from potential partners (e.g., communities, academic researchers, government agencies)

Engagement lays the groundwork for long-term and harmonious relationships with the people who affect or are affected by the Project.

2 Corporate Social Responsibility and AREVA Corporate Commitments

AREVA Resources Canada Inc. (AREVA) is committed to sustainable development and we recognize that broad public engagement is one tool to achieve sustainable development. Project engagement and participation promote sustainable decision making by helping to identify and modify designs that are increasingly socially acceptable while also being economically viable and environmentally sound. AREVA's commitment to engagement is witnessed in our sustainable development commitments, values charter and also in our ongoing corporate social responsibility (CSR) initiatives.

Of AREVA's 10 sustainable development commitments, three address societal and societal expectations. A key sustainable development commitment shaping AREVA's engagement initiatives is our commitment to dialogue and consensus building. The objectives are to:

- develop and maintain relationships of trust with all project stakeholders;
- expand discussion and enhance initiatives and development goals based on external concerns and expectations; and
- improve community involvement.

AREVA's Values Charter states the company's responsibility to customers, employees, shareholders and all communities in which AREVA plays a direct or indirect role. There are seven main values in AREVA's values charter and two apply specifically to stakeholder engagement, sincerity and partnership. The first is Sincerity with a goal of providing sincere, reliable and pertinent information to stakeholders in order for them to better assess our performance. The second value relating to engagement is Partnership with a goal of building and maintaining frank and constructive relationships with stakeholders that are based on mutual responsibility, receptiveness and dialogue.

AREVA views CSR as a commitment to pursue profitable, socially responsible and environmentally sound development of our business and CSR is a key pillar of AREVA's business strategy. Principles of AREVA's CSR include the need to engage Aboriginal and community leadership and the general public in a manner that recognizes their interest in AREVA's business, to understand how AREVA's operations may potentially affect their interests, and, if appropriate, determine how their interests may be accommodated by AREVA. AREVA is committed to interact in a transparent manner with mutual respect and honesty.

3 General Principles

3.1 Regulatory Requirements

Nunavut Tunngavik Incorporated (NTI) and the Government of Canada signed the *Nunavut Comprehensive Land Claim Agreement* (NLCA) in 1993. The agreement included the establishment of five Institutions of Public Government and is the prominent legislation directing the regulatory process in Nunavut. The Nunavut Impact Review Board (NIRB) was established as an institution of public government under the NLCA and it is the NIRB leading the Kiggavik review. Regulatory requirements relating to engagement during the environmental assessment stage of a project are laid out primarily in the NLCA and various documents prepared by the NIRB. The NIRB 10 Minimum EIS Requirements (NIRB 2006), NIRB guide to proponent consultation (NIRB 2006) and the Kiggavik project specific guidelines (NIRB 2011) outline expectations and requirements of the proponent in fulfilling engagement for the environmental assessment process.

3.2 Duty to Consult

In Canada the Crown has a statutory, contractual and common law obligation to consult with and potentially accommodate Aboriginal peoples. Section 35 of the *Constitution Act* (1982) recognizes and protects existing Aboriginal and treaty rights in Canada and the Crown's obligation to consult stems from the Crown's unique relationship with Aboriginal peoples. The Crown's legal obligation stems from a series of Supreme Court of Canada decisions, and the obligation continues to be applicable in the context of modern, comprehensive land claims agreements (*Little Salmon/Carmacks First Nation v. Yukon (Minister of Energy, Mines and Resources)*). The Crown has a duty to consult with Aboriginal Communities, and where appropriate accommodate their interests, when (1) the crown has real or constructive knowledge of the potential existence of Aboriginal or treaty rights or Aboriginal Title; and (2) contemplates conduct that may adversely affect any such right or title.

Although the ultimate duty to consult lies with the Crown, the Crown is permitted to delegate procedural aspects (e.g., the presentation of programs and information about proponent activities) to the project proponent. AREVA respects Aboriginal and treaty rights and will communicate to the Crown any comments or questions which may be relevant to the Crown's duty to consult and fulfill those procedural aspects of consultation that are delegated by the crown.

3.3 Public Consultation

Public consultation is a vehicle for facilitating two-way communication for the Project. It provides an avenue for the residents of potentially affected communities, organizations, government institutions,

and AREVA and its partners to improve their decision-making process while fostering a culture of understanding and participation. Consulting with stakeholders involves dialogue with those persons or groups who have the ability to influence the Project's outcome.

3.4 Stakeholder Engagement

The term "stakeholder engagement" is emerging as a means of describing a broader, more inclusive, and continuous process between a company and those potentially affected that encompasses a range of activities and approaches and spans the entire life of a project. The growing use of this term reflects broader changes in the business and financial worlds, which increasingly recognize the business and reputational risks that come from poor stakeholder relations, and place a greater emphasis on corporate social responsibility, transparency, and reporting.

The different levels of engagement are as follows:

- Information: one-way flow from the company to stakeholders
- Consultation: opportunity for two-way exchange of information
- Participation: active, multi-directional interaction and more intensive forms of consultation
- Negotiation: face-to-face discussions with the intent of reaching agreement on a specific issue

While these levels are identified in the International Finance Commission's handbook on stakeholder engagement, the definitions listed above were created specifically for this CIP.

4 History of Community Engagement

Community engagement provides for active participation and involvement of stakeholders in development of the Project, through regular contact with the Project representative. To date, the focus of the CIP was to:

- Establish a corporate presence in Baker Lake, throughout the Kivalliq and in Nunavut and build a long term relationship with communities.
- Identify and monitor key stakeholders and their interests and provide stakeholders access to information on the Kiggavik project and AREVA activities and answer their concerns.
- Allow for meaningful stakeholder input into final Project decision-making including input into practical and locally acceptable mitigation strategies for unavoidable impacts (and maximize benefits).
- Provide information that can be understood by everyone (written and spoken Inuktitut and English).
- Provide information on the Project, the company, or other relevant topics at locations that are accessible to all who want the information.
- Include aspects of Kivalliq society including women and youth in the engagement process.
- Manage expectations among communities and other stakeholders.
- Establish clear mechanisms for managing stakeholders' questions, concerns, and complaints/grievances and provide appropriate conflict-resolution processes.
- Document formal engagement activities, maintain a relevant database, and implement a record management system.

4.1 Nunavut Experience

4.1.1 Summary of Nunavut Engagement to Date

AREVA began public participation initiatives for the Kiggavik Project in 2005, two years prior to the resumption of exploration activity at the site demonstrating the company commitment to meaningful and early engagement. Engagement activities initially focused on Baker Lake as the nearest community, NTI, the KIA and INAC as landowners, with some attention to the Institutions of Public Government, the government of Nunavut and the other Kivalliq communities. Meetings were also held with various community groups, including Elder committees, and Hunters and Trappers organizations.

In 2006, the Community Liaison office was established in Baker Lake and the Community Liaison Committee was formed. In 2007 and 2008, more contact was made with the remaining Kivalliq communities and the regional liaison committee was formed.

Following the release of the Project Proposal in 2008, engagement effort since then was largely focused on presenting the Project Proposal at Open House/ Public meetings and to separate stakeholders. Terms of Reference were prepared with the KIA in 2011 and formal IIBA negotiations began in 2012 and continued through 2014.

Over a nine year period from 2005 to 2014 AREVA has held or participated in 428 engagement activities in Nunavut related to the Kiggavik Project ranging from high school presentations to Saskatchewan mine site tours, meetings with liaison committees, Hamlet Councils, Hunters and Trappers Organizations, Elders groups and Public Meetings. With the engagement activities by others, the total engagement events held in Nunavut related to the Kiggavik Project is 470. The engagements events are listed in Table 4.1-1.

