



AGNICO EAGLE

MELIADINE GOLD PROJECT

SD 9-5

**Community Involvement
Plan**

**APRIL 2014
VERSION 3**

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EXECUTIVE SUMMARY

The main objective of the Community Involvement Plan (CIP) is to define the methods and practices AEM intends to put forward to maintain and enhance a two-way communication between the company and the public/communities. More specifically, it outlines means for collaboration on decisions having the potential to affect people. Through the CIP, AEM will ensure opportunities for meaningful participation are afforded to the communities and public of the Kivalliq region during all project's phases. It discusses mechanisms to be used to meet this objective, plans to promote Nunavummiut participation in the Meliadine Gold Project, as well as methods to monitor and evaluate the effectiveness of this plan. For the purpose of this plan, "public" refers to "all the people of the Kivalliq region as a whole, Inuit and non-Inuit combined"; "community" refers to the "body of people living in the same locality".

AEM's goal is to create awareness and understanding of its Meliadine Gold Project, and to receive feedback. Its success in getting the information out and having it understood can lead to successful community involvement in the Project. The means to distribute information include fact sheets, reports, advertisement in Nunatsiaq News, information stands at Symposiums, and the AEM Nunavut website. As AEM recognizes the rich visual and oral tradition of Inuit, information is preferably communicated at community meetings and workshops. Similar and appropriate means will be used for communicating effects and risks, monitoring results and project's related information on economic opportunities, community contributions, and social, cultural and ecological conditions.

The formation of the Rankin Inlet Community Liaison Committee is a proactive step undertaken by AEM to enhance public/community engagement. Moreover, the opening of an office in Rankin Inlet provides easy access to information on Project activities and meaningful interaction with AEM staff and management. The Rankin Inlet office is a place where people can easily go to ask questions, express concerns, get information on the Project, lodge grievances, drop off job applications, submit business proposals, and/or attend to meetings with Project staff. All Kivalliq communities also have an AEM's Community Liaison Representative to offer similar services to people.

Up to now, at Project development phase, many public consultation events were held and results compiled in the Public Engagement and Consultation Baseline (SD 3-1). Comments received during these consultations were already incorporated when possible in design, and are reflected in the Environmental Assessment report and associated management and monitoring plans, notably through the selection of the Valued Ecosystem and Socio-Economic Components (VECs and VSECs). Further public engagement and participation will be reported through environmental and socio-economic monitoring programs such that results can be used as input into Project decision making. An engagement database is maintained, including any issues raised and steps taken to resolve these issues. Effectiveness in community involvement is seen in moving to higher forms of public engagement and increased public engagement frequency as trust and confidence is built between

both parties. Meaningful consultation leads to sustained constructive relationships which foster the development of effective ways of sharing information with communities and clear procedures that maximize community participation.

The CIP also outlines how AEM intends to participate in community-based monitoring of the ecological, social and cultural sustainable development. AEM plans to collaborate with communities, the Kivalliq Inuit Association (KIA), the Government of Nunavut (GN) and Aboriginal Affairs and Northern Development Canada (AANDC) to develop a monitoring framework, primarily through participation with government departments, Inuit organizations and the Kivalliq Socio-Economic Management Committee (SEMC), linking with the Nunavut General Monitoring Plan (NGMP). Active and ongoing participation of the communities in the monitoring process will allow amendments to be made using adaptive management so that the approach to monitoring and the results meet the expectations of the communities.

Many approaches have been put in place by AEM, and will be further refined through the implementation of the Inuit Impact and Benefit Agreement (IIBA) currently being negotiated with the KIA, to promote the participation of Nunavummiut in the Project. These initiatives cover employment, training, as well as promoting local business opportunities. Details of these will be available through the IIBA.

AEM's Nunavut operations demonstrate preferential Inuit hiring. These practices include initiatives such as:

- Funding transport to and from the Project's site from Kivalliq points of hire;
- Maintaining a regularly updated database of potential Kivalliq employees;
- Establishing, through the IIBA negotiation process, Inuit Employment Goals;
- Providing complete, timely and easily accessible information, in English and Inuktitut, on workforce requirements, job descriptions, and qualifications and performance criteria;
- Designing recruitment methods, advertisements, application procedures, interview protocols, selection procedures, and training and promotion decision making to reduce artificial barriers, including language barriers;
- Enabling the use of Inuktitut at Project work sites where health and safety standards permit;
- Conducting exit interviews with a view to increasing the understanding of barriers to successful long-term employment;
- Reviewing educational and training requirements for Project positions;
- Providing cross-cultural training to all employees;
- Providing counselling services through an Employee Family Assistance Program;
- Training towards establishing the workforce discipline which encourages health, safety, learning, retention and advancement of Inuit employees;
- Maintaining a safe workplace where women workers have enhanced potential for employment success;

- Providing culturally appropriate services to workers (e.g. country food kitchen, employee and family assistance program, etc.); and
- Evaluating and monitoring the extent to which contractors commit and comply to similarly prioritize and enhance the use of Kivalliq labour.

Initiatives will be put in place to enhance local opportunities to supply goods and services to the Project, amongst which will be:

- Maintaining an up-to-date database of potential Kivalliq suppliers of goods and services and identifying synergies between the Project and Kivalliq businesses;
- Through the IIBA, work with the KIA to establish Inuit contracting goals and procedures;
- Providing to the KIA, business associations and the business community, in English and Inuktitut, full and timely information on procurement requirements in agreed areas;
- When possible, unbundling multi-component contracts into discrete tendering packages that can be bid upon collectively or individually in order to increase the likelihood that the contract be awarded to an Inuit business;
- Based on the IIBA, establish contracting procedures, for any contracting opportunity in agreed areas, that favours Kivalliq businesses;
- In case of unsuccessful bidding, providing an explanation for the weaknesses in its offer in order to encourage improvement;
- Participating with the KIA and the GN in the development and support of training programs for existing and potential entrepreneurs; and
- Working with Kivalliq businesses, when asked to and as interest and opportunities warrant, to provide information on the needs of the Meliadine Project that may be helpful to Kivalliq businesses looking to form joint ventures with southern Canada businesses that have expertise in supplying the mining industry.

The obstacle to buying and serving country food at mine sites is the absence of a permanent Canadian Food Inspection Agency inspector in Nunavut to certify country food for commercial sale. This limits what local country food AEM can purchase and serve to its workers. However, Meliadine will follow the example set by Meadowbank and will make country food storage facilities available to employees at the work site and provide facilities where self-cooked country food can be prepared.

AEM's employees, business contractors and shareholders would be the first to be informed of any temporary closure or slowdown period. At the same time, a press release would be sent to local radio stations, news outlets and community offices, quickly followed by community meetings. Under such circumstances, the Human Resources Department would remain the contact point for employees and public.

Caveat

AEM is currently in the process of negotiating with the KIA an Inuit Impact and Benefit Agreement (IIBA) for the Meliadine Project. In this management plan, AEM has provided its intended actions based on its current practises at its Meadowbank Mine combined with its intentions for the Meliadine Project. However, it must be noted that once the new IIBA is ratified by both parties and subsequently implemented, the actual conditions as set out in the IIBA will take precedence over the Community Involvement Plan (SD 9-5). At that time, AEM will modify the Community Involvement Plan to reflect the requirements of the IIBA. The IIBA remains to be concluded for the Meliadine Project¹.

¹ In early 2012, AEM and the KIA initiated negotiation on an IIBA for the Meliadine Project. Negotiations are proceeding with the expectation that a final agreement will be completed by the end of 2014 or early in 2015. This IIBA will encompass many of the employment, business and other issues covered in this Community Involvement Plan (SD 9-5). Consequently, many of the elements covered in this Plan may need to be modified in the future based on the outcome of these IIBA negotiations. In the interim, AEM has based the elements covered by this Plan on its experience operating the Meadowbank Mine where AEM has operated under an IIBA with the KIA since 2008.

ACRONYMS

AANDC	Aboriginal Affairs and Northern Development Canada
AEM	Agnico Eagle Mines Limited
ATV	All-Terrain Vehicle
AWAR	All-Weather Access Road
CLARC	Community Lands and Resources Committee
CIP	Community Involvement Plan
CSR	Corporate Social Responsibility
EA	Environmental Assessment
EFAP	Employee and Family Assistance Program
GN	Government of Nunavut
HTO	Hunters' and Trappers' Organization
IBOI	Inuit Business Opportunities Initiative
IIBA	Inuit Impact and Benefit Agreement
IQ	Inuit Qaujimajatuqangit
KIA	Kivalliq Inuit Association
LSA	Local Study Area
MOU	Memorandum of Understanding
NGMP	Nunavut General Monitoring Plan
NIRB	Nunavut Impact Review Board
NLCA	Nunavut Land Claims Agreement
NTI	Nunavut Tunngavik Incorporated
SEMC	Socio-Economic Monitoring Committee
TK	Traditional Knowledge
VEC	Valued Ecosystem Component
VSEC	Valued Socio-Economic Component
WCA	Water Compensation Agreement

SECTION 1 • INTRODUCTION

1.1 Overview

The Community Involvement Plan (CIP) provides mechanisms the public/communities can use to receive updates on Agnico Eagle Mines Limited (AEM) Nunavut operations, and provide input to AEM's Nunavut operations. There are also expectations on the part of affected communities that they will participate in processes to monitor Project effects on ecological, social and cultural wellness, and AEM's compliance with conditions under which the Project was allowed to proceed.

