

ENGR 5100: Engineering Project
Due Diligence in Mine Feasibility Studies for
Assessment of Social Risk

By:

Sidney Schafrik
M. Eng Candidate

For: Dr. Vassilios Kazakidis
School of Engineering
Laurentian University

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II. Abstract

Under the British North America Act, First Nations never ceded their sovereignty. They were never integrated into the Canadian Federation. Natural Resources fall within the Provincial Domain. First Nations never concluded Treaties with the Provinces. While certain territories were set aside for exclusive First Nation use (Reservation) the Aboriginal people retained the right to conduct traditional economic activities within their traditional territories. Hence, mining companies need to engage the First Nations before economic activities commence.

In this report a review and introduction to Impact Benefit Agreements is addressed. Impact Benefit Agreements are reviewed and the issues contained within them are analyzed and classified in categories and sub-categories. Following this, a specific methodology for pre-feasibility due diligence that addresses social issues is described, and ideas to the implementation of confidence assessment in future mining projects are proposed. Future impacts to the mining industry are discussed.

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Chapter 1: Introduction

Canadian mining enterprises are leading contenders within the industry worldwide. Operating in every province and territory in Canada, the mining industry is vital to the overall economy and stability of the country. According to the Mining Association of Canada, the sector contributed \$42 billion to Canada's GDP in 2007, employing 363,000 workers in mineral extraction, smelting, fabrication and manufacturing, and provided business to over 3000 companies supplying engineering, geotechnical, environmental, financial and other expertise.

As the orebodies currently in production are depleted, new, probably more difficult to bring on-stream, deposits will need to be developed. The vast majority of all new production will necessarily occur on what are commonly termed "Traditional First Nation Lands." Increasingly all of our First Nations, as well as Métis communities are beginning to exert their rights to political and financial participation in existing as well as future developments. Legislation dating back as far as the British North America Act, combined with recent enactments, provides the First Nations with the right to consultation and economic participation without precise clarification of the extent of any joint ventures. Starting with pre-feasibility stage, Due diligence is thus required to pay particular attention to the sensitivities of any potential stakeholders within a project. ⁽¹⁾

Historically, feasibility studies in Canada have underestimated the impact that First Nations societal issues can have on mineral resources development projects. Thus, formal Impact Benefit Agreements (IBA) between mining companies and First Nations communities have recently become integral components of the overall process. ⁽²⁾

Impact Benefit Agreements are legally binding and form the basis for a working relationship between the parties. ⁽³⁾ Within the framework of these agreements, economic,

environmental and social issues can be addressed before they lead to complications and possible political confrontation and delays to a project. As well, Provincial and Territorial Governments require consultation between companies and First Nations, although this process has now been defined or legislated. Thus a well thought out and prepared Impact Benefit Agreement is crucial.

The consequences of not paying due diligence is demonstrated by the difficulties encountered by the Voisey's Bay project and many others. In any future disputes an Impact Benefit Agreement serves as legal proof of legal consultation. This is due to the new paradigm of mining.⁽⁴⁾

Potentially adverse effects to local communities by commercial mining activities can be alleviated through direct negotiations and exchange of information. The introduction of large scale commercial activities within these communities has historically produced social and economic dislocation causing social and political problems. The negotiation process can ensure mutual economic benefits for both parties, while assuring future co-operation. Employment, infrastructure, and communication protocols are some of the beneficial components on which to base future co-operative interaction.

In short, in most cases, an Impact Benefit Agreement identifies or quantifies a mine's predicted social, environmental, and economic impact on a community, by assessing all of them during the pre-feasibility stage.

The first objective of this report is to gather information from Impact Benefit Agreements that have been made within the past twenty years, and process this information into a format useful in the assessment and pre-feasibility stages. This can assist managers in assessment of existing information as part of the due-diligence exercise in the pre-feasibility process prior to starting formal consultation or negotiation.

Once the due diligence information is gathered, the particular parties of interest need to be contacted formally, without raising particular issues or objectives. The principals in the process need to be clearly identified taking into consideration local political nuances. Quite frequently a person who appears to be speaking on behalf of a First Nation, may not be in a

position of authority to consummate any formal agreements. Thus, a protocol specifically outlining who the negotiators are and, even more importantly the persons with binding signing authority are. No individual First Nations person actually owns any property within the context of property rights as defined off reserve. Even private holdings are not considered the property of any individual. Rather, some lands are held by "Certificate of Possession." This land or property may not be disposed of in the same way as real estate is traded in the rest of Canada. Any negotiator must be aware of the limited mandates of Chief and Councils to impose binding agreements upon future elected officials. Negotiators need to differentiate themselves from Provincial and Federal civil servants while maintaining close contact with all Federal, Provincial, and First Nations parties of interest. This necessarily makes the process arduous and largely unpredictable. Personal intimate knowledge of local issues and past history is imperative.

Following the introductory stages, information gathering can begin. Uppermost are the expectations of the involved First Nations. Often boundaries between First Nations are in dispute and the parties at the negotiating table may not have exclusive rights to the territory in question. To minimize future complications, adequate information needs to be gathered directly from all parties involved. This includes financial expectations, social concerns, existing or non-existing local infrastructure, availability of local labor, environmental concerns, local religious and cultural practices which may exclude lands from development, political stability and so on.

Once this information is analyzed, the company can then begin to assess the potential viability of entering into formal negotiations. It must be kept in mind that in most cases the company is not dealing with a partner participating financially in any potential venture. Most often all financial onus falls on the company while at all stages in the process the First Nation is seeking financial gain. In order to achieve their objectives, First Nations may resort to obstruction, political interference, as well as physical violence. The security of personnel and equipment must always be of primary consideration before committing them to any part of development. The protection of law enforcement agencies cannot be taken for granted.

At this point a reasonable assessment can be made whether or not to proceed with the project. Negotiations, preferably without pre-conditions can then be initiated based on a

utilization of information systematically gathered throughout the process. Throughout this process a comprehensive confidence assessment can be undertaken.

Chapter 2: Background Literature

The literature that was reviewed focused on evaluation of some of the existing IBAs. The majority of them originate from either government or private community organizations. A list of the information reviewed can be found in the Appendix.

The literature review of existing IBAs provides only a basis of review for the creation of an Impact Benefit Agreement between two parties. However, there are two features that impose an obstacle in such process:

- *The particular characteristic of an IBA:* While particular researchers mention generalized subjects, none of them go over effectively everything that is contained in these IBAs. This is something that is required in an effective due-diligence analysis.
- *The significance of a particular parameter that is contained in an IBA:* Although several topics appear, their significance is not indicated. This is required for the consideration of risk in traditional engineering feasibility studies. This will require subjective input from stakeholders or experts familiar with the individual characteristics of the potential project. The hierarchy of the parameters contained in IBAs available in the literature can provide critical input in such process.⁽⁵⁾⁽⁶⁾

Chapter 3: Research Methodology

The methodology followed in this project includes data collection, data analysis and organization of a data form for hierarchy of parameters in due diligence of social issues in pre-feasibility studies. The steps of the research methodology included:

- data collection

- analysis of the IBAs
- description of main parameters
- description of sub-parameters

These steps will be described next.

