Mining Association of Canada
Towards Sustainable Mining

24th Meeting of the
Community of Interest Advisory Panel
SUMMARY REPORT

September 29 – October 1, 2015
Saskatoon, Saskatchewan

Towards Sustainable Mining
Vers le développement minier durable

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Executive Summary

Established in 2004, the Community of Interest Advisory Panel (COI Panel) is an independent multi-stakeholder group that monitors the Mining Association of Canada's Towards Sustainable Mining (TSM) initiative's progress and serves as an external source of knowledge and experience. This executive summary provides a brief account of the meeting held between September 29 and October 1, 2015 in Saskatoon, Saskatchewan.

The objectives of the October meeting were to:

1. Gain an increased understanding about mining by visiting Cameco's MacArthur River Mine and Key Lake Mill in northern Saskatchewan
2. Connect with Cameco's local communities of interest to learn more about key social and environmental issues that matter to communities
3. Complete the post-verification review process for Agnico Eagle Mines and Taseko
4. Hold a preliminary discussion on the issue of climate change from a broad industry perspective in order to challenge and encourage MAC and its members to take a more holistic and long-term approach to climate change, as understood by COI Panel members

Highlights from the meeting

- **Moving towards a more involved Panel** – The Panel took a more active role this fall in designing the meeting and facilitating it. Panel members came forward with their own ideas and approaches for tackling topics such as effectiveness of community engagement and climate change.
- **Challenging existing perceptions on the safety of uranium mining and a desire to learn more about specific EHS issues** – The Panel learned a lot about uranium mining. The site visit to Cameco's McArthur River and Key Lake facilities in northern Saskatchewan challenged many assumptions Panel members had about the environmental, health and safety impacts of uranium mining. Nevertheless, the Panel wished it had more time to explore these issues.
- **Cameco's relationships with local Aboriginal and northern communities** – Cameco established a northern workforce strategy to focus on the recruitment of residents from northern Saskatchewan, of which a large percentage are Aboriginal and it is evident that the company has built strong, lasting relationships with Aboriginal and northern communities. There seems to be strong community acceptance of uranium mining in Northern Saskatchewan.
- **Key insights and missing voices from the meeting with local COI** – The guests at the meeting with local COI provided insights on the history of mining in northern Saskatchewan and its impact on communities as well as valuable suggestions on how to engage authentically with Aboriginal peoples. The Saskatchewan Environmental Society was invited but could not attend due to other commitments. Moving forward, MAC and COI panel members should continue making efforts to invite and encourage dissenting voices to attend for a balanced range of perspectives at the table.
- **Drilling deep into the Post-Verification Review** – This year, the Panel asked Taseko and Agnico Eagle to undergo the Post-Verification Review (PVR). The Panel's PVR working group selected the following key topics to explore with both companies:
    - Effectiveness of community engagement – The Panel sought to dive deeper into examining the effectiveness of community engagement systems. Even if companies

have systems in place to engage communities, how do you know if it is working? How can you measure the effectiveness of your engagement activities? Taseko and Agnico Eagle representatives agreed that this is a challenge and noted the importance of measuring effectiveness at the local level. Some Panel members felt that they could help companies by developing leading and lagging indicators and some offered guidance on how to improve engagement with Aboriginal COI through informal and regular dialogue. While several Panel members felt that engaging with non-local/national stakeholders was important, both companies emphasized the importance of engaging local stakeholders.

- Climate change – TSM has helped both Taseko and Agnico Eagle develop their energy programs but many Panel members wanted to see more action on climate change – from being more visible in their efforts and support in the fight against climate change, to better planning for climate change.
- Tailings – Considering that Taseko's Gibraltar Mine is close to Mount Polley, the Panel wanted to know how Taseko managed in the aftermath of the incident and how it planned for tailings management for the long-term (in perpetuity). The Panel provided suggestions on how to improve trust with the local community and buy-in on a critical effluent discharge permit, necessary for the ongoing sustainability of Taseko's tailings storage facility.
- The value of TSM - How do companies ensure that TSM is actually adding value? How can companies share the value of TSM with their own local communities to demonstrate that they are being responsible operators? TSM means different things to different sized companies, but it was clear how TSM, when embedded in a company's own management systems, adds value. The Panel provided several suggestions on how to communicate the value of TSM to local COI.
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- **The mining industry's role in the fight against climate change** – The Panel led its own session on climate change to challenge and encourage MAC and its members to take a more holistic and long-term approach to climate change. The Panel came up with several 'blue sky' ideas and practical suggestions and heard from industry representatives on the realities of shifting to a low carbon future for the mining industry. The Panel suggested they establish a working group to continue the conversation to develop a statement or specific recommendations on what MAC could be doing regarding climate change.
- **Now what?** Each Panel member shared their perspectives on what they thought were the most important issues and/or actions to carry forward into 2016. One key suggestion was to establish working groups to develop concrete outputs - including one working group to develop a statement on climate change and another to work on leading and lagging indicators on the effectiveness of community engagement. Other suggestions included: reflecting on the common themes of the Panel's previous regional site visits, and considering ways in which the industry can support the recommendations from the Truth and Reconciliation Commission on residential schools. MAC and the Panel will work together to prioritize the suggestions made and develop a work plan for 2016 that reflects these priorities.

1 Introduction

The Mining Association of Canada's (MAC) Community of Interest (COI) Advisory Panel ("the Panel") met September 29 to October 1, 2015 in Saskatoon, Saskatchewan. The Panel, established in 2004, monitors the Towards Sustainable Mining (TSM) initiative's progress and serves as an external source of knowledge and experience. [1] Its mandate is to:

- Help MAC members and communities of interest improve the industry's performance
- Foster dialogue between the industry and its communities of interest
- Help achieve the goals of TSM

This report presents a summary of discussions at the October 2015 Panel meeting. Unless indicated, Panel members' comments are not attributed. The report captures the discussion and various perspectives of the Panel members and participants. Should the Panel make a specific decision and/or recommendation, the approach and results would be described in this report and any dissenting views would be identified and recorded. Meeting materials are not duplicated in the body of this report.

