

# GIANT MINE REMEDIATION PROJECT

**Socio-Economic Strategy**

April 1, 2023 to March 31, 2028



Relations Couronne-Autochtones  
et Affaires du Nord Canada

Crown-Indigenous Relations  
and Northern Affairs Canada



Government of  
Northwest Territories  
Gouvernement des  
Territoires du Nord-Ouest

Canada 

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# Land Acknowledgement

We acknowledge that the Giant Mine site is located in Chief Drygeese Territory. From time immemorial, it has been and is the traditional land of the Yellowknives Dene First Nation. The Giant Mine site is also within M̄qwhì Gogha Dè N̄j̄łt̄èè boundary as defined in the T̄ł̄ch̄q Land Claim and Self Government Agreement and on the traditional homelands of the North Slave Métis Alliance. The Giant Mine Remediation Project respects the histories, languages, and cultures of First Nations, Métis, Inuit, and all Indigenous Peoples of Canada.

## List of Abbreviations

|               |  |
|---------------|--|
| <b>CIRNAC</b> | Crown Indigenous Relations and Northern Affairs Canada |
| <b>EHS</b>    | Environment, Health & Safety                           |
| <b>ENR</b>    | Environment and Natural Resources                      |
| <b>FTE</b>    | Full Time Equivalent                                   |
| <b>GMOB</b>   | Giant Mine Oversight Board                             |
| <b>GMRP</b>   | Giant Mine Remediation Project                         |
| <b>GNWT</b>   | Government of the Northwest Territories                |
| <b>IOC</b>    | Indigenous Opportunity Considerations                  |
| <b>ITI</b>    | Industry, Tourism and Investment                       |
| <b>KPI</b>    | Key Performance Indicator                              |
| <b>MCM</b>    | Main Construction Manager                              |
| <b>NCSP</b>   | Northern Contaminated Sites Program                    |
| <b>NSMA</b>   | North Slave Métis Alliance                             |
| <b>NWT</b>    | Northwest Territories                                  |
| <b>PIP</b>    | Project Implementation Plan                            |
| <b>PSIB</b>   | Procurement Strategy for Indigenous Business           |
| <b>PSPC</b>   | Public Services and Procurement Canada                 |
| <b>SEAB</b>   | Socio-Economic Advisory Body                           |
| <b>SEWG</b>   | Socio-Economic Working Group                           |
| <b>YKDFN</b>  | Yellowknives Dene First Nation                         |



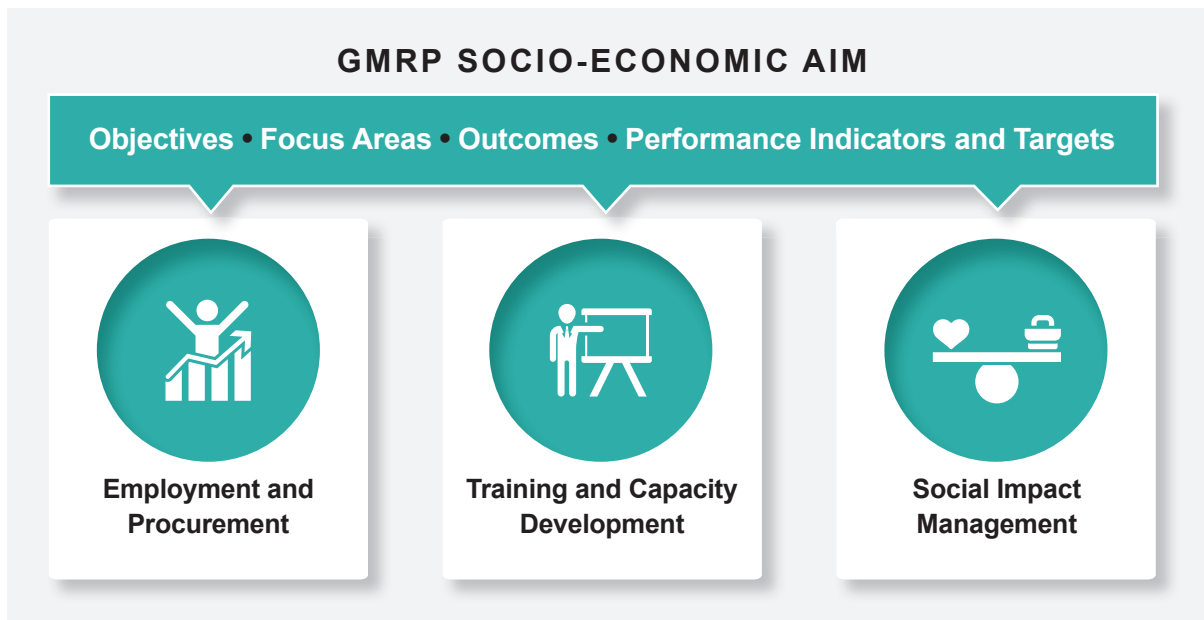


# 1 Introduction

## 1.1 Purpose

The purpose of this Socio-Economic Strategy (the Strategy) is to provide guidance to the Giant Mine Remediation Project (GMRP) team for identifying and delivering socio-economic benefits to the region, while minimizing and mitigating potential negative social impacts associated with the Project. The Project will use this Strategy with other GMRP procedures, strategies, and guidance documents to plan, prioritize, and implement activities designed to deliver socio-economic benefits; for example, the Project-based Environment, Health & Safety and Community Management System Policy, the GMRP Procurement Strategy, the GMRP Engagement Strategy, and the Project Implementation Plan (PIP). The GMRP team and its partners are encouraged to integrate socio-economic considerations into all Project-related activities.

The Strategy's core is its socio-economic plan, which identifies the Project's Socio-Economic Aim, underpinned by three pillars: Employment and Procurement, Training and Capacity Development, and Social Impact Management. Each pillar is supported by associated objectives, outcomes, focus areas, indicators, and targets.



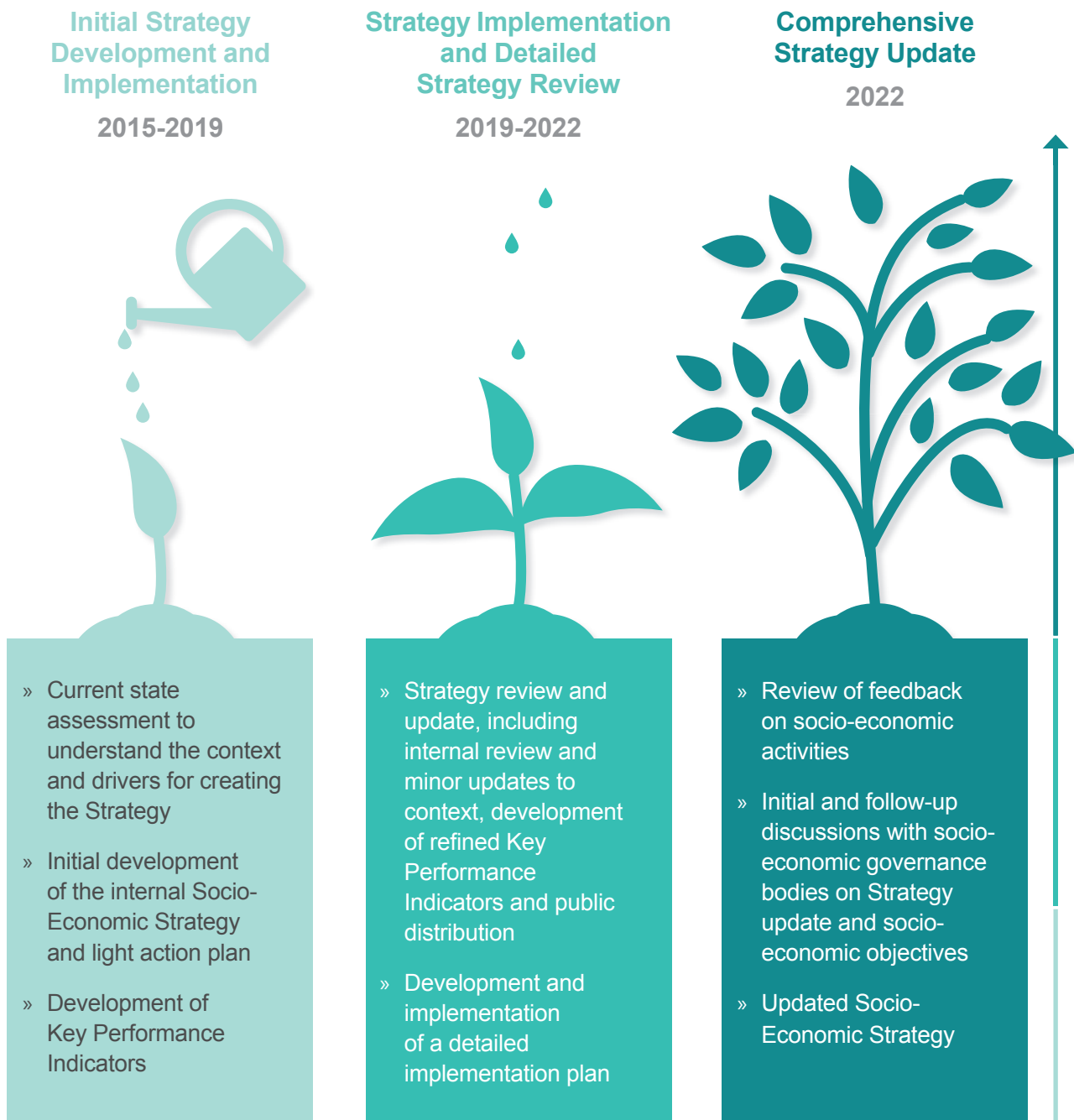
The Strategy also describes the Project's socio-economic governance and leadership team as well as its approach to reporting on progress.