Data Collection:

The Impact Benefit agreements vary in terms of size, characteristics of the location, natural resource, and type of Canadian First Nation involved. At a first stage, a baseline for statistical review of the current IBAs in existence in Canada was created. The list of the information collected in the examined IBAs is given below:

1. Yukon Transmission – This agreement was made between the government of the Yukon and the Nacho Nyak Dun, of Mayo, and the Tr’ondek Hwech’in First Nation of Dawson City, in 1994 and 1998 respectfully. A license was formally granted in 1998 for construction. ⁽⁷⁾
2. Cameco Corporation and Cogema Resources Inc. - This is an Impact Management Agreement known as the Athabasca Working Group (Cigar Lake and Cluff Lake), or the Saskatchewan Impact Management Agreement, made in 1999. This agreement was made with the Athabasca communities of Black Lake, Fond du Lac and Hatchet Lake Denesuline Nations along with Camsell Portage, Wollaston Lake, Uranium City and Stony Rapids. ⁽⁸⁾
3. Cameco Corporation and Cogema Resources Inc. - This agreement is known as Athabasca Working Group (McClellan Lake) and was made in 1999. It is now a producing site and was made with the Athabasca communities of Black Lake, Fond du Lac and Hatchet Lake Denesuline Nations along with Camsell Portage, Wollaston Lake, Uranium City and Stony Rapids. ⁽⁹⁾
4. NWT Yamoga- This agreement was made with the Sahtu people of the Fort Good Hope Area for Oil and Gas Exploration and development. ⁽⁹⁾

5. Musselwhite- Musselwhite underground gold mine, located in Northwestern Ontario, started commercial production on April 1, 1997. The Musselwhite mine is jointly owned by Goldcorp (68%) and Kinross Gold Corporation (32%). By 2001, it had produced one million ounces of gold. With current mineral reserves, Musselwhite has an expected mine life through to 2012. North Caribou Lake First Nation, Cat Lake First Nation, Windigo First Nations Council, Kingfisher Lake First Nation, Wunnumin Lake First Nation, Shibogama First Nations Council were the agreement communities. ⁽¹⁰⁾

6. BHP Diamonds- The Ekati Diamond Mine is situated in the Lac de Gras region of the Northwest Territories, 300 kilometers north-east of Yellowknife and 200 kilometers south of the Arctic Circle. The Company created mutual Impact and Benefit Agreements (IBAs) with four different indigenous First Nations. Each of the IBAs is voluntary and confidential, and establishes a mechanism for priority hiring, employee training, and preferential business opportunities. In addition, cash payments and scholarships are provided to the impacted Aboriginal groups. ⁽⁹⁾⁽¹¹⁾

7. Echo Bay & KIA (Kinross Gold Corp.)- ULU Project, Nunavut, now closed. This IBA was called the Inuit Impact Benefits Agreement and was made in 1996. It was never implemented with the Kitikmeot Inuit Association. ⁽⁹⁾

8. Aber Resources- The Diavik Diamond Mine agreement was made initially during exploration in 1996 and is located on Lac De Gras about 300 km north of Yellowknife. It is situated on a 20 square kilometer island, informally called East Island. It employs 700, and produces 8 million carats (1,600 kg) of diamonds annually. The area was first staked in 1992 and construction began in 2001, with production started on January 2003. 1996. ⁽⁹⁾⁽¹²⁾

9. BYG Natural Resources- This agreement with the Little Salmon/Carmacks First Nation led to the development of the Mount Nansen Mine, and was put into production in early 1997. Its relatively small production, along with that of several other properties in the vicinity, was milled onsite and is now closed. ⁽⁹⁾⁽¹³⁾

10. Wapusk- This is a National Park Agreement with the Shamattawa Indian Reserve.
11. Kugluktuk BHP – This agreement is between BHP Billiton & the Hamlet of Kugluktuk, represented by the Kitikmeot Inuit Association, and is now BHP Billiton's only diamond mine. It produces nearly four per cent of current world diamond production by weight and six per cent by value. It is located approximately 300 kilometers northeast of Yellowknife, and 200 kilometres south of the Arctic Circle in the Northwest Territories. It is a joint venture with BHP Billiton Diamonds Inc. (80%). Communities affected by the project as defined by the Environmental Assessment Review Panel (EARP) are: Yellowknife, the Dogrib communities of Rae-Edzo, Wekweti, Wha Ti, and Gameti, the Metis of the North Slave Region, the Akaitcho Treaty 8 communities of Lutsel k'e, Dettah, N'dilo and the Inuit community of Kugluktuk. ⁽⁹⁾⁽¹⁴⁾
12. Cigar Lake- another agreement adding to Athabasca Working Group (Cigar Lake and Cluff Lake) reference #2. ⁽⁸⁾⁽⁹⁾
13. Darnley Bay - Darnley Bay Project, NWT. This is an Exploration Agreement created in 1995 with the Inuvialuit Land Corp. Darnley Bay Resources Ltd. Is currently involved in exploration of the property. ⁽⁹⁾⁽¹⁵⁾
14. Mistissini - This agreement was made in 1994 with the Mistissini First Nation and is now an open pit gold and copper mine producing 20 M tonnes / yr. Operations began in 1996. Commercial production began in January, 1997 producing 55,000 tpd mine / 16,000 tpd mill and in 2002, production of 165,000 ounces of gold and 6,800 tonnes of copper. ⁽⁹⁾⁽¹⁶⁾
15. Societe Miniere Raglan du Quebec (subsidiary of Falconbridge Ltd.) – This mine located in Quebec is now producing after creation of the Raglan Impact and Benefit Agreement in 1995. The agreement consist of workings with Makivik Corp., Qarqalik, Landholding Corp. of Salluit, Northern Village Corp. of Salluit, Nunaturlik Landholding Corp. of Kangiqsujuaq, and the Northern Village Corp. of Kangiqsujuaq ⁽⁹⁾⁽¹⁷⁾

16. Kudz Ze Kayah- This agreement was made between Cominco Ltd. (Yukon Zinc Corporation) and the Ross River Dena (Kaska Nation) in 1994 for exploration purposes. ⁽⁹⁾
17. Ross River – An agreement added to the Kudz Ze Kayah agreement # 16. ⁽⁹⁾
18. Troilus Gold Mine – Additional agreement made to #14 Mistissini ⁽⁹⁾⁽¹⁶⁾
19. Golden Patricia – The Golden Patricia Socio-economic Agreement was made in 1988 with the Cat Lake Indian Band, Osnaburgh Indian Band, Slate Falls Indian Band, Windigo Tribal Council and the St. Joe Canada Inc. known as Lac North America Ltd. at closure. ⁽⁹⁾
20. Golden Patricia Final – The Golden Patricia Renewal Socio-economic Agreement of 1988 was renewed in 1993 with the Cat Lake Indian Band, Osnaburgh Indian Band, Slate Falls Indian Band, Windigo Tribal Council. ⁽⁹⁾
21. Dona Lake Agreement – The Dona Lake Ontario Socio-economic Agreement was made in 1987 with the Osnaburgh Indian Band, Windigo Tribal Council, Governments of Canada and Ontario with Dome Exploration (Canada) Ltd. This project is now closed. ⁽⁹⁾
22. Banks Island – This agreement was made with the North Slave Métis Alliance by Diamonds North Resources Ltd., for exploration purposes. ⁽⁹⁾
23. Windigo Shibogama – Originally signed in 1996, this is another IBA with a different First Nation for the Troilus Mine, reference #14 ⁽⁹⁾⁽¹⁶⁾
24. Mt Hundere – This Socio-economic Agreement was for the Mt. Hundere Mine in the Yukon in 1991 with the Kaska Dena First Nation, and called the Mt. Hundere Joint Venture. The project is now closed. ⁽⁹⁾⁽¹⁸⁾

25. Neptune – The Colomac Gold Mine Socio-economic Agreement in 1989, made with the Dogrib Treaty 11 Council (now Tlicho First Nation) by Neptune Resources Corp. (Royal Oak Mines Inc.) is now closed. ⁽⁹⁾
26. Syncrude – The Syncrude Oil Sands of Alberta agreement of 1998-1993 was made with the Athabasca Native Development Corp. This is now one of the most important enterprises of the Canadian Petroleum industry with worldwide implications. ⁽⁹⁾
27. Cigar Lake – The Athabasca Working Group (Cigar Lake and Cluff Lake) Saskatchewan Impact Management Agreement of 1999 with the Athabasca communities of Black Lake, Fond du Lac and Hatchet Lake Denesuline Nations, Camsell Portage, Wollaston Lake, Uranium City, Stony Rapids, and the Cameco Corporation and Cogema Resources Inc. which lead to a second agreement leading to a producing mine. ⁽⁹⁾
28. Amok Surface Lease – This agreement was for the use of Lands located near Uranium City, Saskatchewan ⁽⁹⁾
29. Dona Lake Agreement – This is a secondary agreement made in reference with #21 ⁽⁹⁾
30. Lupin Agreement – This is a secondary agreement in reference to #7 ⁽⁹⁾
31. Cominco – This is a secondary agreement to the Kudz Ze Kayah reference # 16 ⁽⁹⁾
32. Nanisivik - Nanisivik Mine was a zinc-lead mine in Nunavut, 750 kilometres north of the Arctic Circle on Baffin Island. It was Canada's first mine in the Arctic. The mine first opened on 15 October 1976 and permanently closed in September 2002 due to low metal prices and declining resources. Mine reclamation began in April 2003. ⁽¹⁹⁾
33. Telkwa Coal – This agreement was made with Wet'suwet'en First Nation. Luscar submitted an application in support of a Project Approval Certificate to develop the Telkwa Coal

project located near Telkwa, B.C in 1997. This did not progress due to low coal prices. With the current increase of coal price, renewed interest in this project may resurface. ⁽²⁰⁾

Analysis of Impact Benefit Agreements:

Four hundred and thirty two individual issues were identified. They were referenced by IBA and page number. These issues were then grouped in basic categories using Microsoft Database format.