This plan outlines means for collaboration on decisions having the potential to affect people. It also details the measures envisioned to promote the participation of Nunavummiut in the Meliadine Gold Project in order to promote the overall community sustainable development.

1.2 Definition of Community and Public

Community²: State of being shared or held in common; organized political, municipal or social body; body of people living in the same locality.

For the purpose of the Community Involvement Plan, the definition of community will be restricted to "*body of people living in the same locality*". For the Kivalliq region, it is the seven (7) communities: Arviat, Whale Cove, Rankin Inlet, Baker Lake, Chesterfield Inlet, Repulse Bay, and Chesterfield Inlet. These all have the potential to be impacted, either positively or negatively, by the proposed Project. However, Rankin Inlet and Chesterfield Inlet have more potential to experience Project effects because of their proximity to site.

Public²: Ordinary people in general; community or the people as a whole; a group of people sharing a common interest.

For the purpose of the Community Involvement Plan, the definition of public will be restricted to "*all the people of the Kivalliq region as a whole, Inuit and non-Inuit combined*". The definition is not limited to a single community. In some instances, "public" may be used to represent all the people of Nunavut and, in these cases, it will be stated as such. As the Project is not expected to have significant environmental or socio-economic effects outside of Nunavut, the definition of public does not include those residing outside of Nunavut.

1.3 Duty to Consult and Regulatory Requirements

The Crown has a duty to consult Aboriginal people under Section 35 of the *Constitution Act* of 1982. While the *Constitution Act* recognizes these rights without defining them, a series of land mark legal

² Definitions from Smith 2003.

judgments have developed notions of aboriginal rights. These embody increased recognition of the rights and roles of indigenous people. When considering approval of a development project, the Crown may delegate procedural aspects³ of its duty to a project proponent, in this case AEM for the Meliadine Project.

Certain lands were granted to Inuit under the Nunavut Land Claims Agreement (NLCA), with the Meliadine Project located on surface and subsurface land owned by Inuit. The NLCA affirms the need to consult as part of any major private sector development and, as well, the five (5) institutions of public government resulting from the NLCA epitomize meaningful consultation. The Nunavut Impact Review Board (NIRB), as one of those institutions, sees public engagement and consultation as a pillar of the environmental assessment process in Nunavut. The requirement to consult is found throughout the Environmental Impact Statement (EIS) guidelines prepared by the NIRB for the Meliadine Project, and these direct AEM to undertake public engagement and consultation as part of the environmental assessment process. In addition, the NIRB's operating procedures, various documents, and the ten (10) minimum EIS requirements all highlight public engagement and consultation. As such, AEM undertook to actively consult with Inuit and other stakeholders in a meaningful manner to ensure they have substantive input to the decisions on the design and management of the Meliadine Project. The CIP furthers AEM's commitment by outlining the mechanisms and procedures the company undertakes to ensure opportunities for meaningful participation are afforded to the communities and public of the Kivalliq region during all Project's phases.

1.4 AEM's Corporate Social Responsibility Statement

Our activities take place in and around communities in which our employees live. In addition to delivering economic benefits, we seek to participate in these communities and improve the quality of life, by supporting initiatives in the areas of health, education, sports and culture. We also work to maintain broad-based, ongoing support for our activities and devote time and resources to nurturing dialogue and building relationships with our many different stakeholders.

AEM's 2010 Corporate Social Responsibility Report

<http://www.agnicoeagle.com/en/Sustainability/Pages/default.aspx>

(Accessed March 20, 2014)

³ Procedural matters can include the presentation of environmental and socio-economic plans, development schedules, monitoring programs, information about AEM's activities to name a few.

AEM is committed to creating economic prosperity in a safe and socially and environmentally responsible manner. We believe that it is our responsibility to share the wealth that is created through our investment in the mining and extraction of gold and to be catalysts for the development of sustainable communities where we operate. We do this by:

- Basing our progress on our competence and resources;
- Consistently showing respect to our employees and building on the foundations laid out in the early years;
- Empowering our employees to work collaboratively in a culture where safety and respect are paramount;
- Using best industry practices and innovation to continuously improve our environmental performance wherever we work in the world;
- Consistently acting in a socially responsible manner and giving back to the communities in which we operate;
- Working together with all of our employees and other stakeholders to create profits which allow all stakeholders to benefit; and
- Learning from our past experiences.

The commitment to Corporate Social Responsibility (CSR) applies equally wherever AEM operates. As such, it applies to the Meliadine Project. The CSR has built into it working with local communities so that all stakeholders benefit. This requires public engagement with the Kivalliq communities to make them aware of possible opportunities and benefits coming from the Project and, just as importantly, it allows AEM to hear the public's concerns and aspirations.

The vision, mission and commitments are reflected in AEM's four core values, all of which are requisites for effective socio-economic management practices:

- Respect for our employees;
- Protect the environment;
- Operate safely;
- Respect for our communities.

SECTION 2 • APPROACH TO COMMUNITY INVOLVEMENT PLAN

The approach to community involvement incorporates lessons learned from resource development projects in Canada's North, specifically in the Kivalliq region of Nunavut. In particular, community involvement strategies used at AEM's Meadowbank Gold Mine have been incorporated as it is likely that AEM will continue to implement strategies that have worked at Meadowbank. These strategies have been tried, tested, and adaptive management has been put into practice to address any challenges or shortcomings to existing community involvement strategies.

AEM will use appropriate community involvement strategies, protocols and practices to ensure that the public is kept informed throughout all stages of the Project and is provided with ample opportunities to be involved. The CIP seeks to facilitate two-way communication between the communities potentially affected by and interested in the Project and AEM, and to encourage public/community interaction with AEM for providing input during Project's development, and how best to deliver this information (e.g., the types of information required, translation and interpreting needs, timing of consultations, different formats, the possible need for community meetings). AEM will respect and give full consideration to valued input from the public/communities.

2.1 Objectives

The main objective of AEM's CIP is to define the methods and practices to maintain and enhance two-way communication between the company and the public/communities. This plan also outlines how AEM intends to continue to:

- Provide accurate, up-to-date, and understandable information to the public, particularly to residents of communities the most likely to be affected by the Project;
- Provide regular updates on the progress of ongoing activities through construction, operation and closure using various communication means: public meetings, workshops, fact sheets, etc.;
- Provide the public with the opportunity, and sufficient time, to provide informed and meaningful input, knowledge and perspectives to the Project and public engagement;
- Take into account the comments, recommendations and views of the public in making decisions;
- Create opportunities for people and businesses in the Kivalliq region and Nunavut more generally to participate in the Project, thereby promoting business growth, self-reliance, well-being and sustainability; and
- Maintain goodwill and good relations with the public, communities and their governments.

2.2 Principles

The following principles have guided the development of socio-economic management measures and will guide ongoing socio-economic management by AEM, including support for economic and social development:

- Communities and people most likely to experience negative effects of the Project receive priority in the distribution of Project benefits;
- Implementation of mitigation and benefit enhancement measures is undertaken in partnership not only with affected people, but also with a range of organizations, like government and civil society, that are able to bring appropriate experience and knowledge to maximizing net socio-economic benefits while protecting the interests of more vulnerable subpopulations;
- Engagement, both consultation and participation, has been and will continue to be practiced throughout the Project life, and in consultation with the communities, to define people's priorities and to decide as necessary how mitigation and benefit enhancement measures will be implemented, monitored and adjusted using adaptive management;
- Inuit Qaujimajatuqangit (IQ) is solicited, documented and integrated into Project decision making;
- Planning and implementation of mitigation and benefit enhancement measures take into account normal Project activities, such that synergies can be identified towards increasing the efficiency and effectiveness of socio-economic development (e.g. the strengthening of entrepreneurial skills towards developing capacity to supply the Project, and possibly other projects that might be developed nearby); and
- Planning and implementation of mitigation and benefit enhancement measures are conducted in an environment of accountability and transparency. This implies:
 - reporting to the public on the results of environmental and socio-economic management; and
 - facilitated access to AEM for people and their governments in the event that unforeseen negative effects occur, or grievances develop.

SECTION 3 • PUBLIC AND COMMUNITY INVOLVEMENT

3.1 Forms of Public Engagement

Public engagement and consultation undertaken by AEM provide for a continuum of involvement⁴ in its Nunavut operations and can be divided into four different forms: information, consultation, informed participation and negotiation⁵ (Table 3-1).

