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# **Kiggavik Project Environmental Impact Statement**

Tier 3 Technical Appendix 3C

## **Community Involvement Plan**

December 2011

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# 1 INTRODUCTION

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## 1.1 OVERVIEW

AREVA's commitment to broad public engagement is witnessed in our sustainable development commitments, values charter and also in our on going 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 to 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.

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**

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AREVA Resources Canada Inc. (AREVA) is committed to sustainable development and we recognize that broad public engagement is an important 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 on going 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**

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### **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 Corporation's handbook on stakeholder engagement, the definitions listed above were created specifically for this CIP.



## 4 APPROACH TO COMMUNITY INVOLVEMENT

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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.

### 4.1 POTENTIALLY AFFECTED COMMUNITIES

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

1. communities within ecosystem boundaries; and,
2. 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 (IIBA). 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. Travel between Baker Lake and the Kiggavik area may have been facilitated in the 1980s and 1990s when Urangesellschaft Canada Ltd. was actively exploring the Kiggavik area. 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 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 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**

These 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 NLCA directs the NIRB to "take into account the well-being of residents outside the Nunavut Settlement Area" (NLCA section 12.2.5). The Prince Albert Grand Council and the Department of Lands Wildlife and Environment from the Lutsel K'e Dene First Nation are on the NIRB distribution for the Kiggavik review and their submissions have been considered and quoted in the NIRB screening recommendation to the Minister of Aboriginal Affairs and Northern Development Canada and they have influenced the final guidelines for the Kiggavik Project.

Article 40 of the NLCA defines the rights of aboriginal peoples outside the Nunavut Settlement Area to hunt within the Nunavut Settlement Area based on traditional use and provides for the full standing of certain Band Councils in the NIRB process in order to make representations respecting their interest in areas they have traditionally used and continue to use. The Black Lake, Hatchet Lake and Fond du Lac Bands are identified as northern Saskatchewan Denesuline Bands recognized under Article 40.

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.

## **4.2 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

### 4.3 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 2005 and in 2007 interviews were held with potential stakeholders to document the various roles. Visit and has been revised and updated in subsequent years.

Table 4.3-1 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 4.3-1 – 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)
ANNDG 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
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)
	Beverly and Qamanirjuaq Caribou Management Board (BQCMB)

Currently, AREVA records meetings with stakeholders and records are held centrally by AREVA and some records such as Community Liaison Committee minutes are also held in the Baker Lake Community Liaison office. AREVA will review it's stakeholder list and record keeping periodically and make adjustments as appropriate.

## 4.4 CULTURAL SENSITIVITIES

The majority of communications for the Kiggavik Projuect 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.
- Thoughtful 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 Sections 4.4.1)
- 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 4.4.1)

#### **4.4.1 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.

During the 2009 and 2010 open house tours throughout the Kivalliq AREVA traveled 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 important glossaries that provide translated Inuktitut mining and other relevant terms. However concerns remain 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.

## **4.5 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 explains concepts in words that are understood by traditional Inuit.

## **4.6 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.

### **4.6.1 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 from five to ten times per year.



## **4.6.2 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. 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.

## **4.7 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.

### **4.7.1 Visits to Operating and Decommissioned Saskatchewan Mine Sites**

Between 2005 and 2009 AREVA hosted nine tours of Saskatchewan mine sites with 126 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, and the decommissioned Cluff Lake mill, open pit and underground mine operated by AREVA.

### **4.7.2 Visits to Kiggavik Exploration Site**

Between 2005 and 2011, 141 visitors from Baker Lake and other communities in Nunavut visited the Kiggavik project area on 29 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.

## **4.8 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](http://www.kiggavik.ca)) is linked to the AREVA Resources Canada web site ([www.arevaresources.ca](http://www.arevaresources.ca)), which is linked to the main [www.areva.com](http://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.

## **4.9 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.

## **5 HISTORY OF COMMUNITY ENGAGEMENT**

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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

### **5.1 SUMMARY OF CONSULTATION 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 CLC was formed. In 2007 and 2008, more contact was made with the remaining Kivalliq communities and the RLC 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 for the start of formal IIBA negotiations in 2011.

Over a seven year period from 2005 to 2011 AREVA has held or participated in over 340 engagement activities 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. The engagements events are listed in Table 5.1-1.