Table 4.1-1: Summary of Community Information, Involvement and Consultation Activities 2005 to April 2014

Group	Baker Lake	Chesterfield Inlet	Aviat	Coral Harbour	Rankin Inlet	Repulse Bay	Whale Cove	Kivalliq/ Other *	Total
Community Liaison Committee meetings	58	0	0	0	0	0	0	0	58
Regional Liaison Committee meetings	0	0	0	0	0	0	0	5	5
Hamlet Councils/ Mayors	19	9	5	5	3	7	6	0	54
Elders	11	0	0	0	0	1	0	0	12
Hunters and Trappers Organizations	18	9	6	4	4	6	5	0	52
Community Lands and Resources Committees	4	0	0	0	0	0	0	0	4
High schools	10	3	3	4	3	1	2	0	26
Arctic College	1	0	1	2	0	0	0	0	4
Kivalliq Science Camp/ Fair	3	0	0	0	0	0	1	0	4
District Education Authority	2	0	0	0	0	0	0	0	2
Concerned Citizens Committee	1	0	0	0	0	0	0	0	1
Kivalliq Partners	0	0	0	0	1	0	0	0	1

Table 4.1-1: Summary of Community Information, Involvement and Consultation Activities 2005 to April 2014

Group	Baker Lake	Chesterfield Inlet	Aviat	Coral Harbour	Rankin Inlet	Repulse Bay	Whale Cove	Kivalliq/ Other *	Total
Community Public Meetings	10	6	4	4	4	4	4	0	36
Kivalliq Mayors	0	0	0	0	0	0	0	5	5
Kivalliq Wildlife Board	0	0	0	0	0	0	0	9	9
Kivalliq Chamber of Commerce	0	0	0	0	0	0	0	7	7
Kivalliq Socioeconomic Monitoring Committee	0	0	0	0	0	0	0	6	6
Kivalliq Inuit Association	0	0	0	0	0	0	0	23	23
NTI (incl LPAC)	0	0	0	0	0	0	0	12	12
Inuit Heritage Trust	0	0	0	0	0	0	0	1	1
NPC	0	0	0	0	0	0	0	2	2
NIRB/ NWB	0	0	0	0	0	0	0	8	8
Nunavut Roundtable	0	0	0	0	0	0	0	1	1
Nunavut Politicians and/ or staff	0	0	0	0	0	0	0	19	19
Federal Politicians and/ or staff	0	0	0	0	0	0	0	32	32
MDAG	0	0	0	0	0	0	0	1	1
Tours of Sask Mines	0	0	0	0	0	0	0	11	11
Tours of Kiggavik	0	0	0	0	0	0	0	32	32
Subtotal of AREVA Meetings/ Engagement events	137	27	19	19	15	19	18	174	428
KIA Engagement Events	2	2	2	2	2	2	2	0	14
NTI Engagement Events	1	0	0	0	0	0	0	1	2
NPC Engagement Events	1	0	0	0	0	0	0	0	1

Table 4.1-1: Summary of Community Information, Involvement and Consultation Activities 2005 to April 2014

Group	Baker Lake	Chesterfield Inlet	Aviat	Coral Harbour	Rankin Inlet	Repulse Bay	Whale Cove	Kivalliq/ Other *	Total
NIRB	4	3	3	3	4	3	2	0	22
Government of Nunavut	1	0	0	0	0	0	0	2	3
Sub-total non AREVA Engagement events	9	5	5	5	6	5	4	3	42
Total Engagement Events	146	32	24	24	21	24	22	177	470
* Meeting not specific to a Kivalliq Community – participants of many communities, or meeting held outside the Kivalliq									

4.1.2 Issues and Concerns

AREVA looked at comments received through company-led engagement activities and those comments publicly available from consultation and other engagement activities led by others and categorized comments in order to identify the main issues and concerns regarding uranium mining in general and the Kiggavik Project in particular.

Figure 4.1-1 shows the relative importance of each broad category by Kivalliq community.

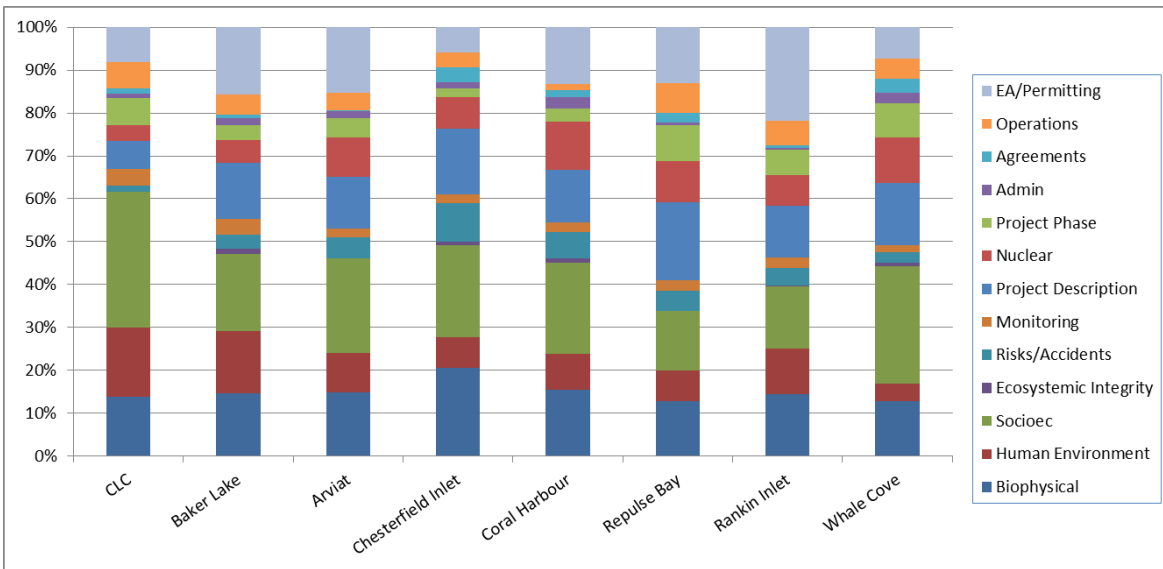


Figure 4.1-1: Topical Items from Engagement Activities by Community

The highest number of comments was in the general category of Socioeconomic Environment. Sub-categories within Socioeconomic Environment most frequently discussed were employment, training and business, followed by community engagement, individual and community well-being and then culture and tradition.

The category of Biophysical Environment was the next general category most frequently discussed. Wildlife, particularly caribou and caribou habitat were the items of greatest interest when discussing the biophysical environment. Concern over marine water resources, air quality and surface water quality all generated considerable discussion.

Project Description followed as the third most discussed general category. Access (road, marine and air) was discussed the most, followed by mining and then tailings.

Human Environment was the fourth most discussed general topic with sub-categories of traditional knowledge/Inuit Qaujimajatuqangit and then land and resource use.

Comments were recorded at community engagement events beginning in 2006. The discussion topics per year from 2007 to 2014 are shown in Table 4.1-2 and shown graphically in Figure 4.1-2.

Table 4.1-2 Topical Items from Engagement Activities by Year

Topics	2007 (%)	2008 (%)	2009 (%)	2010 (%)	2011 (%)	2012 (%)	2013 (%)	2014 (%)
Biophysical Environment	13	21	15	14	7	15	16	18
Human Environment	17	21	11	10	4	11	9	5
Socioeconomic	23	28	24	19	44	20	20	14
Ecosystem Integrity	0	0	1	1	0	1	1	2
Risks, Accidents and Malfunctions	4	0	4	5	0	4	3	5
Monitoring and Management	5	1	3	3	7	4	3	5
Project Description	9	6	16	12	4	14	17	25
Nuclear	5	2	8	8	9	6	7	5
EA Methodology & Process & Permitting Process	13	8	6	20	0	8	4	0
Project Phase	4	7	3	3	4	5	9	7
Administration	0	1	1	1	4	3	1	2
Negotiated Agreements	1	0	1	1	7	1	3	2
Operations	4	7	7	3	9	8	6	9
Total	100%	100%	100%	100%	100%	100%	100%	100%

