

Socio-Economic Strategy

2016/17 to 2020/21

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Giant Mine
Remediation Project



Canada



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List of Abbreviations

ACL	Aboriginal Community Liaison
ADM	Assistant Deputy Minister
ALBE	Adult Literacy and Basic Education
AOC	Aboriginal Opportunities Consideration
ASETS	Aboriginal Skills and Employment Training Strategy
BDC	Business Development Bank of Canada
BDIC	NWT Business Development and Investment Corporation
BEAHR	Building Environmental Aboriginal Human Resources
BIP	Business Incentive Policy
CanNor	Canadian Northern Economic Development Agency
CBOC	Conference Board of Canada
CEO	Chief Executive Officer
CIRNAC	Crown-Indigenous Relations and Northern Affairs Canada
CLCA	Comprehensive Land Claim Agreement
C&M	Care and Maintenance
DFO	Department of Fisheries and Oceans
DG	Director General
DIAND	Department of Indian Affairs and Northern Development
DKFN	Deninu K'ue First Nation
EA	Environmental Assessment
ECE	Education, Culture and Employment
ECSC	Environment and Climate Change Canada
EDO	Economic Development Officer
EHSC	Environmental, Health & Safety, and Community
EI	Employment Insurance
ENR	Environment and Natural Resources
ESDC	Employment and Social Development Canada
GMOB	Giant Mine Oversight Board
GMRP	Giant Mine Remediation Project
GNWT	Government of Northwest Territories
GOC	Government of Canada
HC	Health Canada
HR	Human Resources
HSS	Health and Social Services
INAC	Indigenous and Northern Affairs Canada
INF	Department of Infrastructure
ITI	Industry, Tourism and Investment



KPI	Key Performance Indicators
LKDFN	Łutsel K'e Dene First Nation
MCM	Main Construction Manager
MiHRC	Mining Industry Human Resources Council
MTS	Mine Training Society
MVLWB	Mackenzie Valley Land and Water Board
NCSB	Northern Contaminated Sites Branch
NCSP	Northern Contaminated Sites Program
NPMO	Northern Projects Management Office
NSMA	North Slave Métis Alliance
NWT	Northwest Territories
NWTMA	Northwest Territory Métis Nation
PIP	Project Implementation Plan
PSAB	Procurement Strategy for Aboriginal Business
PSPC	Public Services and Procurement Canada
RD	Regional Director
RDG	Regional Director General
RFP	Request for Proposal
RTPC	Regional Training Partnership Committee
SAO	Senior Administrative Officer
SE	Socio-economic
SEED	Support for Entrepreneurs and Economic Development
SFA	Student Financial Assistance
SSP	Site Stabilization Plan
STI	Sexually Transmitted Infections
YKDFN	Yellowknives Dene First Nation



1.0 About the Giant Mine Remediation Project

The Giant Mine site is within Yellowknife city limits, approximately 5 kilometres (km) north of city centre. It is located approximately 1.5 km from the community of Ndilo and 9 km from the community of Dettah. The site is situated on Commissioner's Land administered by the Government of Northwest Territories (GNWT). It covers around 846 hectares in area. The site lies along the western shore of Yellowknife Bay, an arm of Great Slave Lake.

Figure 1

Aerial View of the Giant Mine Site

(The image shows A1 and A2 pits on the Giant Mine site. Ndilo community and Latham island are seen in the background)



Source: Giant Mine Remediation Project

Giant Mine operated nearly continuously from 1948 until its closure in July 2004. The mine produced over 7 million ounces of gold. Both underground and open pit mining were used to extract gold ore. In 1999, the owner at the time, Royal Oak Mines Ltd., went into receivership. The Government of Canada - as represented by Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC), then called the Department of Indian Affairs and Northern Development (DIAND) - took over the responsibility for care and control of the Giant Mine. This included not only care and maintenance of the existing infrastructure on the site, but also accepting the environmental liability related to the arsenic trioxide dust stored underground and the surface components of the site.

To focus on managing the arsenic trioxide waste and remediating the site, the Giant Mine Remediation Project (GMRP) was formed. It is co-managed by the governments of Canada and the Northwest Territories. Canada is responsible for the overall site cleanup and the underground, but the territory still owns the surface. Both governments work together to prepare for the remediation. CIRNAC is Canada's lead on the Project; Environment and Natural Resources (ENR) represent the GNWT. Public Services and Procurement Canada (PSPC) also plays an important role, providing contract and project management support services to the team.



The site's greatest overall risk is the 237,000 tonnes of arsenic trioxide dust. The GMRP team, working with independent expert contractors, led multiple studies, workshops and community consultation sessions to find a solution for the dust when they became responsible for the site. Based on feedback from public workshops and recommendations of the SRK Consulting Technical Advisor and an Independent Peer Review Panel, the GMRP determined the safest way to address the dust was to keep the arsenic trioxide waste frozen in the ground. The frozen block method was chosen and incorporated into the remediation plan for the Giant Mine site.

CIRNAC submitted a Water Licence application for the remediation of the site to the Mackenzie Valley Land and Water Board (MVLWB) on October 19, 2007. After their preliminary screening, the MVLWB concluded the Project would not result in adverse impacts and should proceed directly to the regulatory process. However, as a result of public concern, Yellowknife City Council voted unanimously to refer the Project to environmental assessment. Council was able to do so under the Mackenzie Valley Resource Management Act, as the mine is located within the municipal boundaries of the City.

The Environmental Assessment (EA) process took seven years to complete, the process concluding on August 1, 2014, and culminated in the Responsible Ministers adopting 26 legally-binding Measures that the Project team needs to complete. Throughout the EA process and until remediation can begin, the site continues to operate under Care and Maintenance, with the GMRP team conducting risk mitigation such as the Site Stabilization Plan (SSP) and studies related to the frozen block method.

1.1 Overall Project Objectives

The GMRP is more than a major construction project. The GMRP's overall objectives are to minimize health, safety and environmental risks at the site and to reduce Canada's liability associated with the contamination at the site.

The overall objectives of the GMRP are to:

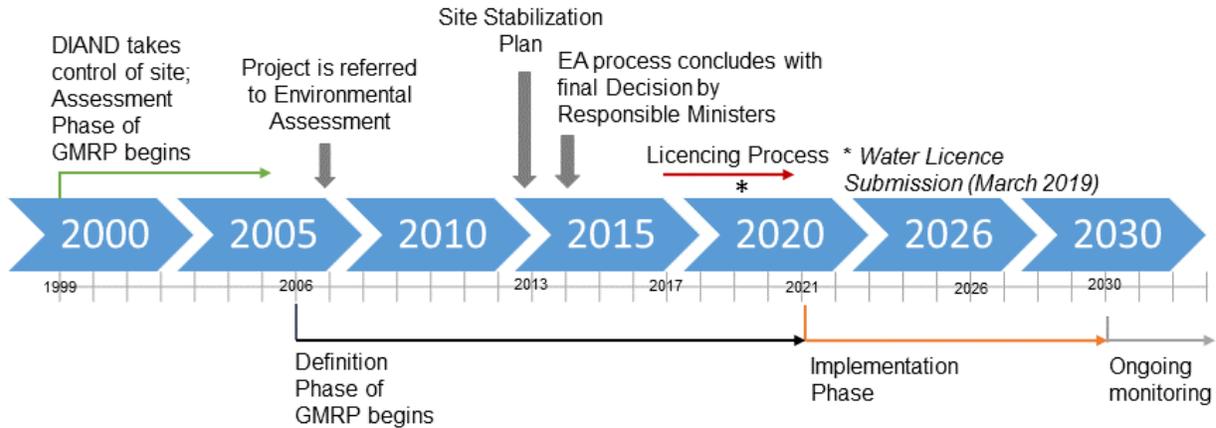
- Minimize public and worker health and safety risks.
- Minimize the release of contaminants from the site to the surrounding environment.
- Remediate the site in a manner that instills public confidence.
- Implement an approach that is cost effective and robust over the long term.

Successful remediation of the Giant Mine will:

- Safeguard the health and safety of Northerners.
- Protect water, soils, flora and fauna at the Giant Mine site and surrounding area.
- Reduce the federal liability associated with the site using industry best-practices for remediation in a cost-effective manner.
- Improve relationships with the local Indigenous groups.
- Demonstrate federal commitment to economic development carried out without adversely affecting the environment.
- Demonstrate federal leadership in complying with all applicable environmental Acts, Regulations and standards.

Figure 2 shows a timeline of past, present and future key GMRP activities.

Figure 2
GMRP Activities and Timeline
 (Illustrates the past, current and planned activities of the GMRP)



1.2 Socio-economic Benefits and Opportunities

Under various federal policies, commitments and agreements, the GMRP must promote, incorporate and, where possible, maximize social and economic opportunities for Northerners and Indigenous peoples. Table 1 provides an overview of guiding principles and commitments related to socio-economic benefits and opportunities for the GMRP.

Table 1
Guiding Principles and Commitments Related to Socio-economic Benefits and Opportunities

Guiding Principles and Commitments		
CIRNAC Contaminated Sites Management Policy - 2002	Objective	To promote the social and economic benefits that may accrue to First Nations, Inuit, and Northerners when carrying out activities required by this policy.
	Guiding Principle	CIRNAC will incorporate economic opportunities, to the extent possible, for First Nations, Inuit and Northerners in the management and remediation of contaminated sites.
GMRP Environmental, Health & Safety, and Community (EHSC) Management System Policy - 2015	Commitment	Maximize economic opportunities for Northerners and local Aboriginal people through employment and procurement, and address socio-economic impacts.



Guiding Principles and Commitments

GMRP Procurement Strategy - 2015	Commitment	Reflects the commitments in the EHSC Management System Policy and the CIRNAC Contaminated Sites Management Policy.
Tłıchq Land Claim Agreement & Implementation Plan	GOVERNMENT EMPLOYMENT AND CONTRACTS	<p>The Government of Canada shall follow its contracting procedures and approaches intended to maximize local, regional and Aboriginal employment and business opportunities, including the provision of opportunities for potential contractors to become familiar with bidding systems.</p> <p>The Implementation Plan indicates that the following criteria be used as bid evaluation criteria for government procurements:</p> <ul style="list-style-type: none">• Inclusion of an Aboriginal Benefits Plan which will assist with socio-economic development projects which are wholly or partly in Mōwhi Gogha Dè Nîitâèè (NWT).• Employment of Tłıchq First Nation labour, engagement of Tłıchq First Nation professional services, or use of suppliers that are Tłıchq which can act as sub-contractors in assisting with the carrying out of the contract.• Undertaking commitments with respect to on-the-job training or skills-development for Tłıchq Citizens.
Cooperation Agreement Respecting the GMRP - 2015	Goal	<p>PURPOSE OF AGREEMENT AND PARTIES' GOALS</p> <p>The parties agree to further the following goals, and to do so in a cooperative and coordinated manner in relation to the Giant Mine Remediation Project:</p> <ul style="list-style-type: none">• Continue to maximize territorial economic opportunities.
Principles respective the Government of Canada's relationship with Indigenous peoples - 2018	Principles	<p>The Government of Canada is committed to achieving reconciliation with Indigenous peoples through a renewed, nation-to-nation, government-to-government, and Inuit-Crown relationship based on recognition of rights, respect, co-operation, and partnership as the foundation for transformative change (GoC, 2018).</p> <p>There are ten principles the Government of Canada recognizes, which support the Government's current development of a Recognition and Implementation of Indigenous Rights Framework consisting of legislation and policy.</p> <p>While the ultimate outcome of the Giant Mine Remediation Project is remediation, the Project is also an opportunity to advance Reconciliation. Through the implementation of the Project, and healing of the land by remediating the site, the Project wants to ensure the provision of the socio-economic opportunities for Indigenous groups through procurement, training and jobs. The Project wants to work towards Reconciliation by continuing to effectively engage with Indigenous peoples.</p>

As one of the largest remediation projects in Canadian history, the GMRP also has the potential to provide socio-economic benefits within a region facing challenging economic and labour resource conditions. Table 2, on the next page, provides a snapshot of the NWT's economic and demographic conditions as of March 2019.¹ While these conditions may change over the life of the Project, the current

¹ For more information on economic conditions and labour market information in the Northwest Territories and Yellowknife, refer to the GMRP Labour Resource Study.

context underscores the importance of the GMRP Socio-Economic Strategy and its potential to create a positive legacy within the region.

Through employment and capacity-building opportunities for Indigenous and Northern peoples and businesses, the GMRP will address policy and legal obligations. It can also provide needed opportunities in a difficult economic time for the territory.