**Table 5.1-1: Summary of Community Information, Involvement and Consultation Activities 2005 to April 2011**

Group	Baker Lake	Chesterfield Inlet	Aviat	Coral Harbour	Rankin Inlet	Repulse Bay	Whale Cove	Kivalliq/ Other *	Total
Community Liaison Committee meetings	45							0	45
Regional Liaison Committee meetings								5	5
Hamlet Councils/ Mayors	15	5	5	3	3	4	3		38
Elders	5					1			6
Hunters and Trappers Organizations	15	5	4	3	2	3	3		35
Community Lands and Resources Committees	2								2
High schools	8	2	2	4	1		1		18
Arctic College	1		1	2					4
Kivalliq Science Camp/ Fair	2						1		3
District Education Authority	2								2
Concerned Citizens Committee	1								1
Kivalliq Partners					1				1
Community Public Meetings	7	4	2	2	2	2	2		21
Kivalliq Mayors								3	3
Kivalliq Wildlife Board								6	6
Kivalliq Chamber of Commerce								6	6
Kivalliq Inuit Association								14	14
NTI (incl LPAC)								11	11
Inuit Heritage Trust								1	1

NPC								2	2
NIRB/ NWB								5	5
Nunavut Roundtable								1	1
Nunavut Politicians and/ or staff								15	15
Federal Politicians and/ staff								12	12
MDAG								1	1
BQCMB								10	10
Tours of Sask Mines								9	9
Tours of Kiggavik								29	29
Subtotal of AREVA Engagement events	103	16	14	14	9	10	10	134	310
KIA Engagement Events	2	2	2	2	2	2	2		14
NTI Engagement Events	1							1	2
NPC Engagement Events	1								1
NIRB	2	2	2	2	2	2	1		13
Government of Nunavut	1							2	3
Sub-total non AREVA Engagement events	8	4	4	4	4	4	3	3	34
Total Engagement Events	110	20	18	18	13	14	13	137	343

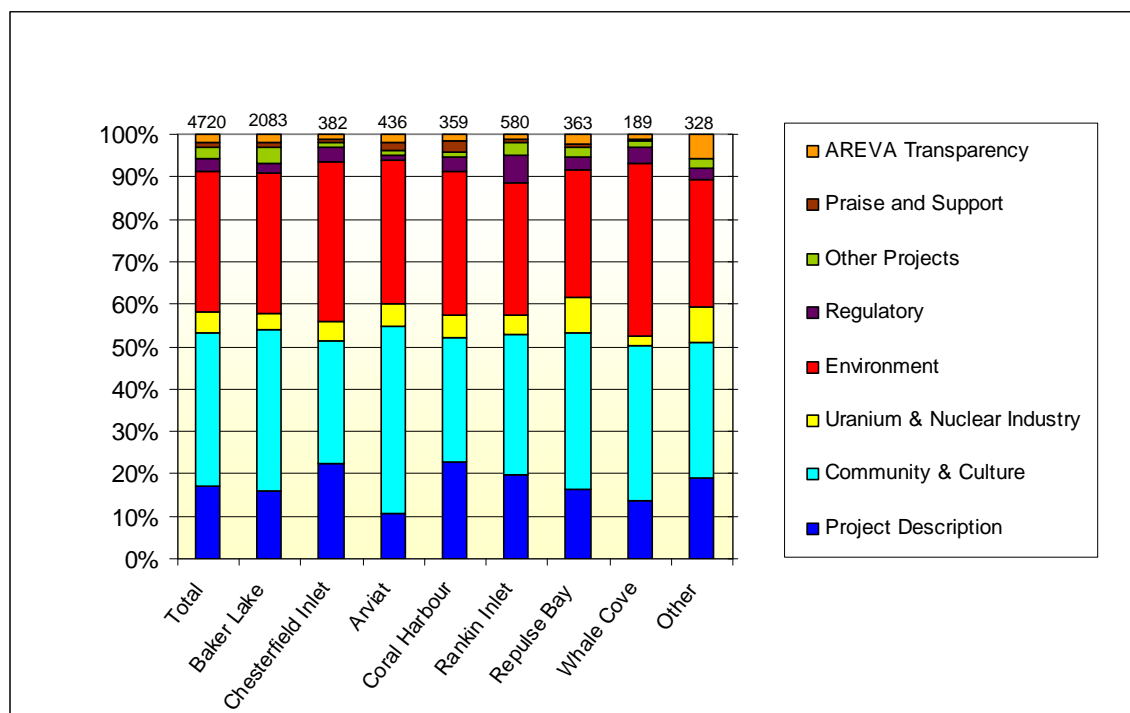
\* Meeting not specific to a Kivalliq Community – participants of many communities, or meeting held outside the Kivalliq

## 5.2 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 5.2-1 shows the relative importance of each broad category by Kivalliq community.