## 1.2 Timeframe and Development

The timeline of this Strategy is the five-year period from **April 1, 2023 to March 31, 2028**.

This Strategy builds on previous iterations that focused on earlier timeframes. Figure 1 describes the approach taken to develop and update the Strategy.

Figure 1: Process of Developing and Revising the Strategy



## An Evolving Strategy

The Socio-Economic Strategy is dynamic and will continue to evolve as the Project changes over time and responds to successes and challenges. The Project anticipates a full Strategy review and revision leading up to March 2028. The Project may also make additional revisions part-way through the five-year timeline as part of its adaptive management approach.



## 1.3 About the Giant Mine Remediation Project

### 1.3.1 GIANT MINE

The GMRP is an inter-governmental project, co-managed with the Government of Northwest Territories (GNWT), responsible for risk management and remediation of the Giant Mine site, a former gold mine. The Giant Mine site is within the city limits of Yellowknife, NWT, approximately 5 km north of the city centre. It covers around 846 hectares in area and lies along the western shore of Yellowknife Bay, an arm of Great Slave Lake. 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 GNWT and lies within the asserted traditional territory of the following Indigenous communities and groups.

- » The site is within the Yellowknives Dene First Nation's (YKDFN) traditional territory. As part of the Akaitcho Territory Dene First Nations, they are negotiating a land, resource, and governance agreement with the governments of the Northwest Territories and Canada.
- » The Giant Mine site falls within the boundaries of the treaty land of the Tłı̄chǫ Government, known as Monfwi Gogha Dè Nı̄htłèè, as recognized under the Tłı̄chǫ Land Claims and Self-Government Agreement. In this area, members exercise rights set out in the Tłı̄chǫ Land Claims and Self-Government Agreement, and this Strategy reflects requirements established in Chapter 26 of the Agreement.
- » The North Slave Métis Alliance (NSMA) represents Métis in Yellowknife. Members assert Indigenous rights in the area that includes the Giant Mine site.
- » The Northwest Territories Métis Nation represents the Métis from the Northwest Territories' South Slave region. The Giant Mine site is next to Great Slave Lake, which is within the boundaries of the Land and Resources Final Agreement they are negotiating with the governments of Canada and the Northwest Territories.
- » Beyond the geographic bounds of the site itself, a GMRP contract area exists that establishes geographical restrictions for local contract training, employment, and procurement requirements associated with the Project (Figure 2). The contract area is within the combined territories of Mōwhi Gogha Dè Nı̄htłèè, as defined in the Tłı̄chǫ Land Claims and Self-Government Agreement, and the Akaitcho Asserted Territory, as defined in the Akaitcho Interim Measures Agreement.



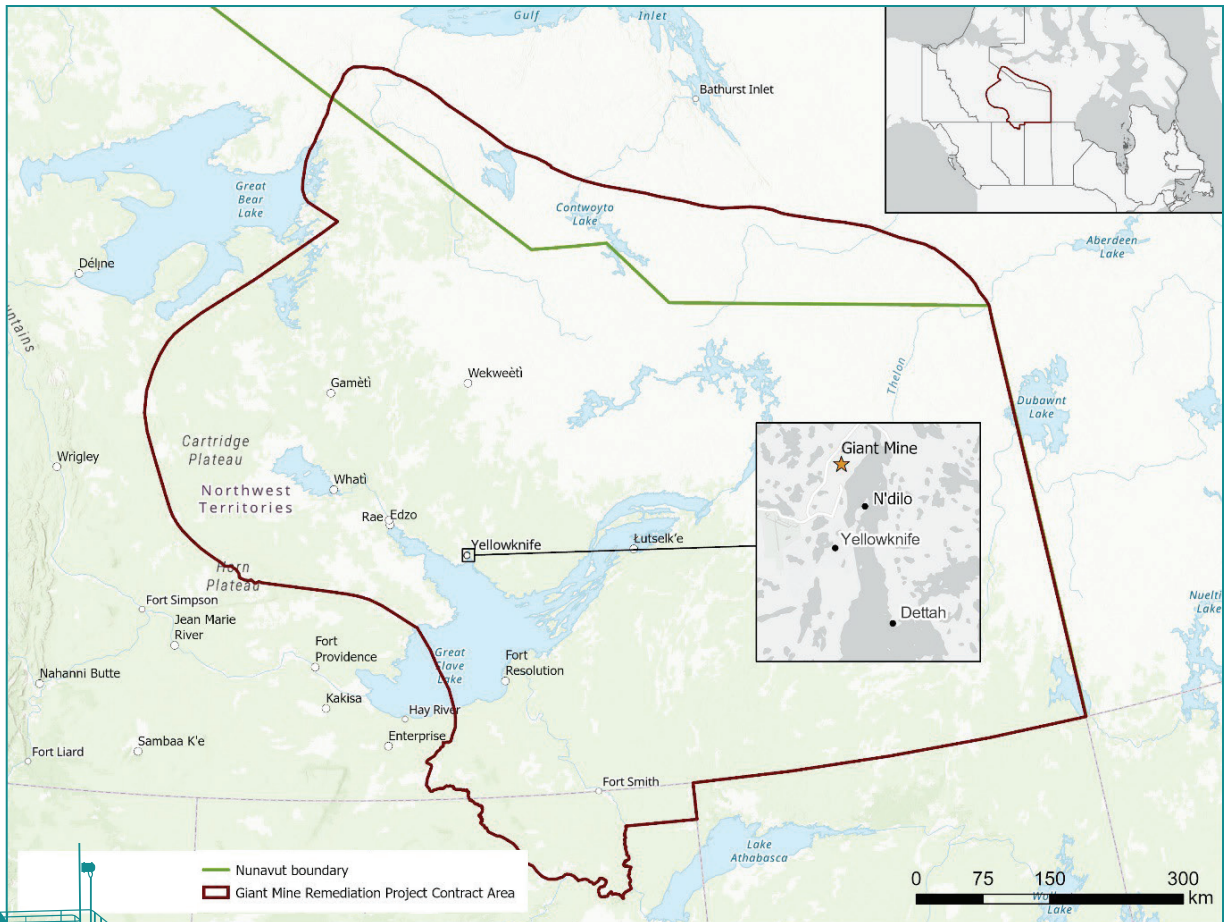


Figure 2: GMRP Contract Area Map

The Giant Mine operated from 1948 to 2004.

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, and Canada became responsible for the site and the contamination left behind. This includes accepting the environmental liability for 13.5 million tonnes of tailings and 237,000 tonnes of arsenic trioxide waste, as well as care and maintenance of the existing infrastructure on the site.



### 1.3.2 WATER LICENCING AND ENVIRONMENTAL ASSESSMENT

In 2007, the Giant Mine Remediation Project team submitted a Water Licence application to the Mackenzie Valley Land and Water Board. The application included a remediation plan for all aspects of underground and surface clean-up. The City of Yellowknife referred this plan to Environmental Assessment because of public concern. The Environmental Assessment was completed in 2014. The Mackenzie Valley Environmental Impact Review Board (MVEIRB) released a Report of Environment Assessment with 26 measures the Project team must complete. The measures included developing a new clean-up plan, called a Closure and Reclamation Plan. The Closure and Reclamation Plan is the result of extensive engagement and design work done by the Project team since the Report of Environmental Assessment.

In April 2019, the Project team submitted the new plan and supporting documents to the Mackenzie Valley Land and Water Board. The board approved the Project's Land Use Permit in August 2020 and the Water Licence in September 2020. These can be found on the board's public registry at [mvlwb.com/registry](http://mvlwb.com/registry).

In July 2021, the Giant Mine Remediation Project moved from Phase 1, which focused on care and maintenance, into Phase 2, which focuses on active remediation and adaptive management.

### 1.3.3 OVERALL PROJECT OBJECTIVES

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



#### Overall Objectives of the GMRP

- » 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 yield the following outcomes:

- » safeguard the health and safety of Northerners,
- » protection of water, soils, flora and fauna at the Giant Mine site,
- » reduced federal liability associated with the site by using industry best practices for remediation in a cost-effective manner,
- » improved relationships with local Indigenous groups,
- » demonstration of federal commitment, which illustrates how economic development can be carried out without adversely affecting the environment, and,
- » demonstration of federal leadership in complying with all applicable environmental Acts, Regulations, and standards.