Table 3-1 Forms of Public Engagement

Form of Engagement	Description	Activities Undertaken
Information	Flow of factual Project information and traditional knowledge between stakeholders and AEM.	Nunavut and other mining symposiums, AEM website, fact sheets, traditional knowledge facts and study, Project Description, Environmental Baseline Reports. This form of engagement does not include discussions between AEM and the stakeholders.
Consultation	Information exchange between AEM and the public, organizations, communities, etc. both verbally and in writing.	Meetings with public in all Kivalliq communities, Kivalliq hamlet councils, Hunters' and Trappers' Organizations (HTO), Community Lands and Resources Committees (CLARC), Rankin Inlet Liaison Committee, Kivalliq Inuit Association (KIA), Territorial & Federal Government Departments and Institutions of Public Government, annual community information and career awareness meetings programs.
Informed Participation	Active interaction, key dialogues and more intensive form of consultation with an in-depth exchange of views and information, leading to joint analysis and decision making. Could occur in workshops, forums, or meetings taking more than a day. Includes interviews with knowledgeable individuals.	Inuit Qaujimajatuqangit studies (1999 & 2011), IQ Marine Mammals (2012), Vegetation Traditional Knowledge (TK) Workshop, AEM –KIA workshop (January 2012), annual meetings of Kivalliq Socio-Economic Monitoring Committee (SEMC) since 2009, Mineral Development Advisory Group (May 2009), Rankin Inlet Liaison Committee (2012), Focus Groups in the Local Study Area (Whale Cove, Rankin Inlet and Chesterfield Inlet), interviews of elders, and meeting with Territorial & Federal Government Departments and agencies. Involvement of local Inuit in the design of and collection of data for baseline studies, and identification and selection of VECs and VSECs. Visits to the Meliadine site and other AEM operations.
Negotiation	Face-to-face dialogue with the intent of reaching an agreement and developing the relationship between AEM and Inuit.	AEM and the KIA are negotiating an Inuit Impact and Benefit Agreement (IIBA) and a Water Compensation Agreement (WCA). These negotiated agreements are being modelled on the Meadowbank agreements. Negotiation occurred with the hamlet and the Government of Nunavut on proposed mine facilities to be located on municipal/airport land.

⁴ CAG Consultants (2005).

⁵ Mary River EIS (Baffinland 2010).

To have effective public participation, the public needs to be informed of upcoming consultation events. Care is taken not to schedule these events when people are likely to be out on the land, during times of celebration or sorrow in the community, or when a consultation meeting conflicts with another important event in the community. AEM continues to use broad advertising through local papers, radio, posters and by invitation before any consultation meeting.

One only moves from information to negotiation as trust and confidence is built. Meaningful consultation for the Meliadine Project has initiated and sustained constructive relationships with Inuit, Inuit organizations, communities, and government over time. The frequency of public engagement and consultation increased from a single or a few consultation meetings a year to the present where consultation is an ongoing activity. All four (4) forms of engagement are being used with much more informed participation and negotiation employed today than in earlier times.

Project information being made available is accurate and up-to-date. This is to ensure that the general public can effectively:

- Understand and provide meaningful input to the Project;
- Input and participate in the design and implementation of environmental and socio-economic mitigation strategies and initiatives; and
- Benefit from business opportunities, training and future employment.

Throughout all public engagement and consultation, IQ is afforded due consideration and is solicited, documented and integrated into Project decision making.

3.2 Information Sharing Procedures

AEM's goal is to create awareness and understanding of its Meliadine Gold Project, and to receive feedback. Its success in getting the information out and having it understood can lead to successful community involvement in the Project.

Information sharing is the flow of factual, accurate and timely information between AEM and the public/communities. The means to distribute information includes fact sheets, reports, an advertisement in Nunatsiaq News, an information stand at the Nunavut Mining Symposium, and the AEM Nunavut website. Factual environmental and socio-economic reports are distributed to Kivalliq communities describing the present state of activities at the Project's site, and the environmental and socio-economic conditions that are being monitored. Information can be transmitted on paper, as an electronic file, on a website and, in many cases, more preferably at community meetings and workshops. It is important that the communities tell AEM how best to deliver information of most interest and use to them, how to present it at community meetings, and what arrangement for translation and interpretation of technical terms works best.

AEM's engagement undertakings include:

- Continuing to resource and staff the Project office in Rankin Inlet, to provide a place where people can easily go to ask questions, express concerns, get information on the Project, lodge grievances, drop off job applications, submit business proposals, and/or attend to meetings with Project staff;
- Funding and managing staff members in all other Kivalliq communities with responsibilities to offer similar services to people;
- Clearly notifying communities/public of the names and coordinates of staff with responsibility for community relations in all AEM's Nunavut operations;
- Distributing periodic information with appropriate content through appropriate media on Project progress and events of interest, including current information on Project activities, effects and risks, environmental and socio-economic management plans, economic opportunities and community contributions;
- Holding meetings with (see also Section 3.3 Community Meetings and Events below):
 - the Community Liaison Committee based in Rankin Inlet to discuss and resolve issues of concern as these arise locally;
 - communities and governments to develop and implement monitoring and IQ activities in support of environmental and socio-economic management measures;
 - communities and governments to develop and implement activities in support of socio-economic management measures, including, for example, education and training initiatives, and community contributions to undertake social and cultural activities; and
 - subgroups, for example with businessmen, Elders and women, to discuss and resolve issues or advance opportunities that may not be of general interest;
- Maintaining an engagement database with the results of all the above events, including any issues raised and undertakings to resolve these issues;
- Internally reporting on the results of the engagement activities such that these results can be used as input into Project decision making;
- Including engagement, participation and public reporting of results in environmental and socio-economic monitoring programs;
- Cooperating as warranted with territorial, regional and hamlet authorities in meeting environmental, economic and social development goals;
- Fostering a workplace environment that facilitates worker input without fear of misunderstanding or retribution;
- Implementing a grievance and dispute resolution mechanism to manage any instances over the life of AEM's Nunavut operations where people feel they have, and may indeed have, grounds for complaint. This mechanism will include:
 - a simple and accessible process to lodge a grievance, either verbally or in writing;

- clarity on roles relative to addressing the person, local government or organization's grievance;
- the time frame within which a response to the grievance is provided;
- an appeal process, through mediation or arbitration, that defines time frames and roles for instances where a grievance escalates into a dispute because the response is not deemed satisfactory (by the person/group lodging the grievance, local government representatives, or AEM);
- a system to record all grievances, disputes, and their resolution;
- a formula on how the costs of grievance resolution are to be shared; and
- means to ensure feedback for action to relevant AEM and/or contractor staff where systematic grievances are being observed;
- Providing sufficient communication services (telephone, internet and community radio) where feasible to meet the needs of employees to stay in contact with their families and communities;
- Providing cross-cultural training to all staff; and
- Providing training to management and supervisory staff, including those of contractors, on communication with Inuit employees and people in communities, as well as on engagement and on the grievance mechanism.

3.3 Community Meetings and Events

Community meetings deserve special mention. They are the most common and successful form of information sharing and public engagement to date. Such meetings are held at least once a year in all communities. It reaches the maximum number of people in the community and offers everyone an equal opportunity to ask questions and receive updates on what is happening at AEM's Nunavut operations. It allows AEM to educate the public on important Project issues and to enable community members to ask questions, raise concerns and make comments in a comfortable and familiar setting.

PowerPoint presentations are made at all community visits with simultaneous translation in Inuktitut and English. AEM recognizes the rich visual and oral tradition of Inuit and, where possible, structures its presentations to take advantage of these cultural traits. Maps and posters are placed on the walls to allow a visual depiction of the Project's layout, surrounding environment and proposed areas of development.

As part of the community meetings, AEM undertakes career awareness programs in all Kivalliq communities. AEM may do this in collaboration with government and other agencies through participation in initiatives aimed at providing information on:

- The labour needs of AEM's Nunavut operations;
- The skills and qualifications required for employment and advancement;
- The training opportunities available to prepare for employment; and

- Educational support programs for development of qualifications in the mining industry.

Community meetings also offer a means of outlining upcoming business opportunities and how businesses found in the community can apply to provide products and services. It allows entrepreneurs to ask questions, outline the services and products they can supply, and become familiar with the process AEM uses in awarding contracts.

Community events provide AEM with an opportunity to build and maintain good relationships with residents. They also allow AEM to understand and appreciate the daily lives of community members and the events and activities that are important and enjoyed by them.

3.4 Community Liaison Committee

The formation of the Rankin Inlet Community Liaison Committee is a proactive step undertaken by AEM to enhance public engagement within the community throughout the life of the Meliadine Gold Project. The Community Liaison Committee vision is as follows:

“The Rankin Inlet Community Liaison Committee brings together the Management of Agnico Eagle Mines Limited and a diverse group of community-based stakeholders who are willing to exchange information and build a consultative relationship on socio-economic, cultural and environmental issues relating to the Meliadine Gold Project. The goal of this relationship will be to recognize and understand the requirements, expectations, and concerns of all parties. The stakeholders will bring forward community-based concerns and issues that will assist AEM’s management to consider strategies that meet the mutual needs of the stakeholders, community and the company”.

The Committee has representatives from all sectors of the community. The responsibilities of the members include:

- Provide input from their respective organization;
- Report to their organization on the activities of the Committee and encourage a better understanding of the mining process to their organization;
- Provide an understanding of how their organization can support the Meliadine Project; and
- Participate actively in discussing solutions to issues discussed by the Committee.

AEM has the responsibility of keeping the Committee fully informed of Project developments while the Committee members have to bring concerns to the attention of AEM. The Committee is a forum for all parties to have continuous and regular dialogue regarding the Meliadine Project. Members are encouraged to participate in discussions on ideas towards solutions. It allows for the resolution of concerns within a committee setting. The Committee meets quarterly and a record of significant decisions is kept.