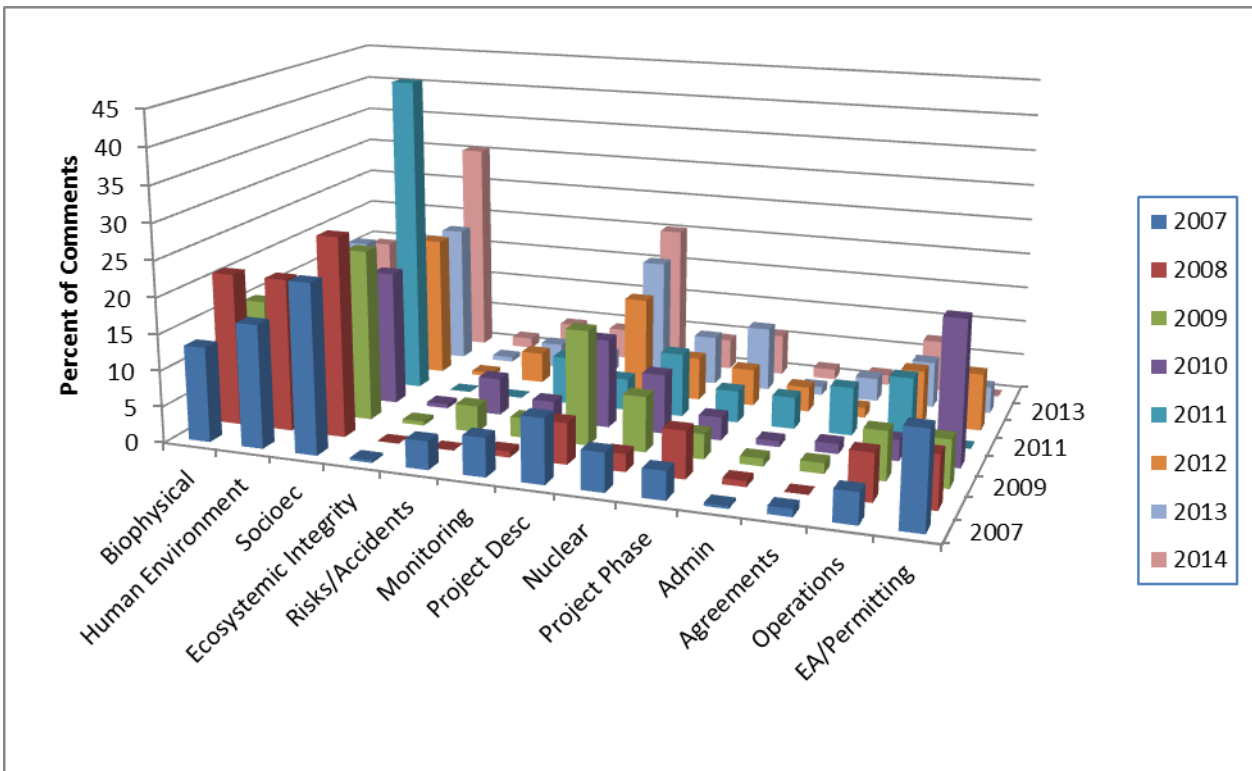


Figure 4.1-2: Topical Items from Engagement Activities by Year

4.2 Lessons Learned by AREVA in Saskatchewan

AREVA has been operating mine sites in northern Saskatchewan for more than 35 years and has routinely engaged local stakeholders in northern communities to discuss its projects and activities and their potential impacts and benefits. Initiatives in Saskatchewan have been driven by AREVA's objective to operate in a responsible and transparent manner, to bridge communication between the company, communities and the government, and to provide assurance of environmental performance to local stakeholders. AREVA is committed to providing timely, accurate and relevant information to its stakeholders. The company uses a variety of communications tools and approaches to accomplish this objective. Experienced gained from engagement with local communities, as well as from interaction with the local workforce, can be readily applied to AREVA's engagement with stakeholders in Nunavut.

A collection of lessons learned from engagement with communities is summarized below.

- AREVA has had the experience of participating in, or engaging with, various forms of committees or working groups brought together to address issues of common interest. AREVA has found that it is important to establish a clear mandate for the working group to ensure group efficacy. When group participants come from local communities, it has been important for the members to have the local community support and effort must be taken on the part of the company to build capacity and understanding within the membership.
- Development of regional monitoring programs can be beneficial to provide stakeholders with confidence that the potential impacts of an activity, or multiple activities, are as predicted within environmental impact statements. Regional monitoring programs best function with a consistent and scientifically rigorous study design with consistent funding and oversight. When regional monitoring programs examine cumulative effects, participation of all industries in the region is necessary.
- Within a jurisdiction there may be multiple regulatory agencies or authorities with similar needs for monitoring or inspection of the operation. AREVA has had the experience in Saskatchewan of meeting the needs of multiple stakeholders while reducing redundancies to avoid the wasting resources. It is important in the early stages of the operation to reconcile the needs and expectations of the stakeholders with an acceptable monitoring program design and corresponding reporting expectations.
- Uranium mine sites have exemplary environmental performance but local stakeholders are often uninformed or misinformed about the performance of uranium mines. AREVA has learned that to achieve a greater understanding by stakeholders, several tools must be used in communications efforts. Conducting site tours, having local employees attend community meetings, publishing information summaries in plain language, and hiring local people into environmental positions have proven to be effective in supporting communications efforts.
- AREVA consistently reviews and analyzes the effectiveness of its Program so that stakeholders are well informed. In response to these reviews, new products are developed to address

emerging needs among the stakeholders. These include tools such as brochures, newsletters, videos, targeted website and blogs. Wherever possible, AREVA strives to make the informational material available on the internet, through the AREVA Website and social media. Face-to-face meetings are also an important dimension of AREVA's Program. AREVA has also learned that no one tool or approach can satisfy the information needs of all groups or target audiences. Rather, a coordinated strategy using several types of communication tools is required to ensure groups are adequately informed.

- Uranium exploration, mining and milling involve certain risks, ones minimized through a constant focus on safety, innovation and continuous improvement. At the same time, some misperceptions exist regarding the risks of these activities, which engagement tools are intended to address. The various communications tools and approaches help address perceived environmental, health and safety risks to communities. It has been AREVA's experience that people fear the unfamiliar. Mine site visits are especially effective for increasing the understanding of local stakeholders.

A collection of lessons learned from engagement with the local workforce is summarized below, with italicized sentences emphasizing lessons learned.

- When a worker first begins employment at a mine site, they may not be familiar with industrial activities such as mining and mineral processing, the work it entails or the workplaces hazards which may be encountered. AREVA has found that in a worker's first week on the job they may be overwhelmed with information. It is important to give workers an introduction to the workplace in order to gain context for understanding the expectations and requirements of the job. To accomplish this, a progressive training program is developed for new workers. *Workers need initial introduction to activities and associated risks with more in-depth training/discussion once they have a better understanding of the workplace.*
- Reliance on orientation, subsequent workplace training and written procedures is not sufficient to ensure proper work practices. *Supervision must routinely reinforcement of proper work practices.*
- Though radiation exposures are well managed in a mining and milling environment, workers are concerned about their exposure to radiation. Radiation protection programs gain greater acceptability and credibility when workers can observe first hand their exposure levels. *Workers benefit from having their own radiation measurement devices (e.g. pocket dosimeters) and/or immediate access to workplace radiation levels.*
- Workers are concerned about activities in the workplace, especially those that may impact their health or safety. They also may be concerned about work practices, site management and equitable treatment within the workforce. Establishing systems to collect and address workplace concerns is of key importance in establishing a safe and harmonious workplace. *Workers need a forum to raise concerns as they arise and they need to be responded to in a timely manner.*
- Exposure to radioactivity is a risk from uranium mining and milling which is often not well understood by the public or workers. Explaining radioactivity has tended to be a difficult subject to explain because people lack the understanding of the physics of radioactivity. AREVA has

found the *explanations of radioactivity and the associated risks and protective measures is best explained using analogies that people better understand*. For example, to explain radioactivity to the public and the workforce, AREVA developed an analogy to playing hockey to aid in understanding.

- Risks associated with mining are difficult to explain in isolation and require context to be properly understood. Without a comparison or context, stakeholders can perceive that activities are much riskier than they are. *Workplace risks must be put in context of other commonly understood risks.*

5 Approach to Community Involvement

The approach to involvement and engagement has primarily been to create relationships through time spent in communities in order to gain a better understanding and appreciation for both the land and the people and to facilitate numerous face-to-face meetings.

5.1 Potentially Affected Communities

The NIRB defines potentially affected communities as belonging to two general categories:

1. those communities within ecosystem boundaries; and,
2. those communities within socioeconomic influenced areas.

Employment initiatives, business opportunities, project supplies and hunting areas can all be considered to define a socioeconomic influenced area (NIRB 2006). The Guidelines for the Kiggavik Project (NIRB 2011) define a potentially affected community as *“A community or communities with the potential to be impacted, either positively or negatively, by a proposed project or development. Such communities may be defined physical entities or comprised of dispersed populations in the area of influence of a development or project.”* Aboriginal communities with which the Crown has a duty to consult may differ from the communities identified by the NIRB criteria for the identification of potentially affected communities. A duty to consult arises when (1) the Crown has real or constructive knowledge of the potential existence of Aboriginal or treaty rights or Aboriginal Title; and (2) contemplates conduct that may adversely affect any such right or title.

In this context AREVA has identified the following categories of potentially affected communities. Category 1 and 2 communities have ties to the project area and/or will experience project activities in or near their community. Category 3 communities are Kivalliq communities located in Hudson Bay that may have potential interest in the Project due to shipping through Hudson Bay but also for employment and business opportunities as all seven Kivalliq communities will be represented by the Kivalliq Inuit Association in the negotiation of the Inuit Impact Benefit Agreement. Category 4 communities are communities outside the Nunavut Settlement Area that have declared interest in the Project with concerns over Aboriginal rights.

Category 1: Baker Lake

Baker Lake (or Qamanittuaq) is the Kivalliq community closest to the Kiggavik Project. An all season or winter access road would be built from the community of Baker Lake west approximately 80 km to the Kiggavik site. A dock site north of Baker Lake would also be developed to transfer supplies for

ground transportation to the site. The community airstrip would not be used beyond the construction phase when an airstrip would be constructed onsite. An exception would be when weather did not permit the use of the airstrip at Kiggavik.