This Strategy supports achievement of these broader project objectives and outcomes, in line with existing policies and commitments of the GMRP.

# SE Guiding Policies and Commitments

The GMRP's SE Strategy is guided by existing policies and commitments of the GMRP, the Northern Contaminated Sites Program (NCSP), and the Government of Canada. The Government of Canada, NCSP, and the Project uphold commitments and advance policies related to:

## **Recognition of Indigenous Rights and Advancement of Indigenous Reconciliation**

- » Comprehensive Land Claims Agreements (Tłıchǫ Land Claims and Self-Government Agreement) and Implementation Plans
- » Principles respecting the Government of Canada's relationship with Indigenous peoples
- » NCSP Strategic Plan 2020-2025
- » YKDFN Community Benefits Agreement

## **Delivery of Socio-Economic Benefits to Indigenous Peoples and Northerners**

- » Comprehensive Land Claims Agreements and Implementation Plans
- » Northern Contaminated Sites Program: Socio-Economic Strategy and Guideline
- » The Procurement Strategy for Indigenous Business (PSIB)
- » GMRP Procurement Strategy

## **Addressing Human and Environmental Health Risks from Contaminated Sites**

- » Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) Mandate
- » NCSP Objectives and Commitments

## **Fair and Sustainable Development**

- » Gender Based Analysis Plus (GBA+)

*Appendix A provides additional information on the above commitments and policies.*



### 1.3.4 PROJECT TIMELINE

The past, current, and planned activities of the GMRP are illustrated in Figure 3 below. The update to this Strategy is taking place as the GMRP transitions into the Implementation Phase, which has been extended to 2038 (from an original end date of 2030) in response to logistical and stakeholder considerations. For example, an extended schedule stretches out the overall work schedule, reducing periods of intensive labour. For further details on the project implementation planning, see Section 2.2.

Figure 3: GMRP Activities and Timeline









## 2 Context

The GMRP Socio-Economic Strategy is informed by the NWT economic and employment context and the GMRP's evolving project stage and implementation plans. This section summarizes the context informing the Strategy.

### 2.1 NWT Economic and Employment Context

The mining, oil and gas extraction industry continues to represent the largest single industry in the NWT (GNWT, 2022). The NWT currently relies heavily on diamond mining, representing nearly 25% of Gross Domestic Product (CBoC, 2022); however, the diamond mine industry is in decline, and it is possible that all existing diamond mines in NWT could be closed by the early 2030s (GNWT, 2022). New metal mining projects will help offset the gap this will create. Three new metal mines will be in active production within the next 5 years, including the NICO project (expected to reach production in 2025), the Prairie Creek mine (2025), and the Pine Point project (2026) (CBoC, 2022). Large infrastructure capital investments include the Mackenzie Valley Highway and the Slave Geological Province Corridor transportation projects. These investments may promote further mining, in addition to the increased exploration expenditures currently being seen in the NWT (CBoC, 2022).

Non-resident workers comprise a significant portion of the workforce in the NWT. From 2008-2018, non-resident workers were one-quarter to one-third of the workforce (GNWT, 2022). Population aging and net outmigration from the territory pose threats to future population and labour force growth (CBoC, 2022).

The GMRP faces competition with other major projects for the limited labour resources. As of September 2021, the GMRP was competing for labour with fifteen active, advanced stage, tendered, or exploration stage major projects in civil construction (2), mining (10), building construction (2), and reclamation (1) (Parsons, 2022). There will continue to be competition for trades, skilled, and professional workers in the area as major projects compete for the same labour supply. As noted above, as diamond mines end operations, there could be professional, technical, trades, and other skilled personnel looking for other employment opportunities. GMRP's collaboration with diamond mines can support a transition of available labour force since the labour force required for GMRP is much lower than the operating diamond mines. In addition, the Project's decision to expand its timeline to 2038 was partially taken to help alleviate pressure on territorial capacity.



Project stakeholders have expressed interest in greater leadership and coordination activities in the territory to help address common and cumulative challenges, such as the local labour shortage. The NWT lacks an integrated mechanism to share information and coordinate labour and opportunities, which further exacerbates the labour shortage. However, the Project anticipates that the newly re-established North Slave Regional Training Hub may help support territorial training priorities and coordination through its online platform. In addition, CIRNAC NWT Region is collaborating with the GNWT to better coordinate on capacity building initiatives related to remediation opportunities.

## 2.2 Project Implementation Plan and Labour Resource Estimates

The Main Construction Manager (MCM), Parsons, produced the Project Implementation Plan (PIP) for the GMRP in 2022. The PIP is the operational plan the Project will use for the duration of active remediation, and includes the schedule and the sequencing of work packages for the Implementation phase through to 2038.

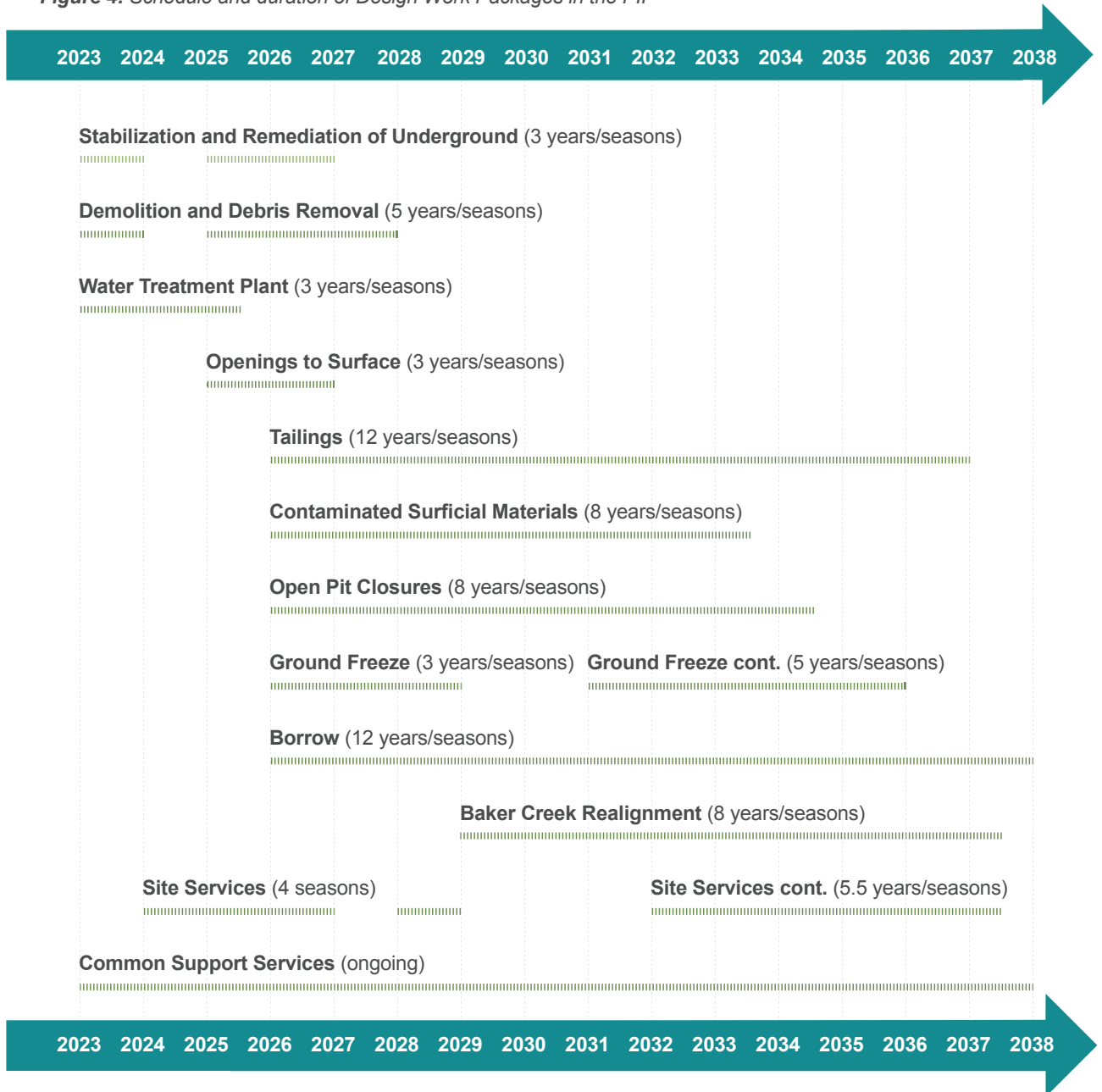
The PIP outlines thirteen (13) major ongoing/upcoming projects as design work packages, which will be broken down further into forty-three (43) individual construction work packages for procurement purposes. The thirteen design work packages are:

1. Tailings
2. Contaminated Surficial Materials
3. Water Treatment Plant
4. Baker Creek Realignment
5. Surface Water Management
6. Stabilization and Remediation of Underground
7. Demolition and Debris Removal
8. Open Pit Closures
9. Ground Freeze
10. Openings to Surface
11. Non-Hazardous Waste Landfill
12. Borrow
13. Common Site Services



Figure 4, below, highlights the schedule and approximate duration of implementation of work packages with the labour resource estimates graph in the background.