Complete details on the Community Liaison Committee are provided in Appendix E of the Public Engagement and Consultation Baseline Report (SD 3-1).

3.5 Community Liaison Representatives

AEM's commitment to significant and successful community involvement in the development of the Meliadine Gold Project is seen through the opening of an office and the establishment of a Community Liaison Committee in Rankin Inlet. Both are already in operation and help provide easy access to information on Project activities and meaningful interaction with AEM staff and management. Although AEM cannot open an office in communities more distant from the Project site, AEM will endeavour to keep these communities up-to-date on Project activities and how best to benefit from its development.

For the Meadowbank Mine, AEM has entered into contractual agreements with the Hamlets of Arviat, Chesterfield Inlet, Coral Harbour and Whale Cove to establish a community coordinator position within the Hamlet Office to help AEM provide human resource and community information services to both our existing employee base and to all residents within these communities (similar services are in place in Baker Lake but are located in the AEM office). AEM has set up a similar arrangement in Repulse Bay but the position is currently vacant and AEM is working with Hamlet staff to re-establish this position. AEM plans to continue this arrangement for the Meliadine Project.

3.6 Effectiveness of Community Involvement

AEM's environment, community relations and other management staff would normally informally monitor the day-to-day implementation of environmental mitigation and monitoring plans, socio-economic mitigation and enhancement measures, and public engagement. This would be done in the course of management and administration of their relationships with Project workers, Inuit organizations, people in communities and their representatives. Meetings in communities with representatives of Elders, youth, business, hamlet governments and others are methods that will be used for discussion of Project related issues. Project staff in each of the LSA communities also provides means for people to raise issues on a daily basis. Facilitating access to AEM's representatives for workers and people across the Kivalliq region allows for the identification of concerns as these are raised. There is also, however, a requirement for formal monitoring and for reporting of engagement effort to evaluate the effectiveness of the CIP. AEM will work with the communities in the design of a monitoring plan to chart concerns, how they are rectified and how the results will be reported (additional details provided below). Appendix A provides a tabulation of public/communities participation in meetings and outcomes from 1995 to 2013. Details on those consultations are provided in the Public Engagement and Consultation Baseline (SD 3-1).

Effectiveness is seen in moving to higher forms of public engagement, from simply providing a one way flow of information to meaningful participation as trust and confidence is built. Meaningful consultation leads to sustained constructive relationships with Inuit, Inuit organizations,

communities, and government over time. Sustained constructive relationships foster the development of effective ways of sharing information with communities and clear procedures that maximize community participation.

The increased frequency of public engagement and consultation, particularly in the LSA, is a measure of effectiveness as it indicates a desire or willingness on the part of the public or community organizations to be actively involved in AEM's Nunavut operations. The example of the Rankin Inlet Community Liaison Committee also demonstrates effectiveness.

At each of its community meetings, AEM takes notes and creates a log of issues raised. In most cases the issues are addressed at that time by providing immediate feedback (response/information). However in some cases it may not be possible to immediately respond because the facts are not clear or the information is not immediately available. In such instances, AEM informs that it will look into the issue and come back to the community with a response at its next meeting. AEM adds these issues to its register and assigns a staff member to investigate, obtain the required information and come back to the community relations manager with a status report so that the issue can be appropriately addressed at the next scheduled community meeting.

In its guidance, the NIRB asked AEM to comment on the methods used to evaluate public engagement efforts in order to identify the effectiveness of the Community Involvement Plan. AEM currently uses a number of feedback streams to measure the effectiveness of its community engagement and involvement activities. These include:

- Direct feedback from each of the community coordinators who report to the AEM human resources team at the Meadowbank mine;
- Feedback from the mayors in each of the seven (7) Kivalliq Communities on how effective AEM is in engaging with their respective communities. AEM meets with the Mayors formally each year at venues such as the Kivalliq Socio-Economic Monitoring Committee, at the Kivalliq Mayors Forum Annual Meeting, at the annual Kivalliq Trade Show, and through regular community visits to each community by AEM's Superintendent of Community Engagement – Nunavut (Graeme Dargo);
- Direct feedback from the public community meetings (e.g., request for meeting presentations to be made available electronically);
- Feedback from the Kivalliq Inuit Association, specifically through feedback from the KIA's IIBA Implementation Officer, the KIA's IIBA Coordinator and through AEM's IIBA coordinator; and
- Through informal discussions between AEM's Community Engagement team and the various departments within the Government of Nunavut.

The feedback received is used to adaptively manage future engagement initiatives. It is recognized that the effectiveness of community engagement is a moving target and requires use of many

formats and media, and requires an adaptive approach, changing communication and engagement strategies to meet the moving target.

SECTION 4 • PROMOTING THE PARTICIPATION OF NUNAVUMMIUT IN PROJECT⁶

AEM's employment policy is to maximize employment of people in all Kivalliq communities, with the intent to see that Project benefits accrue not only to the Nunavut and Canadian economies, but also to the people of Kivalliq. Such a policy implies that where people have little experience with the mining sector, specific initiatives can be required to address barriers to employment. It is noted however that to operate effectively, efficiently and safely, AEM's requirement is for a comparatively skilled workforce. In this regard, AEM's Meadowbank operations are scheduled to begin the closure phase as Meliadine operations ramp up. It is therefore expected that Meadowbank employees will seek to transfer to Meliadine to extend their current employment with AEM.

Employment opportunities will exist at the Meliadine Project during construction, operation and closure. Realizing the importance of preferential hiring in ensuring Inuit have the first opportunities in being hired, AEM has been aggressive in seeing that Inuit are alerted first when AEM is hiring employees for position(s) from Kivalliq communities.

AEM's Nunavut operations demonstrate preferential Inuit hiring by placing a priority on realising the following objectives:

- The establishment of recruitment, hiring and employment practices that reflect Inuit cultural values and circumstances, and the development of a policy for the use of Inuktitut in a manner that respects the employment, cultural and social aspirations of Inuit;
- The enhancement of opportunities for Inuit to obtain employment and succeed in careers;
- The provision of training and educational opportunities for Inuit;
- The ongoing development, maintenance and retention of a skilled and qualified Inuit labour force; and
- The increase of Inuit employment to a level that reflects the ratio of Inuit to non-Inuit in the workforce.

4.1 Preferential Recruitment Policies and Procedures

Initiatives that will be put in place to enhance employment through Human Resources policies and procedures are identified below:

- Including points of hire in Kivalliq communities and funding air transport to and from the Project's site from these points of hire to enable Project employment without a need to leave home communities (employees will be bussed from the Meliadine Mine site to the Rankin Inlet airport to meet scheduled air transport to their home communities or point of departure);

⁶ See also Sections 1, 2, and 3 of SD 9-4 Human Resources Plan where further details on the procedures and practices currently in use by AEM to promote employment of Inuit from the Kivalliq region.

- Maintaining a regularly updated database of potential Kivalliq employees and preferentially hiring people from LSA communities and Kivalliq where qualifications and experience permit, during both construction and operation;
- Under the Meliadine IIBA (currently under negotiation) AEM expects to jointly establish with the KIA annual employment goals in selected trades and job categories for each 12-month period of construction and operations at the Project. These annual employment goals will be established, measured and reviewed based on the number of workers needed, the availability of Inuit workers and, as appropriate, the availability of skilled Inuit who are interested and want to work at the Meliadine Mine;
- Providing to Kivalliq communities and the KIA complete, timely and easily accessible information in English and Inuktitut on workforce requirements, job descriptions, qualifications and performance criteria;
- Designing recruitment methods, advertisements, application procedures, interview protocols, selection procedures, and training and promotion decision making to reduce artificial barriers, including language barriers;
- 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;
- Providing cross-cultural training to all employees in order to facilitate the successful integration of Inuit employees into the workforce and to facilitate understanding of Inuit values by employees not resident in Nunavut;
- 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;
- 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 possible;
- Putting in place a culturally appropriate Employee and Family Assistance Program (EFAP). Under the EFAP, AEM will provide counselling services to employees to help them address problems that threaten an individual's ability to continue working (e.g. substance abuse, work-related stress management, family support, etc.). The frequency and duration of counselling will be determined by the counselor and client, with due regard to work schedules, rotation schedules and employment duties;
- Training on and enforcing policies related to vehicle operation, controlled substances, alcohol and harassment, towards establishing the workforce discipline which encourages health, safety, learning, retention and advancement of Inuit employees;
- Establishing a collaboration committee consisting of employees who are elected to represent their co-workers to discuss all issues of concern to employees including employment conditions;

- Providing recrimination free opportunities for workers to express complaints or concerns, and bring to light conflicts such that grievances are promptly addressed;
- 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 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; and
- Providing culturally appropriate services to workers, including recreational facilities, food and accommodation, country food storage and/or country food kitchen, and work schedules that accommodate to the extent practical traditional activities.

Preferential hiring will extend to summer employment as well. AEM will make summer employment opportunities available to Inuit students in the following order of priority:

- Inuit students normally resident in Rankin Inlet and Chesterfield Inlet;
- Inuit students normally resident in another Kivalliq community; and
- Inuit students normally resident elsewhere in Nunavut.