Table 2
Economic and Demographic Challenges in the NWT

Economic Outlook	<ul style="list-style-type: none"> • The NWT economic outlook is currently the weakest of the three territories; the territory's economy is expected to contract by an annual average of 1.6% between 2018 and 2025 (CBOC, 2018). • The NWT economy relies heavily on the mining, oil and gas sectors; in 2017, these sectors represented approximately one-third of the economy, if linkages with other sectors are considered (GNWT, 2019). • Geotechnical studies of the three operating diamond mines – Gahcho Kué, Diavik, and Ekati – indicate weaker production over the coming years. The operating lives of Diavik and Gahcho Kué are scheduled to end in 2025 and 2028, respectively. The operating life of Ekati is more uncertain but could last into 2030s. • Two new metal mines are expected to open in the next five years: Canadian Zinc's Prairie Creek mine in 2020 and Fortune Mineral's NICO mine in 2022 (Blake, 2018). However, the benefits of these two new mines will not fully offset the impacts of the declining diamond industry (CBOC, 2018).
Employment	<ul style="list-style-type: none"> • In March 2019, the NWT employment rate was the third highest in the country and the unemployment rate was seventh highest in the country (at 7%; compared to the national unemployment rate of 6.2%) (NWT Bureau of Statistics, 2019). • The unemployment rate is projected to hover around 7.5% for most of the next decade (CBOC, 2018). • As diamond mining decreases, workers are expected to leave NWT for other opportunities in Canada (CBOC, 2018). New job opportunities will be related to workers who have retired or migrated, rather than due to economic expansion (CBOC, 2016). • Over the 15-year forecast (2015-2030), there will be a need for renewed skilled labour force, which represents opportunities for an education, training and skills-development policy (CBOC, 2016).
Indigenous youth employment opportunities	<ul style="list-style-type: none"> • Over the next few decades, Indigenous youth will represent a large portion of the labour force in the territory (CBOC, 2016) • Access to employment opportunities, especially skills-development initiatives and training programs that aim to improve Indigenous labour force participation and employment in the NWT, will be critical for Indigenous youth (CBOC, 2016).



2.0 Developing the Socio-economic Strategy

This Socio-economic Strategy (herein referred to as the “Strategy”) is intended to guide the Project’s overall approach to identifying and delivering socio-economic benefits. Table 3 describes the phased approach taken to develop the Strategy.

Table 3

Phased Process of Developing the Strategy

Phase 1: Current state assessment to understand the context and drivers for creating the Strategy

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|-----------------------------|--|
| January – March 2015 | <ul style="list-style-type: none">• Reviewing public documents and conducting internal and external interviews to:<ul style="list-style-type: none">• Characterize the external context and regional socio-economic conditions relevant to the GMRP;• Identify the socio-economic impacts, benefits and barriers to realizing the socio-economic benefits of the GMRP; and• Develop initial procurement and engagement strategies, practices and tools to help realize benefits. |
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Phase 2: Initial development of Strategy components

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|------------------------------|--|
| April 2015 – May 2016 | <ul style="list-style-type: none">• Bilateral engagement with CIRNAC and PSPC personnel.• A workshop with representation from CIRNAC, GNWT, PSPC and the Canadian Northern Economic Development Agency (CanNor) (June 2015).• An engagement session and bilateral meetings with First Nations representatives (December 2015).• Review of existing procurement and engagement strategies, practices and tools to see how they could be amended to support realization of socio-economic benefits.• Development of draft Terms and Conditions for the Main Construction Manager contract.• Identification of programs to build skills-development and capacity.• Identification of programs to mitigate socio-economic impacts.• Preparation of a detailed GMRP Labour Resource Study. |
|------------------------------|--|
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Phase 3: Refinement and initial Strategy implementation

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- | | |
|-----------------------------|--|
| June 2016 – May 2019 | <ul style="list-style-type: none">• Finalization of the Terms and Conditions for the Main Construction Manager contract.• Refinement of Key Performance Indicators based on engagement with stakeholders.• Review and revision of the Socio-economic Strategy to make it publicly available. |
|-----------------------------|--|
-

For a detailed list of the Project’s socio-economic actual and planned results from 2018 – 2021, that form the Strategy’s initial implementation process, please see Appendix E.



3.0 About the Strategy

3.1 Timeframe

This Strategy outlines the GMRP's approach to maximizing socio-economic opportunities for Northerners and local Indigenous peoples and addressing socio-economic impacts of the Project. The focus of the Strategy is on the five-year period of 2016/17 to 2020/21.

3.2 Purpose

The purpose of the Strategy is to provide guidance for delivering socio-economic benefits:

- **directly** by aligning contracting approaches with local capacity and needs; and
- **indirectly** by developing capacity and mitigating negative impacts.

The Strategy encourages the GMRP team and its partners to integrate socio-economic considerations into all Project-related activities. It will be used in conjunction with the Project-based Environment, Health & Safety and Community Management System, the GMRP Procurement Strategy, and the GMRP Engagement Strategy to plan, prioritize and execute activities designed to deliver direct and indirect socio-economic benefits. Key recommendations from this Strategy are captured in Appendix A.

3.3 Review

As a dynamic Strategy, it will evolve as the Project changes over time and responds to successes and challenges. As such, the Strategy will be reviewed in full annually to ensure relevance, with a more detailed review in three years. The first detailed review of this Strategy was conducted by the Giant Mine Remediation Team from January to May 2019.

3.4 Inputs

The Strategy has and will continue to be informed by the following:

Guiding Policies, Agreements and Commitments

- See Table 1 (Guiding Principles and Commitments Related to Socio-economic Benefits and Opportunities) for complete list of guiding policies, agreements and commitments.
- GMRP Procurement Strategy.

Stakeholders

- Ongoing engagement with Indigenous peoples and Northerners to identify socio-economic opportunities and interests under the GMRP Engagement Strategy (for more information on engagement, see Appendix B).

Monitoring and Reporting Results

- Ongoing reporting from the Main Construction Manager on Indigenous and Northern peoples' participation in socio-economic opportunities based on contractual requirements.



3.5 Assumptions and Limitations

The Strategy is based on the below assumptions. As the Project evolves, these assumptions will be reviewed and revised, as needed.

- Most business and employment benefits will be delivered through contracts. Local employment will be supported in a limited way through direct employment, however the majority of business and employment benefits will be through contracting.
- Aboriginal Opportunities Consideration (AOC) will be the primary contracting mechanism used to implement socio-economic requirements in contracts and sub-contracts.
- Procurement Strategy for Aboriginal Business (PSAB) will be used for specific set aside opportunities to increase Indigenous participation. PSAB is open to all Indigenous businesses across Canada.
- GMRP recognizes the need to consider its role in addressing non-economic social impacts and benefits. The type and anticipated magnitude of potential social impacts is not yet known, as a number of project decisions remain outstanding (e.g. development of the Project Implementation Plan).

The GMRP has considered that certain circumstances, some of which are beyond the control of the GMRP, may limit or impact the extent to which the Strategy can maximize socio-economic benefits; examples include:

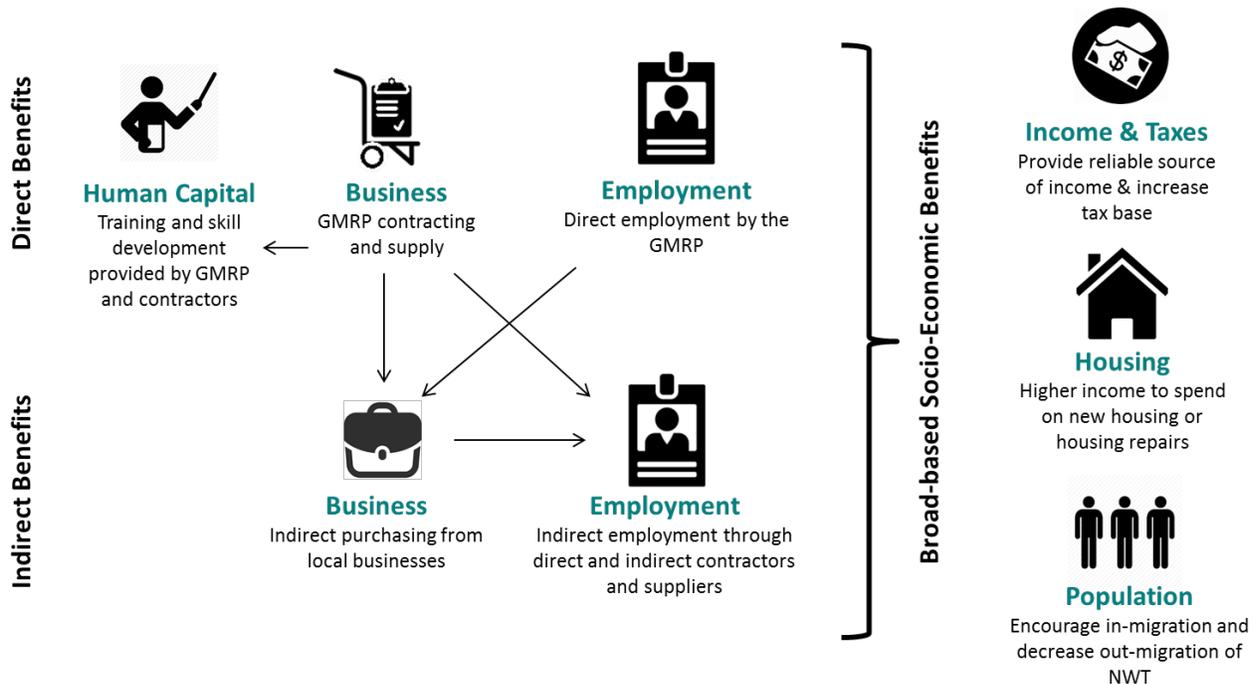
- As a major construction project, the GMRP has the potential to bring opportunities to the region. A coordinated effort with support from other federal departments (e.g. PSPC, CanNor), and local and territorial organizations and governments will be critical in realizing socio-economic opportunities (see Section 7.2 for established Socio-economic Advisory Body).
- The Project's eight-year implementation phase may limit the potential for long-term capacity-building and social impact mitigation.
- The seasonal nature of many of the work packages, with exception of care and maintenance, will have implications for economic benefits for the local workforce.
- Federal government procurement processes may not enable the full scope of socio-economic benefits (e.g. capacity-building programs).

4.0 Core Components of the Strategy

As the Project advances towards the implementation phase, it is expected that opportunities will become available for employment, business growth, and capacity-development and training for Indigenous peoples and Northerners. Both direct and indirect socio-economic benefits may result from the GMRP.

Figure 3 provides an overview of anticipated benefits, including the broader gains that could be expected within the region.

Figure 3
Direct and Indirect Benefits



Source: Giant Mine Remediation Project

The overall aim of the Strategy is to **maximize these benefits and deliver on the regional socio-economic commitments and requirements within guiding policies and other requirements.**

To accomplish this goal, the Strategy involves three distinct streams of activity:

- Providing access to employment and procurement opportunities;
- Supporting capacity and skills-development; and
- Anticipating, monitoring and mitigating negative impacts.

Each activity area is broadly described in Sections 4.1 to 4.3.



4.1 Ensure Access to Employment and Procurement Opportunities

Indigenous and Northern businesses are often under-represented among firms seeking and winning federal government procurement opportunities. Current procurement tools, AOC and the PSAB², tend to favour larger and more established firms over new and smaller businesses (INAC Evaluation, 2014). As such, a critical component of the Strategy is to establish mechanisms to ensure access to opportunities for a wide range of potential local bidders.

Procurement can provide an important tool for Indigenous and Northern businesses to gain valuable experience, develop capacity and form partnerships with other businesses to compete for procurement opportunities. Incorporating specific requirements, tools and approaches within the Main Construction Manager Terms and Conditions, and in the GMRP Procurement Strategy, is an essential first step for the Strategy. Providing ongoing implementation support to the Main Construction Manager will help to ensure that approaches are adapted to align with the employment and procurement needs in the region.

For additional information on how the Project will work to ensure access to opportunities, see Appendix C.

4.2 Support Capacity and Skills-Development

Due to the lack of local, in-territory human resources that are skilled in the mining and construction sectors, a high proportion of the workforce in the NWT are out-of-territory commuters. Supporting local capacity-development has been identified as an important priority for the GNWT; it is a key component to increasing participation and influencing positive employment outcomes for Northern residents and to help alleviate social challenges facing the region (MiHRC, 2015). The Strategy includes a focus on supporting Northern and Indigenous employment capacity and skills-development to help build a skilled workforce that can contribute to the GMRP and contribute to longer-term socio-economic benefits for the region. This component of the Strategy will require close collaboration with other government departments, agencies and other organizations with existing capacity-building programs.