**Figure 4: Schedule and duration of Design Work Packages in the PIP**



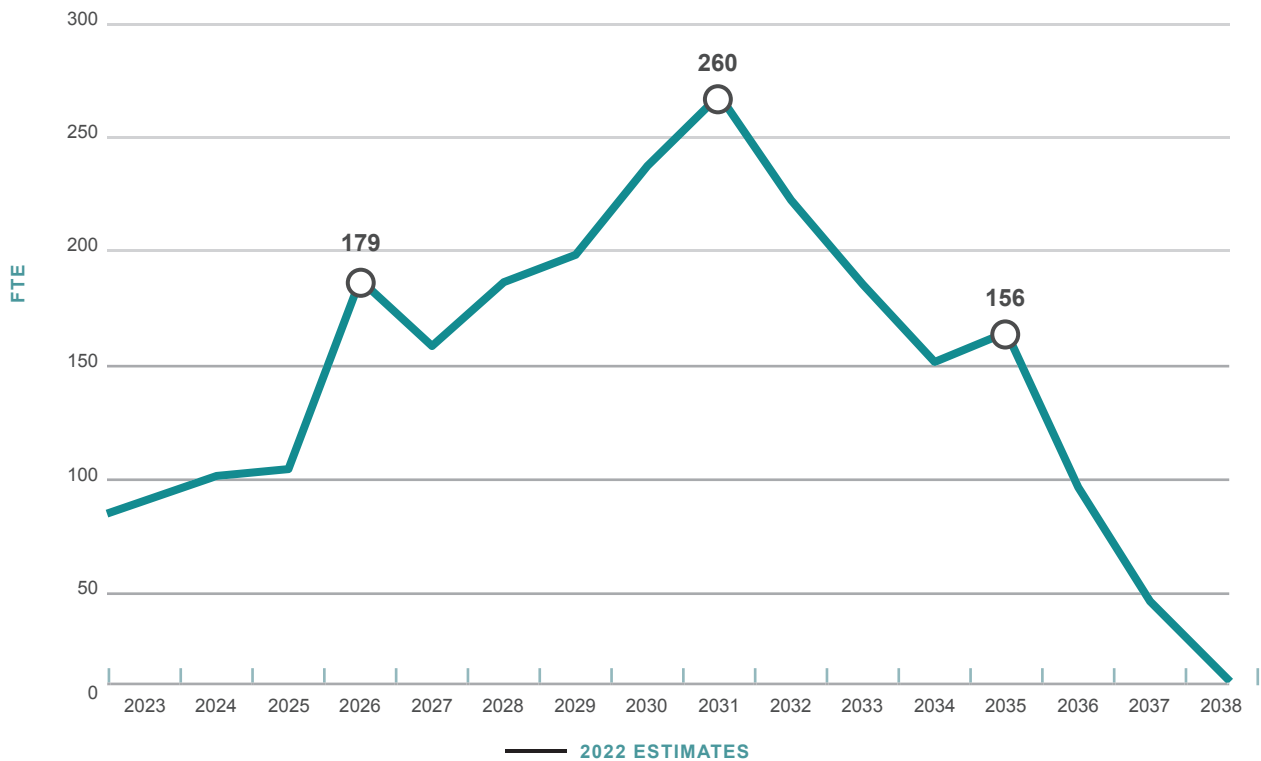
The revised cost estimate for the remediation phase is approximately \$3.5B dollars<sup>1</sup> over the next 14 years (2023/24 - 2037/38).

<sup>1</sup> The overall revised budget estimate for the GMRP is \$4.38B, including the portion spent to-date.

### 2.2.1 LABOUR RESOURCE ESTIMATES

The MCM also prepared labour resource estimates<sup>2</sup> for the PIP according to the design work packages. For the full 15-year Implementation period, the Project on average estimates 142 FTE (using 2,080 annual hour FTE count) in labour resource needs. Between 2026 – 2035 (9-year period), the most active remediation time period, the Project on average estimates 188 FTE in labour resource needs. Figure 5 presents the labour resource estimates by year.

**Figure 5:** Labour Estimates, in Full Time Equivalent, by year from 2023 - 2038



The PIP describes a Socio-Economic Framework for the Project (Section 7), with the aim to collaborate with Indigenous Communities and the Project parties to deliver socio-economic benefits in relation to the GMRP and the GMRP’s Socio-Economic Strategy.

2 Assumptions in estimating labour resource: Estimates are only for on-site positions and do not represent off-site support contracts (consultants, engagement, etc.); The work season is from May to October; The work schedule is 10 hour days, no holidays, and 7 days per week; Full Time Equivalent (FTE) are estimates based on person hours (2,080 hour per year standard) and not based on duration; Surface Water Management person hours are built into other work packages, such as Tailings; Care and Maintenance is based on actual average of past years’ work. Estimates will continue to change as Implementation progresses.





# 3 Socio-Economic Governance and Leadership

In line with the broader Project, socio-economic governance and leadership is an integrated effort. Oversight, direction, and coordination and implementation support is organized through several groups (see Figure 6).

## Oversight and direction for socio-economic matters is provided through:

- » The **GMRP Management Board**, which 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 **Socio-Economic Advisory Body**, which 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 NCSP Executive Director and is comprised of senior level representatives from Alternatives North, Canadian Northern Economic Development Agency, CIRNAC, City of Yellowknife, GNWT [ENR, ITI and ECE], PSPC, Service Canada, NSMA, YKDFN, and Tłıchq Government. The Giant Mine Oversight Board acts as an observer at the Socio-Economic Advisory Body.
- » The **Giant Mine Oversight Board**, an independent body that monitors the Project, acts as an observer on both the Socio-Economic Advisory Body and the Socio-Economic Working Group.

## Coordination and supporting implementation of socio-economic matters occurs through:

- » The **Socio-Economic Working Group**, which **coordinates and integrates socio-economic activities for the Project**. This working group shares information and seeks opportunities to improve collaboration, as well as reporting to and seeking advice from the Socio-Economic Advisory Body on the implementation approach. It meets every two months. To address concerns with group size and to encourage greater participation of membership, the Working Group adjusted its membership in 2021 to include representatives of, CIRNAC, City of Yellowknife, GNWT (ENR, ITI and ECE), Parsons (MCM), PSPC, NSMA, Tłıchq Government, and YKDFN. The Project engages representatives of the Canadian Northern Economic Development Agency and GNWT Health and Social Services on an ad hoc basis. The Giant Mine Oversight Board continues to act as an observer at the Socio-Economic Working Group.

### What does this mean?

## Implementation leadership for socio-economic matters is the responsibility of:

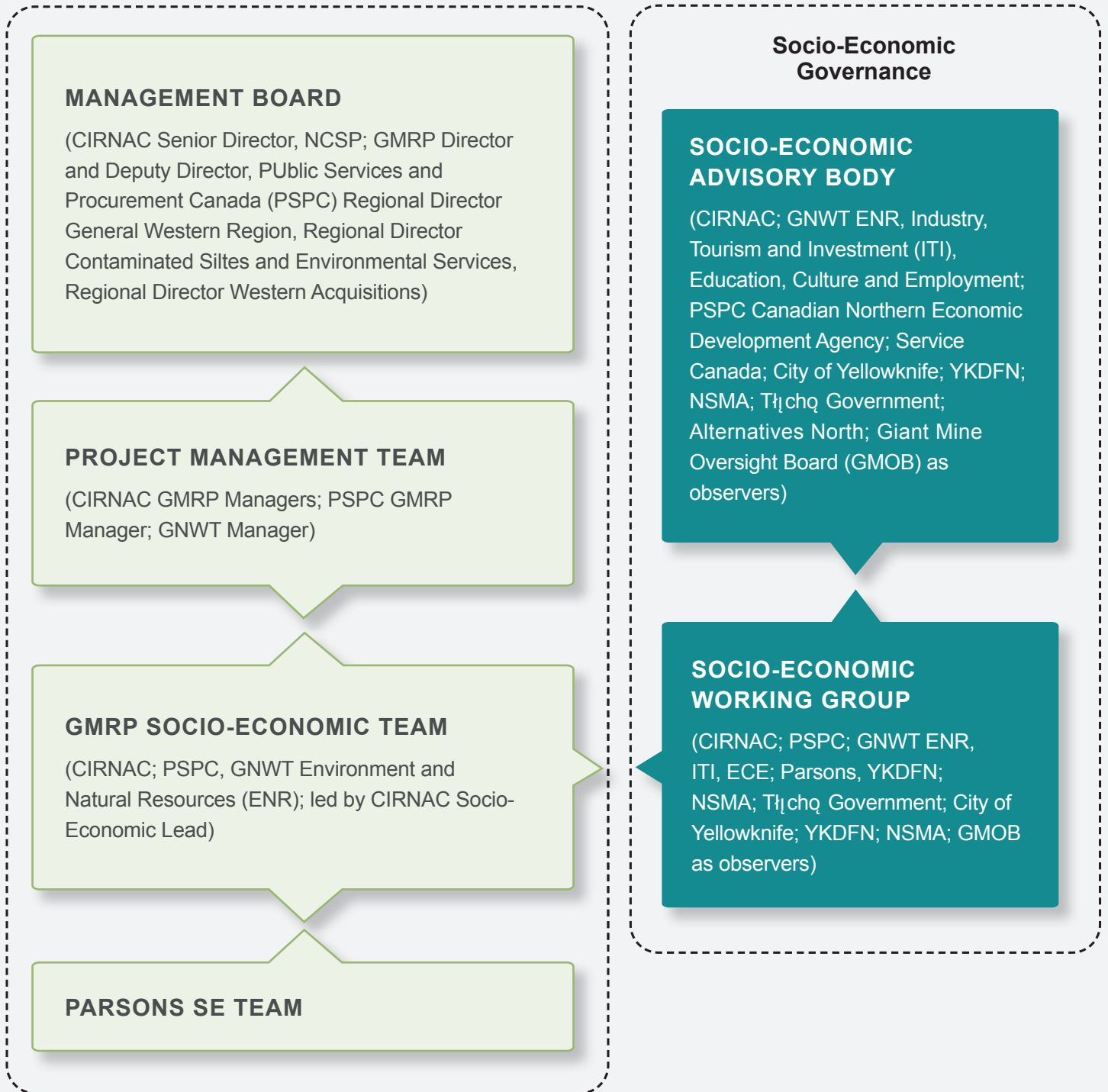
- » The **Socio-Economic Team**, led by the Socio-Economic Lead (CIRNAC). This team coordinates Strategy implementation, including development of the associated Socio-Economic Implementation Plan, maintains and updates the Strategy and coordinates the collection and reporting of performance indicators, including employment, procurement, and training statistics from Parsons. The team is comprised of the CIRNAC Socio-Economic Lead, GNWT ENR team members, and the PSPC Project team.