2 Summary of Action Items

Below is a summary of action items arising from the COI Panel meetings. Action items are reported until complete.

ACTION ITEMS					
#	**ITEM**	**LINK TO REPORT**	**RESPONSIBLE**	**TIMELINE**	**STATUS** (as of August 2015)
#1 October - 14	Fill the open PDAC seat on the Panel	3.1	MAC	2015	Complete (Mark Wiseman from Avalon Rare Metals will join)
#3 October - 14	Deliver a webinar for the Panel on the relationship between TSM and other CSR reporting mechanisms	11.3	MAC	Before Spring meeting	In progress (Scheduled for Feb. 26)
#5 October - 14	Include time to debrief the PVR webinar presentations after the webinar. Discuss key issues with MAC.	11.3	Stratos / MAC	Before Fall meeting	Complete
#7 October - 14	Provide written feedback to MAC on key lessons learned from the site visits across Canada over the last four years	12	Panel	TBC	In progress (Alan Penn provided suggestions on how to move forward)
#8 October - 14	Decide how to include the provincial mining organizations who have adopted TSM onto the Panel	12	MAC / Stratos / Panel	TBC	Complete (QMA has a seat on the Panel and MABC invited to join as an observer.)
#1 March - 15	Stratos will talk with Members about term-limits in the spring to better understand the Panel's renewal requirements	4.3	Stratos	Spring 2015	Complete
#3 March - 15	Suggestion to have a webinar on how mining companies raise capital, recognizing that the TSX plays a huge role in Canadian and global mining.	6	MAC	TBC	TBC

[1] For more information on MAC's COI Panel, visit: http://www.mining.ca/site/index.php/en/towards-sustainable-mining/community-of-interest-advisory-panel.html

ACTION ITEMS					
#	**ITEM**	**LINK TO REPORT**	**RESPONSIBLE**	**TIMELINE**	**STATUS** (as of August 2015)
#1 October -15	Suggestion to develop a case study to share with the public on how MAC has moved to address concerns raised by the Mount Polley incident at an industry level and the process it has taken to understand the challenge and improve the industry's performance.	8.1	MAC	TBC	TBC
#2 October -15	Review the 'Now what?" suggestions and develop next steps.	9	All	TBC	Complete (March meeting agenda developed)

Table 1: List of COI Panel Action Items

3 Overview of the Meeting

3.1 Objectives of the Meeting

The objectives of the October meeting were to:

1. Gain an increased understanding about mining by visiting Cameco's MacArthur River Mine and Key Lake Mill in northern Saskatchewan
2. Connect with Cameco's local communities of interest to learn more about key social and environmental issues that matter to communities
3. Complete the post-verification review process for Agnico Eagle Mines and Taseko
4. Hold a preliminary discussion on the issue of climate change from a broad industry perspective in order to challenge and encourage MAC and its members to take a more holistic and long-term approach to climate change, as understood by COI Panel members

3.2 Overview of the Agenda

The October Panel meeting was based out of Saskatoon, but also included a charter flight up to northern Saskatchewan for a mine tour on the first day and a visit to the Wanuskewin Heritage Park on the second day.

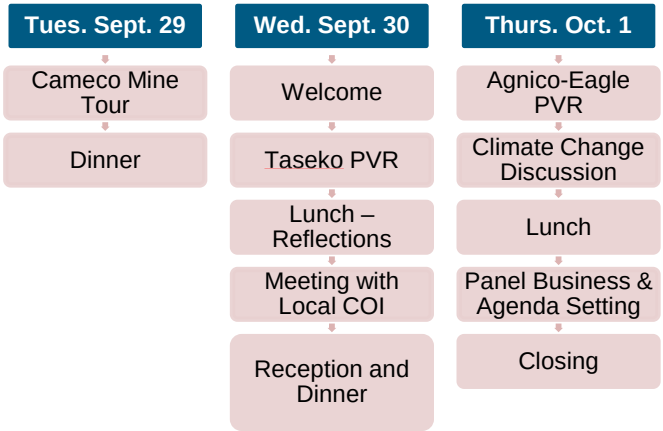

Figure 1: Agenda for the October 2015 COI Panel Meeting

3.3 Meeting Attendance

Attendees are listed in the Appendix, however, the following should be noted:

- Chief Earl Klyne, Alan Young, Stephen Kibsey were unable to attend
- Loris Molino stepped in for Mark Travers (Vale industry representative)
- Mehmet Eğriboyunoğlu (Cayeli Bakir, Turkey, First Quantum) attended as an observer
- Company representatives from Agnico Eagle Mines and Taseko were present

4 Cameco Mine Tour

The Panel took a charter flight and visited two of Cameco's operations: McArthur River mine and Key Lake mill located in Northern Saskatchewan.

About McArthur Mine

McArthur River mining operation is the world's leading primary producer of uranium. It has produced nearly 270 million pounds of uranium since production began in 2000. McArthur River's remaining reserves allow Cameco to project a mine life until at least 2033, based on ore reserves grading nearly 15% or about 100 times the world average for uranium mines.

About Key Lake facilities

The Key Lake milling operation opened in 1983 and now works in tandem with McArthur River. Ore slurry from McArthur River is transported 80 kilometres south to the Key Lake mill for processing into uranium oxide. McArthur River and Key Lake, together, have federal regulatory approval to produce and process up to 25 million pounds of uranium each year.

Figure 2: Location of site visit to Cameco's McArthur River and Key Lake Mill

Comments and reflections from the visit included:

- A recognition from Panel members' that their assumptions about uranium mining were changed as a result of the mine tour. Panel members learned that:
    - Uranium mining is one of the most heavily regulated industries in Canada
    - Miners wear specialized safety equipment and radiation monitors and evidence shows that workers are subject to less radiation than the background radiation that most people experience in their daily lives
    - Underground ventilation has improved
    - Ground freezing technology is employed at the McArthur River Mine to ensure that groundwater does not flood the mine.
    - Trucks and equipment operating close to radioactive ore are remotely operated.