4.2 Equal Employment Opportunity

AEM is committed to the principles of being an equal opportunity employer and this philosophy will govern in dealing with employees and applicants alike. AEM does not discriminate against qualified applicants or employees because of race, colour, religion, national origin, gender, sexual orientation, age, or disability.

AEM will take affirmative action to make sure those applicants and employees are treated without regard to these characteristics. AEM seeks to ensure that:

- Recruiting, hiring, training, promotions, and placement decisions are conducted without discrimination;
- Personnel actions including but not limited to pay, benefits, discipline, transfers, layoffs, training and recreational programs are administered without discrimination; and
- Reasonable accommodations are made to enable qualified employees with disabilities to perform the essential functions of their jobs.

4.3 Education and Training

AEM wishes to enhance the potential on the part of people in the Kivalliq region to access employment and contracting opportunities created by the Project. AEM will therefore provide Project related education and training programs. Education and training allows the public to benefit from employment opportunities at AEM's Nunavut operations. The promotion of education and training is therefore intended to address not only Project requirements, but also to maximize the

contribution of the Project to Inuit Beneficiaries and contribute to longer term participation in both the wage and traditional economies in the interests of sustainable development. AEM will therefore offer opportunities to augment one's education and training and, thereby, further participation in the Project's benefits by:

- 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 and life skills;
- Work with the GN and the KIA to establish an Apprenticeship Training Program at the Meliadine Mine to advance the training and development of Inuit employees in specialized trades requiring apprenticeship;
- Establish a Workforce Development Plan, updated annually, to internally guide AEM on its Project-related training needs and to facilitate addressing those needs through AEM's continued participation in the Kivalliq Mine Training Society. For example, this Plan could include funding for training positions for Inuit at Nunavut educational institutions and at existing AEM operations in preparation for the operations phase of the Project, including in heavy equipment operations, mill operations, apprenticeship and technician training, technology, environmental monitoring, and computer and office skills;
- Providing on the job training to enhance job performance, retention and advancement in areas such as orientation to AEM operations, health and safety, and skills upgrading (core competency), supervision, leadership and management;
- Providing on the job training and counseling as appropriate in areas such as career development, cross-cultural training, respectful behaviours, life skills, and personal financial management to support successful employment experiences;
- Offering a training program for supervisors and management team at Meliadine. The aim of this training will be to develop leadership, communication and conflict management skills needed for responsibilities as a supervisor;
- Retraining selected construction workers for operation phase jobs and operation workers in new required skills (for example, in mining methods) to allow successful employees to continue their employment as workforce needs shift;
- Supporting efforts on the part of employees to upgrade their education as a means towards job advancement – for example, accommodating employees (where practical) who decide to participate in high school completion programs by allowing employees to retain employment with the mine while upgrading their skills;
- Offering haul truck driver training to increase the number of skilled Inuit workers at Meliadine. This program will enable workers to build their capacity so that they can access employment opportunities that require specialized skills. The haul truck training will also include a career path to ensure trained haul truck operators can access employment at the mine;

- 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;
- 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;
- Cooperate with the GN and the KIA to provide summer employment and cooperative education opportunities at the mine site (when economically possible) to provide job experience to the young (for example, this may include a “Youth in Mining” program to expose young graduates to a career in the mining industry and give them work experience in a mining environment); and
- Cooperate with the KIA (through the IIBA) to provide a scholarship fund for post-secondary education (eligibility would include both high school students and Project workers).

Additionally, AEM will work with the KIA and education authorities in the Kivalliq region and Nunavut to develop the details of an education and training strategy that is broader in its goals than simply meeting AEM’s Nunavut operations related needs.

4.4 Counselling

The wage economy may be new to many Inuit working at the mine site. One advantage of the 2-weeks on and 2-weeks off work rotation (see the Human Resources Plan – SD 9-4 for more details on planned work conditions) is that it allows Inuit to return to their home community and practise traditional activities during their time off; this helps sustain a traditional life style and cultural attachment to the land while at the same time participating in the wage economy.

Other initiatives are being explored to assist those having difficulties adjusting to a work environment, these include:

- Putting in place a culturally appropriate Employee and Family Assistance Program (EFAP; see Section 4.5 Employee Assistance Program). Under the EFAP, AEM will provide counselling services to employees to help them address problems that threaten an individual’s ability to continue working. The frequency and duration of counselling will be determined by the counselor and client, with due regard to work schedules, rotation schedules and employment duties;
- Providing informal counseling at the mine site (e.g. employing Elders, identifying and training peer counselors, etc.);
- Endorsing cultural sustainability through the use of Inuktitut on the work site, as long as it does not endanger safety or work performance; and

- Supporting community wellness initiatives as may be agreed in the IIBA or individually with communities, to address community priorities towards enhanced well-being (e.g. substance abuse management, recreational programs for youth, IQ retention, etc.).

4.5 Employee Assistance Program

The Employee and Family Assistance Program (EFAP) is designed to provide confidential assistance to employees with problems that may affect their well-being and/or their ability to perform their jobs, including problems with drug and alcohol abuse, addictions (including gambling), inappropriate sexual behaviours, personal financial management, adjustment to change, etc.

The primary objective of the EFAP is to maintain the employee's ability to be fully productive by offering this service, including early intervention and prevention. Confidentiality will be maintained at all times.

SECTION 5 • PROMOTING LOCAL BUSINESS OPPORTUNITIES⁷

As with preferential employment, AEM's policy is to maximize opportunities for businesses in Kivalliq region to access opportunities to provide goods and services to AEM's Nunavut operations, again in the interest that benefits accrue not only to the larger national and regional economies, but also to the economy and people of the Kivalliq region (see also the Business Development Plan – SD 9-3). Such a policy implies that where local businesses have little experience with the mining sector, specific initiatives may be necessary to remove barriers to successful bidding on procurement contracts.

AEM will use all reasonable efforts and implement strategies, including those developed through the Inuit Business Opportunities Initiative (IBOI)⁸, to achieve a level of Inuit business that can be sustained throughout mining operations and beyond.

The objectives in contracting are as follows:

- Increase the participation of Inuit firms and other firms that provide significant benefits to Inuit in contracts for the provision of the goods and services that AEM requires in relation to its Nunavut operations;
- Increase the number of Inuit who are employed in the performance of AEM contracts; and
- Improve the capacity of Inuit firms to be awarded and to perform AEM's contracts.

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

- AEM will work with the KIA during the construction and operations phases of the Project to provide a framework for the tendering and awarding of contracts that facilitates and promotes the participation of Inuit Firms from the Affected Communities in priority, and then from other Kivalliq region communities, and that encourages the retention of economic benefits of the Meliadine Project in the Kivalliq region without placing an excessive burden on AEM or undermining the viability of the Meliadine Project. The procedures to achieve this objective will be established within the Meliadine IIBA currently being negotiated with the KIA;

⁷ Plans for promoting local contracting opportunities are provided in more detail in SD 9-3 Business Development Plan, specifically in Sections 2.2 and 3. Information on how AEM sources country food for use at the Meadowbank (and thus later at the Meliadine Project) is presented in SD 9-4 Human Resources Plan, Section 5.4.

⁸ The Inuit Business Opportunities Initiative (IBOI) was developed for the Meadowbank Mine and subsequently extended to include the Meliadine Project. It provides details on the business opportunities available to Inuit businesses with AEM's Nunavut operations. Details are available online: <http://aemnunavut.ca/index.php?q=en/business-opportunities> (accessed on March 20, 2014).

- Maintaining a regularly updated database of potential Kivalliq suppliers⁹ 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;
- Identifying synergies between the Project and Kivalliq businesses in order to facilitate Inuit firms access to procurement opportunities;
- 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 competency to supply 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);
- Providing any business that may be denied an opportunity to bid for reasons of determined lack of capacity or that unsuccessfully competed on a goods or service contract with an explanation for the weaknesses in its offer;
- Participating with the KIA and the GN in the development and support of training programs for existing and potential entrepreneurs that could contribute to their success in offering goods and services to the Project and to the broader market;
- AEM will work with Kivalliq businesses when asked to and as interest and opportunities warrant to provide information on the needs of the Meliadine Project that may be helpful to Kivalliq businesses looking to form joint ventures with southern Canada businesses that have expertise in supplying the mining industry; and
- Monitoring contractor performance for compliance with their commitments and using monitoring results in decisions on contract administration and management.

These initiatives are to be implemented in order to increase the economic benefits accruing to Inuit and Nunavut from the AEM's Nunavut operations. AEM is unbundling multi-component contracts into discrete tendering packages that can be bid upon collectively or individually. This increases the likelihood that the contract can be awarded to an Inuit business as they normally begin operation as a small enterprise with a limited amount of capital and expertise to undertake large contracts.

⁹ "Inuit firms" are expected to be defined in the Meliadine IIBA as will a formula for calculating the "Inuit content". Factors taken into account are expected to include i) location of head office; ii) degree of Inuit ownership and participation in business profits; iii) proportion of Inuit employees; iv) proportion of Inuit wages; and/or v) proportion of inputs from other Inuit firms.