Land use around the proposed project identified through IQ interviews noted sites of spiritual significance, grave sites and fishing locations north of the proposed site primarily in the vicinity of Schultz and Qamanaajuk lakes. Camping areas were noted to the west of the Kiggavik project near Aberdeen Lake as well as other camping areas to the south and southeast of the Kiggavik site. AREVA has considered this land use information in determining possible access road alignments and in various management plans. Baker Lake residents may continue to hunt, fish and harvest in the surrounding areas. Schedule 19-11 (4) of the NLCA identifies a public easement route based on the winter road routes used in the years 1980 to 1990 between Baker Lake and the Kiggavik area.

The community of Baker Lake will be a priority community for employment as outlined in the socioeconomics assessment and human resources management plan.

Category 2: Chesterfield Inlet

Chesterfield Inlet (or Igluligaardjuq) is the smallest community in Kivalliq. The community is located 360 km from the Kiggavik site, near the inlet that bears its name, which extends from Hudson Bay to Baker Lake. The materials shipped to Kiggavik by barge would be shipped past the community of Chesterfield Inlet. Lightering will occur closer to Chesterfield Inlet than to other communities. Spill response capabilities will likely be located in Chesterfield Inlet and training for spill response will likely be given to residents of Chesterfield Inlet. Marine observers on barges will likely be residents of Chesterfield Inlet.

The community of Chesterfield Inlet will be a priority community for employment as outlined in the socioeconomics assessment and human resources management plan.

Category 3: In alphabetical order, Arviat, Coral Harbour, Rankin Inlet, Repulse Bay, Whale Cove

In addition to Baker Lake and Chesterfield Inlet these communities will also be areas of focus for priority recruitment and business opportunities. These communities are located along the shore of Hudson Bay and are linked to the project for socioeconomic reasons and are represented by the KIA for socioeconomic benefits in the IIBA. The Category 3 communities range from 315 to 680 km from the Kiggavik site.

The above categorization of communities is consistent with those communities included in the NIRB public scoping sessions that took place from April 25 to May 10, 2010 and consistent with NIRB's list of potentially affected communities in section 1.2 of the project specific guidelines (NIRB 2011).

Category 4: In alphabetical order, Black Lake, SK; Fond du Lac, SK; Hatchet Lake, SK; Lutsel K'e, NT; Northlands Denesuline, Lac Brochet, MB, Sayisi Dene, Tadoule Lake, MB

The Saskatchewan and Northwest Territories First Nations located outside the Nunavut Settlement Area have stated an interest in the proposed Kiggavik Project due to potential impacts to Aboriginal rights through written submissions to the NIRB and directly to AREVA. The Manitoba First Nations expressed an interest directly to AREVA. Category 4 communities range between 620 and 732 km from the Kiggavik site.

Aboriginal Affairs and Northern Development Canada recognized the Athabasca Denesuline First Nations of Black Lake, Hatchet Lake and Fond du Lac (represented by the Prince Albert Grand Council) and the Lutsel K'e Dene First Nation as having "legitimate interest in the [Kiggavik] Project" in the intervener funding letter dated August 3, 2010.

5.2 Approach to Stakeholder Engagement

AREVA used the following approach to achieve the objectives of the CIP and facilitate meaningful consultation and community engagement:

- Initial meeting with potential stakeholders and get advice on engagement
- Establish an Information Office in Baker Lake and hire a Community Liaison Officer
- Interview prospective stakeholders and determine levels of engagement
- Establish ongoing engagement with a Community Liaison Committee and a Regional Liaison Committee
- Meet with Stakeholder groups at their relevant frequencies.
- Maintain involvement with consultations led by Institutions of Public Government and Inuit Organizations
- Document stakeholder engagement activities and results.
- Use engagement as a means to identify other potential impacts and to enhance mitigation planning.
- Integrate stakeholder information access across project planning.
- Report to stakeholders on evolving project design and give feedback.
- Involve appropriate stakeholders in "scoping" the EIS.
- An important component of stakeholder engagement is balancing multiple considerations of many stakeholders.

Many of our engagement activities involved face to face meetings to communicate with communities and key groups. The primary challenge of arranging these meetings was severe weather that periodically caused logistical delays, preventing people from attending a scheduled meeting thus requiring rescheduling. Competing events in communities or conflicting schedules of representatives sometimes created additional challenges. Overall, more than 90 percent of meetings scheduled are held with good attendance.

5.3 Stakeholder Identification

Stakeholder identification for the Kiggavik Project began in 2005, two years before modern field work was carried out. Meetings were held with Hamlet Councils, Inuit Organizations, Institutions of Public Government and others to solicit advice. Three tours of Saskatchewan mine tours were carried out in 2005. This continued throughout 2006 and in 2007 interviews were held with potential stakeholders to document the various roles. Table 5.3-1 provides the master list of Kiggavik Project Stakeholders. This list is reviewed periodically for analyzing and prioritizing stakeholders to determine who the Project will engage with, track, and monitor.

Table 5.3-1: Kiggavik Project Stakeholders

Federal Government	
Federal cabinet	Nunavut MP
Minister of Health	Senator for Nunavut
Environment Canada (EC)	Aboriginal Affairs and Northern Development Canada (AANDC)
ANNDRC RDG and staff	Transport Canada
Parks Canada	Natural Resources Canada
Health Canada	Fisheries and Oceans Canada (DFO)
Canadian Nuclear Safety Commission (CNSC)	Canadian Wildlife Service
Canadian Coast Guard	Other federal departments
Royal Canadian Mounted Police (RCMP)	
Government of Nunavut	
GN Cabinet – Premier	GN Cabinet - Minister of Economic Dev & Transport
GN Cabinet - Minister of Finance	GN Cabinet - Minister of Health
MLA Baker Lake	GN Cabinet - Minister of Environment and Education
MLA Rankin Inlet	GN Cabinet - Minister of Community & Gov't Services
MLA Rankin Inlet Chesterfield Inlet	MLA Coral Harbour and Chesterfield Inlet
MLA Arviat	MLA Repulse Bay

GN Community and Government Services	GN Executive and Intergovernmental Affairs
GN Culture, Language, Elders and Youth	GN Environment
GN Economic Development & Transportation	GN Justice
Nunavut Research Institute	GN Education
Workers Compensation Board	GN Health and Social Services
Community Governments	
Baker Lake	Chesterfield Inlet
Arviat	Coral Harbour
Rankin Inlet	Repulse Bay
Whale Cove	
Inuit Organizations	
Nunavut Tungavik Inc. (NTI)	NTI Lands Policy Advisory Committee (LPAC)
Kivalliq Inuit Association (KIA)	Kitikmet Inuit Association
Inuit Heritage Trust	Qilautimiut Elders Society, Baker Lake
Qikitani Inuit Association	Inuit Circumpolar Conference Canada
Inuit Tapirasat Kanatami (ITK)	
Institutions of Public Government (NLCA)	
Nunavut Planning Commission (NPC)	Nunavut Impact Review Board (NIRB)
Nunavut Water Board (NWB)	Nunavut Wildlife Management Board (NWMB)
Wildlife Organizations	
Wildlife Secretariat	Kivalliq Wildlife Board
Baker Lake HTO	Rankin Inlet HTO
Chesterfield Inlet HTO	Whale Cove HTO
Arviat HTO	Repulse Bay HTO
Coral Harbour HTO	
Non-Government Organizations (NGOs)	
Nunavummiut Makitagunarningit (NM)	Baker Lake Concerned Citizens Committee (currently inactive)
Mining Watch	Canadian Arctic Resources Committee (CARC)
Greenpeace	World Wildlife Fund
Canadian Parks and Wilderness Society	CARMA - CircumArctic Rangifer Monitoring and Assessment Network
Groups Outside Nunavut Settlement Area	

Lutsel K'e Denesuline First Nation	Athabasca Denesuline, Prince Albert Grand Council (PAGC), representing the First Nations Black Lake, Saskatchewan, Hatchet Lake, Saskatchewan, Fond du Lac, Saskatchewan
Northlands Denesuline, Lac Brochet, Manitoba	Beverly and Qamanirjuaq Caribou Management Board (BQCMB)
Sayisi Dene, Tadoule Lake, Manitoba	

Currently, AREVA records meetings with stakeholders and records are held in a central database by AREVA and some records such as Community Liaison Committee minutes are also held in the Baker Lake Community Liaison office or placed on the project blog www.kiggavik.ca. AREVA will review its stakeholder list and record keeping periodically and make adjustments as appropriate.

AREVA supports data sharing with government and regulatory authorities including the RCMP and currently engages in many examples of data sharing. One example is through participation in the Kivalliq Socioeconomic Monitoring Committee where data is shared amongst industry, municipal, territorial, federal and Inuit organizations and a public report is prepared. Another example is data sharing between industry and GN-DOE on caribou collaring data through a contribution agreement.