## Implementation for socio-economic matters is provided by:

- » The **MCM (Parsons)**, oversees implementation of the overall remediation plan and associated activities of the Project. Parsons plays an important role in contributing to socio-economic benefits by maximizing local workforce in its core staff, as well as through the sub-contracts it will award for remediation project work. Parsons' team includes a dedicated Economic Development Manager, Community Economic Development Officer and a Community Liaison. Among various socio-economic activities, Parsons has led Industry Days to publicly share an overview of upcoming work packages, the update to the Project's Labour Resource Study, development of the PIP, development of work packages (including to maximize Indigenous involvement), and collaboration with respective organizations to provide outreach to Indigenous, local, and Northern residents to discuss work and training opportunities.



Figure 6: Socio-Economic Governance Structure of the GMRP







# 4 Socio-Economic Plan

## 4.1 Socio-Economic Plan Summary

The table below includes the main components of the GMRP's socio-economic plan, which is the core of the Project's updated Socio-Economic Strategy. Each aspect of this socio-economic plan has been informed and shaped by engagement of the Project's Socio-Economic Working Group and Socio-Economic Advisory Body described below.

- » **Objectives and Outcomes:** are informed by discussions with SEWG and SEAB throughout 2022 and early 2023.
- » **Focus areas:** build on activities the Project has already implemented or are under way, including the evergreen Implementation Plan, first developed in a 2-day multi-party workshop in 2020, and is regularly updated and discussed with SEWG and SEAB.
- » **Targets:** were established through engagements with SEWG and SEAB in 2019 - 2020; targets were established for select key performance indicators that encourage and drive performance and are more directly under the control or influence of the Project. The Project intends to review and potentially update targets within the timeframe of this Strategy (2023-2028) through engagement with SEWG and SEAB.



| AIM           | <b>To maximize socio-economic benefits for Northerners and Indigenous Peoples and to deliver on regional socio-economic commitments and requirements</b>  |  |  |
|---------------|---|--|--|
| PILLARS       | <b>Employment and Procurement</b>   | <b>Training &amp; Capacity Development</b>   | <b>Social Impact Management</b>  |
| OBJECTIVES    | Maximize Indigenous and Northern participation through Northern and Indigenous-centered procurement processes, proactive communication of opportunities, and collaboration.   | Strengthen local remediation capacity and transferable skills through support to Indigenous and local capacity development programs, provision of Project information to training providers, and delivery of Project-related training.   | Advance reconciliation with local Indigenous communities.<br><br>Monitor and mitigate potential negative social impacts associated with the Project.   |
| FOCUS AREAS   | <ol style="list-style-type: none"> <li>1. Procurement Approaches and Tools</li> <li>2. Labour Capacity Updates and Communication</li> <li>3. Outreach and Engagement with Communities and Businesses</li> <li>4. Engagement on Major Projects Coordination</li> </ol>   | <ol style="list-style-type: none"> <li>1. Development of Skills and Capacity</li> <li>2. Funding Support for Indigenous Communities to Deliver Training</li> <li>3. Information Sharing with Training Providers and Program Supports</li> </ol>  | <ol style="list-style-type: none"> <li>1. Information Sharing and Review</li> <li>2. Health Effects Monitoring</li> <li>3. Site Awareness to Reduce Negative Social Impacts</li> <li>4. Supporting Reconciliation</li> </ol>   |
| OUTCOMES      | <ul style="list-style-type: none"> <li>• Meet or exceed employment and procurement targets.</li> <li>• Increase Northern and Indigenous representation across all skill levels.</li> <li>• Provide opportunities for Northern and Indigenous Businesses to diversify and build their business capacity.</li> <li>• Encourage effective partnerships between local businesses, NWT businesses, and southern firms, resulting in benefits to local businesses.</li> </ul> | <ul style="list-style-type: none"> <li>• Meet or exceed training and capacity development targets.</li> <li>• Identify, communicate, and provide needed skills and training-related funding, including through Indigenous-led community training initiatives.</li> <li>• Grow the skills and capability profiles of Northern and Indigenous individuals.</li> <li>• Grow the number of Northern and Indigenous tradespeople.</li> <li>• Enhance planning, coordination, and partnerships of training and capacity building programs that support remediation activities in the NWT.</li> </ul> | <ul style="list-style-type: none"> <li>• Act in the spirit of and advance reconciliation with local Indigenous communities.</li> <li>• Reduce Project strain on existing wellness services to a minimum.</li> <li>• Ensure remediation activities do not negatively impact people's health.</li> </ul> |
| TARGET RANGES | <ul style="list-style-type: none"> <li>• <b>Northern employees:</b> 55–70% person-hours</li> <li>• <b>Northern Indigenous employees:</b> 25–35% person-hours</li> <li>• <b>Female employment:</b> 15–30% person-hours</li> <li>• <b>Northern suppliers:</b> 65–75% amount spent</li> </ul>  | <ul style="list-style-type: none"> <li>• A minimum of 1 Scholarship supported each year, over the course of Project Implementation</li> <li>• A minimum of 1 Apprentice supported each year, over the course of Project Implementation</li> </ul>  | <ul style="list-style-type: none"> <li>• N/A</li> </ul>  |

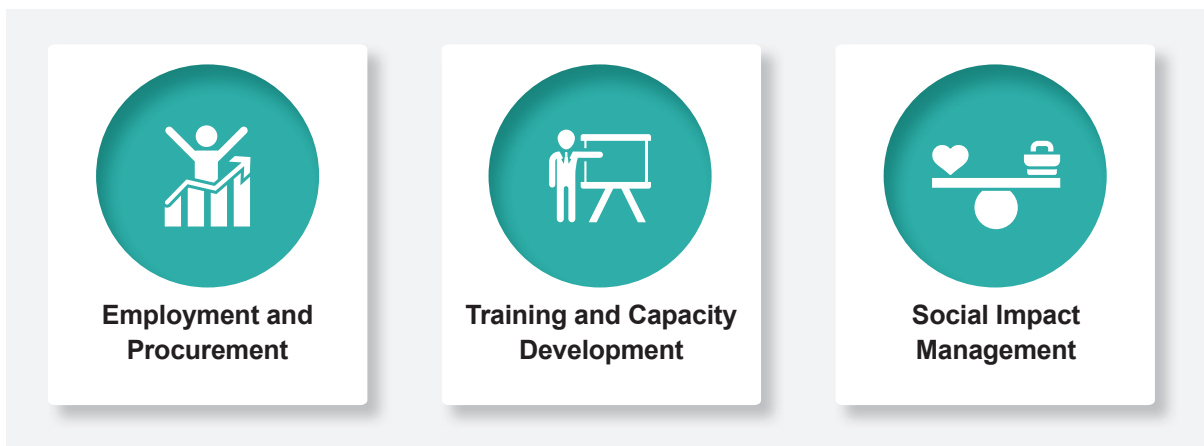


The Strategy will be supported by an evergreen Implementation Plan, which will identify more specific activities under the focus areas. This plan will be informed by the work of the Socio-Economic Working Group and Advisory Body, as well as additional engagement held with partners, rights and stakeholders.