  - High grade ore deposits means mining activities can be very targeted and less mine waste is generated.
  - Tailings are stored in a decommissioned open pit that has been converted into a tailings storage facility.
- Uranium mining is a sensitive topic, and some Panel members wanted more time with senior management to discuss key environmental, health and safety issues, such as:
  - Cameco's response to the Saskatchewan Environmental Society's 2013 report on the proposed re-licensing of Cameco's Key Lake, Rabbit Lake, McArthur River operations
  - Tailings management issues for uranium mining
  - Cameco's response to the concerns raised in Quebec's recent BAPE hearings
- Upon reflecting on the visit, at least one Panel member had the impression that although Cameco works in a tightly regulated environment, he thought that the work environment was less tightly controlled than other mine sites he has visited previously, at least from the visitor's perspective.
- Cameco has strong relationships with Aboriginal peoples in Northern Saskatchewan. This was evident by the level of Aboriginal and northern employment and could be visibly seen by the Panel members during the tour and the way the relationship was described by Sean Willy, Director, Corporate Responsibility at Cameco as well as the president of Cameco's union local and community leaders from Pinehouse and English River.
- Cameco has applied the TSM protocols and the Panel was interested to hear that the Tailings Management protocol was very useful, but the Biodiversity Conservation Management protocol has been more challenging to implement. One Cameco representative noted that the language in the protocol differs from how mining companies usually speak about biodiversity.
- Additional reading on the impacts of uranium mining in Northern Saskatchewan can be found here: Community Vitality Monitoring Partnership Process: Report on socio-economic impacts of uranium mining in northern Saskatchewan

Photo of the Panel outside McArthur River mine

5 Post-Verification Reviews (Taseko and Agnico Eagle Mines)

5.1 Background on the Post-Verification Review process

One of the three elements of the TSM verification system is an annual post-verification review (PVR) of two or three member companies' performance by the COI Panel. The PVR is not a "verification of the verification" undertaken by the verification service providers for each company. Rather, it focuses on:

- strong dialogue between member companies and the Panel to gain a better understanding of the successes and challenges regarding the key environmental and social issues in mining;
- challenging the companies on their performance;
- assessing whether verification is working as the Panel expected; and
- increasing the Panel's understanding in how the TSM indicators translate into real action and build confidence in the verification process.

The Panel selected Taseko Mines Ltd. and Agnico Eagle Mines Ltd. from the list of companies verifying their 2014 TSM results to undergo post-verification review in 2015.

As part of the process, companies undergoing the PVR prepared a Company Background Document and webinar presentations to help the Panel understand the company, the verified results, and any relevant background information prior to the Fall COI Panel Meeting.

The PVR Working Group reviews the company background documents and decides on the focus areas and approach to engage with the companies. This year, the PVR Working Group was composed of the following Panel members: Joy Kennedy (Chair), Nathan Lemphers, Alan Penn, Claudine Renauld, Luc Zandvliet and Theresa Hollett.

Highlights of the PVR sessions are included in this report. A separate report titled "Post Verification Review Report 2015" contain the full results of the PVR sessions.

The PVR Working Group decided on the following themes for the webinar and face-to-face discussions with Taseko and Agnico Eagle. The companies answered specific questions during the webinar and provided additional information on the focus areas to prepare the Panel for the face-to-face meetings.

Taseko

Webinar topics:

- Corporate culture and management of ESG issues
- Involvement with voluntary CSR initiatives
- Aboriginal employment

Face-to-face meeting focus areas:

- Aboriginal and Community Outreach (including: effectiveness of community outreach; Supreme Court of Canada decision and relationship with Tsilhqot'in First Nation); mine closure; and

AGNICO EAGLE

Webinar topics:

- Feedback on TSM
- Additional detail on Agnico Eagle's Responsible Mining Management System
- Mine closure and legacy issues
- TSM scores on biodiversity

Face-to-face meeting focus areas:

- Aboriginal and Community Outreach (including: effectiveness of community outreach; relationship with Aboriginal people in Quebec, and the relationship with communities in Nunavut.

sharing TSM results with communities
- Climate Change
- Tailings

- Climate Change

Figure 3: Key themes for the 2015 post-verification review

Prior to the meeting, Alan Penn provided a background essay on the Abitibi-Témiscamingue to supplement the Panel with a broader historical and geographical context for its discussions during the PVR discussions for Agnico Eagle. The focus was on the contemporary social and economic relevance of Agnico Eagle's presence in the region, and the parallels that can be drawn with other regions the Panel has visited

5.2 Highlights of Taseko and Agnico Eagle's Post-Verification Reviews

Taseko is a small to mid-size copper mining company headquartered in Vancouver. It has one major operation, Gibraltar Mine (the second largest open pit copper mine in Canada), and several advanced-stage projects. The company recently joined MAC and is currently implementing TSM. Kim Bittman, Katherine Gizikoff and Christy Smith (on the phone) presented on behalf of Taseko.

Agnico Eagle is a mid-tier mining company based out of Toronto. It has eight mines, located in Quebec, Nunavut, Finland, and Mexico, with exploration and development activities in each of these regions as well as in the United States. Louise Grondin, Gonzalo Rios, Denis Therrien and Janice Turgeon-Gervais presented for Agnico Eagle.