5.4 Cultural Sensitivities

The majority of communications for the Kiggavik Project takes place in the Kivalliq region of Nunavut where the majority of people Inuit. While non-Inuit community members are considered stakeholders as well and some engagement is with First Nations communities, Inuit culture creates an additional set of needs to be considered during stakeholder engagement. To achieve meaningful consultation with Inuit communities, the targeted communities must understand the messages communicated in the dialogue process. To this end, the following cultural sensitivities are considered:

- Events are scheduled to avoid times when people spend much of their time on the land such as spring and summer.
- Inuit Qaujimajatuqangit (IQ) (traditional knowledge, beliefs, and values) should be respected at all times.
- It is understood that for some people to speak their minds, engagement events should not be short and should occur more than once.
- Long terms relationships and a consistent presence is required.
- Listening is a valuable tool in community engagement including listening to what the person speaking has come to say.
- Direct and correct response to a local person's comment or question is more important than an immediate answer.
- Commitments made must be followed-up.

- Efforts should be made to welcome all members of the communities (men, women, youth) to attend workshops, meetings, and other activities
- Since mine terminology may not be well-understood, terminology and concepts used in public presentations and reports should be accessible and understandable to non-specialists (see Section 5.4.1)
- presenters should speak slowly, clearly, and briefly to ensure that interpreters can keep up and communicate information accurately
- images are often more useful than oral descriptions, especially where people have no previous experience with a concept or topic
- As Inuktitut is the first language of many community members, every attempt is made to have oral information interpreted and written information translated into Inuktitut (see section 5.4.1)

5.4.1 Translation

The Kivalliq population is 90% Inuit and more than 80% of the population does not have English (or French) as a first language (2006 Canadian census). AREVA often travels with or hires a local translator to facilitate communication during public meetings have made efforts to translate presentations, informational print material and videos. When translators are not available to hire, AREVA solicits the assistance of bi-lingual people to assist with communication with non-English speaking uni-lingual people.

During the open house tours throughout the Kivalliq from 2009 to 2014 AREVA travelled with an English-Inuktitut translator and, when possible, hired a second translator in each community visited to assist with any differences between community dialects. This allowed for both simultaneous and consecutive translation as required. AREVA ensured the use of live translation services at IQ, HTO and Elder meetings. This level of translation effort will be applied for engagement throughout the project phases.

Project fact sheets, open house posters, and presentations provided to community groups are translated into Inuktitut.

The Aboriginal Affairs and Northern Development glossaries for mining terminology and water management are three important glossaries that provide translated Inuktitut mining and other relevant terms. However there remain concerns over the absence of Inuktitut translation of uranium specific terms and therefore the ability for unilingual Inuktitut speaking Nunavummiut to participate in the Kiggavik review. The Inuit Language Authority led a uranium translation workshop that coincided with the Kiggavik guideline workshop in Baker Lake in 2011. AREVA participated in this workshop to provide technical information as requested along with numerous other regulatory participants. AREVA has committed to continue to assist these efforts as determined by the Inuit Language Authority.

5.5 Community Liaison Office

The Kiggavik Project places a high emphasis on maintaining a consistent presence in Baker Lake. To that end, a Community Liaison Officer was hired in May 2006 and an information office was opened in August 2006. Since October 2006, the information office has been open to the public every weekday afternoon. Project information is displayed and fact sheets are available on AREVA, the Kiggavik Project, and uranium mining in general. The Community Liaison Officer is available to speak with visitors in both English and Inuktitut and explain concepts in words that are understood by traditional Inuit.

5.6 Liaison Committees

Ongoing dialogue between AREVA and the community ensures that the community is aware of, and has input into, Project activities. AREVA has established a community liaison committee (CLC) in Baker Lake, the community geographically closest to the site, as well as a Kivalliq regional liaison committee (RLC) for the surrounding region.

5.6.1 Community Liaison Committee

The Kiggavik Project established the CLC in December 2006 as a means of facilitating community involvement from Baker Lake in the Kiggavik Project. The concept of a Kiggavik CLC was presented to the Baker Lake Hamlet Council on October 24, 2006 and received the endorsement of Council. Committee members are appointed by their respective organizations and one of the appointed members is elected as Chair.

The organizations represented on the CLC are:

- Hamlet Council
- Elders Society
- Youth Group
- District Education Authority
- Hunter and Trappers Organization
- Health Committee
- Justice Committee
- Business Community
- Aberdeen Lake People

The Baker Lake CLC meets four or more times per year.

5.6.2 Regional Liaison Committee

The Kiggavik Project has the potential to impact the Kivalliq region, primarily through socioeconomic opportunities. A regional liaison committee (RLC) has been in place since 2007. This committee consists of one representative, appointed by the Hamlet Council, from each Kivalliq community. As of November 2011 a Chair is elected for each meeting. This committee is a means of ensuring ongoing communication between AREVA and the seven Kivalliq communities. A translator is available for these meetings and minutes are recorded. Meetings are called on occasions when regional input on topics is required. Some of the topics discussed at RLC meetings include:

- training and employment opportunities for people in the Kivalliq region
- the need to communicate with each community in the Kivalliq region and
- the need to make business opportunities known to Kivalliq businesses.

5.7 Site Visits

There is no substitute for seeing something new for oneself. Tours of the uranium mines in Saskatchewan and of the Kiggavik exploration site have been carried out since 2005 for a wide range of stakeholders.

5.7.1 Visits to Operating and Decommissioned Saskatchewan Mine Sites

Between 2005 and 2013 AREVA hosted eleven tours of Saskatchewan mine sites with 163 participants. The tours typically included the McClean Lake open pit mine and mill operated by AREVA, the McArthur River underground mine operated by Cameco Corporation. Until fully decommissioned in 2013, the decommissioned Cluff Lake mill, open pit and underground mine were also included.

5.7.2 Visits to Kiggavik Exploration Site

Between 2005 and 2013, 165 visitors from Baker Lake and other communities in Nunavut visited the Kiggavik project area on 32 site tours. The tours included a visit to the camp, core logging and storage area, the medical building and sometimes to drill rigs. AREVA staff members explained the various aspects of the Project including environment health and safety activities, working with core, wildlife monitoring and general camp operations.

5.8 Social Media

Among the roughly 35,000 residents of Nunavut close to 12,000 are Facebook users (over 34%). Forty seven per cent of Facebook users are 25 to 34 years old. This is a large segment of the population AREVA needs to communicate with on the proposed project. Facebook and other social media platforms such as YouTube have emerged as powerful communication tools for businesses and industry as they provide the opportunity to not only push-out information but also pull-in feedback and comments. They allow companies to reach their stakeholders directly on their own terms.

With over 34% of Nunavut's population on Facebook, the use of Internet and social media in particular have become a part of everyday life for Nunavumuit as they ease information sharing across the vast distances and remote communities.

To support the extensive communication efforts to discuss this proposed Kiggavik Project AREVA implemented a social media program comprising blog, Facebook, YouTube and video development activities that are both culturally-sensitive and effective in a vast, remote territory where social media and videos using local people are an ideal method of communication.

The project blog (www.kiggavik.ca) is linked to the AREVA Resources web site (www.arevaresources.ca), which is linked to the main www.areva.com site. Videos about energy, AREVA, AREVA Resources, mining, milling, radiation and environmental protection and the Kiggavik mine project are loaded onto YouTube and linked to the AREVA Resources YouTube "brand channel." ARC's Facebook page is the means to access the Nunavut Facebook users and direct them to AREVA's blog and videos.

5.9 Local Workforce Participation

One of the best ways to engage local communities in the environmental assessment is through participation in the associated assessment studies and AREVA has encouraged consultants working on the Kiggavik environmental assessment to hire locally as much as practical. Local workers have participated in scientific studies throughout the baseline gathering and the operation of the Kiggavik camp. The local seasonal workforce has varied from 20 to 35 since 2007. The result has been local people gather knowledge of the company and the work taking place. This information is passed on in conversation resulting in another mode of engagement.

6 Future Engagement Activities

6.1 Project Engagement Phases

Community involvement and engagement for the Kiggavik project consists of the following phases.