For additional information on capacity-building and training, see Appendix D.

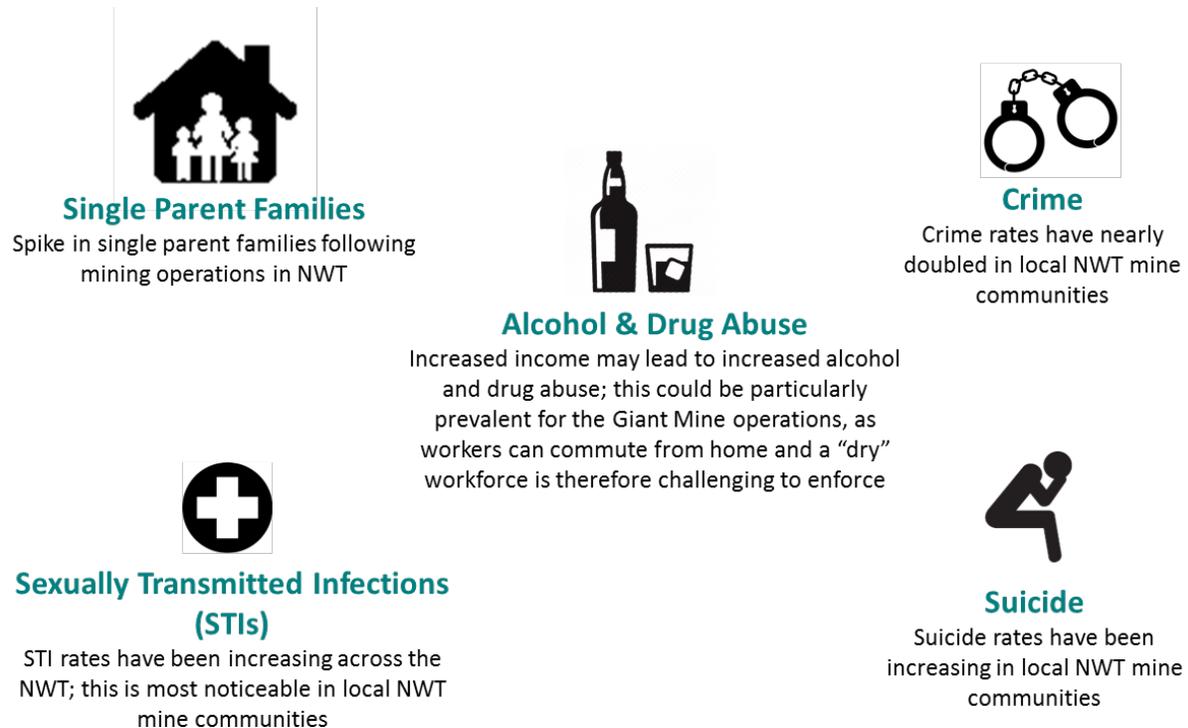
4.3 Anticipate, Monitor and Mitigate Impacts

Socio-economic impacts on Northern communities, including Indigenous communities - as a result of large projects, depend on both the nature of the project and on the vulnerability or resilience of the community. Many communities have faced long-term socio-economic challenges that may be exacerbated by an influx of income or by the activities of a project.

² Aboriginal Opportunities Considerations are point-rated contract criteria that include factors like Aboriginal training, employment and sub-contracting. Procurement Strategy for Aboriginal Businesses is a government-wide policy intended to support and foster economic growth in the Aboriginal business sector through greater participation in government procurement.

Figure 4 presents an overview of some of the more common potential social impacts.

Figure 4
Potential Social Impacts



Source: GNWT, 2014; DPRA, 2014

The GMRP team is aware that potential negative social impacts may result from the social and economic changes the Project will bring to the region. However, the team cannot anticipate the specific types and magnitude of potential impacts until the project plan is further defined and elaborated. Identifying the potential for negative impacts during the project planning stage and working to minimize and mitigate these, including through enabling and supporting programs that help alleviate unavoidable impacts, will be an important component of the Strategy.

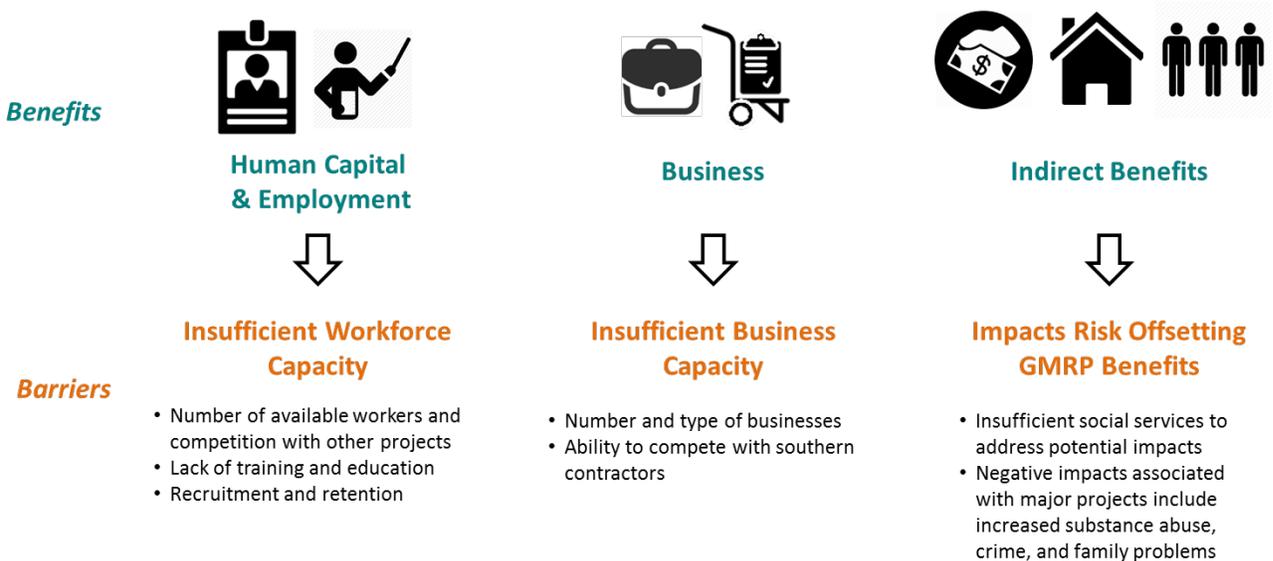
5.0 Potential Barriers to Strategy Implementation

In developing this Strategy, the team identified several potential barriers that could impede effective implementation of the Strategy and limit the Project's ability to achieve socio-economic outcomes. The team identified key barriers through a review of federal and territorial government documents, sources noted in the GMRP Labour Resource Study and interviews conducted with Indigenous economic development organizations and governments in June 2016 (see References). While the Strategy has been designed to consider and, where possible - address these potential barriers, the GMRP team will need to consistently consider and address these barriers to enable successful implementation of the Strategy.

As the first step in confirming these barriers, from October to March of 2019, the GMRP team engaged with stakeholders to refine and expand Key Performance Indicators and began collecting results associated with them.

Figure 5 summarizes the types of barriers that may keep Northerners and Indigenous peoples from realizing socio-economic benefits from the GMRP. Further context and recommended strategies to address each of these key barriers are provided in Sections 5.1 to 5.3.

Figure 5
Key External Barriers



Source: Giant Mine Remediation Project



5.1 Key Barrier 1 - Insufficient Northern and Indigenous Workforce Capacity

This barrier includes several sub-components, including:

- A stagnant or shrinking workforce in the NWT and competition with other projects is expected to impact the supply of Northern and Indigenous workers.
 - Low population growth and outmigration from NWT could undermine current supply of Northern, and Northern Indigenous labour.
 - GNWT is addressing this trend with Come Make your Mark and other programs to attract immigration from other provinces and immigrants to the Territory.
 - Employment growth and labour demand are expected to decline due to the closure of large diamond mines, even under a high growth scenario for planned expansions and new projects.
 - The current schedule for the GMRP may be well-positioned to employ workers from closing or ramping-down diamond mines, thus avoiding competition for the limited pool of Northern workers and providing timely opportunities for workers and businesses leaving closed or ramped-down mines.
- Level of formal education, and socio-economic factors limit educational achievement and skills-development in areas required by the GMRP.
 - Employment statistics from the diamond mines have been relatively consistent over the past five to ten years, indicating a plateau in Northern and Indigenous participation within skill categories (entry level, semi-skilled, skilled and professional).
 - Basic education in Indigenous communities remains a challenge, which limits entry into apprenticeship and training programs.
 - English as a second language limits the ability of some Indigenous community members to participate in the work force.
 - Challenges are well known in government and industry. The current Skills 4 Success initiative, led by GNWT Department of Education, Culture and Employment (ECE), is taking a systematic look at adult and post-secondary education and skills training programs, supports and pathways.
- Housing affordability and living costs, reluctance to leave community/family/traditional lifestyle, workplace culture (e.g. discrimination), training and advancement opportunities, criminal records and working conditions (e.g. health and safety) are all factors impacting recruitment and retention of workers.
 - Recruitment and retention are major challenges for most employers in NWT.
 - Workplace culture, including discrimination, as well as the reluctance to leave communities, families, and traditional lifestyles and activities to pursue work are additional barriers to workforce participation and retention.
 - Criminal records prevent some potential workers from being hired. The Mine Training Society offers support for eligible individuals to obtain a criminal record suspension.
 - The environmental legacy of the Giant Mine (i.e. presence of arsenic contamination) and associated concerns about worker safety may deter some workers.
 - The proximity of the Project to Yellowknife may help attract workers, especially when compared to opportunities at remote mine locations.



Strategies for Addressing Key Barrier 1

- Identify credible spokespeople and determine how best to get these messages out to the community (e.g. short video with statements from existing workers, invite current workers to attend community meetings and answer questions).
- Monitor projected labour demand to inform risks and opportunities associated with the GMRP schedule, particularly the timing of the Project's peak demand for workers.
- Communicate Project schedule and associated job opportunities to closing/ramping-down mines, communities and governments to facilitate smooth transition for workers from mines and elsewhere to the GMRP.
- Engage with diamond mines and other projects to learn best practices for providing support and a positive workplace for Indigenous workers, such as: wellness programs for physical, mental, emotional and cultural well-being, money management training, cultural awareness training for all personnel, individual development plans, apprenticeship programs, career fairs, etc.
- Create line of communication between GMRP contractors, the GNWT and federal immigration programs aimed at attracting skilled immigrants to the Territory (e.g. GNWT Nominee Program and Express Entry Program).
- Consider scheduling options that best align work packaging and sequencing with skills and availability of Indigenous and Northern workforce over the life of the Project (implementation phase) to minimize risks of competing with other projects for a limited workforce.
- Engage (communicate Project requirements and training needs) and partner with education and training organizations and initiatives during design phase to prepare for implementation workforce requirements (e.g. Regional Training Partnership Committees, Mine Training Society, Skills 4 Success initiative).
- Continue to present the GMRP as a remediation Project that will be reducing risk and improving the local environment, but also expand messaging to consistently emphasize health and safety management (EHSC management system and performance) and position GMRP as a desirable and safe place to work.



5.2 Key Barrier 2 - Fluctuating Northern and Indigenous Business/Contracting Capacity

Recent economic challenges may cause shifts in the Northern and Indigenous business landscape. Without a strong understanding of the current business dynamics in the region (e.g. competition, administrative challenges, seasonal changes), potential socio-economic opportunities may not be realized.

- Over the past decade, the construction and operation of diamond mines in the NWT have resulted in significant increased business growth and activity, including over 50 new Indigenous companies.
- The diamond mines have achieved high levels of Northern and Indigenous procurement, including the types of services required for the GMRP (e.g. drilling).
- This success has been built on selection criteria that favours Northern and Indigenous businesses, as well as strong engagement, including: annual business opportunity meetings, having a physical presence (office in Yellowknife, engaging individual communities), follow-up with unsuccessful bidders to identify areas for improvement, follow-up with successful bidders to encourage Indigenous hiring and identifying non-traditional business opportunities.
- Although Yellowknife is a hub for mining and construction businesses and the recent economic slowdown in the mining sector may provide an advantage to the Project, capacity to navigate federal procurement systems may be a challenge for some businesses.