Key themes from the dialogue with both companies include:

- **Effectiveness of Community Engagement**
  - *How do you measure effectiveness of engagement?* Companies have systems in place to engage with communities and track consultation on issues, but measuring its effectiveness is a challenge. Companies must set appropriate measures at the local level.
  - *How do you engage non-local stakeholders (e.g., national ENGOs)?* Companies identify and prioritize stakeholders. Both companies focus their resources on the most important communities of interest which are at the local level, unless the local group brings in a national group to support them.
  - Panel suggestions included: engaging in "coffee talk" to complement formal engagement meetings (e.g., informal and frequent conversations to help build trust vs. quarterly community meetings); developing leading and lagging indicators to measure effectiveness; adding a requirement in the protocol for communities to review performance alongside the verifiers (similar to Responsible Care in the chemical industry); and using perception surveys – keeping in mind that these too can be fraught with challenges).

- **Climate Change**
  - *How do your companies prepare for and adapt to climate change? What are your companies doing to mitigate climate change?* TSM has helped both Taseko and Agnico Eagle develop their energy programs. Meteorological data is important for predicting trends and government funding cuts have led to a lack of data. Both companies acknowledged that climate change is an important issue. However, the presenters and industry representatives noted how it is difficult to invest in renewables in these market conditions. Panel members suggested the following: being more visible in their efforts

and support in the fight against climate change; helping Aboriginal and local communities prepare for climate change; and being more deliberate in planning for climate change.

- **Tailings**
  - *How can you ensure that tailings facilities will be stable in perpetuity?* Taseko informed the Panel that it has safeguards and controls in place based on the best practices in the industry. The Mount Polley event has increased dialogue and review of all of these practices.
  - Taseko's challenge is to manage the abundance of water in their tailings storage facility (TSF). Taseko has both the local First Nations and an environmental group participating in water management discussions and monitoring programs. Taseko is currently working to get an amendment to an existing effluent discharge permit from the provincial regulator. This has been difficult to obtain due to the consultation that the government must complete, in addition to Gibraltar's engagement.
  - While Taseko's community members are already involved in the process, the Panel's further suggestions on how to improve trust between Taseko and the local communities included: asking the community who they trust and involving them in the process; focusing on what community members need to feel safe (sometimes this does not equate to sharing scientific studies); building stronger relationships in non-conventional settings; and setting up joint-fact finding groups to involve community members in the process.

- **Value of TSM**
  - *How to demonstrate the value of TSM to communities?* TSM means different things to different sized companies. Some companies make use of TSM as a brand when engaging with communities, while others choose to use it as a benchmark for their own systems, preferring to present their own systems to local communities. There is also a different value proposition for large companies with robust management systems in place versus smaller or mid-tier companies that have not yet built such systems. Panel suggestions for both companies and MAC included: involving local COI in the TSM verification process; developing brochures on TSM for local COI; writing an op-ed on TSM for newspapers; posting TSM results on the company website; using simple, non-technical messages. (e.g., "By implementing these protocols, we won't mess it up."); and nurturing strong relationships based on trust and shared objectives.
  - *How do you ensure TSM is more than just a checkbox activity and ensure that it is an actual driver of performance improvement? How do you balance using TSM as a means as opposed to seeing TSM as a scorecard?* Agnico Eagle integrated TSM into its Responsible Mining Management System, which has led to numerous benefits related to how they manage their environmental and social risks and opportunities and how they work with their communities. Agnico Eagle implemented TSM at all of its global operations and even helped Finland adopt its own customized TSM initiative. Taseko explained that while TSM is set up in a checklist format, the feedback received from COI and incorporation of that feedback into day-to-day operations and business decisions are the true indictors of performance improvement.
  - *Suggestions on how MAC could improve the dissemination of TSM abroad* include providing examples of how to embed TSM requirements within existing management systems and translating TSM documents and the e-learning courses into other languages.

6 Meeting with Cameco's Local Communities of Interest

The COI Panel met with local communities of interest in Saskatoon at the Wanuskewin Heritage Park. Located within a 57-hectare (140-acre) conservation area on the South Saskatchewan River, the Wanuskewin Heritage Park is a non-profit cultural and historical centre of the First Nations. The site is a National Historic Site of Canada due to the importance of its archaeological resources representing nearly 6000 years of the history of the Northern Plains peoples.

Figure 4: Wanuskewin Heritage Park

To select the invitees, Cameco identified an initial list of local communities of interests that would bring a range of perspectives including Aboriginal peoples, environmental groups, local business and economic and community development groups, municipal/elected officials, labour, academics, and faith-based groups. The PVR Working Group then provided comments and additional suggestions on who to invite and confirmed the final list of invitees. MAC and Cameco sent the invitations, but unfortunately, some people were not able to attend due to other commitments as noted below.

The Panel heard from the following local COI:

1. Mayor Mike Natomagan, Pinehouse Métis
2. Chief Marie Black, English River First Nation
3. Gary Merasty, President & COO, Des Nedhe Development Corporation
4. Dr. James Irvine, Chair , Community Vitality Monitoring Partnership
5. Darren Thomas, Manager, Environmental Quality Committee, Environmental Quality Committee
6. Phil Morin , President, United Steelworkers Local Union 8914

The following local COI members were invited but unable to attend:

7. Anne Coxworth, Saskatchewan Environmental Society[2]
8. Thomas Sierzycki – Co-ordinator, Community Vitality Monitoring Partnership
9. Scott Bell, Professor of Geography and Planning at the University of Saskatchewan (Nuclear Policy Research Initiative (NPRI) (University of Saskatchewan)

Since the Saskatchewan Environmental Society was unable to attend, the Panel received the following article to read in advance, at the request of some Panel members: The Legacy of Uranium Mining in Saskatchewan: The Unacceptable Environmental Impacts of Uranium Mining (Saskatchewan Environmental Society)

Each speaker was given time to speak freely about the issues that matter most to them and their relationship with the mining industry.

