Aboriginal and Local Stakeholder Engagement in Remote Project Areas

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Presentation Outline

Owner-Initiated Engagement
Construction Manager Engagement

Contaminated Sites Management at INAC

INAC is committed to managing contaminated sites in a cost-effective and consistent manner, to reduce and eliminate potential for human and environmental health and safety issues associated with contaminated sites.

Northern Affairs Organization
Northern Contaminated Sites Program (NCSP)

- Responsible for addressing contaminated sites across the Yukon, Northwest Territories and Nunavut
- Largest federal contaminated sites program
- Contaminants: past private sector resource extraction and military activity

Faro Mine

Located in the Yukon, the world’s largest open-pit lead and zinc mine, supplying 15% of global output.

In 1998, the last operator, Anvil Range Mining Corp, went into receivership. Deloite and Touche was the court-appointed Interim Receiver until 2009.

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Why Consultation?

The duty of the Federal Crown to consult on specific activities is determined by 3 elements:

- Consultation
- Public Relations
- Engagement

"Consultation" is the formal requirement to discuss a project, but there are many ways to go about it.

What Is Engagement?

Engagement vs. Public Relations

- Engagement
  - Explain
  - Identify Concerns
  - Seek Feedback
  - Opinions/Beliefs/Wisdom
  - Listen
- Public Relations
  - Inform
  - Influence

Benefits of Effective Engagement

- Make informed, timely decisions
- Use Traditional Knowledge
- Build positive long-term relationships
- Understand priorities
- Work with others for strategic direction
- Save taxpayer $$$
**Traditional Knowledge**

Elders’ advice was used to inform the project to deconstruct buildings in the late summer:
- Wetter conditions
- Less wind
- Would produce less dust.

**Making It Meaningful**

- Relationship
- Partnership
- Transparency
- Ongoing Commitments
- Integrated Project Committee
- Leadership
- Working Groups
- Technical Review Committee
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**Public Participation Spectrum**

- Source: International Association for Public Participation

**Jurisdiction**

- Sites under federal care as abandoned mine sites
- Municipal involvement (City of Yellowknife/Town of Faro)
- Jurisdiction of Territorial Governments
- Several established and asserted Indigenous land claims

**Who We Engage With**

- Giant Mine Remediation Project
- Faro Mine Remediation Project

**Addressing Engagement Challenges**

- Lessons Learned:
  - Early consultation: building relationships/influence outcomes
  - Traditional Knowledge Plan
  - Addressing and accommodating concerns
  - Good faith by all parties, at all stages
  - Building a solid foundation for engagement
  - Short-term challenges ➔ Long-term Benefits

**Partnership Approach**

- Seeking Collaboration
- Project Good Governance
- Project Planning
- Training Programs
- Socio-Economic Benefits
- Leadership
- Integrated Project Committee
- Risk management
- Risk planning
- Communication products

**Kaska Faro Secretariat**

- Based on Kaska traditional knowledge

- NTS-ZUL stems from the geographic name of the Faro Mine Site known as Mount Mye:
  - Demonstrates a positive shift in perception
  - Primus reservation with Faro Mine Site
  - Project as an opportunity
  - Increased Kaska participation in project
  - Parties agreed on using a hyphenated project, (Tsé Zul-Faro), where possible

**Project Name Renewal: “Tsé Zul”**

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Socio Economics Strategy

INAC is committed to promoting socio-economic benefits and supporting reconciliation efforts with Indigenous peoples of Canada.

Core Components

- Anticipate, innovation and regulatory impacts
- Support capacity and skill development
- Engage communities and Indigenous leaders

Interim Construction Manager Engagement

Construction Management

Engagement of local and Aboriginal contractors during project execution aimed at maximizing socio-economic benefits

Establishment of long-term and quality training, employment and business opportunities within remote project areas

Project Execution: Training

- Early identification of gaps in project-specific and required training
- Development and provision of training programs to close gaps
- Critical in developing local labour resources in remote project areas
- Project coordination, logistics, health and safety, equipment operation, skilled trades, hazardous materials abatement

Project Execution: Employment

Core Components

- Engage local labor enterprises
- Project location relations to communities
- Difference in cultural values, personality, working environments
- Reliability

Challenges:

- Limited labour resources
- Project location relative to communities
- Difference in cultural values, personality, working environments
- Reliability

Solutions:

- Training
- Programs of accommodation or camps
- Greater understanding and awareness education
- Customized programs

Project Execution: Procurement

Use of local and Aboriginal businesses, subcontractors and suppliers

Challenges:

- Project size, large or small
- Establishing meaningful relationships in community
- Support services

Solutions:

- Development of project scope to fit local capabilities
- Early planning and coordination with Aboriginal and local businesses
- Partnerships

Summary of Accomplishments

Successful engagement and participation

Training for community contractors

Long-term partnerships and business opportunities

Identification of challenges and areas needing improvement

Faro Mine Complex: Training

- Daily safety training
- Emergency offsite training
- Pre-apprenticeship carpentry training
- Aboriginal Workforce Operations and Emergency Preparation (AWOEP) training
- Asbestos Abatement Worker training

Giant Mine: Procurement

- Supportive development of key strategies, tender procurement
- Early and direct engagement of local and Aboriginal contractors
- Work with contractors to develop and implement beneficial plans
- Stochastic analysis of training program to ensure compliance with material and financial benefits
- Real, tangible economic benefits to the community