**Figure 5.2-1: Topical Items from Engagement Activities By Community**



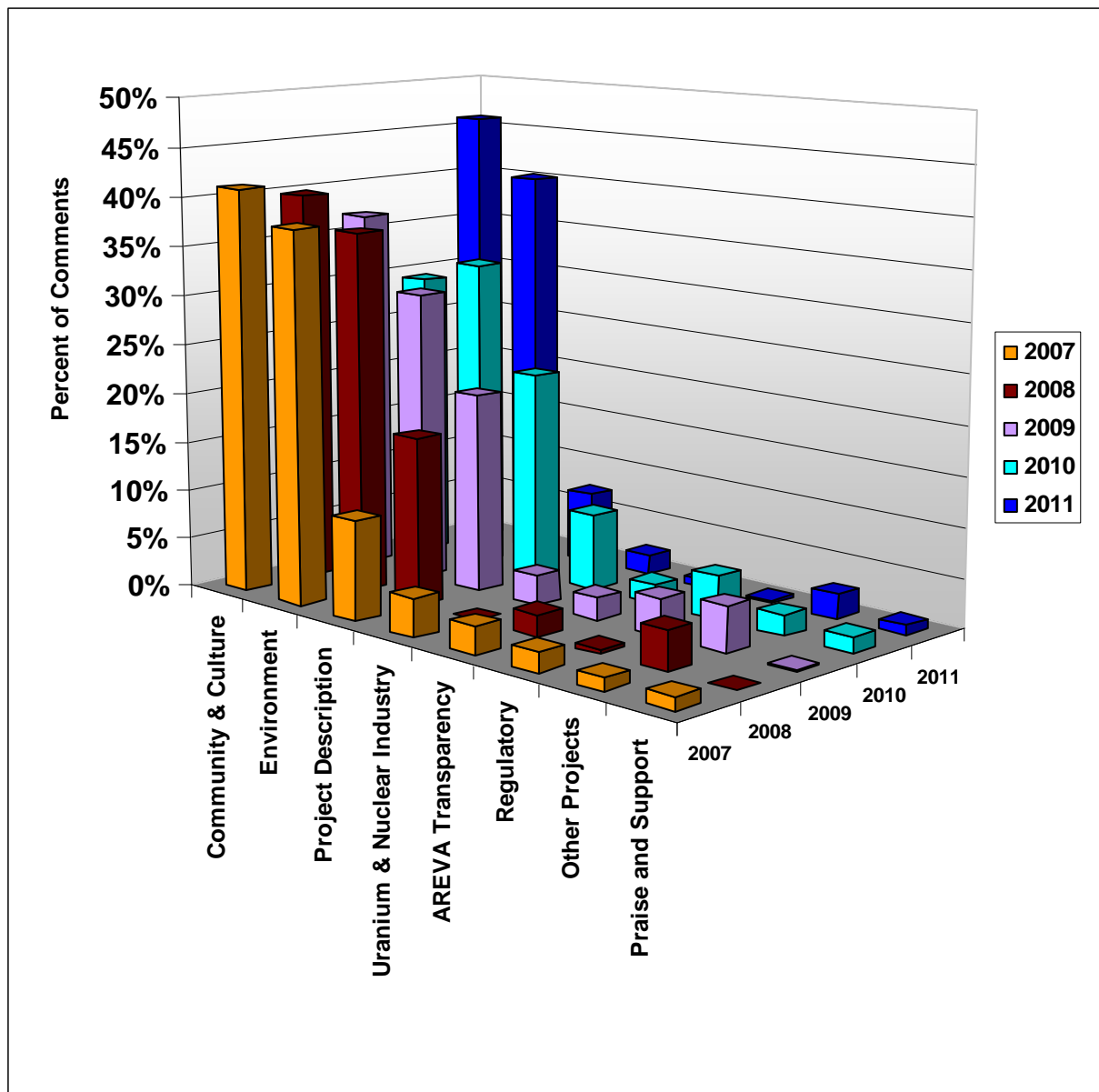
The highest number of comments was in the broad category of Community and Culture. Sub-categories within Community and Culture most frequently discussed were community engagement, including the need and desire to better engage the youth; Inuit Qaujimajatuqangit; and benefits with a focus on employment opportunities.