- Pre-consultation
- Consultation During the Environmental Review
- Consultation during Construction, Operations and Decommissioning

6.1.1 Pre-Consultation

This was carried out between 2005 and 2010 and has been described in Section 5. Activities included:

- Establishing a Community office in Baker Lake and a Community Liaison Officer
- Establishing a Community Liaison Committee and a Regional Liaison Committee Workshop on the Project Proposal with the Regional Liaison Committee
- Discussions and project updates with community, government and Inuit organizations
- The first Kiggavik Kivalliq Community Tour was carried out in 2009 after the submission of the Project Proposal and prior to the decision for an environmental assessment.
- Workshops on Road Options carried out
- Ads in magazines
- Gathered community feedback for inclusion in the Environmental Impact Statement

6.1.2 Environmental Review Consultations

This phase of engagement began in 2010 following the March decision by the Minister of INAC for an environmental review of their Kiggavik project by the Nunavut Impact Review Board. Activities for 2010 to 2014 are described in Section 5 and they continue. Activities consist of:

- Discussions and project updates with community, government and Inuit organizations.
- Continuation of Community Liaison and Regional Liaison Committees. Workshop with Regional Liaison Committee on the Environmental Impact Statement
- Youth Forum in Baker Lake
- Kivalliq community tours carried out in 2010, 2012 and 2013/14. Videos and radiation demonstrations were added due to community feedback in previous tours.
- Start of social media, topical DVD's.
- Ads in magazines

- Participation in formal EA activities (Scoping sessions in 2010, Guidelines Workshop in 2011, Technical Meetings, Community Roundtable and Pre-Hearing Conference in 2013). Negotiation of IIBA with KIA. Terms of reference established in 2011 and formal discussions have occurred since 2012.
- Participation in the Kivalliq Mine Training Society Training Committee
- Gathered community feedback for inclusion in the Environmental Impact Statement

6.1.3 Engagement during Construction, Operations and Decommissioning

Once the Kiggavik Project is approved for construction by the regulators, stakeholder engagement will enter a new phase. This phase will begin prior to construction and will continue for 20 or so years through the construction, operation and decommissioning phases of the project. Details of anticipated engagement priority topics are described in Section 6.2.

6.1.3.1 Construction Phase

Engagement for the construction phase will include the following:

- The Community Liaison Office will remain in operation in Baker Lake and will be staffed with a Community Liaison Officer. Functions carried out of the Baker Lake office will expand to include a human resources function as hiring occurs and a contracting function to maximize local content in contracts.
- Community Liaison activities will be available at other Kivalliq communities through a full or part time staff person and office or with regular community visits.
- Community Tours to discuss the major items of interest of communities in advance
- Individual stakeholder updates will continue
- Workshops to gather community input for major issues of interest to communities (Training initiatives, monitoring initiatives, local hiring and contracting)
- Continuation of Community and Regional Liaison Committees. Evolving roles for these committees will be based on lessons learned and feedback from the community of Baker Lake, throughout the Kivalliq Region, and regulators and other interested stakeholders. AREVA intends for collaborative monitoring with the Kivalliq Socio-Economic Monitoring Committee (SEMC), where governments and Inuit Associations come together with industry to monitor the socioeconomic effects of mining in the Kivalliq Region. AREVA recognizes the need and desire to monitor collaboratively in ways that avoid duplication and promote the transparency and detail that can best direct future initiatives.
- Monitoring of the IIBA implementation with KIA
- Assess environmental and social effects and present to communities for feedback
- Begin training the local workforce for the operations phase
- Communication of the Employee Family Assistance Program

6.1.3.2 Operations Phase

Engagement for the Operations phase will focus largely on day-to-day operational progress and will include:

- The Community Liaison Office will remain in operation in Baker Lake and will be staffed with community liaison, human resources and contractor liaison functions.
- Community Liaison activities will be available at other Kivalliq communities through full or part time office and staff person or with regular community visits.
- Community Tours to discuss the major items of interest of communities in advance
- Individual stakeholder updates will continue.
- Continuation of monitoring committees to track environmental and social performance.
- Monitoring of the IIBA implementation with KIA
- Ongoing training the local workforce for turnover
- Communication of the Employee Family Assistance Program

6.1.3.3 Decommissioning Phase

Engagement will continue during the decommissioning and closure phase of the project. Engagement will consist of:

- The Community Liaison Office will remain in operation in Baker Lake and will be staffed with a Community Liaison Officer. The Human Resources function will continue with emphasis on a decreasing workforce.
- Liaison with other Kivalliq communities will continue.
- Community Tours to discuss the major items of interest of communities in advance
- Individual stakeholder updates will continue.
- Continuation of monitoring committees to track environmental and social performance.
- Monitoring of the IIBA implementation with KIA.
- Communication of the Employee Family Assistance Program.

6.2 Engagement for Employment Training

A major component for engaging Kivalliq communities during the construction and operating phases of the employment will be in the areas of employment and training. These are explained in detail in the Human Resources Development Plan (Tier 3 Appendix 9C). Employment and training will be included in AREVA engagement activities throughout the Kivalliq communities so people and organizations will be aware of opportunities and how they can apply.

6.3 Risk Perception

Large projects have potential for environmental effects on land, water, air, wildlife, fish and marine mammals. There are three major social aspects to this:

1. many people still depend on such resources for at least a part of their livelihoods;
2. traditional use of such resources is central to people's sense of identity and wellbeing; and
3. environmental conservation is a fundamental Inuit cultural value.

Related to this, people's concerns about environmental effects associated with the Kiggavik Project are heightened because the Project involves mining and milling uranium. There are generally more public fears related to uranium mining, compared to other minerals, because radiation is invisible (IQ-RIE 2009¹) and the association of uranium with nuclear accidents such as Chernobyl (EN-RB KIA Apr 2007²) and Fukushima.

It is important for AREVA to be aware of, anticipate, and respond to community member's perception of risks related to the Kiggavik Project. It is also important to understand how people process information and that perceived risks may be different than actual risks.

Kivallirmiut's main concerns about the Project relate to their relationship with the land and how they use it (P. Kusugak 2013, IQ-BLH 2009³, IQ-CIHT 2009⁴, IQ-RB01 2009⁵). Once people hear that their land is going to be used or changed, it is understandable that people would have questions and become concerned (EN-WC KIA Apr 2007⁶, EN-RI KIA Apr 2007⁷, EN-CI OH Nov 2012⁸). People are worried that mining will change the land which they love and cherish; the land is the root of language, traditions and values (P. Kusugak 2013.). Many of the issues and concerns raised about the potential effects of the Project on the environment highlight the understanding that *the health of Inuit, of wildlife and of the environment are interconnected* (IQ-Nunavut Tunngavik Inc. 2005).

¹ IQ-RIE 2009: *Uranium is dangerous for people and animals. Uranium dust travels and can affect a great number of people. You can't see uranium like you can other minerals.*

² EN-RB KIA 2007: *This mine, are you sure this won't be another Chernobyl?*

³ IQ-BLH 2009: *Hunters emphasized that most people in Baker Lake still depend on caribou for food.*

⁴ IQ-CIHT 2009: *The people of Chesterfield continue to primarily depend on caribou, fish and seal. Consuming country food is not considered 'ritual food' but the daily way of life.*

⁵ IQ-RB01 2009: *People drink water and get ice from the rivers. Many people won't drink tap water.*

⁶ EN-WC KIA Apr 2007: *We eat country food and they need to be monitored. If it is contaminated it will be everywhere.*

⁷ EN-RI KIA Apr 2007: *I rely on caribou and fish. So does that mean I will get sick more? Are we more at risk?*

⁸ EN-CI OH Nov 2012: *Will the uranium go into the water and be dangerous for our kids and grandkids?*

Through engagement activities and IQ interviews, AREVA is aware of public perceptions that exploration activities have already affected the environment in Nunavut (EN-BL CLC 2007⁹, IQ-BL02 2008¹⁰, IQ-ARE 2009¹¹; IQ-AR04 2009¹²) and that mining has caused problems in other areas (EN-BL NIRB Apr 2010¹³). In addition, there is well-documented, general concerns about the potential effects of the Project on all aspects of the environment (IQ-BLE 2009¹⁴). Other comments indicate the perception that environmental damage is inevitable and will be widespread with major effects on people and the environment (EN-BL NPC Jun 2007¹⁵, EN-CH OH Nov 2010¹⁶).

6.3.1 Managing Risk Perception

Risk perception can be managed through a number of ways including: on-going education, capacity building and community environmental monitoring programs.

6.3.1.1 On-going Education

Engagement feedback received from Kivalliq communities is that people want to be informed and want information so they can make decisions on risk (EN-CI HTO Oct 2012¹⁷, EN- RI NIRB May 2010¹⁸).