The initial step engaged a classification of the parameters. This classification included a generalized listing of the topics covered and established the first level category breakdown of the topics. The following list provides a list and a description of the main parameters.

Description of Main Parameters:

Communication Protocol: The topics characterized in the classification procedure relate to different levels of communication between the Company and the First Nation. These procedures and sets of guidelines makeup the fundamentals of how negotiations, as well as the due diligence necessary for stated consultation procedures from the government, are conducted.

Community Enhancement: This is related to what the community desires for the company to provide to them. This may include improving local services and infrastructure, trades and technical ability development amenable to the community needs. These topics and issues vary from one site to another depending on the status and economic scenario for the community. Consultation of elders, local politicians, youth, and all other stakeholders to identify community history should be engaged to obtain information for analysis.

Economic: Economic variables relate to how the First Nation will be compensated for the potential mining activity. There are generally three different forms of payment, which will be described later in the sub-section breakdown.

Employment: Employment is invariably a major issue for every community. Most native communities are located in economically deprived areas with no local industry or major sources for employment.

Environmental: Environmental issues are a very distinct and important part of the mining and resource based industries. The communities may be able to substantially assist the companies in terms of creation of an IBA and project development. Environmental Regulations for mine permitting can be some of the most difficult tasks from pre-feasibility through closure. Environmental Assessment Act Guidelines state that communities and stakeholders must be consulted. Also, complete closure plans along with financial guarantees must be provided as part of the permitting process.

Operational: The Operational sub-topics are based on the operating parameters of a potential project. These can include operational and procedural topics that can include technical parameters, and items such as introduction of additional Provincial Acts as guidelines on a First Nation Territories that are not covered on a Provincial jurisdiction.

Social: Social issues include factors that affect the community as a whole, which are not company generated and may become problematic. One example of this is Aboriginal Treaty Rights which can also bring government treaty obligations to bear.

The contents of each of these main independent parameters are analyzed further through the classification of sub-parameters. This second level of classification is necessary to identify the issues related to a particular topic. However, this level of classification was not truly indicative of the particular topics that were negotiated between the various First Nations and the Companies, thus a third level of grouping needed to be performed for an optimal classification.

On the third level of classification, a true representation of the topics that were consistently appeared in IBAs were identified. The following is a listing and description of all the topics that became classified as the sub-parameters used for statistical analysis and creation

of a baseline for assessment of social issues in pre-feasibility analysis. Although all issues have some monetary impact, emphasis is on the particular issues direct individuals may encounter. Some dependencies may be seen, but all of the groups are seen as independent entities for the purpose of this analysis.

Description of Sub-Parameters:

Communication Protocol:

Arbitration: Arbitration is defined as a form of alternative dispute resolution. It is a legal technique for the resolution of disputes outside the courts through a potential third party, wherein the parties to a dispute refer to the protocols when any sort of major dispute or disagreement about what was stated and or promised through an IBA occurs.

Information Protocols: In terms of the IBAs, this topic is about how information which needs to be exchanged between the company and associated First Nation or government takes place. Notification of stakeholders such as a First Nation Chief and Council, or particular residents applies to this section.

Consultation Protocols: These topics are based on procedural elements of negotiation that include later consultation processes or the introduction of new amendments. Issues that are generally regarded as working group meetings are designated herein.

Dispute Resolution: This topic is one of the key components of IBAs and general negotiations with any stakeholder. Dispute resolution in IBA protocols defines how to resolve problems. It includes a protocol for company/community/government executives to engage in dialog, as well as alternative resolution mechanisms to possible disputes without entering into legal litigation.

Monitoring: This is how any impact on the community is measured. It includes baseline studies, directives, and operation of monitoring programs from any field, ranging from social baseline to specific habitat or other agreed parameters

Community Enhancement:

Access Use and Upgrades: These are the sub-parameters dedicated to either the use and or the upgrading of access roads leading to a proposed project. Since road utilization by mining personnel and the residents of First Nation communities can be high, this can be an important topic.

Community Employee Upgrading: This relates to the training of First Nation employees solely for introduction to community needs. It is of no direct benefit to the Company, yet the costs are born by the Company. It can be rationalized as a cost of doing business.

Community Social Program Upgrading: This is dedicated to create programs and to provide funding for First Nation citizens in general, or those employed by the Company. However, absenteeism, vandalism and other disruptions due to alcohol abuse are real threats to the efficiency of the operation of such program. Well managed social programs can be of mutual benefit.

Community Infrastructure Upgrades: This grouping covers infrastructure development of the community. Items ranging from local water and sewer upgrades, fire protection, roads and sport facilities for employees and community members. These can be a continuous financial drain for the project and must be evaluated in pre-feasibility studies.

Cross-Cultural Training: These are specific items relative to cross cultural training activities on either the employee or company level to the direct community itself. Education of the community clarifying how the mining process works and non-native employee education about traditional activities of the local First Nation are two of the key components.

Economic:

Administration of Business: This grouping includes procedures and objectives of business practice. The creation of strong environmental or independent statements of principals is

contained in this grouping. They are typically additional statements of practice to pre-existing company protocols. For example, where caribou migrate, the First Nation may insist that all industrial activity is suspended during certain times of year. Also, historically First Nations are distrustful of information provided. Inclusion of First Nation representation in administration, and Board of Directors are delicate issues.

Direct Payments: One of the financial models for payment to a First Nation is the system of direct payment of X dollar amount. This is usually through negotiation and can be set on different timelines ranging from monthly to yearly direct payment either to individual stakeholders, or to the community.

Economic and Business Development: This topic is in relation to monies paid by the company to the First Nation, for their independent use for business and economic development. This is an expense for the company, but may be minimized by utilizing local contractors for Company work.

Other Forms of Payment for Activities: This includes leasing of lands from First Nations. It is not as common as other financial compensation approaches.

Profit Sharing: This is a common form of financial arrangement where the First Nation receives a certain percentage of overall profits for activities of the project. It is often preferable, as payments are not fixed but based on a percentage of profit made on net smelter profit or tonnage of material removed.

Employment:

Direct Employment: This subcategory defines features of direct employment used for the project. It includes protocols for hiring local employees, and stipulates the constitution of the overall labor force. Future labor disputes can thus be mitigated.

Local Employment Development: This pertains mostly to training issues of local employees. It includes English as a second language programs, employer expectations, technical training, common core, etc.

Environmental:

Closure: Closure plans are now extremely relevant in the pre-feasibility stage. Environmental criterion along with fiscal backups must be accounted for on all projects. By gathering local information and building a close relation with the community the permitting process can be greatly simplified. Failure to do so may stop a project. Technical issues about closure such as reclamation procedures are placed into this grouping.

Environmental Compensation for Activities and/or Damage: This is a protocol governing how compensation for environmental damages is determined. By pre-assigning monetary values, consequent major legal or political disputes may be circumvented. Also, such protocols can be used in judicial procedures.

Environmental Assessment Act Activities (EAA): This group includes all requirements of an environmental assessment. Here, due diligence can expedite the government permitting process of a project. Community representation is necessary for these activities and joint agreements about this topic can substantially save time.

Environmental Guidelines: These were general points added to protocols from issues raised by the negotiating community. Protocols to help prevent damage to particular areas of interest that are not commonly associated with the EAA process are included in this grouping.