## 4.2 Socio-Economic Aim

The overall socio-economic aim of the Project is **to maximize socio-economic benefits for Northerners and Indigenous Peoples and to deliver on the regional socio-economic commitments and requirements.**

This socio-economic aim is supported by three pillars:



The Project recognizes there are many parties in the NWT with responsibilities related to employment, procurement, capacity development, and social impact management. The Project strives to work with partners and other responsible parties to advance its socio-economic aim and support a robust remediation sector in the territory.

### Adaptive Management Approach

Adaptive management aims to address issues and risks that are resulting or may result in the GMRP being below or not meeting targets. As the Project tracks performance and reviews trends over time, it will proactively review if systems are functioning as intended and, where they are not, determine the causes and explore revised approaches toward achieving targets.

The following section describes in more detail the objectives, desired outcomes, indicators, targets, and focus areas under each pillar.

## 4.3 Employment and Procurement

As outlined above in Section 2, the revised cost estimate for the remediation phase is approximately \$3.5B dollars over the next 14 years. Contracted employment and project-related procurement presents the most significant opportunities to generate benefits for Indigenous communities and other Northerners within the contract area. The Project has set employment and procurement targets to help reach the aim of maximizing benefits for Northerners and Indigenous Peoples.

### 4.3.1 EMPLOYMENT AND PROCUREMENT OBJECTIVE

- » Maximize Indigenous and Northern participation through Northern and Indigenous-centered procurement processes, proactive communication of opportunities, and collaboration.

### 4.3.2 EMPLOYMENT AND PROCUREMENT FOCUS AREAS

Building on efforts to date, the Project will focus efforts in four key areas to advance its Employment and Procurement objective and outcomes and to meet established targets, as outlined below.

| Focus Area                                     | Activities  | Rationale  |
|--|---|--|
| <p><b>Procurement Approaches and Tools</b></p> | <p>The identification, use, and modification of procurement approaches and tools to increase Indigenous and local participation in the Project, including Indigenous Opportunity Considerations (IOC)<sup>3</sup>, PSIB, regionally focused procurement, and advanced planning to right-size contracts. This also includes the implementation of formalized agreements with local partners to increase participation in federal procurement.</p> <p><b>For example:</b></p> <p>Over the past several years, the Project team has worked with PSPC to identify and implement changes to increase IOC weighting in technical proposals and to increase tendering limits (e.g., from a \$25K to \$100K sole source limit).</p> | <p>Canada is responsible for the overall site cleanup and the underground, which means the Project is largely required to follow federal government procurement regulations, policies, and guidelines; because the Project is using the MCM model, there is some flexibility in procurement approaches. Federal regulations and policies seek to help grow Indigenous businesses, but potentially limit maximizing benefits to Northerners and Indigenous Peoples (e.g., limits to sole source contracting). Through collaborative approaches of the Project’s dedicated committees and broader engagement, the Project works to identify opportunities to adjust procurement approaches to increase benefits.</p> |

3 IOC gives consideration in the evaluation of proposals or bids to the inclusion of Indigenous employment, training and subcontracting

| Focus Area  | Activities   | Rationale   |
|---|--|---|
| <p><b>Labour Updates and Communication</b></p>                        | <p>The assessment of labour capacity to determine capacity for regional businesses and communities to support project activities.</p> <p><b>For example:</b></p> <p>In 2022, Parsons finalized and released the labour demand and capacity forecast for the Implementation phase through to 2038. Section 2.2 provides information drawn from the labour forecast.</p>   | <p>Identifying and communicating labour capacity is vital for planning purposes to proactively identify potential labour shortages more accurately, in coordination with partners.</p>  |
| <p><b>Outreach and Engagement with Communities and Businesses</b></p> | <p>The Project conducts regular and ad hoc meetings with communities and businesses to raise awareness of procurement processes and upcoming procurement opportunities. The Project also shares information on health and safety practices at site and how it is working to ensure a safe and healthy workplace.</p> <p><b>For example:</b></p> <p>The Project held several Industry Days – in 2015, 2018, 2020, 2021 and 2022 – to communicate information about the Project, its procurement processes, and upcoming work packages to be tendered.</p> | <p>For a project the size and scope of GMRP, a readied workforce and contracting capacity are vital to the success of implementation. The more advanced the notice to businesses goes out, the more likely they will be prepared to bid on opportunities. This is particularly important for businesses seeking opportunities for partnerships (e.g., Joint Ventures) with other companies.</p> <p>In addition, the legacy of GMRP has affected the perceptions of safety of working onsite. Communication to local communities on health and safety measures and results of inspections can help to address these perceptions.</p> |
| <p><b>Participation in Major Projects Coordination</b></p>            | <p>The participation in and support for collaborative approaches to major project coordination, including provision of project information and engagement with other proponents (e.g., mining companies, City of Yellowknife).</p> <p><b>For example:</b></p> <p>In 2022, the Project provided expertise and input into the federal government's Strategic Partnerships Initiative process to identify opportunities to increase funding support for business and skills development related to remediation in the NWT.</p>                              | <p>GMRP is a significant project – the largest remediation project in the NWT and one of the largest in Canada; however, there are other major infrastructure and development projects occurring at the same time in the North Slave region and the territory, which has implications on business and labour capacity as well as on social wellness impacts for the region.</p>   |

### 4.3.3 EMPLOYMENT AND PROCUREMENT OUTCOMES

Through Strategy implementation, the Project seeks to support achievement of the following outcomes:

- » Meet or exceed employment and procurement targets.
- » Increase Northern and Indigenous representation across all skill levels.
- » Provide opportunities for Northern and Indigenous Businesses to diversify and build their business capacity.
- » Encourage effective partnerships between local businesses, NWT businesses, and southern firms, resulting in benefits to local businesses.

### 4.3.4 EMPLOYMENT AND PROCUREMENT INDICATORS AND TARGETS

The following table includes the key performance indicators and associated targets to measure employment and procurement progress. As noted above in Section 4.1 targets were only identified for a sub-set of indicators.

| Employment KPIs  | Employment Targets   |
|--|--|
| 1. Total project employment broken down by full-time and part-time (# of persons, person hours, %)   | <b>Northern employees:</b><br>55–70% person-hours            |
| 2. Total employment accounted by Northerners, Indigenous, and women (# of persons, person hours, %)  | <b>Northern Indigenous employees:</b><br>25–35% person-hours |
| 3. Employment accounted by: <ul style="list-style-type: none"> <li>• Northern Indigenous women (# of persons, person hours, %)</li> <li>• Northern Indigenous men (# of persons, person hours, %)</li> <li>• Northern non-Indigenous women (# of persons, person hours, %)</li> <li>• Northern non-Indigenous men (# of persons, person hours, %)</li> </ul> | <b>Female employment:</b><br>15–30% person-hours             |
| 4. Employment by skill level (# of entry-level <sup>4</sup> , semi-skilled <sup>5</sup> , skilled <sup>6</sup> and professional <sup>7</sup> )   |  |
| 5. Employee's residential status in the NWT (resident or non-resident) (#, %)  |  |
| 6. Employee's Indigenous affiliation: <ul style="list-style-type: none"> <li>• Canadian non-Indigenous</li> <li>• North Slave Métis Alliance</li> <li>• Tłıchq Government</li> <li>• Yellowknives Dene First Nation</li> <li>• Other Northern Indigenous</li> <li>• Do not wish to declare</li> </ul>  |  |

<sup>4</sup> Entry-level: general labourer, flag person

<sup>5</sup> Semi-skilled: truck driver, equipment operator, drilling support, admin support.

<sup>6</sup> Skilled: technician, trades, surface drilling, blasting/drilling, underground miner, supervisor.

<sup>7</sup> Professional: management, environmental, safety, engineer



| Procurement KPIs  | Procurement Targets                                       |
|---|---|
| <ol style="list-style-type: none"> <li>1. Suppliers: <ul style="list-style-type: none"> <li>• Total suppliers and amount spent (#, \$)</li> <li>• Total Indigenous suppliers and amount spent (#, \$, %)</li> <li>• Total Northern suppliers and amount spent (#, \$, %)</li> <li>• Northern Indigenous suppliers and amount spent (#, \$, %)</li> <li>• Northern non-Indigenous suppliers and amount spent (#, \$, %)</li> </ul> </li> <li>2. Awarding of largest contract(s) (company and \$ amount)</li> <li>3. 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)</li> <li>4. Modifications to procurement procedures to increase Indigenous participation (e.g., advanced communications of procurement) (description and #)</li> <li>5. New joint ventures and partnerships established (#)</li> <li>6. New Northern Indigenous and Northern non-Indigenous contractors bidding (#)</li> </ol> | <p><b>Northern suppliers:</b><br/>65–75% amount spent</p> |

## 4.4 Training and Capacity Development

Supporting local capacity development is an important enabler to increase participation and influence positive employment outcomes for Northern and Indigenous residents.

### 4.4.1 TRAINING AND CAPACITY DEVELOPMENT OBJECTIVE

- » Strengthen local remediation capacity and transferable skills through support to Indigenous and local capacity development programs, provision of Project information to training providers, and delivery of Project-related training.