The category of Environment followed Community and Culture as the next broad category most frequently discussed. Caribou and caribou habitat were the items of greatest interest when discussing the biophysical environment. Concern over potential water contamination, marine mammals and the Thelon River all generated considerable discussion.

The Project Description followed as the third broad category to be discussed. The access road alternatives and potential Thelon crossing were the sub-category of most interest during engagement followed by general questions regarding the mine site and then tailings.

Comments were recorded at community engagement events beginning in 2006 and Figure 5.1-2 illustrates the shifts in community concerns or interests over time.

**Figure 5.2-2: Topical Items from Engagement Activities By Year**



Community and Culture received the lowest amount of discussion in 2010 when the project description, uranium and the nuclear industry and regulations had the most attention. This was the year of three community tours (regulator and AREVA led) focusing on the project description. Environment has the lowest amount of discussion in 2009 when project description, uranium, regulatory and other projects had increased attention. Interest in other projects peaked in 2009 and this was an important year for Kivalliq mining with major construction activities starting at the Meadowbank mine.

## 5.3 HOW AREVA ADDRESSED COMMUNITY CONCERNS

Comments received during engagement events have been considered and used to shape future engagement activities, the Project design and aspects of the draft EIS. Table 5.3-1 includes key concerns raised and AREVA response including how the Project was influenced. A detailed table including engagement references is provided in Volume 3 and integration of community feedback into Project design is outlined in Volume 3 with engagement feedback influencing the assessment found throughout volumes 4 to 9.

**Table 5.3-1 Key Community Concerns and AREVA Response**

Key Issue/ Concern	AREVA Response	
	AREVA Actions to Address Concern	AREVA Commitments Moving Forward
Interest in the access road type (winter or all-season), alignment, preferred Thelon crossing location, management and public access.	A number of engagement activities specifically addressed the access road to better understand community preferences and concerns, environmental, engineering, IQ and archaeological studies conducted to support assessment. Alternatives analysis conducted and one option removed from consideration with winter road selected as preferred option.	AREVA commits to continue working with interested stakeholders to manage any approved access road in ways that respect and protect the environment, people of Baker Lake, Project requirements and public and worker safety. Implement an Access Road Management Plan.
Interest in determining the best Thelon River crossing and concern over bridge design should consider the Thelon and the arctic environment.	Elders, CLC and HTO visits to proposed crossing sites, consultant studies and time lapse photography to examine the spring ice break up.	Continue to value the Thelon River as a Heritage River by respecting GN-CLEY archaeological requirements and the Thelon River Management Plan.
Kivalliq residents stressed the importance of engaging all age groups in the project including elders and youth. Preferences were stated for a wide variety of communication means.	The CLC consists of members appointed by a variety of community organizations including an elder and youth representative. Saskatchewan mine site and Kiggavik exploration site tours were offered to a variety of Baker Lake and Kivalliq residents. Numerous groups and methods of communication were used.	Implementation of a Community Involvement Plan and adjustments to the plan to accommodate community preferences for communication and engagement.
Respect for wildlife, caribou in particular, was identified early as a requirement to industrial development in Nunavut.	Terrestrial and IQ baseline studies were conducted to support the EIS. Methods for collection of caribou baseline information changed based on consultation with the Baker HTO and government departments. AREVA has made contributions to cooperative caribou research. A Wildlife Monitoring and Mitigation Plan is implemented during exploration activities.	AREVA will continue to work collaboratively with caribou stakeholders including the Baker Lake HTO, the Kivalliq Wildlife Association the Nunavut Wildlife Management Board, the Government of Nunavut and other mining companies. A Wildlife Monitoring and Management Plan will be implemented.
Throughout the region, the message has been that residents want employment opportunities and the training required to obtain	Current exploration activities hire 20-30 local staff/season and locals were hired to assist in baseline studies for the EIS. A full socio-economic assessment is included in Volume 9 of this EIS and mitigation to	AREVA has started negotiations on an Impact Benefit Agreement with the Kivalliq Inuit Association that will include sections to maximize benefits for beneficiaries. A