Mayor Mike Natomagan Pinehouse Métis http://www.pinehouselake.com/	Mayor Mike Natomagan grew up in a trapper family and worked for Cameco for twelve years. In the late 70's, the Métis community of Pinehouse was labelled by the CBC's Fifth Estate as the "drinking capital of Northern Saskatchewan". Key Lake mine opened shortly after that, and he attributes much of the positive change in the community due to the influx of economic development and jobs. Mr. Natomagan signed a collaboration agreement with Cameco and Areva in 2012 for Pinehouse, noting that it is better to work with industry than fight against it. The agreement addresses four pillars: business development, workforce development, environmental stewardship and community investment. Pinehouse recognizes the environmental injustices that have happened in the past to places like Uranium City and are actively involved in environmental stewardship to ensure that doesn't happen again. Providing opportunities for youth to stay in the community and developing role models are critical for the community. The community is healing from the residential school system and is focused on moving forward.
Chief Marie Black English River First Nation http://www.erfn.net/	English River First Nation is a neighbouring community to Pinehouse. Chief Marie Black described how important it was for the community to listen to their elders and work together with industry and its neighbours to find a path forward. English River also has a collaboration agreement with Cameco. While this provides key resources to build capacity and knowledge, the First Nation has worked hard to diversify its economy so that it is not dependent on one industry. Education is vital and the community now has several well-educated and professional community

[2] A Panel member shared the 2013 Saskatchewan Environmental Society submission the CNSC on the proposed re-licensing of Cameco's Key Lake, Rabbit Lake, McArthur River operations to read in advance. http://environmentalsociety.ca/wp-content/uploads/2014/08/SES-Submission-to-CNSC-Key-Lake-and-Rabbit-Lake.pdf

	members. Women are encouraged to work in non-traditional areas.
Gary Merasty President & COO, Des Nedhe Development Corporation (Former Liberal MP) http://www.desnedhe.com/	Mr. Merasty summarized the relationship between Aboriginal peoples and Government of Canada in stages: 1) Before WWII: "Let's get rid of the Indian problem" 2) 1945 to 1970: "Post WWII Ad Hoc / Crisis Management Phase" 3) 1970s-1990s: "Blockades" Adversarial Phase 4) 1990s-2010s: "Relationship building" Phase 5) Present: "Silence". This last stage is worrisome as it could lead us back to an adversarial stage unless changes to Aboriginal / State Relations happen in a positive & proactive manner Public policy challenges related to Aboriginal people include: • Geographic marginalization of Aboriginal peoples (How to justify building a school in a small community that is far from others?) • Demographic conflict (Aboriginal population is much younger than the non-Aboriginal population. How to choose between non-aboriginal baby boomer health vs. Aboriginal youth health?) • Jurisdictional chaos. (Confusion over provincial vs. federal vs. Aboriginal jurisdiction. How can you get practical solutions if you do not understand the big picture?) Industry needs to understand that Aboriginal people want a "hand up, not a hand out". Ways in which engagement with Aboriginal people has happened: 1) Compelled: "Because the regulator says you have to." This is disingenuous and creates animosity. 2) "It's the right thing to do". While better than the previous, if the culture is not established, this approach can lead to a worse situation. 3) Business Case: "It's a win-win situation". Companies and Aboriginal peoples need to work together to gain a return on investment (ROI). What can fail when you're trying to get to a situation with a positive ROI? 1) "Deficit theorizing" – When outsiders enter a community and "skim, judge, justify, predict, and then prescribe". All the while not really engaging with the Aboriginal community in a meaningful and understanding way 2) Being "culturally appropriate" vs. "culturally responsive". Relationships do not start from superficial interactions. Quality relationships emerge from being authentic,

	engaging in joint planning and ensuring that you are engaging for the right reasons.
Dr. James Irvine Chair, Community Vitality Monitoring Partnership (CVMP) http://www.cvmpsk.ca	CVMP is an initiative to work together with northern partners to assess the potential impacts of uranium mining developments on the social well-being and quality of life of residents of Northern Saskatchewan. As a public health physician, Dr. Irvine explained how employment, education and social dynamics within the community influence the health of the community and that healthy communities contribute to a dynamic workforce. Health challenges in the region like many northern Aboriginal communities include: increasing or persisting rates of diabetes and cancer, heart disease, and trauma, including suicide. CVMP projects include: impacts of worker health programs, costs of healthy foods, impacts on families and communities of the fly-in/fly-out work rotation system and the socio-economic impacts. One challenging question that remains is how to spread positive development across different communities and within communities
Darren Thomas Manager, Environmental Quality Committee, Environmental Quality Committee (EQC) https://www.saskatchewan.ca/residents/first-nations-citizens/saskatchewan-first-nations-metis-and-northern-initiatives/northern-saskatchewan-environmental-quality-committee	The EQC has evolved over the last 20 years and is now the largest organization of its kind in Canada with 34 communities sitting on the committee. The committee meets ~3 times per year to discuss topics that are now broader than just environment, including safety and health and socio-economics. Dialogue and open communication is critical. Communities come to the committee with questions and Mr. Thomas connects them with experts to answer them. One of the main concerns of the committee are related to legacy sites. People do not want another Uranium City. Nevertheless, there is over a 70% approval rating for uranium mining. (This approval is an approval rating referring to public opinion, it is a survey done every year by one of the uranium industry proponents.)
Phil Morin President, United Steelworkers Local Union 8914 http://myuswlocal.org/sites/CA/LU_8914/	Mr. Morin was the first elected Aboriginal local union president in Canada and a northern Saskatchewan resident. Our Cameco mines have a low injury rate and the union plays a role in ensuring the company remains accountable. The labour dispute between Cameco and the union in 2014 was the first in 34 years. This was difficult time for everyone involved, particularly for the employees in the north who rely on this work and have strong relationships with Cameco. From the union perspective, Cameco did not consult enough with the union when it signed the collaboration agreements with nearby communities. Unionized workers are concerned that where these agreements have been signed, bargaining unit jobs will go to community members at lower wages and without the benefits and protections of the collective agreement.The lockout also highlighted different circumstances and realities of Northern and Southern workers.