To properly inform Kivallirmiut, AREVA must continue to educate the people (P. Kusugak 2013). As discussed throughout the Community Involvement Plan, AREVA will continue to deliver public

⁹ EN-BL CLC 2007: *Someone said that at the Sissons Lake the fish meats are now way too soft when you even just pull them out.*

¹⁰ IQ-BL02 2008: *One of the Elders said that the rivers flowing into Pointer Lake have caused the fish there to die, and that the same will happen to Judge Sissons Lake when mining operations start to get close to the lake.*

¹¹ IQ-ARE 2009: *Believe that country foods tasted better years ago than they do now, and attribute this to helicopters and airplanes that change the air the animals breathe.*

¹² IQ-AR04 2009: *She is also hearing a lot about Inuit having stomach problems from eating caribou and about people who are talking about the safety of country food, and added that some people think that the huge increase in MRSA is a result of air borne contaminants from mining activity.*

¹³ EN-BL NIRB Apr 2010: *Concerned about the inability of eating wildlife and fish if contaminated. Have heard that people (First Nations) have been asked to move/relocate because of the contamination, radiation in the area from the mines.*

¹⁴ IQ-BLE 2009: *Elders are concerned that uranium may escape and contaminate the grounds; especially the land along the Thelon River, or on the south side of Bake Lake.*

¹⁵ EN-BL NPC Jun 2007: *Our future generation is going to have different values...They'll have to deal with uranium mines. It's going to damage future generations...Our water is pure and pristine today, but that's going to be damaged.*

¹⁶ EN-CH OH Nov 2010: *Radioactive dusts will travel downwind to Rankin Inlet.*

¹⁷ EN-CI HTO Oct 2012: *It is hard for me to predict what will happen. I am not against it [the Project], I want more information. What is going to happen in the next 30 years?*

¹⁸ EN-RI NIRB May 2010: *Need more education on radon gas and the impacts it might have on the environment once it is released when uranium ore is extracted from the ground.*

information and education programs on Project environmental effects and risks, to contribute to people's understanding of uranium mining. Feedback to date indicates some success with AREVA's education efforts to address concerns about uranium mining and associated perceived risks (EN- RI RLC 2007¹⁹; IQ-BL05-2008²⁰).

AREVA will endeavour to provide information in a clear, meaningful, and understandable way in order to minimize misunderstandings (IQ-NTI 2005²¹). For example, NTI (2005) noted that *when discussing contaminants, special care needs to be taken to avoid unduly scaring people away from eating country foods*. Engaging in two-way conversation is important as long as AREVA recognizes that silence does not necessarily mean a person agrees (Government of Nunavut 2008²²).

Uranium mine sites have exemplary environmental performance but local stakeholders are often uninformed or misinformed about the performance of uranium mines. Through its experience operating uranium mines in Canada for over 35 years (Section 4.2), AREVA has learned that to achieve a greater understanding by stakeholders, several tools must be used in communication efforts.

Being aware of how people learn is important for education and communication approach. Some community members want to learn from other people's experiences. For example, AREVA has discussed the uranium mining experience in Saskatchewan during public engagement events. As a result, people in Nunavut expressed an interest in learning from Saskatchewan Dene about the safety of country food around their communities (EN-RI KIA Apr 2007²³, IQ-BL05 2008²⁴). To address this to date, AREVA has arranged for tours to Saskatchewan mines (Section 5.7) and has invited Dene Elders to participate in Kivalliq Open House tours.

¹⁹ EN- RI RLC 2007: *Dialogue has improved with this session, with proper information on uranium, people will be more comfortable. Need to work together and understand each other, young people need work, resources are source of economic viability. People survived because of wildlife and we need to protect it. Very glad to have this dialogue and more information.*

²⁰ IQ-BL05 2008: *When the first uranium exploration was to start, the only thing we understood was that uranium was something dangerous. But today, there are people who help us understand about uranium and we understand clearly now...once the uranium is mined, if nothing goes wrong, I guess it's not going to affect our environment.*

²¹ IQ-NTI-2005: *Because of their concern for the health of future generations, Inuit sometimes take research results or predictions as certainties without really understanding, or critically assessing, them.*

²² GN 2008: *IQ principle of Aajiqatigiingniq/Pitiakatigiiklotik, which means that people who wish to resolve important matters or any differences of interest must treat each other with respect and discuss them in a meaningful way, keeping in mind that just because a person is silent does not necessarily mean he or she agrees*

²³ RI KIA Apr 2007: *The residents of Saskatchewan eat the same caribou as we do. Can we access them and see how they are doing?*

²⁴ IQ-BL05 2008: *There had been a uranium mine down in Saskatchewan for many years, so uranium mining probably won't have much effect on wildlife. Since 1935 is a long time for Saskatchewan to have a uranium mine.*

Community members want to learn from their own experiences and see things for themselves. By having a Kiggavik site visit program AREVA will provide opportunities for people to better understand uranium mining and the measures put in place to protect environmental resources and people's health and safety. After operating mines in Saskatchewan for 35 years, it has been AREVA's experience that people fear the unfamiliar and that mine site visits have been especially effective for increasing the understanding of local stakeholders.

Uranium education and Project updates will be on-going throughout the life of the Project as part of the Community Involvement Plan.

6.3.1.2 Capacity Building

Although AREVA will work hard to provide clear, meaningful, and understandable Project information and education materials, it is reasonable to assume that some community members may not believe information provided by a mining company. In order to adequately address concerns about perceived risks associated with the Project, people will need objective information from trusted sources.

In a 2003 survey on human and environmental health, when asked "Where do you think you can get the most helpful information about wildlife and contaminants?" most people in Nunavut responded with Wildlife Officers, HTO members, Elders and Community Health Representatives (NTI 2005).

Building capacity in people who are trusted as experts is important and demonstrates the IQ principle of Qaujimanilik, which means *a person who is recognized by the community as having in-depth knowledge of a subject* (Government of Nunavut 2008). Local resource-people are key in informing community members (NTI 2005).

In 2005, Nunavut Tunngavik Inc. (NTI) held a workshop with the intent of building Inuit capacity on contaminants-related issues. Although the contaminants of concern were not specific to uranium mining, the findings of the workshop are applicable to the management of risk perception in Nunavut. Information in the workshop summary help answer the questions: what are people concerned about and what can be done to address their concerns?

The report noted that the goal for education on contaminants should be *to enable community members to have enough knowledge and understanding of contaminants to feel comfortable about*

their food choices. In addition, the more people are informed, the less they are angered by contaminants research and scared of its potential implications for country foods. Education and communication are key to addressing concerns about risk so people's worries can subside (IQ-NTI 2005²⁵).

AREVA supports Inuit-led capacity building initiatives (related to mining and environmental monitoring) in local communities so that the public will have objective information from trusted sources.

6.3.1.3 Community environmental monitoring programs

The importance of local participation in environmental monitoring has been noted (IQ-NTI 2005²⁶).

The following is an example of an independent environmental monitoring program being conducted in northern Saskatchewan. This independent environmental monitoring program began in Saskatchewan in 2000, is directed by the Athabasca Working Group (AWG), and involves northern residents from communities located within the Athabasca Basin. As part of this program, samples from air, water, sediment, and tissues from vegetation and wildlife are collected on an annual basis and tested for contaminants that could come from uranium mining and milling operations. Community residents decide where samples are collected. Samples are collected in and around the communities with the help of local hunters and other residents. Scientists from independent laboratories in Saskatchewan and the United States test these collected samples for contaminants from uranium mining. A northern Saskatchewan-owned environmental consulting company reports the results directly to the Athabasca communities. The results are reported annually. A brochure with environmental monitoring results is distributed each year to the communities participating in the program; an example of this brochure is provided in Tier 3, Technical Appendix 3A Part 9.

A similar type of independent environmental monitoring program may be developed for Kivalliq communities as part of the Nunavut General Monitoring Plan (NGMP). The NGMP is a general monitoring plan that is being developed by the Nunavut Planning Commission (NPC), Nunavut Tunngavik Inc., the Government of Nunavut, and Aboriginal Affairs and Northern Development Canada (AANDC) on behalf of the Government of Canada and is a requirement identified in Article 12.7.6 of the Nunavut Land Claim Agreement. AREVA also acknowledges and supports government

²⁵ IQ-NTI 2005: *Effective communications on contaminants remains a necessity because there are still misconceptions and misunderstandings that potentially hinder informed decision-making.*

²⁶ IQ-NTI 2005: *Community involvement is the key to relevant research.*

and Inuit organization led-programs such as the Kivalliq Inuit's Association's framework for monitoring potential cumulative effects of developments on water quality.

AREVA has experience operating mines in Saskatchewan for more than 35 years and recognizes that development of regional monitoring programs can be beneficial to provide stakeholders with confidence that the potential impacts of an activity, or multiple activities, are as predicted within environmental impact statements (Section 4.2).

6.3.2 Monitoring and Managing Risk Perception

Public attitudes towards uranium mining operations and the perception of project related risks are routinely monitored through several means.