more than entry level employment.	maximize local socioeconomic benefits are considered AREVA is a member of the Nunavut Mine Training Roundtable.	Human Resources Development Plan will be implemented and monitoring will occur to inform and guide continued improvements over Project life.
The sea transport of materials in Hudson Bay and barging up Chesterfield Inlet is of interest to communities, particularly Chesterfield Inlet.	Meetings have been held with HTOs in the coastal Kivalliq communities and marine baseline studies were conducted with local knowledge and local assistants.	Emergency response Plans will be in place and implemented. Spill training and supplies will be provided to the community of Chesterfield Inlet.
Questions and concerns over the uses of uranium and concern over radiation.	Radiation protection demonstrations were part of the 2010 open house tour. Two videos related to radiation protection have been produced. Radiation addressed in detail in Volume 8 of the EIS	Commitment to follow all international treaties, federal legislation and the NTI uranium policy related to peaceful uranium uses. Continued communication on the nuclear industry

## **6 FUTURE ENGAGEMENT ACTIVITIES**

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### **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 Liaison office in Baker Lake and a Community Liaison Officer
- Establishing a Community Liaison Committee and a 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 there Kiggavik project by the Nunavut Impact Review Board. Activities for 2010 and 2011 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
- The second Kivalliq community tour carried out in 2010. 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). Will continue in 2012 and 2013.
- Negotiation of IIBA with KIA. Terms of reference established in 2011 and formal discussions planned for 2012 and 2013.
- 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 through the construction, operation and decommissioning phases of the project. Details of anticipated engagement priority topics are described in Section 6.2.

#### **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. These will evolve at some point to monitoring committees
- 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

## **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 a Community Liaison Officer, a human resources function and a contractor liaison function
- 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

## **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
- Community Offices in other Kivalliq communities will close and be replaced by visits to these communities
- 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 AND CONTRACTING**

A major component for engaging Kivalliq communities during the construction and operating phases of the employment will be in the areas of Employment, Training and Contracting. These are explained in detail in the Human Resources Development Plan (Appendix 9C) and are summarized here as engagement items.

### **6.2.1 Recruitment, Work Skills and Employment**

AREVA will maintain an office located in Baker Lake, Nunavut. During construction and operation employees at this location will be recruited from the Priority Employment Group of Kivalliq employees ranging from summer students to permanent positions. Recruitment efforts to date have been minimal due to site remaining focused on seasonal, explorative work.

The Baker Lake team along with other AREVA employees, will travel regularly throughout the Kivalliq communities / Priority Recruitment Group communities to interview and screen candidates promote upcoming vacancies and other employment opportunities. As well, considerable time will be spent networking with key agencies in Nunavut such as community leaders, outreach officers and economic development agencies. This non traditional recruitment policy is very successful for potential candidates.

Employment advertisements through employment websites, regional newspapers and other postings communicate employment opportunities to the individuals of the Kivalliq communities. AREVA is becoming increasingly dependent on posting job advertisements to the Internet, on-line local and national job boards and our own website. Word of mouth continues to be the strongest method of attracting qualified applicants to AREVA.

AREVA will continue to work with the Kivalliq communities and their leaders to establish and determine the skills and competencies required for job specific categories. By continuing our partnerships with these leaders, government, Inuit communities and other groups, AREVA will commit to learning and developing positions that meet the requirements of our project site and will enable individuals from the Kivalliq communities to overcome any obstacles to successful employment with AREVA. Measures that will be in place for the construction and operation phases of the project are listed below:

- opening and staffing Project offices in each of the seven Kivalliq communities with responsibilities to facilitate not only job applications and expressions of business interests, but also meeting workers' needs for assistance as they transition between home and work