Strategies for Addressing Key Barrier 2

- Develop a list of Northern and Indigenous businesses and share with interested contractors.
- Engage with Northern and Indigenous businesses ahead of formal procurement processes to improve their preparedness for constraints (i.e. procurement rules) under which the GMRP must operate and provide feedback that can be used to enhance local opportunities.
- Hold community-specific procurement information sessions and workshops to communicate contracting opportunities and socio-economic performance.
- Monitor business capacity in light of current uncertainty regarding planned mining and other projects in the region/territory.
- Consider use of CIRNAC's Strategic Partnership Initiative as a vehicle for early engagement and investment to maximize Indigenous opportunities for the life of the Project.



5.3 Key Barrier 3 - Socio-economic Impacts Risk Offsetting GMRP Benefits

Unemployment, isolation, addictions, low education, substandard housing, governance, and a lack of social services and supports are all social impacts and risks that may affect communities' vulnerabilities and resilience.

- After more than 10 years of mining, negative trends for certain types of social impacts persist in many NWT communities.
- The diamond mines have programs directed at employees and communities to improve employee and community wellness. At the community level, education and training is a major focus.
- The GNWT runs a range of wellness programs and other social services in communities across the territory.
- More community-centered processes (e.g. community readiness) are emerging whereby communities assess and plan for managing the impacts and benefits of development ahead of time.
- The GMRP may contribute to a set of impacts similar to those of the diamond mines in Yellowknife and in other communities from which a significant number of workers are hired. However, the magnitude and profile of impacts may be different due to the Project's location in Yellowknife, the likely absence of fly-in/fly-out requirements and the smaller employment impact.
- As a public sector project, the GMRP is limited in the type of commitments it can make that are otherwise seen in Socio-economic Agreements or Indigenous Benefits Agreements between communities and the industry. However, the Project is committed in examining ways to remove social barriers and support programs that increase labour force participation rates.

Strategies for Addressing Key Barrier 3

- Engage the Yellowknives Dene First Nation (YKDFN) on their community readiness process, or the results thereof, in terms of identifying opportunities for CIRNAC or the Main Construction Manager to help YKDFN plan for, pursue and participate in economic opportunities.
- Consider scheduling options that best align work packaging and sequencing with skills and availability of Indigenous and Northern workforce over the life of the Project (implementation phase) and minimize associated community risks.



6.0 Strategy Road Map

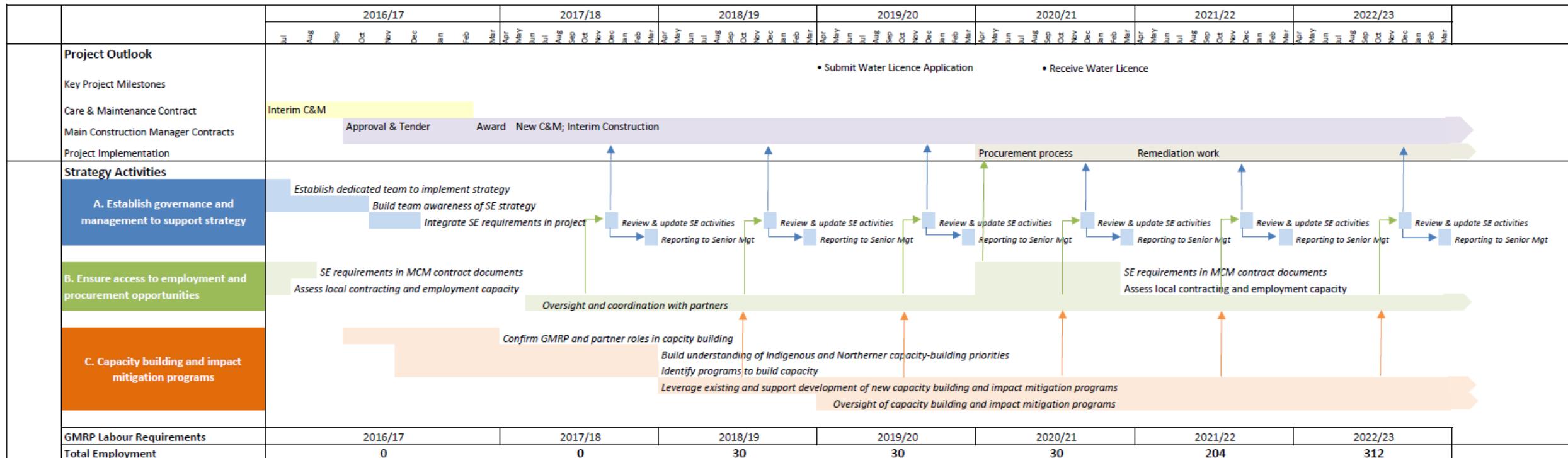
This section provides a five-year road map for socio-economic priorities relative to the overall Project schedule. It presents timelines for key sub-tasks within each of the Strategy's core activities. Arrows show where sub-tasks support and feed into other components within the Strategy and critical milestones within the Project.

For example, as the Project moves towards implementation, oversight of access to employment and procurement opportunities will provide information that will be used to review and update socio-economic activities. Similarly, oversight can be used to inform senior management and provide recommendations to contractors on how to maximize opportunities.

Recognizing that the GMRP is constantly evolving, this road map should be reviewed and updated on an annual basis to keep the Strategy current and to inform annual planning.

Figure 6, on the following page, demonstrates a five-year road map of key socio-economic priorities as they relate to the overall Project schedule.

Figure 6
5-Year Socio-economic Strategy Road Map ³



Source: Giant Mine Remediation Project

³ GMRP Labour Requirements indicated in the above road map are estimates. These estimates will be refined throughout the life of the Project and impacted by development of the Project Implementation Plan by Main Construction Manager.



7.0 Governance and Management Structure

7.1 GMRP Governance and Project Team

The GMRP has an established governance structure that will provide oversight and strategic direction on the ongoing refinement and implementation of this Strategy. CIRNAC has a number of important partners in delivery of the Project:

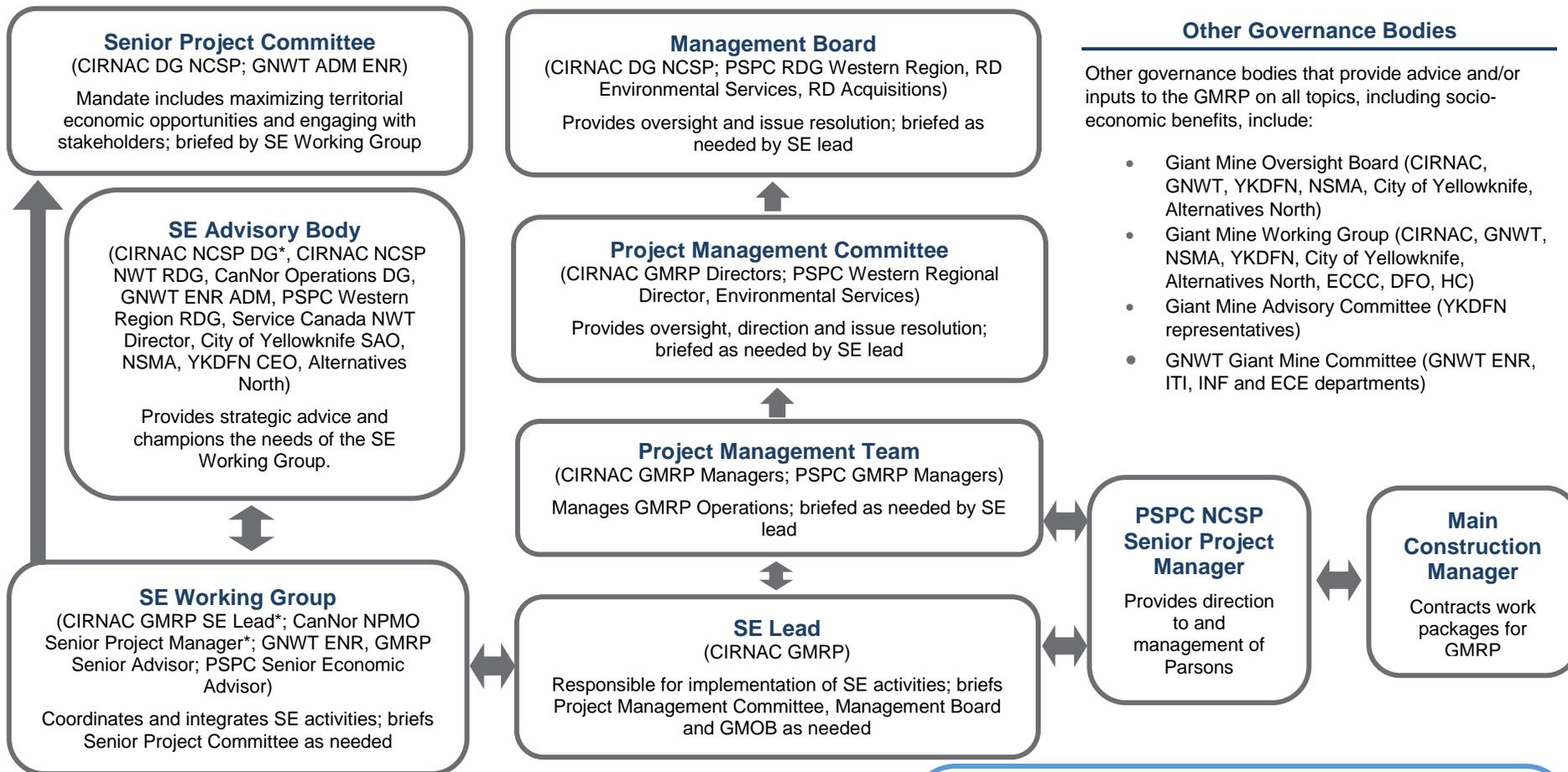
- Through the Cooperation Agreement, CIRNAC and the GNWT share jurisdiction on the site and jointly manage the remediation.
- CIRNAC has overall responsibility for care and control of the site and PSPC provides contract management and project management support to the Project.
- The principal approach to interim site management is through a third party care and maintenance contractor.
- The overall project will be delivered through the use of a Main Construction Manager (herein referred to as “Parsons”) with some individual work packages being managed by PSPC (e.g. long-term monitoring).

CIRNAC, PSPC and the GNWT have taken an integrated approach to structuring the implementation team. GNWT is involved in various functions including regulatory, engagement, communications and specific work packages (e.g. Health Effects Study). Each organization has specific roles and responsibilities related to Project delivery. The governance and management of the GMRP is also supported by external, independent and technical reviews provided by multiple groups, such as the Giant Mine Oversight Board and the Independent Peer Review Panel.

Figure 7, on the following page, shows the socio-economic governance structure of the GMRP.

Figure 7

GMRP Socio-economic Governance Bodies, Information & Reporting Flows

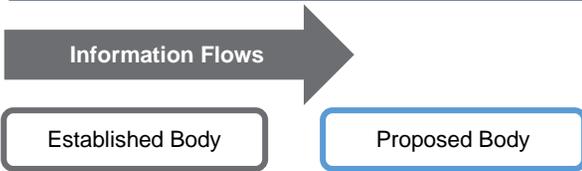


Other Governance Bodies

Other governance bodies that provide advice and/or inputs to the GMRP on all topics, including socio-economic benefits, include:

- Giant Mine Oversight Board (CIRNAC, GNWT, YKDFN, NSMA, City of Yellowknife, Alternatives North)
- Giant Mine Working Group (CIRNAC, GNWT, NSMA, YKDFN, City of Yellowknife, Alternatives North, ECCC, DFO, HC)
- Giant Mine Advisory Committee (YKDFN representatives)
- GNWT Giant Mine Committee (GNWT ENR, ITI, INF and ECE departments)

Legend



Member*: Chair/Co-Chair of Governance Body

Source: Giant Mine Remediation Project

Proposed: Indigenous Benefits Plan Monitoring & Advisory Committee
 (CIRNAC, PSPC, GNWT, other members to be determined)
 Provides guidance to Parsons and Canada on maximizing Indigenous benefits, in coordination with Socio-economic Working Group
 * Proposed membership overlaps with an existing committee. There is an opportunity to streamline the process by transferring monitoring and advisory roles to Socio-economic Advisory Body.



7.2 Socio-economic Strategy – Roles and Responsibilities

Oversight and Direction

The **GMRP Management Board** provides overall direction and guidance for the Socio-economic Strategy and activities. The Management Board endorses the Socio-economic Strategy, monitors performance and acts as a dispute resolution forum for issues not resolvable by the Senior Project Committee.

The **GMRP Senior Project Committee** provides oversight, direction and approvals for socio-economic activities. It recommends the Strategy to Management Board and oversees the implementation of socio-economic activities.