### 4.4.2 TRAINING AND CAPACITY DEVELOPMENT FOCUS AREAS

Building on efforts to date, the Project will focus its efforts in three areas to advance its Training and Capacity Development objective and outcomes and to meet related targets, as shown in the table below.

| Focus Area                                       | Activities   | Rationale  |
|--|--|--|
| <p><b>Development of Skills and Capacity</b></p> | <p>Supporting workforce skills and capacity development, including mandatory Environment, Health &amp; Safety (EHS) training, as well as other general workforce training (e.g., Heavy Equipment Operator, Site Foreman, and training for jobs such as Environmental Compliance and Controls Officer). Skills development also includes incentivizing apprenticeships. Workforce training delivery is provided by contractors on-site and local training institutions off-site. The Project also provides funding for scholarships.</p> <p><b>For example:</b></p> <p>Each year, the Project provides training on site. In 2021-22, employees received 1,830 hours of EHS Awareness Training (including policy and procedures), 1,515 hours of H&amp;S Training (e.g., First Aid, Wildlife Safety) and 949 hours of EHS Environmental Training (including spill response).</p> <p>The Project funded a scholarship to YKDFN in 2022.</p> | <p>Training is provided to ensure workers have the capabilities needed to deliver work in a safe and effective manner, prevent EHS incidents (e.g., injuries; spills) and ensure successful completion of planned activities. Basic EHS training is critical because of the site complexity and levels of contamination.</p> <p>Training also contributes to longer-term socio-economic benefits for the region.</p> |



| Focus Area   | Activities   | Rationale   |
|--|--|---|
| <p><b>Funding Support for Indigenous Communities to Deliver Training</b></p>   | <p>Provide funding support through Contribution Agreements for training programs related to remediation / mine closure, as identified by the YKDFN, Tłıchǫ Government, and North Slave Metis Alliance. This funding is provided for on-the-job training and for training coordinator positions. Trained individuals are not limited to working on the Project.</p> <p><b>For example:</b></p> <p>Since 2018, GMRP has funded the YKDFN's delivery of ECO Canada's BEAHR program, which includes training such as Heavy Equipment Operator and Core Environmental Monitoring. The Project also funds a post-secondary preparation program delivered by YKDFN's Dechita Naowo training organization.</p> | <p>Indigenous community-based training delivery, provided within the community, reaches individuals who may use skills at the Project or elsewhere. Training is tailored to community needs rather than just Project-related needs.</p>   |
| <p><b>Information Sharing with Training Providers and Program Supports</b></p> | <p>Provision of Project information, such as labour demand forecasts, to training providers and coordinators. This activity also includes engagement with partners, such as GNWT Education, Culture and Employment, to identify and communicate other training opportunities and supports available to workers.</p> <p><b>For example:</b></p> <p>The Project shared its updated labour demand forecast with its rights and stakeholders in 2022, including with the North Slave Training Hub.</p>   | <p>Information on the type, scope, and labour needs of upcoming work packages helps to support more proactive planning for training development and delivery. For example, if GMRP and another major project based in NWT identify the need for an increased number of environmental monitors, then training providers can proactively expand related training offerings.</p> |

### 4.4.3 TRAINING AND CAPACITY DEVELOPMENT OUTCOMES

Through Strategy implementation, the Project seeks to support achievement of the following outcomes:

- » Meet or exceed training and capacity development targets.
- » Identify, communicate, and provide needed skills and training-related funding, including through Indigenous-led community training initiatives.
- » Grow the skills and capabilities profiles of Northern and Indigenous individuals.
- » Grow the number of Northern and Indigenous tradespeople.
- » Enhance planning, coordination, and partnerships of training and capacity building programs that support remediation activities in the NWT.

### 4.4.4 TRAINING & CAPACITY DEVELOPMENT INDICATORS AND TARGETS

The following table includes the key performance indicators and associated targets to measure training & capacity development progress. As noted above in Section 4.1 targets were only identified for a sub-set of indicators.

| Training & Capacity Development KPIs  | Training Targets  |
|---|---|
| <ol style="list-style-type: none"> <li>1. Workforce training accounted by:               <ul style="list-style-type: none"> <li>• Total training accounted by Northerners, Indigenous and women (# of persons, person hours, %)</li> <li>• Northern Indigenous women (# of persons, person hours, %)</li> <li>• Northern Indigenous men (# of persons, person hours, %)</li> <li>• Northern non-Indigenous women (# of persons, person hours, %)</li> <li>• Northern non-Indigenous men (# of persons, person hours, %)</li> </ul> </li> <li>2. Professional development scholarships funded (# of scholarships, \$ amount of each, and # filled by priority groups)</li> <li>3. Northern Indigenous and Northern non-Indigenous apprentices supported (#, % out of total apprentices)</li> </ol> | <ul style="list-style-type: none"> <li>• A minimum of 1 Scholarship each year (over the course of Implementation)</li> <li>• A minimum of 1 Apprentice supported each year (over the course of Implementation)</li> </ul> |

## 4.5 Social Impact Management

There is potential for negative social impacts associated with large-scale projects, such as impacts related to health, housing / infrastructure, social services, crime and violence, culture, and money management. Several factors influence the realization and extent of impacts, including the location of the project and associated work schedules, whether there is an influx of permanent or temporary workers to the region, and whether community members are introduced to the wage economy through the Project. GMRP has worked with its rights and stakeholders to identify potential social impacts of the Project, as well as associated mitigation measures (GMRP, 2021).



As noted in Sections 3.0 and 4.1, the Project is not working in isolation – many other partners and organizations have responsibilities to support social and community wellbeing in the contract area. For example, the Project is dependent on other organizations to monitor and help mitigate many of the potential negative impacts that may arise.

In addition, the Project strives to act in the spirit of reconciliation with local Indigenous communities to improve relationships, socio-economic outcomes, and the overall legacy of Giant Mine.

#### 4.5.1 SOCIAL IMPACT MANAGEMENT OBJECTIVES

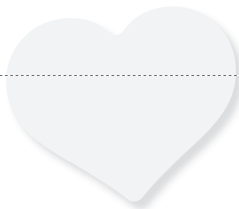
- » Advance reconciliation with local Indigenous communities.
- » Monitor and mitigate potential negative social impacts associated with the Project.

#### 4.5.2 SOCIAL IMPACT MANAGEMENT FOCUS AREAS

Building on efforts to date, the Project will focus its efforts in four areas to advance the Social Impact Management objective and outcomes, as shown in the table below.

| Focus Area                            | Activities  | Rationale  |
|---------------------------------------|---|--|
| <b>Information Sharing and Review</b> | <p>The sharing of project information to local service providers (e.g., City planners; transportation services), including projected labour demand and planned increases in site activity. This also includes the review of social impact information at the community-level (largely collected by the NWT Bureau of Statistics).</p> <p><b>For example:</b></p> <p>The Project meets regularly with the City of Yellowknife to discuss Project activities and City concerns, including the potential need for, and challenges associated with, setting up temporary accommodations to house workers.</p> | <p>Project information provided in advance (e.g., labour demand forecasts several years in advance) can lead to more proactive planning and mitigation steps taken by local service providers.</p> <p>Community wellbeing monitoring information is needed to better understand social impacts associated with Project activities. It can be difficult to determine the connection between wellbeing outcomes and specific projects, particularly when there are multiple major projects occurring in the same region and at the same time. Comparing long-term trend data with project labour information can help address this challenge and support proactive monitoring.</p> |

| Focus Area   | Activities   | Rationale   |
|--|--|---|
| <p><b>Health Effects Monitoring</b></p>                            | <p>The study of levels of arsenic and other contaminants of concern in people's bodies before, during, and after remediation.</p> <p><b><u>This work is underway through the Yellowknife Health Effects Monitoring Program.</u></b></p> <p>If the study results show that remediation activities may be increasing exposure to arsenic and other contaminants, the Project team will act.</p>  | <p>It is important to monitor and understand if remediation activities are affecting community exposure and to share this information transparently with the community.</p>   |
| <p><b>Activities on Site to Reduce Negative Social Impacts</b></p> | <p>Provision of wellness information to employees on site, including through information pamphlets, meetings, and promotion of a culture of “speaking up if you see something wrong.”</p> <p><b>For example:</b></p> <p>The Project has created a reporting process for reporting health and safety incidents. Parsons is responsible for reporting to the Project Management Team (which meets every two weeks) all the incidents reported in that period and what actions were taken to mitigate it.</p> | <p>The most effective way to communicate information to employees is directly – through training and meetings. Examples of social wellness information are drug and alcohol support services, and Sexually Transmitted Infection prevention and support services.</p> |



| Focus Area                              | Activities  | Rationale  |
|---|---|--|
| <p><b>Supporting Reconciliation</b></p> | <p>Actions and progress by the Project and its responsible organizations to advance reconciliation with local Indigenous communities. This includes establishing agreements with local Indigenous communities as well as providing cultural awareness training at the site.</p> <p><b>For example:</b></p> <p>The Government of Canada and the YKDFN signed a Community Benefits Agreement in 2021. The Agreement outlines how the Project team and the Yellowknives Dene are working together to help the First Nation achieve socio-economic benefits from the remediation project.</p> | <p>The legacy of contamination at Giant Mine has had profound and long-lasting impacts on surrounding communities. The Project is committed to addressing these harms, providing economic benefits, and responsibly managing the site.</p> |

### 4.5.3 SOCIAL IMPACT MANAGEMENT OUTCOMES

Through Strategy implementation, the Project seeks to support achievement of the following outcomes:

- » The Project acts in the spirit of and advances reconciliation with local Indigenous communities.
- » The Project reduces its strain on existing wellness services to a minimum.
- » The Project ensures remediation activities do not negatively impact people's health.