- clearly communicating information materials distributed by the Project and in advertisements for job openings through other media (i.e. radio and newspapers), the preferential employment policy, points of hire and terms of employment, as well as instructions to interested applicants on how to apply for jobs from their home communities to limit speculative in migration to Baker Lake
- as part of the terms of employment, providing a confidential EFAP that is competent to address in a culturally sensitive and knowledgeable fashion the full range of work/life issues that can arise for an individual employee, including problems with drug and alcohol abuse, addictions including gambling, inappropriate sexual behaviours, personal financial management, adjustment to change and stress, and family relationships
- in the longer term, school based education and training initiatives for youth to enhance educational achievement and life skills in the context of participation in both the wage and traditional economies
- making available elders, peer counselors and staff in community offices with some competence to ease work/life balance challenges
- implementing employment policies and procedures that give value to traditional knowledge, including the principles of sharing and cooperation, and enable traditional activities and practices
- supporting community wellbeing initiatives as may be agreed in the IIBA or individually with communities, to address community priorities towards enhanced wellbeing – substance abuse management, recreational programs for youth, and IQ retention are examples
- providing at the accommodation camp facilities to meet workers' first responder needs while at site, including physical and mental health services, with no requirement for regular recourse to Baker Lake or Rankin Inlet health facilities
- iteratively developing and implementing, in consultation with Inuit workers, human resource management policies and procedures that respond to particularly Inuit workforce challenges – absenteeism and unexpected resignations (and subsequent reapplications for employment) on the part of workers creates substantial operational difficulties for a large mine but can at least be in part addressed by various adjustments to accommodate needs of both AREVA and its workers
- establishing and enforcing a code of conduct guiding the behaviors nonresident workers while working in or travelling through Baker Lake, Chesterfield Inlet and Rankin Inlet particularly but also other Kivalliq communities
- including in the code of conduct i) standards for behaviors in support of good community relations and sustainable development; ii) prohibitions against illegal activity, harassment, verbal and physical abuse, negligence in driving company vehicles and other behaviors that may be identified by people in communities as offensive or problematical; and iii) sanctions to be applied in the event of noncompliance with the code

- cross cultural training of all employees to encourage mutual understanding and respect in interactions of Inuit and non Inuit employees
- facilitating the use, as appropriate, of the Inuktitut language in the workplace, including the translation of mining related terminology into Inuktitut such that people are able to discuss their experiences both in the workplace and at home in their own language
- accommodating Inuit diet preferences, through meal offerings and provision of storage and facilities for self cooking of country foods
- providing sufficient communication services (telephone, internet and community radio) to meet the needs of employees to stay in contact as required with their families and communities
- including in health and safety training programs modules on sexual health, including inappropriate sexual behaviors and sexually transmitted infections, particularly HIV, as well as other pertinent health issues (smoking and diet for example)
- maintaining a regularly updated database of potential Kivalliq employees and preferentially hiring people from Kivalliq where qualifications and experience permit, during both construction and operations – a second priority is people from the other regions of Nunavut – and sharing this database with contractors and other mining companies
- as priority recruitment communities, the seven Kivalliq communities will have pick up points to transport employees to and from the mine site, that will enable Project employment without a need to permanently leave home communities
- providing to Kivalliq communities and the Kivalliq Inuit Association (KIA) full and timely and easily accessible information in English and Inuktitut on workforce requirements, job descriptions, qualifications and performance criteria
- during construction, setting annual Inuit employment targets on a best effort basis consistent with Project skill requirements, with job and training interests and performance, and with health and safety standards
- during operations, similarly setting annual Inuit employment targets, initially – targets would be expected to grow with time to at least 50%
- reviewing educational and training requirements for Project positions and conducting prior learning assessments, with a view to accepting experience in lieu of qualifications where this is acceptable within legal and regulatory frameworks for uranium mining
- enabling the use of Inuktitut at Project work sites where health and safety standards permit – the identification of positions accessible to Inuit with limited English language skills and the development of Inuit supervisors to lead Inuit work groups are examples
- designing recruitment methods, advertisements, application procedures, interview protocols, selection procedures, and training and promotion decision making to reduce artificial barriers, including language barriers