Mr. Morin noted that the union is working through some racial tensions that exists between northern and southern employees.

The following points arose during the discussion with the local COI representatives:

- *Perspectives between the "haves" and "have nots" in Northern Saskatchewan:*
  - The communities who are directly impacted and involved in the industry are generally more informed and less concerned about the environmental impacts than those who are further from the impact because they are generally more familiar with how these issues are managed or are engaged in the process.
- *Relationship with non-Aboriginal / non-northern groups*
  - How inclusive is the conversation with non-Aboriginal groups that are less affected? For instance, the Saskatchewan Environmental Society (invited but could not attend) plays an active role in researching the impacts of uranium mining. Mr. Irvine noted that environmental groups in Saskatchewan have put tremendous scrutiny on the uranium industry, ultimately benefiting the industry and region as a whole. However, some environmental groups have lost their credibility with communities by misleading them with false information.
- *Participatory environmental monitoring*
  - The CVMP engages community elders and youth on environmental monitoring issues such as determining what should be tested, where and how. The Eastern Athabasca Regional Monitoring Program is a good example of a joint environmental monitoring program in northern Saskatchewan funded by the Province of Saskatchewan, in partnership with Cameco and AREVA. This notion of joint monitoring was an area of interest for the Panel and may be something to explore further in the future.
- *Mining industry and residential schools*
  - What is the mining industry's role in implementing the recommendations set forth in the Truth and Reconciliation Commission (TRC)? One area of interest suggested by a Panel member was for MAC to pursue the development of educational curriculum to educate mining workforces on aboriginal history in Canada as per recommendation 92.iii:

> *Provide education for management and staff on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skills based training in intercultural competency, conflict resolution, human rights, and anti-racism.*

7 Climate Change

The Panel made a decision to depart from the usual agenda focused on the PVR to include a short introductory discussion on climate change. This meant less time spent on the TSM update and other Panel Business during the meeting. Two Panel members, Nathan Lemphers and Joy Kennedy, prepared and facilitated the session on climate change. The focus was purposely broad to challenge and encourage MAC and its members to take a more holistic and long-term approach to climate change, as understood by COI Panel members.

‘Blue sky’ thinking exercise

The Panel discussed the following questions:

How can MAC take additional action on climate change beyond the current TSM program and what would that look like?

- Lobby federal and or provincial governments for meaningful accelerated capital cost allowances for green energy and energy efficiency capital investments
- Share energy management know-how with local communities
- Coordinate MAC members to demonstrate to equipment manufacturers that there is demand for green energy technologies
- Vocally encourage innovation in low-carbon energy management (see climate change as a business opportunity)
- Lobby for market-based climate solutions that work for the industry
- Conduct scenario planning around different energy futures
- Educate industry about the advantages of reducing liabilities related to climate change (this could in turn make the greener junior companies more attractive when larger mining companies purchase them. This is important as many decisions relevant to climate planning are made when junior companies are developing feasibility studies - perhaps an opportunity to work with PDAC)
- Update MAC’s policy statement on climate change
- Revive the MAC Energy Task force (shift or expand focus from technical details to lobbying)
- Work with the Canadian Mining Innovation Council on climate change solutions
- Have a deeper conversation about where we are and how are we going to rise from it - “Creativity is needed”

How can MAC and its members position themselves to thrive in a carbon-constrained world?

- Take a multi-sectorial approach. Look at entire value chain and work with suppliers to find opportunities on how to reduce carbon emissions
- Revisit the issue often as the perception of climate change within industry is rapidly changing
- Work with government and investors to develop incentives to invest capital in renewables

How can MAC and its members hasten rather than prolong a shift to a clean energy economy?

- Recognize and prepare for a price on carbon (mining industry is a price taker and could be negatively impacted if industries are not affected equally)
- Continue to shift the mindset. One year ago, executives were not taking climate change seriously. They are now.
- Help build public acceptance for renewable energies through demonstrations of success (shift away from the NIMBY perspective)
- Consider nuclear power as a climate solution in the medium term.

What can the COI Panel do?

- Write a recommendation that encourages MAC members to avoid building new coal plants to power their facilities overseas.
- Agree to a Panel statement and recommendation on what MAC could be doing regarding climate change.

This session also asked industry members to respond to input from COI Panel members and to share their perspectives on the larger ramifications of climate change for their business.

An industry perspective: Climate change related constraints and opportunities

Scott Yarrow, with Glencore, shared the mining industry's perspectives on the reality of shifting to a carbon-constrained world.

Constraints

- All mining projects are long term. Some deposits may take 10 years of preparation before mining begins. Decisions on technology selection and energy are made based on proven, working technology, and it often happens years before the mine is operational.
- Resources that are being mined are increasingly difficult to access and generally less concentrated, which requires more energy per unit of production.
- Each step of the process (mining, milling, smelting, refining) has a different energy profile. For instance, approximately 70% of the energy consumption in the mining process goes towards ventilation. For refining, most of the energy used goes towards generating heat to separate the metal from the impurity.
- Energy is a major expense, accounting for 35-40% of operating costs.
- The mining industry includes coal (MAC members in Canada have metallurgical coal operations, as opposed to thermal coal) and oil sands. To get the industry as a whole to agree to a public statement on climate change is a challenge and would take time.

Opportunities

- The collective mindset within the industry is starting to change. Climate change is a reality that must be understood and the physical impacts managed. There are ways the industry can reduce its carbon foot print, for instance, the windmill at Glencore's Raglan mine in Northern Quebec has demonstrated benefits that are being taken seriously by the company. With this project Glencore has undertaken important innovation work related to the use of technologies such as fly wheels to smooth out the wind power and a hydrogen plant connected to the wind turbine in order to provide reliable base-load power even when wind conditions are not ideal for power generation. (See: http://www.nrcan.gc.ca/energy/funding/current-funding-programs/eii/16662 for more information)
- Another interesting example involved looking at the implications of changing the design/mine plan for an underground mine to the use of battery electric haul vehicles. If configured properly, the mine vehicles can be net generators of electricity and ventilation requirements underground can be decreased significantly. This work raises the real possibility of a zero emissions mine within the next decade.
- The ROI for these types of projects are still challenging, but is beginning to change.