### 4.5.4 SOCIAL IMPACT MANAGEMENT INDICATORS

The Project and GNWT Health and Social Services are reviewing potential social indicators to monitor and understand the social context and potential changes as the Project progresses. The Project anticipates this review and subsequent indicators in 2023 and 2024.





# 5 Reporting on Progress

Reporting socio-economic performance provides senior management, rights and stakeholders with a clear understanding of performance. It can also identify performance trends – both positive and negative – that can inform mitigation and adaptive management.

The Socio-Economic Lead monitors performance against the Strategy and coordinates reporting using reporting tools that capture 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.

## 5.1 GMRP Annual Report

On an annual basis, the socio-economic performance data and related information is incorporated within the GMRP Annual Report, which is submitted to GMOB for review and public distribution on their website. The CIRNAC Socio-Economic Lead also provides this information to the Socio-Economic Advisory Body and the Socio-Economic Working Group for review and input.

## 5.2 Snapshots

On a quarterly basis, the Socio-Economic Lead provides a summary of contract activities. These snapshots include details on the value of contracts, identify companies being awarded or that have been awarded contracts, whether the contract was through the Procurement Strategy for Indigenous Business (PSIB), and the timeframe of the contract. The snapshots also include high-level annual socio-economic performance updates and are presented to the Socio-Economic Advisory Body and the Socio-Economic Working Group.

## 5.3 Other External Reporting

The GMRP Project Team also reports socio-economic information on an as-needed basis, for example, at meetings with external oversight bodies, engagement sessions, or at procurement events.







## 6 Closing

GMRP is committed to delivering on its aim of maximizing socio-economic benefits for Northerners and Indigenous peoples and delivering on regional socio-economic commitments and requirements. This updated Socio-Economic Strategy provides information on how the Project plans to fulfill the above aim as well as the outcomes the Project seeks to support through Strategy implementation. The Project will continue to monitor and report on its progress and will look to renew and update this Strategy leading up to March 31, 2028.

For more information or to provide comments on this Strategy, please contact the Project:

Learn about the project online: [www.giant.gc.ca](http://www.giant.gc.ca)

Follow us on Twitter: [@GiantMine](https://twitter.com/GiantMine)

Talk to us: (867) 669-2426

Come see us: **3rd floor, Gallery Building, 4923 52 Street, Yellowknife**

Join the newsletter mail out list at [aadnc.giantmine.aandc@canada.ca](mailto:aadnc.giantmine.aandc@canada.ca)



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# Appendices

Appendix A: Guiding Policies, Principles, and Commitments Informing the Strategy and its Implementation

## Appendix A:

### Guiding Policies, Principles, and Commitments Informing the Strategy and its Implementation

| Recognition of Indigenous Rights and Advancement of Indigenous Reconciliation  |   |
|--|---|
| <p>The Government of Canada has <b>committed to reconciliation</b> with Indigenous peoples through a renewed, nation-to-nation, government-to-government, and Inuit-Crown relationship <b>based on recognition of rights, respect, co-operation, and partnership</b> as the foundation for transformative change.</p>  | <p><b>Principles respecting the Government of Canada's relationship with Indigenous peoples</b></p> |
| <p><b>Commitment:</b> to contribute to reconciliation and improved confidence by Indigenous peoples and Northerners.</p>   | <p>NCSP 2020-2025 Strategic Plan</p>  |
| <p>Comprehensive Land Claim Agreements (CLCA): Indigenous Opportunities Consideration (IOC) commitments are therefore required because the scope of <b>work entailed by the GMRP is within the Mōwhì Gogha Dè Nīttàèè area, as defined in the Tìchq Land Claims and Self Government Agreement, and the Akaitcho Asserted Territory, as defined in the Akaitcho Interim Measures Agreement.</b></p>   | <p><b>Indigenous Opportunities Considerations</b></p>   |
| <p>The <b>Community Benefits Agreement</b> outlines how the project team and the Yellowknives Dene are working together to help the First Nation achieve socio-economic benefits from the remediation project. This agreement includes annual funding of \$2 million, over the lifetime of the Project, to support capacity building during the Active Remediation and Adaptive Management phase of the Giant Mine Remediation Project. The goal of the Agreement is to provide more certainty to the First Nation with respect to long-term project commitments.</p>  | <p><b>YKDFN Community Benefits Agreement - 2021</b></p>   |
| Delivery of Socio-Economic Benefits to Indigenous Peoples and Northerners  |   |
| <p><b>Government Employment and Contracts</b></p> <p>The Government of Canada shall follow its contracting procedures and approaches intended to maximize local, regional and Indigenous 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"> <li>• Inclusion of an Indigenous Benefits Plan which will assist with socio-economic development projects which are wholly or partly in Mōwhì Gogha Dè Nīttàèè (NWT).</li> <li>• Employment of Tìchq First Nation labour, engagement of Tìchq First Nation professional services, or use of suppliers that are Tìchq which can act as sub-contractors in assisting with the carrying out of the contract.</li> <li>• Undertaking commitments with respect to on-the-job training or skills-development for Tìchq Citizens.</li> </ul> <p>Chapter 26 of the <i>Tìchq Land Claims and Self-Government Agreement</i> establishes <i>Canada's specific obligations for projects within Mōwhì Gogha Dè Nīttàèè.</i></p> | <p><b>Tìchq Land Claim and Self-Government Agreement &amp; Implementation Plan</b></p>              |
| <p>Reconfirm the Program's <b>commitment to deliver socio-economic benefits to Indigenous peoples and Northerners</b>, in line with departmental and Government of Canada policies and commitments.</p> <p><b>Identify areas of focus</b> to be considered and addressed by all projects, and provide a tool that Project Managers can use to <b>inform and refine their approach to delivering socio-economic benefits</b> for their projects.</p>  | <p><b>Northern Contaminated Sites Program: Socio-Economic Strategy and Guideline</b></p>            |



| Delivery of Socio-Economic Benefits to Indigenous Peoples and Northerners cont...  |   |
|--|---|
| <p><b>Objective:</b> To promote the social and economic benefits that may accrue to First Nations, Inuit, and Northerners when carrying out activities required by this policy.</p> <p><b>Guiding Principle:</b> CIRNAC will incorporate economic opportunities, to the extent possible, for First Nations, Inuit and Northerners in the management and remediation of contaminated sites.</p>         | CIRNAC Contaminated Sites Management Policy - 2002  |
| <p><b>Commitment:</b> Reflects the commitments in the EHSC Management System Policy and the CIRNAC Contaminated Sites Management Policy.</p>   | GMRP Environmental, Health & Safety, and Community (EHSC) Management System Policy - 2015 |
| <p><b>Commitment:</b> Maximize economic opportunities for Northerners and local Indigenous people through employment and procurement and address socio-economic impacts.</p>   | GMRP Procurement Strategy – 2015  |
| <p><b>Policy:</b> The Procurement Strategy for Indigenous Business (PSIB) is the Government of Canada’s policy to support Indigenous businesses with procurement opportunities.</p>  | Indigenous Business and Federal Procurement   |
| <p><b>Purpose of Agreement and Parties’ Goals</b></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> <p>Continue to maximize territorial economic opportunities.</p>   | Cooperation Agreement Respecting the GMRP - 2015  |
| Addressing Human and Environmental Health Risks from Contaminated Sites  |   |
| <p>CIRNAC is responsible for the implementation of the Arctic and Northern Policy Framework. In addition, CIRNAC’s 2020-2021 Departmental Plan includes a commitment to continue addressing active Northern contaminated sites to protect the health of Indigenous peoples and Northerners, as well as to restore the integrity of the environment.</p>  | CIRNAC Mandate  |
| <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• <b>Manage contaminated sites</b> in a priority-based, cost-effective, and consistent manner,</li> <li>• <b>Reduce, or eliminate</b>, where possible, <b>risks to human and environmental health</b>, and</li> <li>• <b>Decrease the federal environmental liability</b> associated with contaminated sites in the North.</li> </ul> | NCSP Objectives and Commitments   |
| Fair and Sustainable Development   |   |
| <p><b>Government of Canada Commitment:</b> to apply GBA+ in all decisions made to ensure clear and consistent consideration of <b>gender and other intersectional considerations (e.g., disability, race, age)</b>.</p>  | Gender Based Analysis Plus (GBA+)   |



