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### **Review of the 2016 Labour Resource Study**

The Giant Mine Oversight Board has reviewed the GMRP Labour Resource Study 2016 (LRS) recognizing it as an essential piece of the overall socio-economic strategy for the Project. Our review comments are meant to highlight the importance of pre-planning for all of the stakeholders given the short time period in which this work has to be completed.

1. The LRS states that it should be possible to partially fulfill the labour needs of the GMRP with the local indigenous workforce, provided that the currently unemployed and potential workforce are provided with the appropriate level of education and/or training to allow them to meet GMRP's position requirement.
2. The LRS identifies the need for ongoing communication with their consultants and the communities in order for them to collect and analyze ongoing data on available workers and appropriate businesses.
3. The LRS identifies a significant number of educational programs and funding mechanisms that may be available to communities, businesses and individuals.

### **Recommendations:**

In order to partially fulfill the labour needs of the GMRP with the local indigenous workforce, we agree with the conclusion in the study that the project team and the Main Contract Manager (MCM) should liaise with relevant stakeholders (local communities) to

identify work packages, skill sets, employment interest, educational needs and business opportunities. This will be an ongoing requirement.

Given the relative immaturity and evolving nature of the information regarding the potential workforce, skill sets and employment possibilities, work should begin now in communities to identify individuals and match them with educational programs to ensure they are trained and available when the Project commences post 2020. The same is true for business development opportunities.

Specialists and dedicated resources will be required on an ongoing basis at the community level to collect and analyze community data, identify employment variables and barriers, evaluate employment readiness and potential business development options.

Dedicated resources and specialist advice for all stakeholders should be a priority to assist individuals, communities and businesses to understand, evaluate and complete the actual applications for these programs and support any follow up that will be required.

Finally, specialist resources will be needed to support the individuals, communities and businesses during the life of the project if these employment programs are to be successful.

In closing, GMOB thanks the Project Team for providing this Report for our review. If you have any questions in the meantime, please contact our office directly.

Sincerely,

A handwritten signature in blue ink, appearing to read "Kathleen Racher".

Dr. Kathleen Racher

Cc: Parties to the Environmental Agreement