- providing informal counseling at the mine site – employing elders to have one at site at all times, and identifying and training peer counselors, to assist workers to meet the challenges of the rotational work schedule and working conditions are examples
- conducting exit interviews with a view to increasing the understanding of barriers to successful long term employment, and integrating the results into other initiatives as relevant
- providing culturally appropriate services to workers, including recreational facilities, food and accommodation, country food storage, an Inuit worker site harvesting policy, English as a second language training, translation services, and work schedules that accommodate to the extent practical traditional activity
- training on and enforcing policies related to personal firearm use, vehicle operation, controlled substances, alcohol and harassment, towards establishing the workforce discipline which encourages health, safety, learning, retention and advancement of Inuit employees
- providing recrimination free opportunities for workers to express complaints or concerns, and bring to light conflicts such that grievances are addressed promptly
- maintaining a safe workplace for women workers and on a case by case basis, providing additional support to women applicants and employees to enhance the potential for employment success
- regularly reviewing, at least bi annually, the results of such initiatives in order to identify barriers to employment for particularly women and challenged workers such that appropriate additional responses can be developed

## 6.2.2 Contracting

As for employment, AREVA's policy is to maximize opportunities for businesses in Kivalliq to access opportunities to provide goods and services to the Project, again in the interest that Project benefits to the people of the Kivalliq region and the larger national and regional economies. Such a policy implies that where local businesses have little experience with the mining sector, Project specific initiatives may be necessary to remove barriers to successful bidding on procurement contracts.

Initiatives that will be put in place to enhance opportunities to supply goods and services to the Project are identified below:

- staffing business development positions, with responsibilities to increase Kivalliq business participation in the Project
- maintaining a regularly updated database of potential Kivalliq suppliers of goods and services that identifies businesses interested and with some capacity to supply the Project, noting Inuit content of the business, coordinates and contacts, goods and/or services on offer, updates on contract performance, requests for assistance to improve



supply performance and any assistance extended in support – this database will also be shared with contractors and other mining companies

- during construction, setting annual Inuit contracting targets on a best effort basis, consistent with Project goods and service requirements relative to the capacity to supply and with competitiveness and cost effectiveness considerations
- during operations, similarly setting annual Inuit contracting targets, which would be expected to grow with time
- providing to the KIA, business associations and the business community, in English and Inuktitut, full and timely information on procurement requirements in agreed areas of capacity to supply on the part of existing and/or potential businesses (including for example, road construction and maintenance, accommodation, catering, janitorial services, trades work, materials handling and expediting, cross cultural and other training, light vehicle maintenance, warehousing, secretarial services, air services and/or environmental and socio-economic monitoring)
- establishing a contracting policy that, for any contracting opportunity in agreed areas, first invite Kivalliq businesses with capacity to supply to submit proposals, entering into good faith negotiations with proposing businesses, and then only in the event of no success, moving to bidding to the open market – this may necessarily include sole sourcing in some instances
- developing contracting procedures that take into account potential needs to break down procurement packages, waive financial guarantees, implement early payment procedures or otherwise facilitate the participation of smaller businesses
- providing to any business that may be denied an opportunity to bid for reasons of determined lack of capacity or unsuccessfully competes on a goods or service contract an explanation for the weaknesses in its offer
- participating with the KIA in development and support for training programs for existing and potential entrepreneurs that will contribute to their success rates at offering goods and services to the Project and to the broader market
- identifying synergies between the Project and Kivalliq businesses and facilitating businesses to access these, for example through making available Project infrastructure and/or excess transport capacity for businesses' Project and non Project related use
- working with Kivalliq businesses as interest and opportunities warrant to facilitate forming of joint ventures with southern Canada businesses that have expertise in supplying the uranium mining industry
- including in the evaluation criteria for contractors the extent to which they commit to similarly prioritize use of Kivalliq businesses in meeting their contractual obligations and using this criterion in decisions on contract awards
- monitoring contractor performance for compliance with their commitments and using monitoring results in decisions on contract administration and management

### 6.2.3 Training

AREVA recognizes that educational achievement contributes to lack of economic opportunity generally, and to minimizing social challenges that may be the consequence of unemployment. AREVA recognizes that there is also concern, particularly among elders, that traditional knowledge is being lost to communities and youth. In response, AREVA will endeavor to enhance the potential on the part of people in Kivalliq to access employment and contracting opportunities created by the Project through providing Project related education and training programs.

AREVA has experience with developing a successful Training and Development Program for mining operations, which was developed for the McClean Lake Operation. As a result of this success, AREVA plans on using a similar model for the Kiggavik site. Training will be provided in English and Inuktitut, whenever possible, to help bridge the language barriers that employees may face.