5.1 Purchase of Local Products

Country food is to be served at the mine sites as frequently as possible. The obstacle to serving country food more frequently results from no Canadian Food Inspection Agency inspector being permanently located in Nunavut to certify more country food safe for commercial sale. This limits what local country food AEM can purchase and serve to its workers. Meliadine will follow the example set by Meadowbank and will make country food storage facilities available to employees at the work site and provide facilities where self-cooked country food can be prepared.

AEM will provide facilities at the Meliadine site for Inuit employees to safely store, prepare and enjoy country foods brought from their home communities. These will be similar in design and function to the country food kitchen installed within the new Meadowbank camp kitchen.

Under legislation, AEM can only serve food in its camp dining hall that has been supplied by a source that is approved and inspected by the Canada Food Safety Agency. This is because the camp kitchen is classed as a commercial kitchen facility. The only source of country food meeting the requirements of such a facility near the mine site is Kivalliq Arctic Foods located in Rankin Inlet. Their current capacity to supply country food to the Meliadine site is limited by capacity and availability of locally sourced country food. AEM currently has an agreement covering the ongoing purchase of caribou and caribou meat from Kivalliq Arctic Foods for use at the Meadowbank mine where it is a popular menu choice. AEM anticipates that a similar arrangement will be in place for the Meliadine camp. In addition, Inuit employees will still have the opportunity to bring, store and prepare their own country food in the country food kitchen facility available on site.

SECTION 6 • COMMUNITY SUSTAINABLE DEVELOPMENT

The concept of sustainable development distinguishes four (4) domains: economic, ecological, political and cultural sustainability¹⁰. While political and economic sustainability will not be addressed in the following, ecological and cultural sustainability will be discussed individually, with social and cultural sustainability¹¹ being considered together as one.

Sustainability criteria are incorporated in AEM's decisions on effect mitigation and benefit enhancement measures by considering:

- Demonstrated demand for the measure;
- People's willingness to participate in the development and implementation of the measures that imply their participation;
- People's culture, expectations, basic needs and vulnerabilities;
- Changes that will occur with closure such that measures do not depend on contributions by AEM over the long term; and
- Consistency with government planning and programming.

The CIP outlines means for the public/communities to be involved in monitoring the positive and negative effects of the Meliadine Project on the ecological, social and cultural sustainability of their community and traditional lands. AEM plans to collaborate with communities, the KIA, the Government of Nunavut (GN) and Aboriginal Affairs and Northern Development Canada (AANDC) to develop a framework for ecological and socio-economic monitoring, primarily through participation with government departments, Inuit organizations and the Kivalliq Socio-Economic Management Committee (SEMC)¹². The SEMC offers a venue for communities to share their monitoring results with the other members, including mining companies who are also members of the Committee.

6.1 Social and Cultural Sustainability

AEM sees its role in collaborative monitoring of social and cultural sustainability through participation with the Kivalliq SEMC, as:

- Contributing to government monitoring processes with any relevant information collected by AEM on its day-to-day work at its Nunavut operations (information could include, for example, some analysis of results relative to socio-economic desired outcomes, reasons for workers termination, and barriers to worker advancement, etc.);

¹⁰ Definition of sustainable development http://en.wikipedia.org/wiki/Sustainable_development

¹¹ Partridge (2005) and Newman and Dale (2005).

¹² The Kivalliq communities are members of the SEMC.

- Developing, in collaboration with the SEMC and other parties, a detailed social and cultural monitoring plan¹³ which defines issues, appropriate indicators, methodologies for data collection and analysis, reporting, roles and responsibilities, schedules and budgets;
- Providing financial¹⁴ and technical support to the SEMC as may be agreed, including potentially through the funding of work of technical resources to assist in the development and the implementation of parts of the detailed monitoring plan and to develop capacity within the SEMC;
- Discussing with participants in collaborative monitoring, as well as with Project workers to the extent they are implicated, regarding options for the collection and reporting of additional data that may contribute to a better understanding of Project's effects on communities;
- Collaborating with AREVA (or other mining related companies that may in future be implicated in socio-economic monitoring) towards some consistency in approaches for any data collection and reporting on the mining sector workers, as agreed as useful in the detailed monitoring plan;
- Supporting the enhancement of capacity in the communities thereby enabling more active participation in decision making and monitoring activities; and
- Respecting confidentiality concerns of both workers and other participants in collaborative monitoring, which could extend to maintaining an arm's length distance from data collection, analysis and reporting.

As noted above, there are currently limits on the availability and usefulness of data for purposes of monitoring socio-economic impacts of the Meliadine Project, specifically. Some of these data gaps may be addressed with time as the Nunavut General Monitoring Plan (NGMP) is rolled out. More public reporting of data currently held by social service delivery staff, even aggregated at a regional level, would assist SEMCs in monitoring well-being.

While this describes what AEM sees its role in collaborative monitoring and in making contributions to the SEMC, the procedures for collecting information on community conditions are best pursued through procedures developed within the framework of the SEMC for all Kivalliq communities. The rationale for a common approach in all communities is that it allows for comparisons between communities on their sustainable social and cultural development.

The NIRB guidance for the Meliadine EIS asks for a discussion within the Community Involvement Plan of procedures for community based monitoring of social, cultural, and ecological conditions to determine if, when, and how the Project contributes to community sustainable development. This

¹³ Care needs to be taken to ensure that this monitoring plan fulfills the objectives of SEMC monitoring, but is also as consistent and complementary as possible with monitoring requirements of the coming IIBA, NIRB alignments, and the Nunavut General Monitoring Plan (NGMP).

¹⁴ There are costs associated with the time of participants in collaborative monitoring groups, data collection events, expert services, translation, and/or reporting on monitoring results to the SEMC and communities.

has been a subject of much discussion amongst the members of the Kivalliq Socio-Economic Monitoring Committee; specifically how to move from just measuring statistics against key indicators, to measuring how the Project Development (in this case the Meadowbank Mine) is affecting overall community wellness, with community sustainability being a major measure of community wellness. In cooperation with its partners on the Kivalliq SEMC, specifically the GN, Government of Canada and the municipality of Arviat, the Kivalliq SEMC has recently embarked on a pilot project (referred to as the Arviat Pilot Project) with the aim to:

1. Engage with the Arviat community, initially through Mayor Bob Leonard, to inventory existing social groups and capacity building and/or development programs:
 - a. What exists;
 - b. What are the objectives of the existing projects and groups; and
 - c. What is needed to reach the objectives of each initiative?
2. Conduct community profiling with the community, not for the community. Identify, through dialoguing:
 - a. What the current state of the community is;
 - b. What the aspirations of the community are;
 - c. Whether the existing programs are effective in achieving what the community aspires;
 - d. What approaches can be adapted to benefit the community and enable it to achieve its aspirations.
3. If needed, inventory available funding sources to kick-start new initiatives;
4. Together with partner organizations (Hamlet, AEM, GC, GN), provide support through Inter-Agency groups to empower the community to catalyze action and enable the community members to both take control and responsibility of their paths.

Lastly, provided that this approach is successful:

5. Adapt initiatives to other communities in the region.

This pilot project essentially aims to move away from a top-down, paternalistic approach to community development in the territory, to building on the strengths of the community to prepare and plan for the impacts of major mining projects. As stated earlier, communities in Nunavut are generally very rich in social capital. Any type of community development project should use this rich social capital to generate other forms of capital.

When communities work together towards a common goal, the community takes on responsibility and ownership of projects. Ultimately, a project that is participatory, developed from the inside, and is rights-oriented can help communities to realize their future (see Figure 6-1; people-centered development).

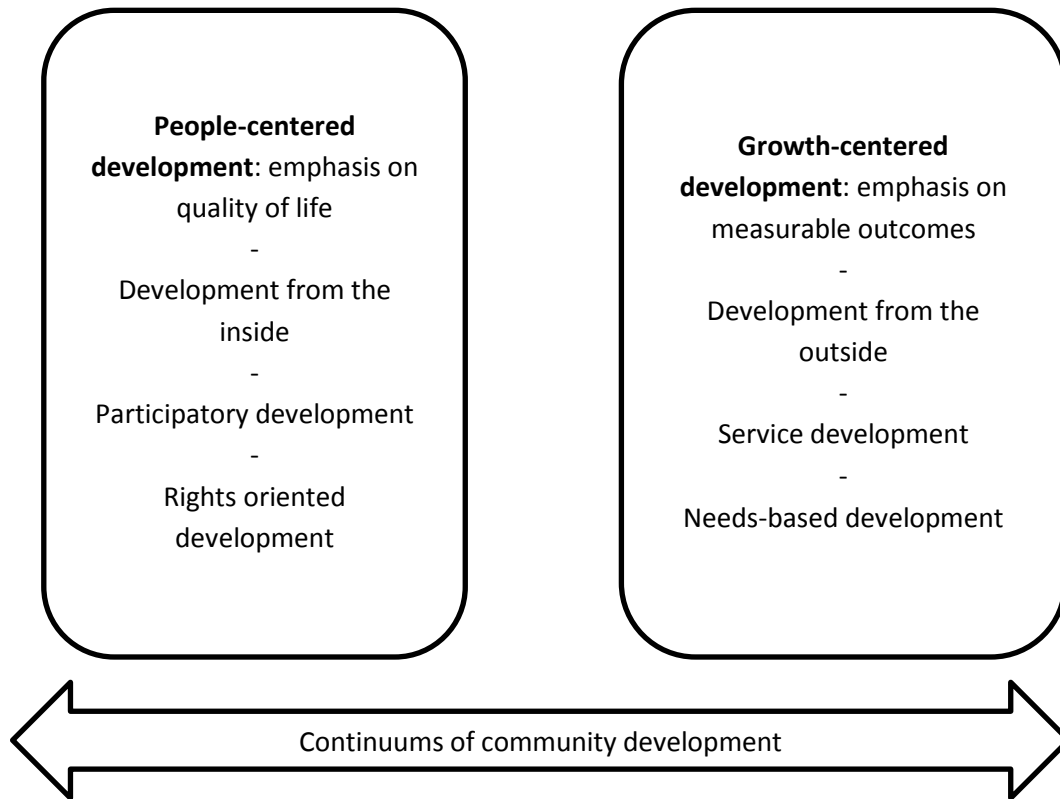


Figure 6-1 Continuums of community development - people-centered and growth-centered approaches

It is hoped that this step will help move towards more of a community-based monitoring of how Mine development projects are contributing to community sustainable development.