Operational:

Infrastructure Issues: Physical characteristics of the infrastructure are in this grouping. Placement of tailings ponds, head frames, process facilities, and other infrastructure are included.

Operating Practices: Operating practices generally are in addition to the traditional areas or protocols of a company. Specific emphases on Occupational Health and Safety Standards or security in a camp are defined in this grouping.

Technical Considerations: Sustainability and other topics defined as technical specifications of activity are included in this group.

Transportation: This refers to the way in which people get to and from a project. Especially in remote locations this can be a key criterion. Topics cover transportation of either equipment or people.

Social:

Aboriginal Treaty Rights: These rights are unique to the aboriginal population and due diligence is required to know the history of the First Nation community. Where a First Nation is in dispute with Federal or Provincial Governments over land rights, catastrophic results can ensue, and mining projects may be deemed unfeasible. A number of projects have been terminated because companies did not address the perils sufficiently, while others encountered costly delays.

Cultural Issues: These are topics made to help include cultural harmony between the company and First Nation. For example, while the blessing of a new site may seem trivial, it could be of importance to community members. Also, it is common practice for elders to pray before meetings, and relations between the company and First Nations can be fostered by acknowledging local customs and respecting sacred sites.

It is now possible to classify all of the topics into these groups for numerical analysis. To do this, the database was expanded and all topics were then able to be classified into these groups. Microsoft Excel was used to count all of the bins to form a tabulation of all the parameters.

Chapter 4: Impact Benefit Agreement Analysis

Once all of the parameters were tabulated a magnitude of issues could be determined. These were tabulated based upon the number of times that they appeared within the IBAs. To begin I will show the overall results and work through the subsequent sub-sections.

The best way to see the results of the analysis is to first begin with the summary of the main categories and then breakdown each of the category components.

Figure 1 shows the largest of the groupings or main initial categories. Community Enhancement issues have the highest frequency in the IBAs with 105 out of the 432 topics.

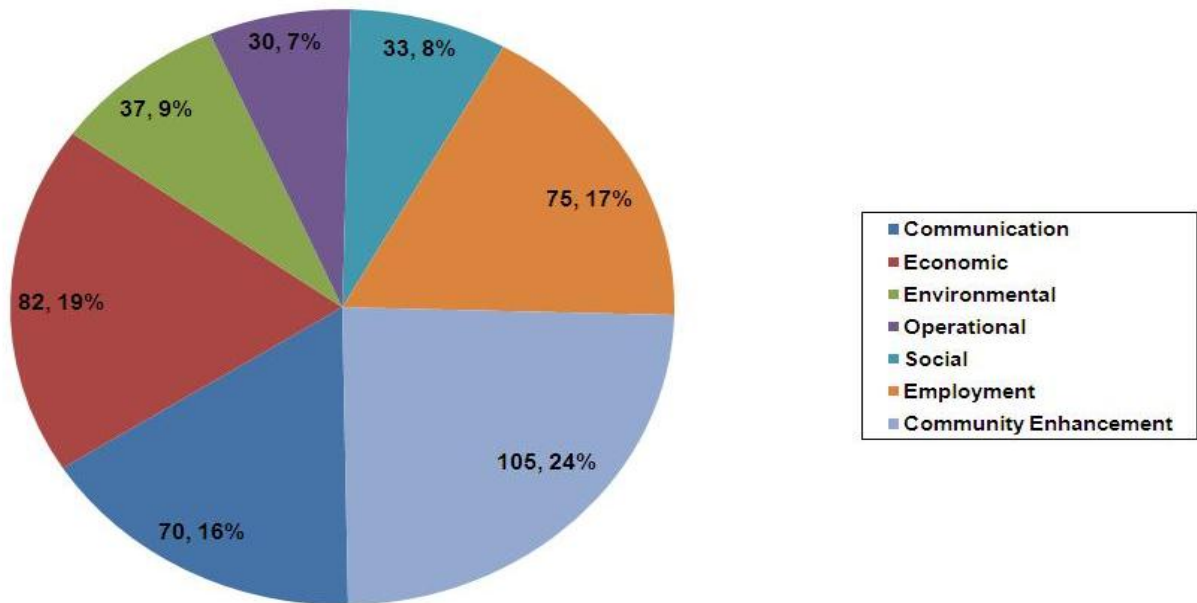


Figure 1: Parameter Results from analysis of the IBAs

Almost every community negotiated items or programs that relate directly to the enhancement of the communities represented. This shows that in preparation of a potential project, it is one of the key parameters to consider. Forethought is required in the allocation of additional funding to the project.

Economic, Employment and Communication Protocols grouped with 19%, 17% and 16% respectively. This is significant as it represents the majority of the core technical and highly difficult sections of future planning and configuration of a project. Due diligence this is a key component of the pre-feasibility process to gain and acquire knowledge of the First Nation needs in order to establish a stable and profitable project. These three issues provide the fundamental future framework for the advancement of a project.

The third tier of parameters includes the more technical and history based issues. The last three topics came in as Environmental, Social, and Operational Criterion at 9%, 8%, and 7% respectively. These issues typically are related to the overall scenario assessment for a potential

project. By having knowledge about past treaties, lands, and activities on or near First Nations a general go or no go decision to begin exploration or attempt to reach an IBA can be made. Generally community interests can also be seen and issues can be ranked from the most to least favorable.

Sub-parameters within the individual groups of IBA parameters were identified and classified in order of frequency. Figure 2 shows the results from Communication bin frequencies.

Communication Protocol:

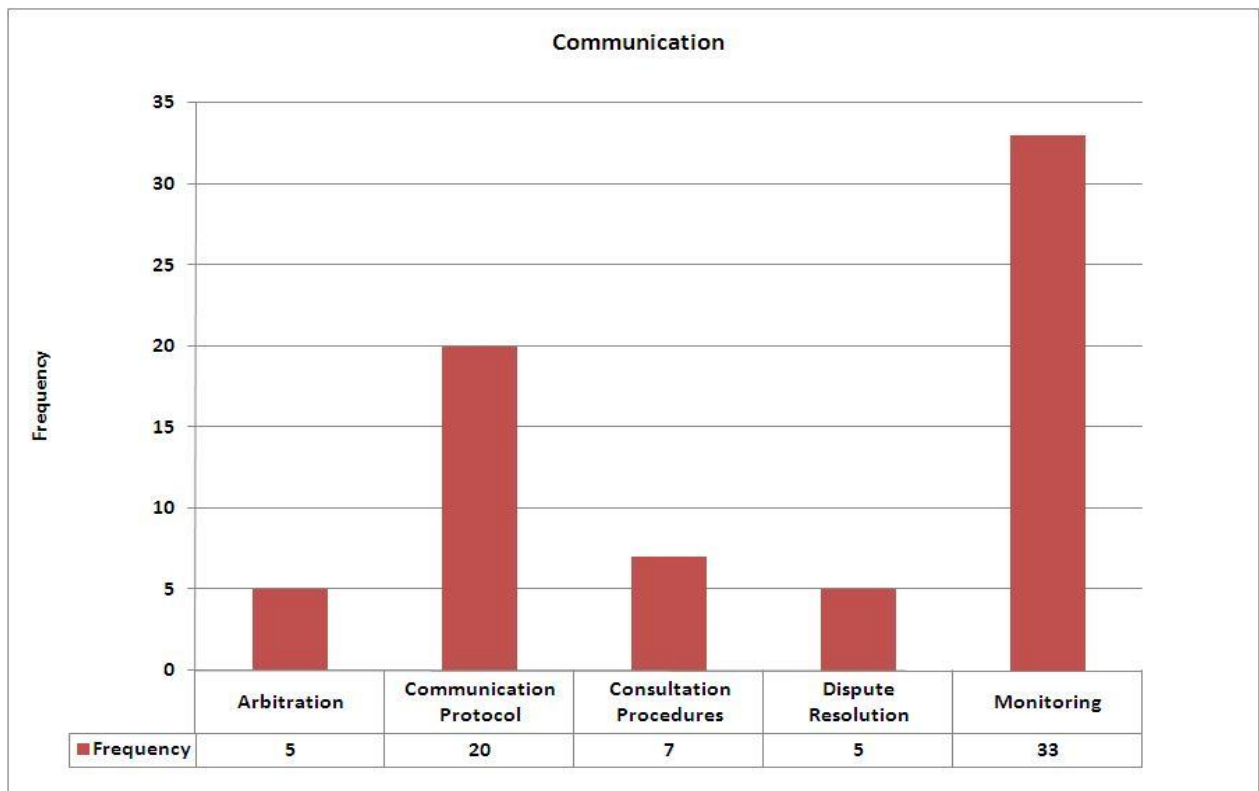


Figure 2: Frequency of Communication Protocol sub- parameters

In the communication section, the majority of the issues that came up were with monitoring at 47%. Communication protocols came in a close second, and show the value of putting effort to attempt to preplan how this would be done in a potential project. The issues of arbitration, dispute resolution and consultation procedures also are key topics to define but did not appear as frequently as the other topics.