8 TSM Update and Panel Business

8.1 TSM Update

TSM Performance

Ben Chalmers shared the 2014 aggregate TSM results and noted that the Progress Report would be shared publicly shortly. Key highlights from the results include:

- Continue to see good performance for the *Tailings Management protocol* (90%+ members have scored 'A' or higher for all indicators).
- Over 90% of MAC members now have an 'A' or higher for all indicators in the *Aboriginal and Community Outreach protocol*
- The *Biodiversity and Conservation Management protocol* remains the most challenging for the industry. MAC is now doing more case studies on best practices to help companies learn from each other and improve performance.
- The *Safety and Health protocol* continues to have strong performance.
- Almost double the number of companies achieved level A for Indicator 3 (Energy Use and GHG Emissions Performance Targets) since last year for the *Energy Use and GHG Emissions Management protocol.*
- *Crisis Management Planning* performance has remained stagnant. More work may need to be done to improve these scores.

Water framework

Ben shared the draft Water Framework for TSM with the Panel and received feedback from Alan Young and Nathan Lemphers (as the two environmental representatives on the Panel). He invited the rest of the Panel to provide comments so that he could share them with the Initiative Leaders meeting on October 16th.

Crisis Management Protocol Review

Minor changes are being proposed for the Crisis Management protocol by the Initiative Leaders team and MAC's Public Affairs Committee. For instance, the definition of document control was not reflective of electronic document control. Final changes to the protocol will be shared with the Panel.

Update on Tailings Management and the Independent Review

The Independent TSM Tailings Review Task Force commissioned by MAC in April completed their review of each of the indicators in the Tailings Management protocol and the three guides and developed recommendations for improvement in light of the Mount Polley tailings dam failure. Alan Young participated in the committee. The committee made 29 recommendations, some minor, some significant. For instance, all requirements related to community engagement should be placed into one indicator and more guidance should be provided for emergency preparedness and response. The Task Force also recommended that an internal audit should also be required at level 'A' (currently it is required at level AA).

The Panel's previous discussion at the March 2015 meeting helped frame the conversation. One suggestion was to develop a case study to share with the public on how MAC has moved to address concerns raised by the Mount Polley incident at an industry level and the process it has taken to understand the challenge and improve the industry's performance.

8.2 Panel Business

Panel Renewal

The Panel Renewal Working Group included: Dan Benoit (Chair), Alan Young, Theresa Hollett, Peter Read and Pierre Gratton. The working group addresses vacancies on the Panel and ensures that turnover occurs as per the Panel Terms of Reference. Over the last few months, the working group worked to fill three positions:

- 1 spot for the Environment category (replacing Alan Young)
- 2 spots for the Economic and Community Development (vacant; replacing Vic Goodman)

The working group used the criteria in the Terms of Reference and recommended that the following candidates be approved by the full COI Panel for approval by the MAC Board of Directors:

- Environmental NGO – Suzann Methot
- Economic and Community Development – Dave Walkem (vacant), Timothy Johnston (replacing Vic Goodman)
- Expert Category – Maya Stano (succession planning for Alan Penn)

The Panel agreed to these recommendations.

According to the Terms of Reference, full Panel members can stay on the Panel for two three-year terms, for a total of six years. Panel members in the Expert Category serve two-year terms, which may also be renewed. Dan Benoit walked through the current succession planning process for the Panel.

9 Closing Reflections and Considerations on "Now what?"

To conclude the meeting, the Panel facilitator invited everyone to share his or her reflections on the meeting and respond to the question: "Now what?" What would the Panel like to do with the information shared throughout the meeting and what topics and projects would they like to work on in the future?

General Reflections

Many Panel members commented on the richness of the conversations. The pre-work done by several Panel members on key topics enabled a deeper conversation. As one Panel member noted, "There was a good balance between deep conversations and blue sky thinking, which is the perfect role for the COI Panel."

The mine tour at Cameco's operations was an eye opener for many. The perception around uranium mining is much more dangerous than what was presented, partly because it was clear how regulated the industry is and Cameco's approach to health and safety. It was unfortunate that the Saskatchewan Environmental Society representative was not able to attend the meeting with the local COI as this would have enabled a more balanced conversation. One Panel member suggested that the power dynamic between stakeholders should be taken into consideration.

Considerations for the future:

(Note: The Panel and MAC did not agree upon these actions or next steps listed below. They are a summary of reflections provided by individual Panel members during the final roundtable. The Panel and MAC will review these suggestions after the meeting and decide on how to proceed.)

<u>For the Panel:</u>

- Our role is to be forward looking "to see the icebergs ahead"
- Develop and discuss "blue sky" ideas for community engagement (outside the scope of PVR)
- Establish a working group on the effectiveness of community consultation. One of the deliverables of that working group could be a list with lagging and leading indicators.
- Establish a working group on climate change (develop clear recommendations; stay on agenda; standing working group to address changing climate – with industry)

- Suggest bringing in someone from the Initiative for Responsible Mining Assurance (IRMA) to clarify what it is and how it differs from TSM (Alan Young?)
- Alan Penn offered to conduct a comparative essay on Northern Saskatchewan and Northern Quebec
- Conduct research to understand common themes from site visits
- Revise how we do the 'So what' during these sessions (if the Panel is forward looking – when do these insights translate into change for TSM?)