Under its Meadowbank IIBA, AEM has committed to conducting an ongoing wellness study of the community of Baker Lake. After many unsuccessful attempts to complete such a study, AEM realized that any evaluation of a community's wellness will only have meaning if the community itself is driving this type of assessment. In 2012, AEM engaged with a team from the University of Guelph to design a community driven wellness study. This led to an MOU (Memorandum of Understanding)

being signed with the Hamlet of Baker Lake that sees the community as the client for the study, with AEM providing financing through a Mitacs¹⁵ grant program so that AEM does not directly control the way the study is conducted nor the outcome, which is between the research team and the community. The MOU led to a researcher spending much of the summer of 2012 in the community of Baker Lake collecting information on how the community sees its wellness status, and participating in what local indicators can be used to monitor wellness. A first report on this initiative is expected sometime in early 2013. AEM sees this as an ongoing initiative (and it remains an obligation under the IIBA) that will ultimately help to understand from the community perspective how the Meadowbank mine has, or has not, contributed to community sustainable development.

The above ongoing initiatives will help the Kivalliq SEMC, the KIA, AEM and the communities better understand how to measure how mine development projects are contributing to community sustainable development from the community based perspective. The initiatives are works in progress and will likely need to be adapted as time moves forward. AEM is committed to continuing down this road and sees these programs continuing as the Meliadine Project evolves towards operation.

6.2 Ecological Sustainability

Just as with social and cultural sustainability monitoring, ecological sustainability monitoring is best carried out using common procedures and with community participation. The development of such procedures would best not be championed by AEM, but by the KIA, the GN and other agencies entering into collaborative monitoring with the communities.

For its part, AEM would:

- Provide the Kivalliq communities with data collected and reports prepared annually by AEM, tabulating ecological monitoring data thereby allowing the communities to remain abreast of the ecological health at and around AEM's Nunavut operations;
- Update the communities on a regular basis on the ecological monitoring carried out at or around AEM's Nunavut operations;
- Collaborate as much as feasible with other mining companies towards some consistency in approaches for any data collection, thereby allowing the communities to compare data between different operations;
- Arrange tours of the mine sites and describe the scientific monitoring that is being carried out; and

¹⁵ Mitacs supports national innovation by coordinating collaborative industry-university research projects with human capital development at their core. Since 1999, Mitacs has been promoting academic-industrial R&D while supporting the development of future innovation leaders. Mitacs has developed a proactive and successful approach to supporting innovation, both directly through collaborative R&D and indirectly through long-term development of skilled human capital. For more information, see <http://www.mitacs.ca/>

- Support IQ, which is expected to play a central role in community-based ecological monitoring and in decision making related to AEM's Nunavut operations.

6.3 Design and Implementation of Monitoring Programs

Continuous observation of the environment by Inuit over extended periods of time exemplifies Inuit Qaujimajatuqangit (IQ). It is the most successful and oldest monitoring procedure in Nunavut, where the resource users do the observing or monitoring. IQ maintains cultural systems of living off the land, traditional land use activities, and promotes a cultural life style. It allows Inuit to adapt to changing conditions and spot unacceptable changes. AEM combines IQ with scientific knowledge in designing monitoring programs at its Nunavut operations.

At this juncture, the design of monitoring programs for the Meliadine Project has not been concluded. AEM expects to actively engage the communities, which should lead their participation in the design and implementation. Active and ongoing participation of the communities in the monitoring process will allow amendments to be made using adaptive management so that the approach to monitoring and the results meet the needs of the communities.

For communities to effectively participate, local capacity must be developed to generate, deliver and use ecological and socio-economic monitoring information. There is a place for input from communities and Inuit organizations in designing and implementing monitoring programs and initiatives. These are examples of how it could be done:

- Through community and AEM's participation in the SEMC;
- The regional monitoring of caribou carried out by the GN, supplemented by observations by the Rankin Inlet HTO and similar organizations in the other Kivalliq communities;
- The Wildlife Mitigation and Monitoring Plan being designed in consultation with Inuit and Inuit organizations such as the Rankin Inlet HTO, etc.

6.4 Delivery of Socio-Economic Benefits

The imperative of the Project to deliver concrete economic benefits suggests that a priority for monitoring activity be the measurement of those benefits. In addition, monitoring is necessary to establish trends in community well-being, such that problems that may be related to the Project or that the Project can effectively address can be identified.

The overall objectives of socio-economic monitoring are thus to:

- Record the uptake of employment, education and training and contracting opportunities over time and analyze the trends in this uptake in relation to expected outcomes;
- Determine the effectiveness of socio-economic impact mitigation and benefit enhancement measures, including, for example, the EFAP and measures to accommodate traditional culture in the workplace;

- Participate with people in communities and governments to evaluate the trends in economic and social development and well-being in the Kivalliq region, as well as the relationship between these trends and the Project; and
- Demonstrate compliance with Project socio-economic management commitments.

It is noted that monitoring does not solely consist of the identification of indicators and the collection of data on these indicators. It is more importantly the analysis of data collected in relation to the objectives of social management, the realities of Project implementation and the socio-economic dynamic in potentially affected communities. Further, monitoring is only valuable insofar as it is comprehensively reported and the results used to adjust socio-economic management measures; that is, monitoring results are incorporated into adaptive management strategies.

SECTION 7 • SLOWDOWNS AND TEMPORARY CLOSURE

During slowdowns, AEM would endeavour to keep all employees gainfully employed as long as possible.

AEM's employees, business contractors and shareholders would be the first to be informed of any temporary closure or slowdown period. At the same time, a press release would be sent to local radio stations, news outlets and community offices. This would be followed shortly thereafter by community meetings to dispel rumours. Such instances would be a trying time for both AEM and the public, and accurate information is of paramount importance. A community meeting provides an opportune time for the public to ask questions about the temporary closure or slowdown so there are no misunderstandings on what it entails. The public would be afforded the opportunity to provide their views on how this would affect them and the community.

The Human Resources Department would remain in contact with employees to be temporarily laid off so that they fully understand what being laid off entails. The HR Department would remain the contact point for laid off workers after the temporary closure or slowdown is implemented.

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APPENDIX A • COMMUNITY PARTICIPATION AND OUTCOMES IN ADDRESSING CONCERNS

Key Concern	AEM's Response and Outcome
<p>The Inuit culture and way of life has sustained the community for generations and there is a fear it may be lost through development.</p>	<p>AEM remains sensitive to the Inuit culture and will accommodate their traditions where possible as long as they do not compromise workers safety and the work place.</p> <p>One initiative will see a facility established at the mine site for country food storage and a kitchen to prepare country food.</p>
<p>The Inuit want training and job opportunities so they can participate in the benefits that come from the Meliadine Project.</p>	<p>A recurring theme in discussion with leaders and Elders is the need for employment for "our young people". The Project to date has hired all unskilled help from the region and has provided on-the-job training as required.</p> <p>AEM commits to hire locally and give preference to the Inuit in filling positions at the mine. On-the-job training at the mine site will be offered for many positions. Training is also being offered by the Rankin Inlet trade school and by various community organizations.</p> <p>Inuit wanting to pursue a trade commonly fail their pre-trade test and are unable to enroll in a trade program. Trade positions can only be offered to those having certification.</p> <p>AEM emphasises that education is very important and kids should stay in school. Long-term labour force development will require a major upgrading and training effort in partnership with government. Further details are available in the Human Resources Plan (SD 9-4).</p>
<p>Will there be opportunities for women to work at the mine?</p>	<p>AEM is an equal opportunity employer. There has been tremendous interest by both men and women for employment opportunities with the Project. All the opportunities made available to men working at the mine will also be available to women. Likewise, women will have the same opportunities for training as men. Further details are available in the Human Resources Plan (SD 9-4).</p>
<p>Kivalliq businesses want to provide supplies and services to the Meliadine Project.</p>	<p>AEM encourages Kivalliq and other Nunavut businesses to be active in providing the Meliadine Project with a list of the products and services they can supply. These companies will be given the opportunities to bid on contracts.</p>
<p>Public concerns for wildlife focussed on caribou – dust from mining, changes to the migration routes.</p>	<p>Public concerns for wildlife remained focussed on caribou from 1995 to the present. AEM recognises that caribou are an integral part of the Inuit way of life and culture and need to be protected. Caribou are normally not abundant in the Project area in any season; they seem to migrate through the area every 4 to 6 years. In the late 1990s, satellite telemetry was supported in five collars being put on female caribou to learn the calving ground affinity of the caribou in the area. Telemetry data showed that the caribou overwintering in the area of the exploration program in 1997-1998 were from at least two different calving areas - the Qamanirjuaq Lake calving ground to the southwest of Meliadine Lake, and a calving area north of Chesterfield Inlet. In 2008, Comaplex resumed caribou surveys in the Project area using helicopters.</p> <p>AEM, through the Meadowbank Gold Mine, participates in the regional caribou collaring program run by the Government of Nunavut, and the Meliadine Project will do the same. As with Meadowbank, caribou will have the right-of-way on all roads. AEM favours the regional monitoring of caribou that is carried out by the GN, supplemented by observations of the Rankin Inlet HTO. Greater detail is</p>