Community Enhancement:

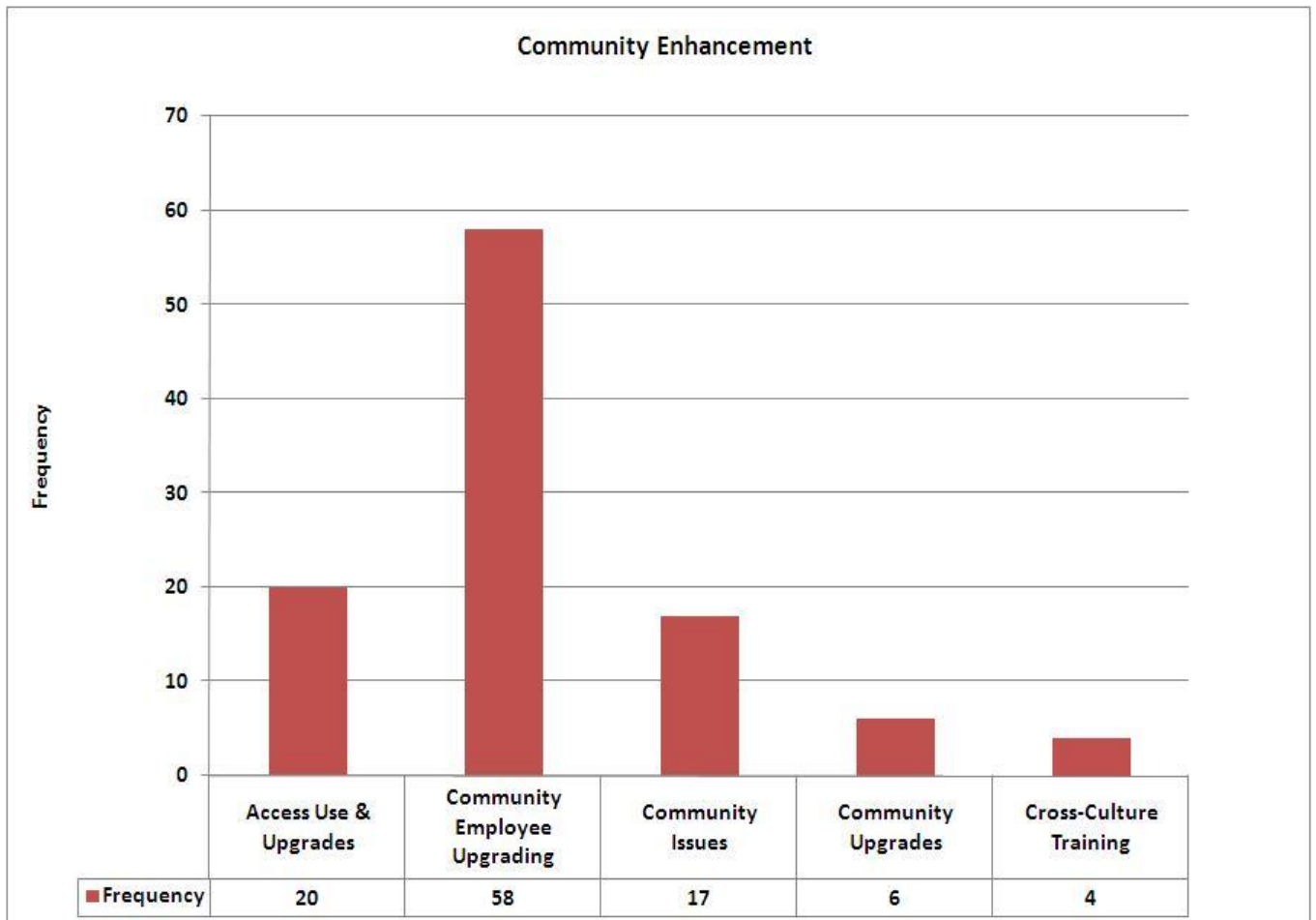


Figure 3: Frequency of Community Enhancement sub-parameters

As shown in Figure 3, the Community Enhancement was most heavily influenced by Community Employee Upgrading. This is can be specifically requested by the local First Nation or community group. One of the main goals of most communities is for their citizens to have the opportunity for long term employment in a sustainable fashion. When a potentially large project opportunity comes to a community, basic instinct is to try and obtain monies from it to help assist the community directly. Key considerations during pre-feasibility or pre-negotiation stages should explore how to make these additional expenditures mutually beneficial. ⁽²¹⁾

Economic component:

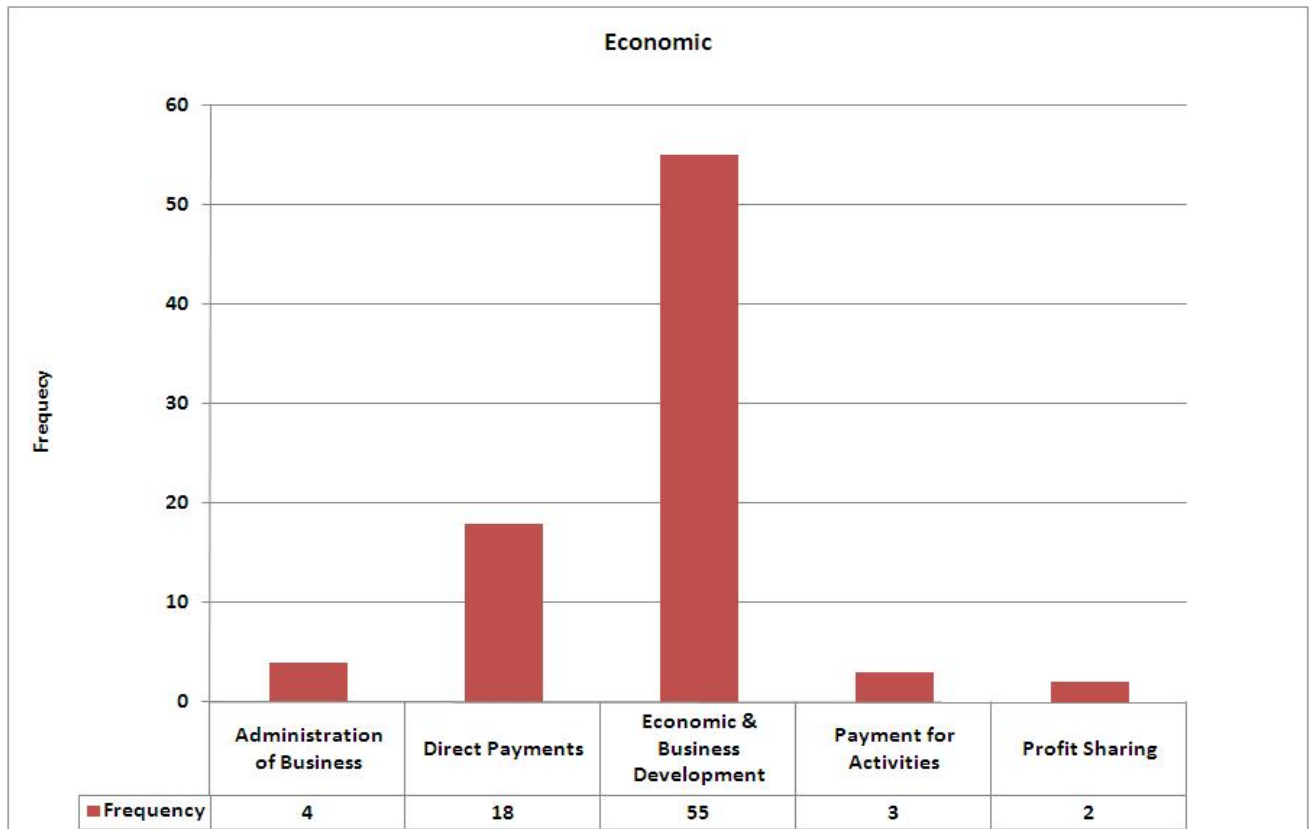


Figure 4: Frequency of Economic sub-parameters

The Economic component of the IBAs seen in Figure 4 ended up being weighed mostly on the financial payout schemes. Monetary issues are key in a negotiation and always will be of major importance for the creation of an IBA for any First Nation or community.