For MAC:

- Take a leadership role to set the bar higher. Be more public about values and a sustainable future (e.g., climate change) – not just at the Canadian level, but at the international level (e.g., ICMM)
- Consider how else MAC can demonstrate that, by doing TSM, companies are actually doing better. Could it be related to outcomes?
- Consider revising protocols to demonstrate what is not acceptable (e.g., cannot receive an A in the performance indicator in the Safety and Health Protocol if a fatality has occurred in the reporting year). This could improve legitimacy of TSM but could be challenging if it is based on values-based judgments
- How can MAC better brand TSM for local communities of interest?
- Consider developing a clearing house function to share specific lessons learned.
- Should MAC provide more guidance on biodiversity to be more specific?
- Do we need to engage in a dialogue between industry and ENGOs about mutual responsibility and accountability?
- Revisit the use of the term Communities-of-Interest to determine whether it is still appropriate to use when including aboriginal communities.
- How does transparency around payments to governments (related to the Extractive Sector Transparency Measures Act) relate to community engagement?
- Should MAC educate members not just on the United Nations Declaration on the Rights of Indigenous Peoples, but also on the Truth and Reconciliation Commission? What role can industry play in fulfilling the recommendations made by the TRC?

For MAC members:

- Apply lessons learned from the meeting (e.g., show that Aboriginal engagement is a "win-win")
- Engage in more "coffee talk" with Aboriginal peoples (relationship building before formal process)
- Need to understand and move from being culturally appropriate towards being culturally responsive
- Recognize that climate change is a way to reduce risk AND find benefits
- Recognize that water management will increase in importance
- Engage in a broader discussion with Quebec COI about uranium industry

10 Meeting Evaluation

The following is a summary of the feedback received on the meeting.

This was a Panel meeting in which MAC participated, rather than a MAC meeting with the Panel as participants

Meeting Panel's expectations and providing the opportunity to express themselves

- Overall, the Panel felt that their expectations were met and they had the time needed to express themselves. One member felt that it was "an interesting, well-orchestrated and stimulating meeting."
- The Panel's involvement in setting the agenda was beneficial.
- Some Panel members want more regional context to support the discussions, where others wanted less, noting that "it would be impossible to get a good grasp of the local context in just a few hours."
- Some felt that the quality of the PVR conversations improved considerably from years' past. "We focused on providing feedback from our areas of expertise and did not wade too much into unnecessary detail on the scoring."
- One member expressed that he wanted "to hear more critical voices of industry, particularly during the meeting with local COI"[3]

Meeting organization, facilitation and materials

- There is always a challenge to balance the right level of facilitator involvement and one person thought that this was done very well. "The facilitator changed the agenda a few times based on feedback from the group which came across as flexible in the most positive sense. MAC played a constructive role. This was a Panel meeting in which MAC participated, rather than a MAC meeting with the Panel as participants."
- One noted that there were "too many industry voices active during the beginning of the meeting… however, the most valuable aspect of the COI Panel for MAC and its members are the voices of the COI. Keeping in mind that some Panel members are quieter than others and effort should be made to balance the dialogue."
- One Panel member noted that "overall it worked with occasional new twists. Work out in advance the roles and methodology, so there are no surprises or discomfort. Trust the process."
- One member commended Joy and Nathan for putting together the document on climate change. Nevertheless, more information from MAC members on what they are doing about climate change would have been appreciated.

"I think the quality of the PVR conversations improved considerably from years past. We focussed on providing feedback from our areas of expertise and did not wade too much into unnecessary detail on the scoring."

Preference regarding dialogue vs. developing specific outputs

- Some Panel members would prefer more defined outcomes/outputs for each agenda item, whereas others would prefer more dialogue / knowledge sharing and others would prefer to keep it the same. One noted that defined outcomes can be helpful - but they should not be an end to themselves. MAC (and the COI panel) must be willing to follow up.
- One suggested that occasional webinars for information sharing might help set up the dialogue on particular topics coming on to the agenda.
- One suggestion was to forgo the site visit next year and, instead, focus on substantive issues.

[3] As noted in section 6 of the report, the Saskatchewan Environmental Society was invited but unable to attend due to previous commitments.

Panel members put forward several topics and potential outputs they would like to work on during 2016. The Panel, MAC and Stratos will work together to develop a plan for 2016.

Appendix A: List of Participants

TSM Community of Interest (COI) Advisory Panel
2015 Membership List

COI Panel Category	Name	Organization (Note that Panel members are not formal representatives of their organization)
Social NGO including faith based groups	Joy Kennedy	Independent
Media/ communications	Claudine Renauld	Independent
Aboriginal people	Dan Benoit	Métis National Council
	Chief Earl Klyne (REGRET)	Seine River First Nation
	Theresa Hollett	Nunatsiavut Government
ENGO	Alan Young (REGRET)	Canadian Boreal Initiative
	Nathan Lemphers	Independent
International development	Philip Oxhorn	Institute for the Study of International Development, McGill University
Economic / community development	Vacant	
Finance/investment	Stephen Kibsey (REGRET)	Caisse de Dépôt et Placement du Québec
Labour/workplace	Doug Olthuis	United Steelworkers
Expert Category	Alan Penn	Cree Nation Government
	Luc Zandvliet	Triple R Alliance Inc.
Industry representatives	Pierre Gratton	Mining Association of Canada
	Louise Grondin	Agnico Eagle Mines Limited
	Scott Yarrow	Glencore
	Peter Read	Syncrude
	Mark Travers (REGRET) (Loris Molino stepped in)	Vale
	Josée Méthot	Association minière du Québec

Additional Attendees	Organization

Ben Chalmers	Mining Association of Canada
Danielle Poitras	
Michael Van Aanhout	Stratos
Jane Porter	
Shirley Neault	Hudbay Minerals (Chair of TSM Initiative Leaders)
Nathalie Tremblay	Association minière du Québec
Mehmet Eğriboyunoğlu	First Quantum (Cayeli Bakir, Turkey)
Kim Bittman	Taseko
Katherine Gizikoff	
Gonzalo Rios	Agnico Eagle
Denis Therrien	
Janice Turgeon-Gervais	