Socio-economic Advisory Body provides strategic advice to the Socio-economic Working Group and acts as senior government champions for the implementation of the Socio-economic Working Group's approach. The Advisory Body is chaired by the Northern Contaminated Sites Program Executive Director and comprises of senior level representatives from federal, territorial, municipal and Indigenous partners.

Coordination and Execution

The **Socio-economic Working Group** coordinates and integrates socio-economic activities for the Project. The Working Group shares information and seeks opportunities to improve collaboration, as well as reports to and seeks advice from the Senior Project Committee and the Socio-economic Advisory Body on the implementation approach. It meets on an as needed basis, and is comprised of team members who represent CIRNAC, PSPC, the GNWT, CanNor and Parsons.

Implementation Leadership

The **Socio-economic Lead** is the CIRNAC team member responsible for implementation of socio-economic activities. This individual coordinates the Strategy implementation, including development of the associated annual Socio-economic Action Plan, maintains and updates the Strategy and coordinates the collection and reporting of Key Performance Indicators, including employment, procurement and training statistics from Parsons.

Indigenous Benefits

Proposed: The **Indigenous Benefits Plan Monitoring & Advisory Committee**'s mandate is to monitor Parsons' and its sub-contractors' implementation of the approved Indigenous Benefits Plan and provide advice and guidance on how to address barriers and improve performance. It will comprise of five to six members, of which three should be external to government and representatives of Indigenous perspectives⁴.

⁴ Proposed membership overlaps with an existing committee. There is an opportunity to streamline the process by transferring monitoring and advisory roles to Socio-economic Advisory Body.



8.0 Monitoring and Reporting on Progress

Monitoring socio-economic performance provides senior management with a clear understanding of performance, identifies specific issues that need to be addressed because of a significant change in trend information and shows positive trends, where corrective actions have resulted in improvements.

8.1 Key Performance Indicators

This Strategy is supported by a number of Key Performance Indicators (KPI). The KPIs presented in this section serve as an initial set that can be used both to track Strategy implementation and to assess progress towards the established goal. Within the first year of Strategy implementation, the Socio-economic Working Group will review, select and confirm responsibilities for collecting information and reporting against socio-economic KPIs.

Employment

1. Total project employment broken down by full-time and part-time (# of persons, person hours, %)
2. Total employment accounted by Northerners, Indigenous, and women (# of persons, person hours, %)
3. Employment accounted by:
 - Northern Indigenous women (# of persons, person hours, %)
 - Northern Indigenous men (# of persons, person hours, %)
 - Northern non-Indigenous women (# of persons, person hours, %)
 - Northern non-Indigenous men (# of persons, person hours, %)
4. Employment by skill level (# of entry-level⁵, semi-skilled⁶, skilled⁷ and professional⁸)
5. Employee's residential status in the NWT (resident or non-resident) (#, %)

Training

6. Workforce training accounted by:
 - Total training accounted by Northerners, Indigenous and women (# of persons, person hours, %)
 - Northern Indigenous women (# of persons, person hours, %)
 - Northern Indigenous men (# of persons, person hours, %)
 - Northern non-Indigenous women (# of persons, person hours, %)
 - Northern non-Indigenous men (# of persons, person hours, %)

Procurement

7. Suppliers:
 - Total suppliers and amount spent (#, \$)
 - Total Indigenous suppliers and amount spent (#, \$, %)
 - Total Northern suppliers and amount spent (#, \$, %)

⁵ Entry-level: general labourer, flag person.

⁶ Semi-skilled: truck driver, equipment operator, drilling support, admin support.

⁷ Skilled: technician, trades, surface drilling, blasting/drilling, underground miner, supervisor.

⁸ Professional: management, environmental, safety, engineer

- 
- Northern Indigenous suppliers and amount spent (#, \$, %)
 - Northern non-Indigenous suppliers and amount spent (#, \$, %)
8. Awarding of largest contract(s) (company and \$ amount)

Other

9. Local job/career fairs, networking sessions, and procurement awareness and training events attended by GMRP team and/or Main Construction Manager representatives (# of events, location and # of participants)
10. Changes in the process to support Indigenous traditions (frequency and description)
11. Modifications to procurement procedures to increase Indigenous participation (e.g. advanced communications of procurement, set asides) (description and #)
12. New joint ventures and partnerships established (#)
13. New Northern Indigenous and Northern non-Indigenous contractors bidding (#)
14. Professional development scholarships funded (# of scholarships, \$ amount of each, and # filled by priority groups)
15. Northern Indigenous and Northern non-Indigenous apprentices supported (#, % out of total apprentices)

8.2 Reporting

The Socio-economic Lead will monitor performance against the Strategy and coordinate reporting, using reporting tools that integrate the KPIs (i.e. monthly and quarterly reporting templates). The Socio-economic Lead, with support from PSPC, will also ensure Parsons provides timely and accurate information for applicable performance measures.

Quarterly Internal Reporting

Quarterly internal reporting on socio-economic activities will be compiled by the CIRNAC Socio-economic Lead with support from the Socio-economic Working Group. Where possible, information on socio-economic performance will be included within existing sections of quarterly reporting. Additional information on performance related to other core components of the Strategy (e.g. access to employment and procurement, developing capacity, mitigating impacts) – which is currently not included in quarterly reporting templates – will be submitted in a separate Socio-economic Performance Report. The additional Socio-economic Performance Report will be provided to the Senior Project Management Committee and Management Board. Reporting will include updates on progress relative to the Socio-economic Action Plan, Key Performance Indicators and a synthesis of issues from the engagement and consultation log/issues tracking tools.

Annual External Reporting

On an annual basis, the socio-economic performance data and related information will be incorporated within the GMRP Annual Report. Annual external reporting on socio-economic activities will be compiled by the CIRNAC Socio-economic Lead, and will incorporate input provided by the Indigenous Benefits Plan Monitoring & Advisory Committee and the Socio-economic Advisory Body. The GMRP Project Team will also report socio-economic information on as-needed basis, for example, at meetings with external oversight bodies, engagement sessions or at procurement events.



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Appendix A – Recommended Implementation Actions

This Appendix highlights strategic actions identified throughout the Socio-economic Strategy that are intended to assist in implementation. Leads and supports for each action are to be identified in discussions between CIRNAC, PSPC and the GNWT.

Socio-economic Strategy

Development and implementation of the Socio-economic Strategy includes the following recommended actions:

- Review, revise and approve the Socio-economic Strategy.
- Build team awareness of the Socio-economic Strategy.
- Integrate socio-economic requirements into the Project (e.g. processes and procedures).

Governance

Document and elaborate roles, responsibilities and oversight (e.g. in Procurement Strategy, Socio-economic Strategy), including as governance structure evolves (e.g. with addition of new Committees, Advisory bodies, etc.).

Additional governance body under consideration:

An **Indigenous Benefits Plan Monitoring and Advisory Committee** comprised of representatives from CIRNAC, PSPC, Parsons and members from local Indigenous communities (complete membership list is to be determined). This review panel will:

- Provide information, advice and guidance to Parsons in terms of Indigenous employment, sub-contracting and on-the-job training and skills-development.
- Provide guidance to Canada on the assessment of Parsons' progress in providing benefits to the Indigenous; and
- Prepare an annual report on benefits for Indigenous peoples leveraged through the GMRP.

Capacity-Building and Impact Mitigation

Establish GMRP's role in supporting/leveraging capacity-building and impact mitigation programs through the following recommended actions:

- Identify and list identified Indigenous priorities for capacity-building and impact mitigation.
- Establish coordination mechanisms to support access to capacity-building programs.
- Engage (communicate project requirements and training needs) and partner with education and training organizations and initiatives during design phase to prepare for implementation workforce requirements (e.g. Regional Training Partnership Committees, Mine Training Society, Skills 4 Success initiative).

Other recommendations related to capacity-building and impact mitigation include:

- Create line of communication between GMRP contractors, the GNWT and federal immigration programs aimed at attracting skilled immigrants to the Territory (e.g. GNWT Nominee Program and Express Entry Program).
- Engage with diamond mines and other projects to learn best practices for providing support and a positive workplace for Indigenous workers, such as: wellness programs for physical,



mental, emotional and cultural well-being, money management training, cultural awareness training for all personnel, individual development plans, apprenticeship programs, career fairs, etc.

- Consider use of CIRNAC's Strategic Partnership Initiative as a vehicle for investment to maximize Indigenous opportunities.

Engagement and Procurement Implementation Plan

Develop a work plan for engaging and communicating with the potential workforce throughout the Project, which incorporates the following recommended elements:

- Identify credible spokespeople.
- Determine how best to get these messages out to the community (e.g. short video with statements from existing workers, invite current workers to attend community meetings and answer questions).
- Communicate project schedule and associated job opportunities to staff at closing/ramping-down mines, communities and governments.
- Continue to present the GMRP as a remediation project that will be reducing risk and improving conditions, but also expand messaging to consistently emphasize health and safety management (EHSC management system and performance) and position GMRP as a desirable and safe place to work.
- Engage with Northern and Indigenous businesses ahead of formal procurement processes to improve their preparedness and collect feedback that can be used to enhance local opportunities.
- Hold community-specific procurement information sessions and workshops to communicate contracting opportunities and socio-economic performance.
- Engage YKDFN on their community readiness process, or the results thereof, to help YKDFN plan for, pursue and participate in economic opportunities.
- Engage potentially affected communities to understand appropriate roles for GMRP (recognizing constraints as a public sector project) alongside other significant project organizations (e.g. if mining still active) in terms of ongoing need for action, best practices to continue and former practices to revise regarding community impacts.
- Consider use of CIRNAC's Strategic Partnership Initiative as a vehicle for early engagement.

Labour Demand

Monitor projected labour demand to inform risks and opportunities associated with the GMRP schedule, particularly the timing of the Project's peak demand for workers. The following actions should be considered to support the understanding of labour demands:

- Monitor business capacity in light of current uncertainty regarding planned mining and other projects in the region/territory.
- Develop a list of Northern and Northern Indigenous businesses and share with interested contractors.
- Consider scheduling options that best align work packaging and sequencing with skills and availability of Indigenous and Northern workforce over the life of the Project (implementation phase) to minimize risks of competing with other projects for a limited workforce.



Reporting

Recommended reporting actions identified in this Socio-economic Strategy include:

- Regular multi-stakeholder reviews and public reporting of implementation progress against the Strategy.
 - Reporting on socio-economic activities to senior management will vary from weekly to annual updates depending on the organizational requirements.
 - Reporting on community issues and risks to GMRP senior management (NCSB Executive Director and higher) on a quarterly basis.
-



Appendix B – Engagement on Socio-economic Opportunities

This Appendix provides information on engagement as it relates to the Socio-economic Strategy's three streams:

- Ensuring access to employment and procurement opportunities.
- Supporting capacity and skills-development.
- Anticipating, monitoring and mitigating impacts.

More specifically, this Appendix outlines the following:

- The importance of engagement.
- Key stakeholders and rights' holders.
- Current state observations.
- Engagement activities conducted to date.
- Planned engagement activities for moving forward.
- Local communication methods.
- Key resources.

The Importance of Engagement

Inherently, engagement with stakeholders and rights' holders (referred to as stakeholders hereafter) is an important step in the development of the Strategy. Stakeholder access to information, including procurement opportunities projected against a Project timeline, will be critical to success. Communication around mine safety and Project's purpose (i.e. reclamation) will also be an important part of the messaging throughout engagement. Engagement can also be used to identify and facilitate access to capacity-building and impact mitigation organizations that align with community and Project needs.

The environmental assessment process (2007 to 2014) was a challenging time to establish positive and constructive public and stakeholder dialogue. Now, the Project is moving ahead and there is an opportunity to focus on more positive engagement related to the Project's socio-economic benefits.