A Human Resources and Training Manager will be responsible for defining a general training program and will be responsible for coordinating and scheduling the activities and for maintaining all training related records.

The Human Resources and Training Department will oversee site-wide training, such as orientation, WHMIS and other generic site-wide training programs. Training may be delivered by site staff or provided by a consultant / contracted training service provider, when required. The Training and Development plan will address several issues that may arise from lack of education. Some of the major elements of the education and training strategy include:

- providing timely and accessible information to Kivalliq communities on all Project related education and training opportunities
- providing pre-employment training to promising job candidates, in order to enhance the potential for success once employed, in such areas as work readiness, life skills and personal financial management
- establishing a total of approximately 120 full time education and training positions<sup>1</sup> for Inuit at Nunavut educational institutions and at AREVA operations in Saskatchewan, in preparation for the operations phase including in heavy equipment operations, mill operations, apprenticeship and technician training, technology, radiation, environmental monitoring and computer and office skills

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<sup>1</sup> These training positions will be for different time periods, from one to four years, depending on the nature of the training.

- providing on the job training in areas such as orientation to AREVA operations, health and safety, English language and skills upgrading (core competency), supervision, leadership and management to enhance job performance, retention and advancement
- providing on the job training and counseling as appropriate in areas such as career development, diversity and respectful behaviors, life skills, and personal financial management to support successful employment experience
- including in the job responsibilities of more senior staff the requirement to mentor more junior staff such that they may advance – training in how to coach and mentor will be provided where staff require this to meet succession planning objectives
- retraining selected construction workers for operations phase jobs and operations workers in new required skills (for example, for underground mining when this starts) to allow successful employees to continue their employment as work force needs shift
- supporting efforts on the part of employees to upgrade their education as a means towards job advancement – high school completion programs, with a qualified teacher, will be offered at the mine site
- cooperating with appropriate agencies in Nunavut in entrepreneurial training programs for Inuit businesses – this training will address health and safety, business skills (finance and administration), quality control and legal/contracting issues
- cooperating with appropriate educational authorities and institutions in Nunavut in the development and implementation of high school and college courses with mining sector content
- providing summer employment programs and cooperative education opportunities at the mine site to provide job experience to the young
- working with other mining sector organizations in the region to enhance education and training strategies across the sector through sharing of best practice experience and resources
- providing a ‘stay in school’ fund – for school based career counseling, stay in school workshops, mentoring and achievement awards – to encourage students to stay in school and to support them in this decision
- providing a scholarship fund for post-secondary education – eligibility would include both high school, college and university students and Project worker
- participating with schools to deliver youth programs intended to develop traditional skills, particularly those related to activity on the land, and to address the management of mixed economy livelihoods

Personnel at the Kiggavik site will constitute an adult workforce, which necessitates a training plan devised for adult learners. Training will consist of:

- site orientation, including AREVA safety standards and policies, environmental protection and health and safety management;
- basic training to ensure that employees are competent in the safe and technical aspects of operating equipment;
- training to ensure that employees are knowledgeable and competent in the performance of assigned tasks and duties;
- leadership and managerial skills for supervisory staff;
- training that is required by legislation or license condition(s); and
- optional training, which is aimed at developing the employee to progress within the company or to learn new skills pertinent to his/her employment.

## 6.3 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. Table 6.3-1 lists engagement activities and how they will be evaluated.

**Table 6.3-1 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. Will evolve into technical and/ or monitoring committees.	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.

## 6.4 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. Based on community input in anticipation of the project, dust will be an issue to be dealt with or will generate complaints. The following measures are planned. In order to minimize dust resulting from unpaved road (including pit ramps) transportation, speed limits will be considered and enforced, water or another approved dust suppressant will be applied when/where possible and road surfaces will be maintained with grading or other maintenance practices to minimize the amount of silt (i.e., fine particles) present in the roadbed material.

AREVA will also develop a community complaint/response procedure(s) to ensure community concerns are considered and appropriately addressed.

## 7 RESPONSIBILITIES

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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.

### 7.1 ROLES AND RESPONSIBILITIES

For key project personnel responsible for implementation of the CIP, see Table 7.1-1.

**Table 7.1-1: Roles and Responsibilities for Stakeholder Engagement for the Kiggavik Project**

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

### **7.1.1 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.