Employment:

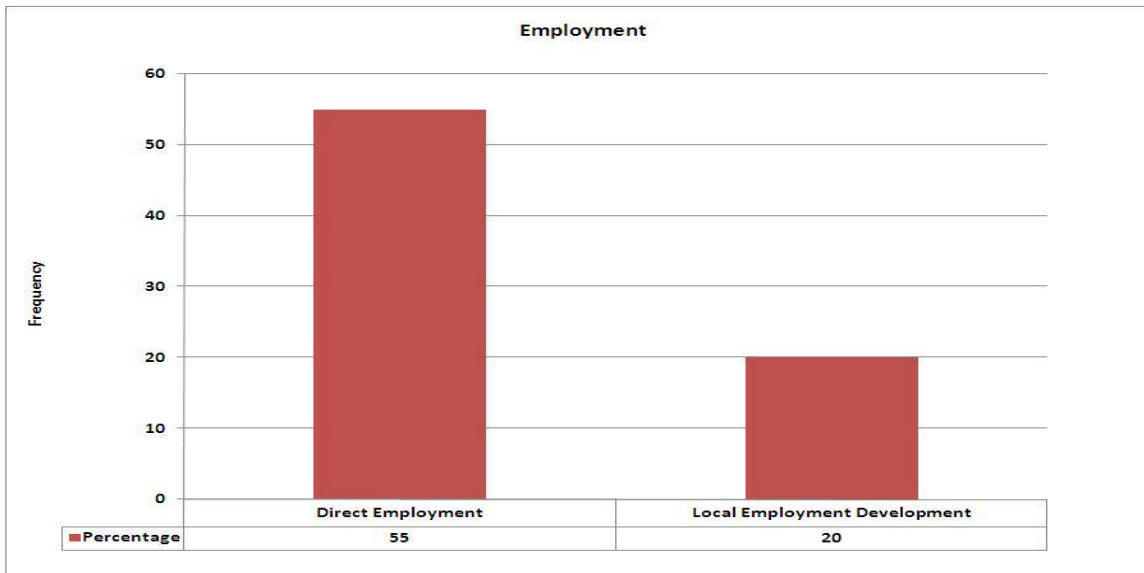


Figure 5: Frequency of Employment sub-parameters

The majority of the issues within the Employment bin are related to direct employment as shown in Figure 5. Local employment development applied to one-quarter of the topics negotiated.

Environmental:

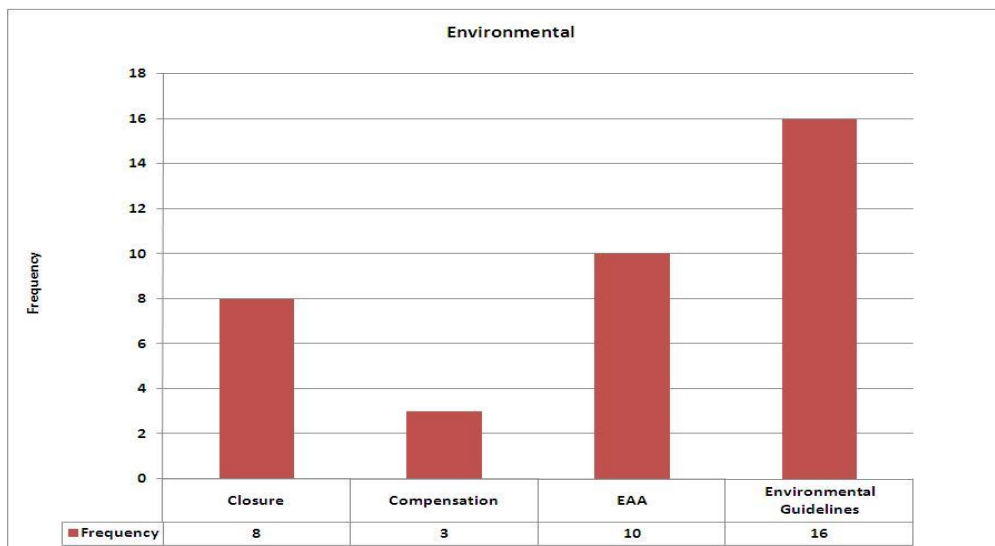


Figure 6: Frequency of Environmental sub-parameters

In the analysis for Environmental issues, shown in Figure 6, guideline processes are featured prominently. Environmental Guidelines, EAA activities and Closure plans are three of the primary key components to a project trying to obtain permitting rights to commence any activity.

Operational Issues:

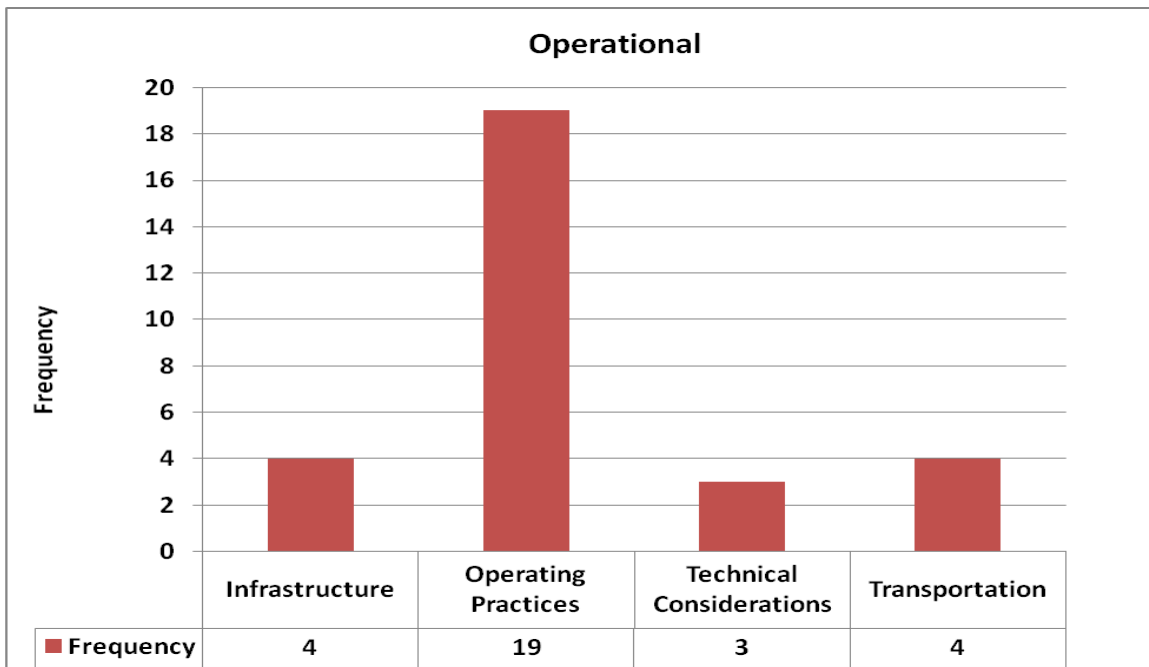


Figure 7: Frequency of Operational sub-parameters

While Companies have well established operating and design standards, very frequently First Nations will insist on changes. Thus, mine design of primary infrastructure such as head frames, tailings ponds, access roads, etc. may be influenced by First Nation preferences, not necessarily based on best practices as seen in Figure 7.