Key Concern	AEM's Response and Outcome
<p>Time spent away from families is a concern for employees living in the camp for a full two-week rotation. Can this be changed?</p>	<p>provided in the Terrestrial Environment Management and Monitoring Plan (TEMMP; SD 6-4).</p> <p>AEM prefers the two-week rotation. It sees this rotation being best for the employees and the mine. The hours accumulated in the 14 days includes considerable overtime, which provides more income than regular hours per month in many seasonal community based jobs in the region. However, rotations for Rankin Inlet workers could be more flexible to meet the workload and the individual needs of the employee. This option is still being explored.</p>
<p>The possibility of spills along the All-weather Access Road (AWAR), at the seaport and on site. A fuel tanker went off the Meadowbank road and spilled fuel and how was this cleaned up.</p>	<p>The Meadowbank emergency response team on site emptied the fuel that remained in the over-turned truck into another truck. A hole was dug so that the fuel pools into one spot. Soil coming into contact with spilled fuel was collected and returned to the mine site for treatment. The site is monitored on a regular basis to confirm that it is clean.</p> <p>With the Phase 1 AWAR being built and with descriptions of the tank farm at Itivia harbour, there is a growing unease with spills at Itivia harbour and along the AWAR. AEM's experience with the road from Baker Lake to Meadowbank led to a Road Management Plan with goals of improving road safety and minimizing the likelihood of spills. A similar plan will be implemented along the AWAR (see the Roads Management Plan – SD 2-9). Spill response equipment will be carried by all fuel tankers and other transport trucks. All trucks will need to be in good working order before venturing onto the road, and two sea cans filled with spill response equipment will be located at Itivia harbour and the Project site. All employees handling fuel will be trained in proper handling procedures. Further details are provided in the Spill Contingency Plan (SD 2-16) and Roads Management Plan (SD 2-9).</p>
<p>The effect of helicopter over flights on people and wildlife has been a concern since the early days of the Meliadine Project. Helicopters did not stop when caribou were migrating.</p>	<p>The Project Manager stated that the operating guidelines will be followed, weather and safety conditions permitting. Pilots will avoid flying over cabins and camps, and will maintain a specified altitude over areas occupied by wildlife.</p> <p>The opening of the Phase 1 AWAR will end the majority of helicopter trips between Rankin Inlet and the Project. All fuel, dry goods and employees will now reach the Project site by road.</p>
<p>The Meliadine Lake and the Meliadine River could be at risk of contamination in the event of a disaster or bad practice at the mine. This would jeopardise the water quality and fish in the Meliadine watershed.</p>	<p>The peculiar drainage configuration for Meliadine Lake was reviewed with the HTO and Elders' Committee who recognised that both major drainages in the Rankin Inlet area, Meliadine Lake and Peter Lake, could be at risk of contamination in the event of disaster or bad practice at the mine. Since that time, baseline water quality and fish data have been collected for the Meliadine drainage area. Inuit technicians were trained to measure water quality and collect samples. The baseline reports are a record of the water quality and fish health before the mine begins operation (see SD 7-1 and SD 7-2).</p> <p>The Project will have safeguards to prevent contamination reaching Meliadine Lake. The Surface Water Management Plan (SD 2-6) and Aquatic Effects Monitoring Plan (AEMP; SD 7-3) provide more detail on the protection of the aquatic environment.</p>

Key Concern	AEM's Response and Outcome
Effects of surface and underground blasting on lakes and fish.	<p>The physical effects of blasting on the surrounding rock and water at surface is controlled by the placement, sequence, and volume of explosive. This is planned to ensure that the maximum energy from the blast is released into rock in the immediate area of the explosive and not into non-target areas as provided in usage guidelines for explosives (the effects of underground blasting on water bodies has not been a problem reported in the area of other operating mines; e.g. Giant and Con at Yellowknife and Lupin near Contwoyto Lake).</p> <p>Experience elsewhere has shown that the particular area of sensitivity is fish eggs, which are sensitive to blasting vibrations in excess of 12 mm/s peak particle velocity. The actual blasting of rock in or close to a river or lakebed can produce these vibration levels in immediately adjacent waters. It is, however, highly unlikely for blasting in the contemplated mine to produce these vibration levels in nearby fish-bearing waters. Guidelines for blasting in the vicinity of, and adjacent to fish habitat have been established and will be followed.</p>
There are concerns with the temporary fuel storage in the Itivia harbour over the winter.	<p>Safety concerns in storing fuel in a barge overwinter (2007-2008) was the subject of meetings with Rankin Inlet Hamlet Council and the public before being approved. This procedure was conducted by a previous owner of the Project for two winters without incident.</p> <p>The storage of this fuel in a barge frozen in Melvin Bay occurred before AEM purchased the Project. AEM will not store fuel in barges frozen in the ice or over the winter. All fuel will be pumped to the Rankin Inlet tank farm for storage.</p>
Will there be exploration in the area of people's camps?	<p>Little drilling has been done in the vicinity of cabins and camps. However, there are many promising gold targets on the claims block and AEM will consult with any cabin owner should drilling be in the immediate vicinity.</p>
Do people working at the mine have to move to Rankin Inlet?	<p>AEM will provide transportation between all Kivalliq communities and the mine site. This will include flights to Rankin Inlet and a bus/van to get to the Project. However, it is possible that mine employees who were originally based in other Kivalliq communities might opt to move to Rankin Inlet because of its amenities, relatively lower cost of living, and to be a short driving distance from the Project.</p>
Access to the sea ice at Itivia harbour and ski-doo crossings of new roads.	<p>Presently, there is a ski-doo trail from the hamlet onto the sea ice. This is being covered by the AEM's proposed laydown area. AEM will maintain a dedicated ski-doo trail on the east side of the laydown area. Where new roads cross established ski-doo trails, they will be marked by signs along the road and no snow from clearing the roads will be pushed onto the trails.</p>
The tank farm at Itivia harbour is close to the water and is near the airport.	<p>AEM and Nunavut airports selected the location of the tank farm and it will not interfere with air traffic. The tank farm will be 60 m from the high water mark, and the tanks will be within a lined and bermed area which can hold 110 % of the volume of the largest tank.</p>
IIBA and royalties are to give money to the Inuit but we do not get any.	<p>AEM signed an IIBA for the Meadowbank Gold Mine and pays money to the KIA each year. Also, in 2011, AEM paid royalties to NTI. The communities should approach the KIA and NTI to ask what is being done with the money.</p> <p>AEM is in the process of negotiating an IIBA and WCA with the KIA. The Meliadine Project will pay royalties to the federal government who then pass it to NTI.</p>

Key Concern	AEM's Response and Outcome
Marine shipping may change the migration of marine mammals.	<p>There will be approximately 4-6 ships annually delivering dry goods and 4-6 tankers delivering fuel for the Project, all using traditional shipping routes.</p> <p>AEM is carrying out a traditional knowledge study on marine mammals between Whale Cove and Chesterfield Inlet. An environmental baseline study was done on the Itivia harbour area (Melvin Bay).</p>
Lakes will be lost when the mine is built; what is being done with the fish?	<p>Most of the small lakes and ponds to be lost to mining are shallow and many freeze to the bottom in winter. None of the lakes have Arctic Char and Lake Trout year round. The fish from the lakes and ponds will be given to the community for their use.</p>
The AWAR should have unrestricted use by Inuit when they want. It is built over ATV trails that we use all the time.	<p>The Phase 1 AWAR is a one-lane road with controlled access. There will be a gate near the Char River initially, but it will be removed once the Phase 2 AWAR is built (this would be after the approval of the EIS). People who have cabins or camps on Meliadine Lake, who normally travel to hunt in the area, and used the ATV trails in the past will be able to travel on the road. Everyone using the road will get a safety briefing.</p>
The added shipping due to the Meliadine Project can disturb marine wildlife on Marble Island.	<p>Ships will remain at least 2 km from Marble Island. Also, the ships will slow down if there are marine mammals in front of them.</p>