- Surveys: Public opinion surveys gain a better understanding of the level of public support for the uranium mining industry. Results provide a high-level overview on public perception of the Project, including perceived benefits and risks.
- Trends in engagement feedback: AREVA reviews engagement feedback to monitor changes in risk perception over time by examining trends in people's questions and concerns. Should any gaps be identified or emerging concerns flagged, AREVA can adapt their approach to stakeholder engagement to address the concerns. Refer to Section 5 for an overview of AREVA's engagement plan.
- Trends in community complaints: As with other types of engagement feedback, AREVA reviews community complaints in order to monitor community concerns and to identify potential changes in risk perception (Section 6.6). AREVA can then respond to concerns through engagement activities.
- Community-based environmental monitoring program: Establishment of a community-based monitoring program as part of the NGMP will provide reassurance about the quality of country food and aids in the management of the perception of risk.

6.3.3 Best Practices for Risk Perception

As outlined in this Community Involvement Plan, AREVA will provide Project updates to community members on a regular basis. Information will include details on the Project's environmental performance and results of AREVA's environmental monitoring programs.

It is important that local, trusted people are available to answer questions about risks associated with the Project. AREVA supports Inuit organization-led capacity building within communities.

Having a community-based environmental monitoring program will provide reassurance about the quality of country food and information on environmental protection. AREVA supports the NGMP in development of a community-based environmental monitoring program.

AREVA will need to continually adapt their engagement approach to address community concerns while understanding the ways people like to learn (e.g. hands-on demonstrations, talking to someone who lives near uranium mines in Saskatchewan or going on a site visit). AREVA will endeavour to provide information in a way people want in order to inform community member's perception of risk. As risk perceptions change, AREVA will adapt their engagement approach as necessary.

6.4 Engagement Activities

Community Engagement activities will continue throughout the life of the Kiggavik Project. The engagement activities will vary with project phases and will periodically be evaluated for effectiveness. Evaluation to date has been to have an ongoing internal review of efforts, paying particular attention to comments made during engagement and adjusting future initiatives to maintain an optimized program. The ongoing review of data gathered has been carried out by a consistent team which has become familiar with the audiences being engaged. This approach is in keeping with AREVA's commitment to public engagement and to continuous improvement. Comments on effectiveness are requested at engagement events and questionnaires are circulated at public meetings. Adjustments made to date include workshops on important topics such as road options and road management, describing the uses of uranium and radiation protection and specific engagement of youth.

In the future, AREVA will continue to review input received from its engagement activities. This will include questionnaire data; comments recorded in public meetings; comments recorded by AREVA staff at engagement activities; comments made on the blog or in written submissions; and, any other data brought to AREVA's attention.

Furthermore, engagement data in the future will be entered into a database recently adopted by AREVA where various analyses can be applied. Internal adjustments based on on-going review and analysis will be made at least annually when project plans are defined. The use of third party analysis will be used at key decision making times, such as before the engagement plan for the operating phase is implemented. Third party input may be in the form of stakeholder analysis, strategic planning sessions, public opinion polls, and a review of an engagement plan.

Questionnaires are a means of getting a consistent response from many audience participants to a pre-selected group of questions. It has proven successful in AREVA engagement and for a multitude of feedback initiatives. Because of this, questionnaires will play a part in obtaining feedback for AREVA engagement; however other feedback means will include comments recorded at public events, recorded by the AREVA team during one on one discussions using a formal comment recording booklet that records feedback for input into the third party engagement database, and comments received by blog, email or letters to AREVA. Table 6.4-1 lists engagement activities and how they will be evaluated.

Table 6.4-1: Kiggavik Community Engagement Activities

Engagement Activity	Applicability/Frequency	Evaluating Effectiveness
Community Liaison Office	Since pre-consultation in Baker Lake, will be expanded to other Kivalliq communities.	Periodic questionnaires
Community Tours/ Public Meetings	Began with Project Proposal and will continue throughout the EA, construction, operation and decommissioning.	Questionnaire to document effectiveness is part of each tour
Fact Sheets, displays	Part of each new development, tour	Periodic questionnaire
Blog	Established during EA and will continue throughout the operation	Online and other questionnaire
Newsletters	Will start during EA and continue each year throughout the operation	Periodic questionnaires
Site Visits	Began in pre-consultation and will continue to decommissioning	Questionnaires at site visits
Stakeholder Presentations	Began in pre-consultation and will continue to decommissioning	Periodic questionnaires
Videos	Began during EA and continue throughout the operation	Periodic questionnaires
Demonstrations	Began following inquiries during the EA and will continue throughout the operation	Periodic Questionnaires
Liaison Committees	Began pre-consultation and will continue throughout operation.	Periodic review of input materials.
Employee feedback	Will take place throughout the operations.	Will be part of feedback process.
Traditional Knowledge Interviews/ Workshops	Began during EA and will continue for specific topics throughout	Methods will be evaluated for engagement effectiveness but the need for traditional knowledge is required.
Household questionnaires	Will take place during operations	Questionnaires will include evaluation questions.
Radio and TV Broadcasts	Began pre-consultation and will continue throughout operation	Periodic questionnaires.

6.5 Complaints Management

To date complaints received have been dealt with like any other community input – documented, followed-up, and assessed for incorporation into the Project development.

AREVA will develop a community complaint/response procedure to ensure community concerns are considered and appropriately addressed. The complaints procedure will be created early on, closer to the commencement of operations. It will be reviewed annually and updated as necessary. The procedure may include the following components:

1. Overarching Principles

The complaints procedure will:

- Easily accessible to community members through multiple means;
- follow AREVA's Integrated Management System;
- be transparent and easily implemented; and
- include input from the applicable community representatives.

2. Responsibilities

The primary responsibility for community complaints pertaining to AREVA operations including Kiggavik is with the Communication Department or such other department designated by AREVA. Other departments, including Human Resources, Corporate Social Responsibility, Kiggavik Site Operations (Operations, Site Services and Safety, Health Environment and Quality, Training) will be drawn upon as needed to address complaints. Complaints requiring site response will be directed to a designated onsite contact.

3. Receipt of Complaints

Complaints may be made through various sources including, telephone, fax, personal communication, blog comment, email, letter, notes from engagement or committee meetings. The complaints will be triaged and assigned for action to the appropriate department.

4. Action and Response

Complaints will be dealt with on a timely basis. Action for complaints will occur quickly and remain as a timely response to a concern whenever possible. For complaints when the response is already known, such as from a previous response or otherwise, the Communication Department will respond to the complaint. When input from another department is required, the Communication Department will obtain the necessary input and respond accordingly. If follow-up actions are required as part of the response to the complaint, follow-up communications will occur. If the response is satisfactory by either a positive response or no response, the complaint will be considered settled. For complaints not settled with the first response, additional effort will be placed to settle the complaint.

5. Records

Records of complaints and responses will be maintained in a central database of engagement records and will be summarized in the engagement section of annual and other reports.

7 Reporting

Community Involvement is reported as a section in several routine reports including annual reports for site activities to regulators and Corporate Social Responsibility reports. Additional community involvement updates are provided on the project blog and in Community Updates. Reports are also given regularly to liaison committees and stakeholder updates such as hamlet councils, Inuit organizations and others.

8 Responsibilities

Everyone involved with the Kiggavik Project has responsibilities in stakeholder engagement. Internal communication is required to effectively disseminate key messages, and maintain consistency in the messages and how they are delivered.

8.1 Roles and Responsibilities

For key project personnel responsible for implementation of the CIP, see Table 8.1-1.

Table 8.1-1: Roles and Responsibilities for Stakeholder Engagement for the Kiggavik Project

Title/ Role	Responsibilities for Engagement Activities
Vice President, Corporate Social Responsibility	<ul style="list-style-type: none">• Oversee and approve engagement activities• Manage overall dialogue with government and community stakeholders• Participate in and support relevant engagement activities
Manager CSR, Kivalliq Region	<ul style="list-style-type: none">• Liaison with representatives of territorial and federal governments and departments• Liaison with Inuit Organizations• Oversee implementation of the CIP• Coordinate with Project operations to ensure that engagement messages are consistent with Project plans• Manage CLO(s)
Manager, Northern Business Development	<ul style="list-style-type: none">• Develop and Implement Contracting Policy to maximize Local business participation• Liaise with Kivalliq Businesses• Maintain database of Kivalliq Businesses and their capabilities
Community Liaison Officers	<ul style="list-style-type: none">• Liaise with community members regarding employment opportunities, inquiries, complaints• Liaise with monitoring and community committees• Liaise with remainder of AREVA team
Human Resources Officer	<ul style="list-style-type: none">• Coordinate recruitment, training, workforce development• Liaise with KIA on recruitment• Coordinate EFAP

8.1.1 Other Resources

It is in the interests of the company to encourage dialogue and the building of relationships among stakeholder groups. Such relationship-building encourages transparency and can provide collective context and insight into how Project activities are affecting stakeholder groups.

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