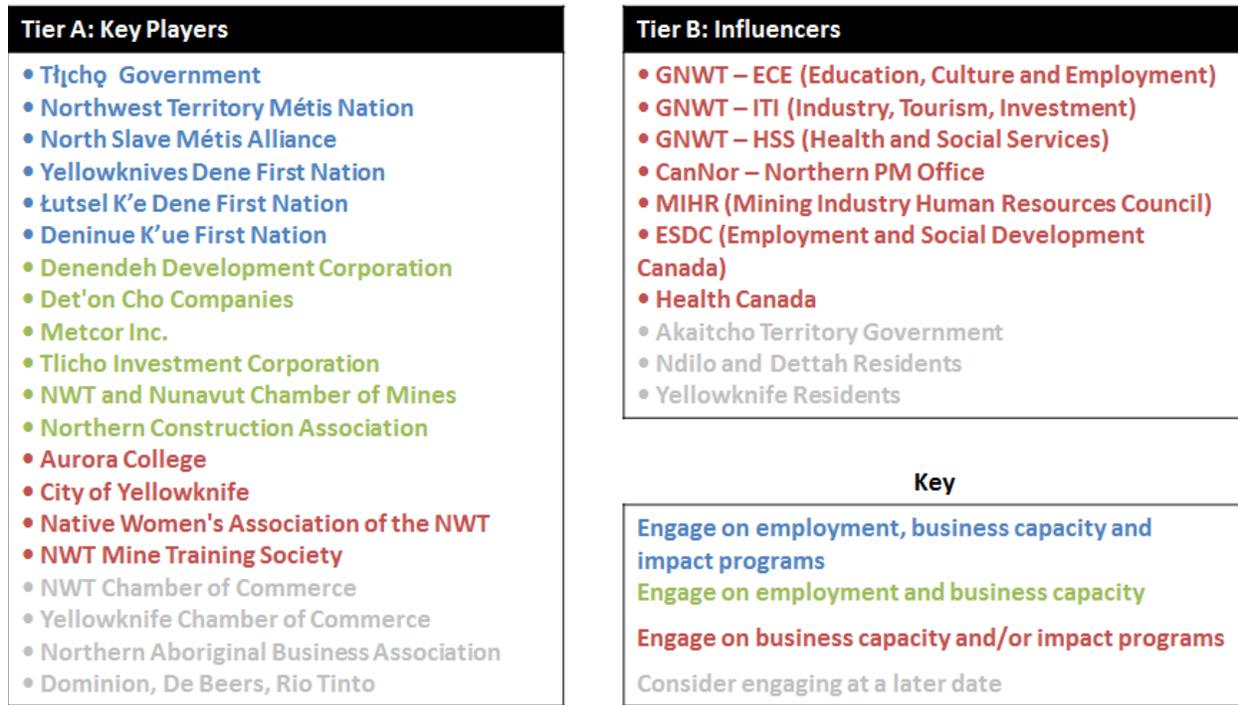
Key Stakeholders

This section identifies key internal and external stakeholders based on the Strategy's objectives.

Key internal stakeholders are those that form the GMRP team, including: CIRNAC (headquarters and NWT Region), PSPC, GNWT, project consultants and project contractors. Effective internal communication is critical to consistent messaging and avoiding misunderstandings, errors or delays.

On the following page, Figure 8 presents the results of an initial external stakeholder identification and prioritization exercise completed in late 2015 to inform plans for bilateral engagement.

Figure 8
Key External Stakeholders



Source: Giant Mine Remediation Project

Current State Observations

The following observations identified the baseline state of GMRP engagement at the beginning of Strategy development in 2015 and their implications for future engagement on socio-economic benefits.

- Existing communications and engagement methods provide a strong foundation for the approach (e.g. meetings, Industry Days, training, MERX, newsletter, website, committees)
 - **Implication:** Engagement for the Strategy will consider how to synchronize/integrate with existing plans.
- The degree and sophistication of engagement requested by GMRP is likely to increase (i.e. Socio-economic Strategy, Water Licence, general/ongoing)
 - **Implication:** Achieving integration, alignment, synergies and proper resourcing will be critical to mitigate stakeholder fatigue and frustration, and to build trust.

Engagement Activities

Table 4 that follows identifies key engagement activities related to the development of the Strategy that occurred in the 2015 - 2016 fiscal year, including groups engaged and key topics discussed.

Table 4
Key Engagement Activities

Date	Participants	Highlights
June 15-16, 2015	CIRNAC GNWT PSPC CanNor	<ul style="list-style-type: none"> Shared and discussed GMRP approach to socio-economic benefits and impacts. Reviewed MCM's Request for Proposal process, timelines, objectives, including Industry Day timing. Discussed applicability of best practices for local procurement to the MCM contract and GMRP. Clarified roles and responsibilities for required action items. Advanced work to define local procurement conditions and requirements within the MCM contract. Clarified available options and associated risks for moving forward on the MCM contract.
December 1, 2015 ⁹	CIRNAC PSPC GNWT – ENR CanNor Tłı̨chǝ Investment Corp. Deł'on Cho YKDFN YKDFN Dettah LKDFN NSMA NWTMN Deninu – DKFN	<p>Presented on and discussed/clarified:</p> <ul style="list-style-type: none"> The scope of the GMRP, how the Project will be managed and delivered, the general timeline. The nature of opportunities and their relevance for Indigenous businesses, and how to access these opportunities. Discussed the need for early communication of opportunities to Indigenous businesses and communities, and potential for future engagement on opportunities and relevant capacity-building programs. Identified next steps and leads based on the discussion.
February 25, 2016	CIRNAC PSPC Industry members	Industry day to present MCM contract, address questions.
June, 2016	Tłı̨chǝ Investment Corp. YKDFN Deł'on Cho Corporation Deł'on Cho Logistics LKDFN NSMA NWTMN	Conducted interviews with individuals from First Nations communities and Indigenous business organizations to better understand current Northern and Indigenous labour force and business availability and capacity.

⁹ In addition to the workshop on December 1, 2015, GMRP and Stratos held bilateral meetings with a number of First Nation representatives on December 1 and 2, 2015. All workshop invitees were invited to schedule a bilateral meeting, if interested.



Local Communication Methods

NWT Indigenous persons' preferred communication methods for job opportunities were identified through interviews conducted with Indigenous communities and business organizations. Communication methods are described in further detail in the GMRP Labour Resource Study.

Generally, sending job opportunities to Indigenous governments or their community/economic development officers is the best way to distribute the information to Indigenous communities. Other methods include posting onto community Facebook pages or posting the information on the community's jobs bulletin, typically located in the band office or general store.

Key Resources: GMRP Engagement Strategy

Tait Communications produced a draft GMRP Communication and Engagement Strategy dated March 31, 2012. This Strategy includes a vision, goals, objectives, best practices, guiding principles and tools for communication and engagement activities. This resource is referenced in the Socio-economic Strategy and can be used to support the engagement work moving forward.



Appendix C – Procurement

The guiding principles and commitments (see Section 1.2), including the relevant provisions of the Tłıchq Land Claim Agreement, emphasize the importance of procurement in achieving socio-economic benefits. Procurement and contracting is the primary means through which benefits can be achieved by the GMRP.

This Appendix provides an overview of:

- The procurement objective.
- Approach and current status of Main Construction Manager’s Terms and Conditions.
- Procurement tools (AOC, PSAB).
- Local procurement best practices.

GMRP Procurement Objective

The GMRP procurement objective, as identified in the GMRP Procurement and Socio-economic Benefits Briefing Deck, is as follows: “Procurement activity is conducted in a manner that is compliant with Government of Canada Contracting Policy and processes, is transparent and accountable, and actualizes the principle of Best Value to the Crown.”

Approach and Current Status of the Main Construction Manager’s Terms and Conditions

The federal government has constraints and limits on its ability to procure Northern and Indigenous businesses. In order to maximize socio-economic benefits, the decision was made to use a Main Construction Manager, which has fewer restrictions around procurement, to manage and procure contractors for the GMRP.

In December 2017, the Project awarded the Main Construction Manager contract to Parsons. Parsons is a key partner in carrying out the Project’s socio-economic approach. As Parsons parcels and subcontracts the Project work, it plays an important role in delivering benefits to Northern and Indigenous peoples that come from the Project. Parsons is working to maximize local workforce in its core staff (10 people on average, up to 19 people at its peak). Parsons is also working to help Northern and Indigenous peoples benefit as much as possible from sub-contracts. Most of the opportunities and benefits of the Project will be from sub-contracts during active remediation.

The socio-economic relevant Terms and Conditions of Parsons’ contract address applicable land claim agreements (see Table 1) and ensuing requirements from CIRNAC and PSPC. These Terms and Conditions include:

Developing an **Indigenous Benefits Plan**, which includes:

- Defining minimum Indigenous benefits content.
- A Human Resources Plan, which addresses how employment of Indigenous peoples will be managed.¹⁰
- A Skills-Development Plan to maximize training and skills-development of Indigenous persons.
- An Indigenous Business Strategy, which details how the Contractor intends to maximize the use of Indigenous firms.
- Any other measures considered relevant.

¹⁰ For core Parsons staff only

Reporting requirements, including:

- Yearly Indigenous Benefits Plan updates.
- Quarterly Reporting.
- Annual Reporting, including an Interim Report, which acts as an input to the GMRP Annual Report.

Table 5 provides more detail on the current status of Parsons’ socio-economic contractual requirements identified by CIRNAC and PSPC within Main Construction Manager’s Terms and Conditions.

Table 5
Main Construction Manager Contract Requirements

Requirement	Details	Status
Indigenous Benefits Plan	<p>Develop an Indigenous Benefits Plan that includes the following:</p> <ul style="list-style-type: none"> • Labour Resource Study to understand the local workforce’s skills and availability (to be updated at key milestones). • Procurement Plan to outline how procurement tools (see page 3), work packaging and sequencing will maximize socio-economic benefits. 	<p>Second draft of the Indigenous Benefits Strategy updated based on feedback and submitted to Public Services and Procurement Canada in fourth quarter of 2018-19.</p>
Yellowknife Storefront Office & Website	<p>Set up a central and publicly-accessible office and develop and maintain a website to:</p> <ul style="list-style-type: none"> • share information about current and upcoming contracts. • provide training on procurement and contract requirements. • post contractors’ job opportunities. • provide links to other training and development programs. 	<p>Website: complete</p> <ul style="list-style-type: none"> • website (giantminer.ca) went online July 3, 2018. <p>Yellowknife office: complete</p> <ul style="list-style-type: none"> • office open to the general public as of March 1, 2019. • address: 4909 – 51st Ave, P.O. Box 1333, Yellowknife, NT, X1A 2N9.
Economic Development Officer	<p>Establish an Economic Development Officer position in Yellowknife, who will develop and carry out the Indigenous Benefits Plan.</p>	<p>Economic Development Officer (EDO) position: filled. The EDO, Louie Azzolini, is:</p> <ul style="list-style-type: none"> • preparing a detailed database of Yellowknife-area businesses. • working with local training providers on student sponsorship and training opportunities. • working to discuss upcoming procurement opportunities and needs with: <ul style="list-style-type: none"> • the Tłı̨ch̓ Investment Corporation, • the Denesoline Corporation, • the North Slave Métis Alliance, and • the Det’on Cho Corporation. • notifying local businesses about contracting opportunities related to the Project.



Requirement	Details	Status
Indigenous Community Database	<p>The Main Construction Manager's Aboriginal Community Liaison will develop a database of local Indigenous peoples interested in working at the Giant Mine site. Parsons will make this database with:</p> <ul style="list-style-type: none"> the Yellowknives Dene First Nation, the North Slave Métis Alliance, and The Tłı̨chǫ Government. 	<p>The Aboriginal Community Liaison (ACL) position: filled.</p> <p>The ACL, Lisa Colas, is:</p> <ul style="list-style-type: none"> preparing for a second round of door-to-door visits in Dettah and Ndilo, expected to begin the first quarter of 2019-20. The first round of visits was completed in 2018. working with Yellowknives Dene First Nation's Economic Development Officer and Crown-Indigenous Relations and Northern Affairs Canada to develop a database workplan outlining how data will be collected and the purpose. Workplan to be complete in first quarter of 2019-20.
Reporting on Socio-economic Benefits	<p>Reporting on Key Performance Indicators such as:</p> <ul style="list-style-type: none"> Parsons and sub-contractors' Northern, Indigenous and female employment. Provisions for Northern and Indigenous employees and contractors. Value of contracts awarded to Northern and Northern Indigenous suppliers. 	<p>Crown-Indigenous Relations and Northern Affairs Canada is currently working with Public Services and Procurement Canada and Parsons to identify how to share Key Performance Indicators data securely and quickly.</p>

Public Services and Procurement Canada and the Project team meet regularly with Parsons to make sure these requirements are met. The Project is also looking at best ways to advise and guide Parsons in addressing barriers that prevent Northern and Indigenous peoples from benefiting from the Project work. This will help Parsons meet and improve on the Project's Key Performance Indicators.

Procurement Tools

There are two types of procurement tools included in this section: business registries, to assist in identifying local businesses, and federal government procurement measures for Indigenous businesses. There are two key business listings that the GMRP can use to identify Northern and Indigenous businesses: the **GNWT Business Incentive Policy (BIP) registry** and the **NWT Aboriginal business listing**, which is available in the GMRP Labour Resource Study.