Social Issues:

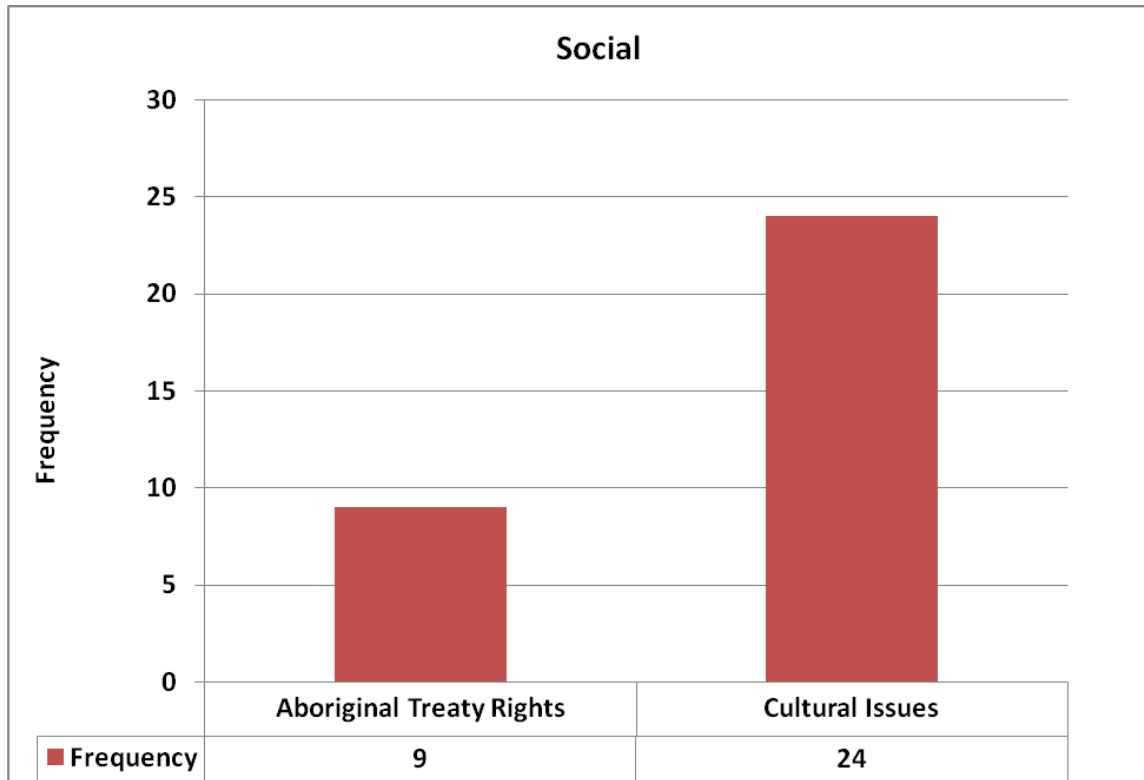


Figure 8: Frequency of Social sub-parameters

Local cultural issues feature substantially more prominent than official Treaty Rights as seen in Figure 8. While communities may appear similar, local wants and preferences can vary considerably. Even seemingly minor nuances can lead to major complications. The possibility of confrontation is always a potential hazard. Also, First Nation communities are not homogenous entities. They are fractured by families, class, and fluctuating political alliances. A memorandum of understanding concluded with one chief, may not be recognized by succeeding administrations. Since Impact Benefit Agreements can be concluded over considerable periods of time and Band Elections are held every two years, the process may need to be re-visited several times.

Chapter 5: Pre-Feasibility Project Assessment Form

The data analysis shown in Figures 1 to 8 for the parameters and the sub-parameters established was used as a basis to calculate combined probabilities of frequency out of 100% as shown in Figure 9.

It should be pointed out that the aforementioned data set was derived by combining data from all of the IBAs. Although these results indicate the overall significance of the parameters in IBAs, are not necessarily reflective of the requirements of an individual community, or groups of stakeholders.

To conduct a confidence analysis for an individual IBA, the user would need to accumulate individual user input to assign weights reflective of their actual scenario. The default IBA statistical form input is shown in Figure 9.

Data Input Form	Section	Overall Section	Progression
Row Labels	Averages	Average Default	or Assessment
Communication	16.23%	IBA Input Score	Rating (0-10)
Arbitration	7.14%	7.14%	
Communication Protocol	28.57%	28.57%	
Consultation Procedures	10.00%	10.00%	
Dispute Resolution	7.14%	7.14%	
Monitoring	47.14%	47.14%	
Overall IBA Statistical Default for Sub-section			
Community Enhancement	24.30%	24.30%	
Access Use & Upgrades	19.05%	19.05%	
Community Employee Upgrading	55.24%	55.24%	
Community Issues	16.19%	16.19%	
Community Upgrades	5.71%	5.71%	
Cross-Culture Training	3.81%	3.81%	
Overall IBA Statistical Default for Sub-section			
Economic	18.98%	18.98%	
Administration of Business	4.88%	4.88%	
Direct Payments	21.95%	21.95%	
Economic & Business Development	67.07%	67.07%	
Payment for Activities	3.66%	3.66%	
Profit Sharing	2.44%	2.44%	
Overall IBA Statistical Default for Sub-section			
Employment	17.36%	17.36%	
Direct Employment	73.33%	73.33%	
Local Employment Development	26.67%	26.67%	
Overall IBA Statistical Default for Sub-section			
Environmental	8.56%	8.56%	
Closure	21.62%	21.62%	
Compensation	8.11%	8.11%	
EAA	27.03%	27.03%	
Environmental Guidelines	43.24%	43.24%	
Overall IBA Statistical Default for Sub-section			
Operational	6.94%	6.94%	
Infrastructure	13.33%	13.33%	
Operating Practices	63.33%	63.33%	
Technical Considerations	10.00%	10.00%	
Transportation	13.33%	13.33%	
Overall IBA Statistical Default for Sub-section			
Social	7.63%	7.63%	
Aboriginal Treaty Rights	27.27%	27.27%	
Cultural Issues	72.73%	72.73%	
Overall IBA Statistical Default for Sub-section			
Grand Totals		100.00%	0

Figure 9: Default IBA Weight Input Form

Prioritization Analysis

In this analysis the issues (parameters and sub-parameters) is ranked based on the default IBA weights. This allows ranking based on highest levels of possible fluctuation of the number values when assessing a project. Figure 10 shows these rankings.

Rank	Parameter	Weighting (%)
1	Community Enhancement	24.31
2	Economic	18.98
3	Employment	17.36
4	Communication	16.20
5	Environmental	8.56
6	Social	7.64
7	Operational	6.94

Figure 10: Ranking of Main Categories

The results of the IBA showed that issues 1 to 4 had the most influence on a community assessment. This is very important because these are also the issues that require negotiation or intensive consultation with a community. This analysis creates a three tier system with outside Community Enhancement on top, Economic, Employment, and Communication issues in the middle, and Environmental, Social, and Operations issues on the lowest level.

The next level of interest is the ranking of particular issue weights overall. This is taken from a simple calculation of main category weight multiplied by the sub-category weight for each particular issue. This is a key ranking because it lists the specific issues in a scale from 0 to 10.

Ranking of Sub-Parameters:

Figure 11 shows the calculated total value of each sub-parameter.

Rank		% of Total
1	Community Employee Upgrading	13.42%
2	Economic & Business Development	12.73%
3	Direct Employment	12.73%
4	Monitoring	7.64%
5	Cultural Issues	5.56%
6	Local Employment Development	4.63%
7	Access Use & Upgrades	4.63%
8	Communication Protocol	4.63%
9	Operating Practices	4.40%
10	Direct Payments	4.17%
11	Community Issues	3.93%
12	Environmental Guidelines	3.70%
13	EAA	2.31%
14	Aboriginal Treaty Rights	2.09%
15	Closure	1.85%
16	Consultation Procedures	1.62%
17	Community Upgrades	1.39%
18	Arbitration	1.16%
19	Dispute Resolution	1.16%
20	Cross-Culture Training	0.93%
21	Administration of Business	0.93%
22	Infrastructure	0.93%
23	Transportation	0.93%
24	Technical Considerations	0.70%
25	Payment for Activities	0.69%
26	Compensation	0.69%
27	Profit Sharing	0.46%
		100.00%

Figure 11: Ranking of Sub-Parameters

Similar analysis can be done on any user-defined input configuration. The parameters will then appear in a different order. The results indicate that three sub-parameters are the most sensitive: Community Employee Upgrading, Economic and Business Development, and Direct Employment.