The GNWT BIP registry lists businesses that are owned and operated within the NWT. The BIP allows the GNWT to give preference (i.e. favourable bid adjustments) to companies registered with BIP (i.e. NWT owned and operated). The GMRP can use this registry to identify NWT businesses.

The NWT Indigenous business listing identifies businesses that are owned and operated in Indigenous communities within the vicinity of the GMRP (i.e. Tłı̨chǫ, Lutsel K'e, Yellowknives Dene First Nation, North Slave Métis Alliance, NWT Métis Nation). These businesses were identified through interviews with Indigenous governments and businesses as well as a desktop review, and is not a comprehensive listing.

Two key procurement measures that the GMRP will employ are the **Aboriginal Opportunities Consideration (AOC)** and the **Procurement Strategy for Aboriginal Business (PSAB)**. Further details on these tools are provided below, as presented in PSPC's GMRP Preliminary Procurement Strategy.



Aboriginal Opportunities Considerations

AOCs consist of specific measures aimed at maximizing opportunities for Indigenous communities, businesses and individuals local to the Comprehensive Land Claim Agreement (CLCA) area to participate in Government of Canada work projects to realize tangible socio-economic benefits and capacity-development within the CLCA area. The GMRP's use of AOC allows for Northern businesses to participate as potential Bidders and encourages opportunities for Indigenous peoples, businesses and communities. The GMRP may also apply specific criteria (to be included where appropriate) encouraging the use of local/regional office locations and facilities and training initiatives within the region of the site project. All procurements for the GMRP include an AOC unless otherwise approved by CIRNAC.

An AOC must be considered for inclusion in any procurement activity to take place within a CLCA area. How this AOC component is treated within the Request for Proposal (RFP) (i.e. as a Mandatory Requirement or Point-Rated Criteria for Bidders and/or as an obligation under the resulting contract) is determined jointly between CIRNAC and PSPC. Procurement with an AOC involves using socio-economic factors as point-rated evaluation criteria in bid evaluations. The typical application of an AOC includes allocating approximately 20% of technical merit points to the AOC.

It is important to track and report on compliance with the AOC commitments to determine the extent to which these commitments are met. PSPC may include penalty and bonus clauses within the contract to ensure contractors fulfill their AOC commitments and to encourage and reward them for exceeding their commitments.

Procurement Strategy for Aboriginal Business

PSAB is the main procurement mechanism for excluding (i.e. setting aside) procurement initiatives from the requirements of trade agreements. The use of PSAB is mandatory when the value of the procurement is over \$5,000 and Indigenous populations are the main recipients of the goods or services. Procurement that is set aside is competitive but the pool of contractors able to compete is restricted to Indigenous businesses from across Canada. The voluntary application of PSAB is also to be considered when Indigenous capacity exists and a competitive process is assured.

PSAB and procurement with AOC are open, transparent and competitive procurement approaches. In the case of PSAB, the pool of eligible bidders is restricted to Indigenous firms from across Canada, whereas there is no restriction on who can bid in the case of procurement with an AOC. AOC can also be applied within PSAB to further emphasize local Indigenous participation.

Local Procurement Best Practices

Table 6 provides an overview of best practices for effective local procurement, including procurement practices, engagement with contractors, and training and capacity-building efforts.

Table 6
Local Procurement Sample Best Practices

Procurement Element	Sample Best Practices
Assessing capacity	<ul style="list-style-type: none">• Work with regional partners regularly.• Conduct survey early and regularly.• Establish a contractor database.• Segment businesses to align with types of work.• Assess contractors' business capacity (e.g. management, health and safety, etc.).



Procurement Element Sample Best Practices

	<ul style="list-style-type: none"> • Pre-qualify contractors. • Assess the business environment and identify barriers (e.g. access to financing).
Structuring work packages	<ul style="list-style-type: none"> • Work with stakeholders to identify priorities. • Establish regular coordination between contractor and project managers. • Segment activities by: type, complexity, supply chain risk, stakeholder priority. • Assign criteria and weighting to prioritize opportunities for local procurement. • Structure work packages and contracts based on criteria (e.g. through “unbundling”). • Consider direct contracting where capacity exists. • Work with contractors to ensure similar processes are followed for sub-contracts. • Consider longer contracts to enable firms to spread out capital or fixed costs.
Contracting conditions, criteria and weighting	<ul style="list-style-type: none"> • Establish criteria in collaboration with stakeholders. • Include requirements related to local hiring, sub-contracting, capacity-building. • Ensure inclusion in sub-contracts. • Make contracts more accessible to smaller, less sophisticated firms.
Communication with contractors	<ul style="list-style-type: none"> • Provide long lead time to give contractors time to plan and build necessary capacity. • Make information accessible and use local language. • Actively support formation of joint ventures.
Accepting and evaluating bids	<ul style="list-style-type: none"> • Implement a general preference or a price preference for local suppliers. • Provide feedback to unsuccessful bidders. • Provide support to contractors on how to write a bid that meets the established requirements.
Planning and engagement for capacity building	<ul style="list-style-type: none"> • Identify business and community capacity-building needs. • Identify and evaluate potential partners and programs. • Facilitate engagement and coordination between contractor, communities and service providers (e.g. Aboriginal Business Advisory Panel). • Establish or facilitate access to programs that align with community and project needs. • Implement human resources programs to address impacts.
Tracking and reporting	<ul style="list-style-type: none"> • Jointly define indicators and targets with stakeholders. • Establish a baseline to track progress over time. • Include reporting requirements and format in contract documents. • Present results and reports to communities regularly.
Oversight, evaluation and continual improvement	<ul style="list-style-type: none"> • Hold regular meetings between PSPC, CIRNAC and contractor to discuss performance, successes and challenges/barriers. • Senior-level review of activities and results. • Investigate any complaints or irregularities. • Include stakeholders in evaluation or investigation. • Review and verify reported data (consider using Quality Assurance Manager). • Implement incentives for staff to hit targets.



Appendix D – Training and Capacity-Building

As detailed in Section 5.0 (Potential Barriers to Strategy Implementation), barriers to achieving socio-economic benefits include a lack of training, education and skills, and a challenging context for recruiting and retaining employees. As such, provision of targeted training and capacity-building can significantly enhance the success of the Socio-economic Strategy.

GMRP's role will not be to develop and deliver training and capacity-building programs on its own. Rather, as it identifies the types of skills and experience required for the work to be done on-site, it will identify and coordinate with existing training programs to raise awareness of the Project's needs and provide adequate lead time to develop the required skills. In this way, GMRP and its partners will act more like brokers – ensuring those interested in developing skills that will be in demand by GMRP know about existing programs that can help them build these skills and capacities.

This Appendix outlines existing training and capacity-building programs and identifies potential actions that GMRP and its partners can take related to relevant programs. Further information on training and capacity-building programs can also be found in the GMRP Labour Resource Study.

Existing Training and Capacity-Building Programs

There are a range of training and capacity-building programs available in the Project area. These programs can be categorized into three program types:

1. Organizations that coordinate with existing capacity-building programs.
2. Programs that support the workforce, including:
 - Education and employment support;
 - Skills and post-secondary education; and
 - Recruitment and retention programs.
3. Business capacity-building programs.

The following tables provide a summary of potentially applicable programs with which the GMRP may wish to coordinate and engage. More detailed information is included in the GMRP Labour Resource Study. The Skills 4 Success Initiative Discussion Papers, led by the GNWT's Department of Education, Culture and Employment, provide useful program information.

Organizations that Coordinate with Existing Capacity-Building Programs

Table 7 shows which organizations and initiatives already engaged in coordinating capacity-building activities in the NWT could be partnered with or leveraged by the GMRP.

Table 7
Coordination Organizations and Initiatives

Organization/Initiative	Description
Regional Training Partnership Committees (RTPC)	The North Slave Regional Training Partnership ¹¹ included GNWT, Tłıchǫ Government, Ałaitcho Territory Government, Yellowknives Dene First Nation, Lutsel K'e Dene First Nation, as well as community organizations, industry and Aurora College. The North Slave also has a seat on the Mine Training Society Board of Directors, to determine the skills required and needs for the mining industry in the NWT.
Canadian Northern Economic Development Agency (CanNor)	CanNor fosters growth and development in the North by delivering economic development programs and by collaborating with and aligning the efforts of partners in northern and southern Canada to respond to economic challenges and opportunities in the North.

Programs that Support the Workforce

Education and employment supports for the workforce include wage subsidy programs delivered by the GNWT, funding programs for community-based projects and programs that provide funding and/or training to individuals.

Table 8 outlines wage subsidy programs delivered through the GNWT Department of Education, Culture and Employment that are available to private and public sector employers. These programs are accessed and delivered by a similar means, but are targeted at different demographics.

Table 8
Wage Subsidy Programs

Program	Target Audience and Unique Eligibility Considerations
Apprentice Training on the Job	Business Incentive Policy ¹² eligible contractors. Participants (employees/trainees) must be EI eligible and 16 years or older.
Training on the job	Participants (employees/trainees) must be EI eligible and 16 years or older.
Training on the job -- small community employment supports	Businesses must be based in small communities. Participants must be EI eligible and 16 years or older.
Work experience	Participants (employees) must be non-EI Canadians and permanent residents.
Youth employment	Participants (employees) must be aged 15 to 29.

¹¹ In May of 2019, GMRP identified that the North Slave Regional Training Partnership no longer exists.

¹² The purpose of Business Incentive Policy is to give preference on government procurement to businesses that are owned and operated within the NWT. It is designed to promote economic growth and capacity within NWT Businesses and the economy.

Table 9 outlines examples of supports for community-based projects or partnership initiatives. Eligible participants are typically groups facing barriers to employment, which includes Indigenous peoples. These programs have general objectives and eligibility requirements, but the applicant is responsible for developing a proposal and, if successful, implementing a project with the funding provided.

Table 9
Funding for Community-Based Projects or Partnership Initiatives

Program	Description	Eligibility Considerations
Community Initiatives (ECE Service Centre)	Provides financial assistance (e.g. salaries and benefits, overhead costs, etc.) for community partners to deliver initiatives that engage underrepresented groups. Eligible initiatives may include, but are not limited to: training programs, workplace education programs, construction boot camps, and trades awareness programs.	Open to private companies (with preference given to BIP eligible employers), not for profits, NWT crown corporations, Indigenous government employers.
Local Labour Market Partnerships (ECE Service Centre)	Community partnerships are formed to identify and initiate projects or activities. Types of activities include: developing a strategic plan to address community economic and employment issues, developing local planning groups, researching and marketing new programs and services.	Must partner with three community organizations. Participants can be eligible for EI.
Skills Links (Service Canada)	Provides funding for employers and organizations to offer eligible activities to youth facing barriers to employment. Activities should help youth acquire skills, realize educational achievements, and/or improve their employability or obtain employment.	Eligible organizations include businesses, community, public sector or Indigenous organizations.

Table 10 outlines examples of training, employment and/or funding support for individuals. None of the programs appear to be targeted at a particular sector (i.e. education, training, work experience in mining, construction, etc.). Eligibility requirements include different demographics (youth, First Nation and Inuit, people with disabilities), being a student, and being a recipient of other types of support (e.g. employment insurance, income assistance, student financial assistance).

Table 10
Supports to Individuals

Program	Description	Unique Eligibility Considerations
First Nations and Inuit Summer Work Experience Program (Indigenous Services Canada)	Summer employment opportunities and wage subsidies.	First Nation and Inuit Youth (15-30) who are registered as full time students.
Income Assistance – General (ECE Service Centre)	Funding for basic needs (food, shelter, utilities), as well as enhanced needs (childcare, clothing, furniture).	NWT residents who are 19 years or older and are attending school or skills-training program in the NWT and/or have a need greater than their income.



Program	Description	Unique Eligibility Considerations
Building Essential Skills – Apprentice (ECE Service Centre)	Training and supplementary allowances to support their pursuit of an apprenticeship.	Individuals who are eligible for EI can receive training and supplementary allowances to support their pursuit of an apprenticeship.
NWT Student Financial Assistance – Supplementary Grant (NWT SFA)	Financial assistance to attend postsecondary institution.	Individual must be Northern Indigenous.

Skills and post-secondary education supports for the workforce were identified through the Skills 4 Success initiative. The four (out of six) most relevant categories of skills and post-secondary education programs identified by Skills 4 Success are summarized in Table 11 below.

Table 11
Skills and Post-Secondary Education

Category	Primary Types of Support
Credit Programming (Certificate, Diploma, and Degree) (~35 programs)	<ul style="list-style-type: none"> Primarily certificate and diploma programs in a wide range of subjects, trades, and occupations including areas directly relevant to GMRP. Key institutions include Aurora College, the Mine Training Society, and the Mining Industry Human Resources Council.
Trades and Apprenticeships (~17 programs)	<ul style="list-style-type: none"> Wide range of trade and apprenticeship programs delivered by Aurora College in areas directly relevant to GMRP.
Community Governance Programming (~23 programs)	<ul style="list-style-type: none"> Largely aimed at increasing capacity in community governance, tailored to needs. Key institutions include Aurora College and the GNWT’s Department of Municipal and Community Affairs - School of Community Government.
Adult Literacy and Basic Education (ALBE) (11 programs)	<ul style="list-style-type: none"> Basic literacy and education programs for those who have left the K-12 school system. Key institution is Aurora College. Can be tailored to specific sectors or skill-sets (e.g. trades access).



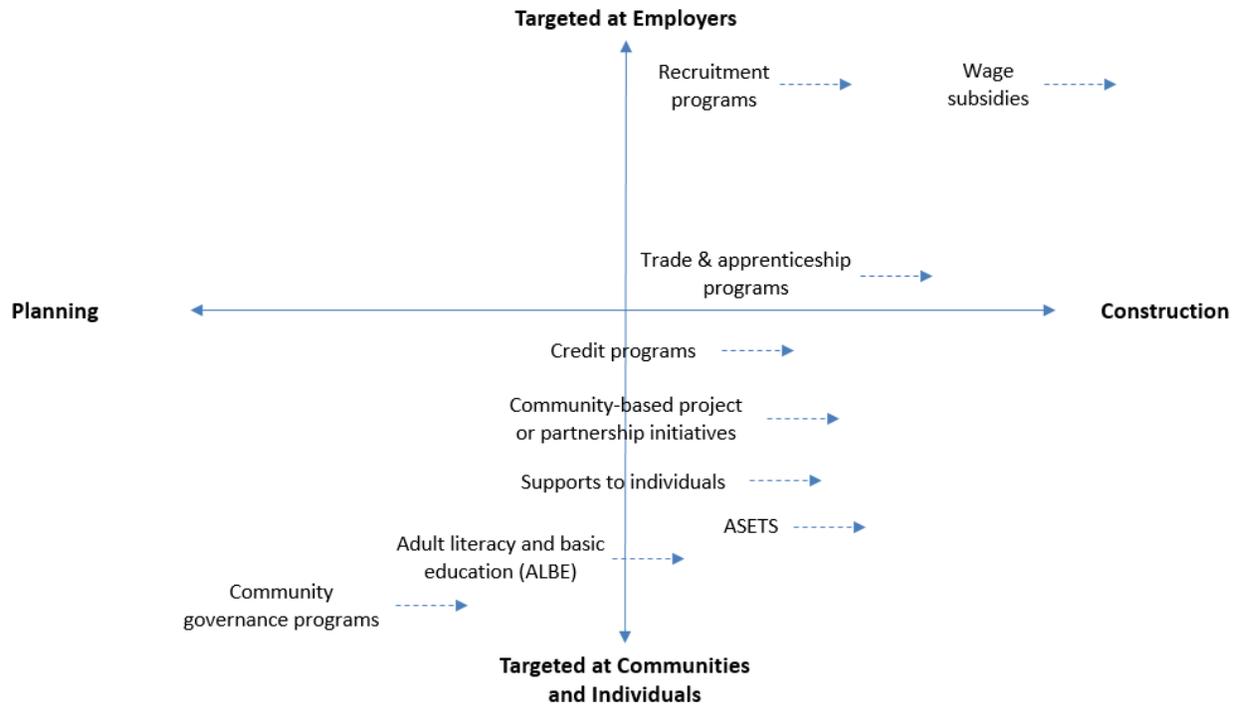
Recruitment and retention programs for the workforce were identified through the Skills 4 Success initiative. The two (out of six) most relevant categories of recruitment and retention programs identified by Skills 4 Success are summarized in Table 12 below. Recruitment is focused on the NWT and the North in general.

Table 12
Recruitment and Retention

Program Category	Primary Types of Support
Recruitment programs for the NWT, national, international, specialized (6 programs)	<ul style="list-style-type: none"> • NWT focus: ECE Career Centres (accessible to all NWT residents) and Regional Recruitment Programs (accessible to GNWT departments only). • National focus: Come Make your Mark Campaign (accessible to all NWT employers). • International focus: NWT Nominee Program (to recruit foreign workers who want to make NWT home). • Specialized focus: Targeted programs for people with disabilities and older workers. • Programs are mainly delivered by departments of GNWT (ECE, HR, ITI), as well as Immigration, Refugees and Citizenship Canada.
Retention programs, skills-development, and transition to workforce (6 programs)	<ul style="list-style-type: none"> • This category includes the Aboriginal Skills and Employment Training Strategy (ASETS), which is designed to help Indigenous peoples prepare for and find high demand jobs and keep them in the long-term (Employment and Social Development Canada program). • Indigenous organizations are the recipients of ASETS funding and deliver the program.

A summary of the above described programs are plotted on the next page in Figure 9 based on their target and when they will be most relevant to the GMRP.

Figure 9
Summary of Programs



Source: Giant Mine Remediation Project

Business Capacity-Building Program

A variety of business support and financing programs are available for communities and contractors. These are identified and plotted in Figure 10 below, based on their target and when they will be most relevant in the GMRP timelines. Detailed descriptions are not provided for these programs, as they may be promoted to communities by the GMRP, but require action by businesses to be useful.

Figure 10
Business Capacity-Building Programs



Source: Giant Mine Remediation Project



Considerations for how GMRP can Engage with Relevant Programs

Table 13 identifies potential actions that GMRP and/or Parsons could take to raise awareness, uptake and/or coordination with the programs described in this section. During the Socio-economic Strategy implementation, GMRP and its partners will determine how best to promote and ensure coordination with relevant programs.

Table 13
Summary of Program Types and Potential Actions for GMRP’s Consideration

Program Type	Actions
Supports to employees	<ul style="list-style-type: none"> • GMRP/Parsons make contractors aware of programs and requirements. • Parsons works with eligible contractors to apply to programs. • Contractors receive wage subsidies for eligible employees (e.g. apprentices, youth, ‘Permanent Resident’ status Canadians).
Skills and post-secondary education	<ul style="list-style-type: none"> • GMRP/Parsons identify key required qualifications and skills. • GMRP/Parsons communicate requirements to communities. • GMRP/Parsons work with service providers to ensure programs are aligned with project needs. • Individuals gain accreditation and skills relevant to GMRP.
Recruitment and retention	<ul style="list-style-type: none"> • GMRP/Parsons work with service providers to identify potential target audiences for specific job needs. • Service providers incorporate GMRP job needs into ongoing recruitment efforts.
Community-based projects or partnership initiatives	<ul style="list-style-type: none"> • GMRP/Parsons or partner organization identify a training, work experience, or other project that qualifies for funding support. • GMRP/Parsons and partner(s) develop proposal to obtain funding, and obtain it. • Project is implemented delivering training/work experience to target groups (Indigenous peoples, members of rural/remote communities).
Coordination organizations and initiatives	<ul style="list-style-type: none"> • Initial interviews with CanNor highlighted the potential of the Strategic Partnership Initiative as a vehicle for the project to achieve goals around Indigenous participation; CanNor should be engaged on the details and potential of this program for GMRP. • In considering the potential role for Regional Training Partnership Committee, GMRP should further investigate the committee’s success and effectiveness, as well as its coordination with other key partners such as ECE.
Supports to individuals	GMRP or Parsons can [work with partners to] raise awareness of these programs within communities.
Business capacity-building programs	GMRP or Parsons can [work with partners to] raise awareness of these programs within communities.

Appendix E – GMRP Socio-economic Action Plan 2018 – 2021

This Appendix provides detailed list of the Project’s socio-economic actual and planned results from 2018 – 2021, that form the Strategy’s initial implementation process.

Category	Actual Results for 2018-19	Planned Results for 2019-20	Planned Results for 2020-21
<p>Local Procurement</p> <p>Support Northern and Indigenous business access to procurement opportunities</p>	<ul style="list-style-type: none"> Hosted an Industry Day event on November 26 in Yellowknife. Approximately 100 participants attended. Shared information on GMRP’s Term 1 (2018-2021) and Term 2 (2021-2030) contract opportunities, employment needs and key steps, and components of the procurement approach. Confirmed understanding of local business interests. Observed and improved procurement approach based on lessons learned and best practices. 	<ul style="list-style-type: none"> Share information on upcoming contract opportunities. Refine understanding of local business interests and how the Project and Parsons can support these. Continue to improve procurement approach based on lessons learned and best practices. 	<ul style="list-style-type: none"> Finalize and share procurement schedule and approach. Continue to improve procurement approach based on lessons learned and best practices.
<p>Local Employment</p> <p>Support Northern and Indigenous access to employment opportunities</p>	<ul style="list-style-type: none"> Confirmed understanding of individual skills and interests in the two out of four Parsons core staff opportunities. Parsons drafted an Indigenous Benefits Strategy to recruit local staff and support their skills-development, using best practices. 	<ul style="list-style-type: none"> Develop and refine the Indigenous Benefits Strategy, including a Skills Inventory to inform Parsons’ hiring of local staff. This inventory will be based on local community surveys. Refine Parsons’ plan to recruit up to four local staff and support their skills-development. 	<ul style="list-style-type: none"> Implement actions to support skills-development of local Parsons staff. Distribute information on upcoming job opportunities to local communities, including high schools.
<p>Capacity-Building</p> <p>Support Northern and Indigenous access to relevant capacity-building and training programs</p>	<ul style="list-style-type: none"> Updated the Labour Resource Study, which assessed local capacity to meet the Project’s labour resource needs. It also described, in detail, training programs that can address identified gaps. Provided \$582,000 in funding to the following positions within the YKDFN: Technical Advisor, Economic Development Officer, Jr. Engagement Coordinator, Giant Mine Advisory Committee Summer Student. Provided \$167,000 in funding to YKDFN’s Dechita Naowo (BEAHR) Environmental Monitoring training program. In the 2018-19 	<ul style="list-style-type: none"> Support local stakeholders in identifying and applying for capacity-building programs. Share training needs with local providers to help them prepare. 	<ul style="list-style-type: none"> Support local stakeholders in identifying and applying for capacity-building programs. Share training needs with local training providers to help them prepare.



Category	Actual Results for 2018-19	Planned Results for 2019-20	Planned Results for 2020-21
	fiscal year, 15 students completed the program. <ul style="list-style-type: none"> • Provided \$89,000 in funding to two part-time positions within North Slave Métis Alliance for a Jr. and Sr. staff members. • Provided \$60,000 in funding to City of Yellowknife for a Technical Coordinator position. • Provided 53,000 in funding to two positions within Alternatives North for a principal and alternative representatives. 		
Advisory & Coordinating Bodies Work with governments and industry to prepare for benefits and impacts	<ul style="list-style-type: none"> • Established Socio-economic Advisory Body made up of federal, territorial and Indigenous partners to provide advice and guidance on socio-economic aspects of the Project. Held two meetings: November 23, 2018 and March 11, 2019. 	<ul style="list-style-type: none"> • Meet with advisory bodies to enhance coordination and prepare for benefits. • Engage with industry to use best practices in local procurement and employment as a Remediation Economy is established. 	<ul style="list-style-type: none"> • Meet with advisory bodies to enhance coordination and prepare for benefits. • Engage with industry to use best practices in local procurement and employment as a Remediation Economy is established.
Monitoring & Reporting Report against Key Performance Indicators (KPI) and targets	<ul style="list-style-type: none"> • In consultation with stakeholders, developed KPIs. • Reported against KPIs. 	<ul style="list-style-type: none"> • Develop targets for select KPIs. • Refine reporting process based on selected KPIs and targets. • Report against KPIs and targets. 	<ul style="list-style-type: none"> • Report against all KPIs and targets and act on lessons learned.
Impact Mitigation With other levels of government, identify potential impacts and how to mitigate them	<ul style="list-style-type: none"> • Updated the Socio-economic Strategy and started work on making it publicly available. 	<ul style="list-style-type: none"> • Develop Project Implementation Plan (PIP) and understanding of potential socio-economic impacts and opportunities. 	<ul style="list-style-type: none"> • Refine PIP and understanding of potential socio-economic impacts and opportunities. • Begin to develop mitigation plans.