Monitoring baselines, which govern how community and project baseline studies are assessed, came next. Payment for Activities, Compensation, and Profit Sharing respectively are at the bottom of the list. Direct Payments appears much higher on the list. Dispute Resolution Protocols, while very important, nevertheless were not included in many of the IBAs. This

makes Dispute Resolution appear less important than really is. Frequently, in addition to the IBAs, secondary agreements governing financial matters are concluded.

Figure 12 can be used to display the results of the user input form for a qualitative analysis.

	Communication	Economic	Environmental	Operational	Social	Employment	Community Enhancement	Sums	
Section	0	0	0	0	0	0	0	0	
Out of	100	100	100	100	100	100	100	700	
Sect % Gained	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0	
Total % Gained	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	
Section Worth	14.29	14.29	14.29	14.29	14.29	14.29	14.29	100.00	
Tallys Calculator	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Assigned	2.32	2.71	1.22	0.99	1.09	2.48	3.47	14.29	
Weights	16.23	18.98	8.56	6.94	7.63	17.36	24.30	100.00	
New Scores	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	Total
Out of	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	#DIV/0!
Section % Gained	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	
Percentage of Total Count Gained	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Section Percent of Total	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!		
Percentage of Aquired Totals	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	

Figure 12: Empty Tally Sheet

Chapter 6: Case Study Analysis 1

To demonstrate the use of the form data was collected by an expert in the field for the 0 to 10 confidence rating system using the default IBA weights for both the main and sub-parameters. The data is from a Native Community where there is a high rate of poverty. There was a history of land claims disputes with the Federal Government. There was a good working

relationship with the company through informal meetings. Figure 13 shows the list of inputs, the assigned score numbers, and a brief explanation of the ranking.

	Score	Brief Reasoning
Communication		
Arbitration	7	Previous protocol
Communication Protocol	7	Previous protocol
Consultation Procedures	7	Previous protocol
Dispute Resolution	6	Untested protocol
Monitoring	8	Well Established
Community Enhancement		
Access Use & Upgrades	5	On known hunting grounds
Community Employee Upgrading	6	Community has poor education
Community Issues (Social Program)	8	Implementation of model
Community Upgrades	8	Established ideas and cost
Cross-Culture Training	7	Previous protocol
Economic		
Administration of Business	8	Well established protocol
Direct Payments	9	Previously Negotiated Model
Economic & Business Development	7	Some pre-set contracting ideas
Payment for Activities	8	Previous protocol
Profit Sharing	7	General limits pre-designated
Employment		
Direct Employment	6	Some previous mineral exploration in area
Local Employment Development	4	Unsure currently no infrastructure to accommodate
Environmental		
Closure	7	Good community identification
Compensation	8	Previous protocol
EAA	6	Known hunting grounds, may be water issues
Environmental Guidelines	8	Good general practices and protocols
Operational		
Infrastructure	7	Positive location for head frame
Operating Practices	7	Previous protocol
Technical Considerations	6	Substantial water nearby
Transportation	5	Isolated site
Social		
Aboriginal Treaty Rights	5	Known history
Cultural Issues	7	General good relations

Figure 13: Case Study 0 to 10 Inputs

This data was then fed into the data input form and analyzed using the default weights for the 7 parameters identified from the collective analysis of the IBAs (Figure 14). The data then

goes to a data tally sheet where it is processed to calculate percentages and evaluate the overall score of the project, as shown in Figure 15.

Data Input Form	Section	Overall Section	Progression
Row Labels	Averages	Average Default	or Assessment
Communication	16.23%	IBA Input Score	Rating (0-10)
Arbitration	7.14%	7.14%	7
Communication Protocol	28.57%	28.57%	7
Consultation Procedures	10.00%	10.00%	7
Dispute Resolution	7.14%	7.14%	6
Monitoring	47.14%	47.14%	8
Overall IBA Statistical Default for Sub-section			
Community Enhancement	24.30%	24.30%	
Access Use & Upgrades	19.05%	19.05%	5
Community Employee Upgrading	55.24%	55.24%	6
Community Issues	16.19%	16.19%	8
Community Upgrades	5.71%	5.71%	8
Cross-Culture Training	3.81%	3.81%	7
Overall IBA Statistical Default for Sub-section			
Economic	18.98%	18.98%	
Administration of Business	4.88%	4.88%	8
Direct Payments	21.95%	21.95%	9
Economic & Business Development	67.07%	67.07%	7
Payment for Activities	3.66%	3.66%	8
Profit Sharing	2.44%	2.44%	7
Overall IBA Statistical Default for Sub-section			
Employment	17.36%	17.36%	
Direct Employment	73.33%	73.33%	6
Local Employment Development	26.67%	26.67%	4
Overall IBA Statistical Default for Sub-section			
Environmental	8.56%	8.56%	
Closure	21.62%	21.62%	7
Compensation	8.11%	8.11%	8
EAA	27.03%	27.03%	6
Environmental Guidelines	43.24%	43.24%	8
Overall IBA Statistical Default for Sub-section			
Operational	6.94%	6.94%	
Infrastructure	13.33%	13.33%	7
Operating Practices	63.33%	63.33%	7
Technical Considerations	10.00%	10.00%	6
Transportation	13.33%	13.33%	5
Overall IBA Statistical Default for Sub-section			
Social	7.63%	7.63%	
Aboriginal Treaty Rights	27.27%	27.27%	5
Cultural Issues	72.73%	72.73%	7
Overall IBA Statistical Default for Sub-section			
Grand Totals		100.00%	0

Figure 14: Completed Data Input Form 1

	Communication	Economic	Environmental	Operational	Social	Employment	Community Enhancement	Sums	
Section	74	75	72	66	65	55	63	470	
Out of	100	100	100	100	100	100	100	700	
Sect % Gained	74.00%	75.24%	72.43%	66.33%	64.55%	54.67%	62.86%	470	
Total % Gained	15.74	16.01	15.41	14.11	13.73	11.63	13.37	100.00	
Section Worth	14.29	14.29	14.29	14.29	14.29	14.29	14.29	100.00	
Tallys Calculator	1.14	1.33	0.60	0.49	0.53	1.22	1.70	7.00	
Assigned	2.32	2.71	1.22	0.99	1.09	2.48	3.47	14.29	
Weights	16.23	18.98	8.56	6.94	7.63	17.36	24.30	100.00	
New Scores	84.07	99.97	43.40	32.22	34.47	66.43	106.92	467.49	Total
Out of	113.61	132.86	59.92	48.58	53.41	121.52	170.10	700.00	66.78%
Section % Gained	74.00%	75.24%	72.43%	66.33%	64.55%	54.67%	62.86%	67.15%	
Percentage of Total Count Gained	17.98	21.38	9.28	6.89	7.37	14.21	22.87		
Section Percent of Total	16.23	18.98	8.56	6.94	7.63	17.36	24.30		
Percentage of Aquired Totals	12.01%	14.28%	6.20%	4.60%	4.92%	9.49%	15.27%	66.78%	

Figure 15: Tally Results for Case Study Analysis 1

The overall score is calculated as the weighted average of the assigned scores is indicative of compliance to community needs and is a “Confidence Rating” as compared to traditional risk assessment. The confidence rating for the test case study is shown in Figure #15. A preliminary explanation of the meaning of the classification is as follows:

0% - 60% - These numbers show that the project is at a high risk level. It is indicative that the project is lacking expert knowledge input, or protocols designed to address pre-feasibility issues. Projects at this level may encounter major problems arising from lack of consultation, information, community issues, technical difficulties, etc. Cancellation or delays may be imminent.

61%-80% - At this level much of the preparatory work has been done, but there still are some areas of uncertainty. Additional protocols may be required, and unexpected difficulties are still likely. While some permitting work may commence, contingency plans must be in place to deal with unexpected emergencies or threats.

81%-100% - This indicates that much of the groundwork has been prepared to initiate IBA negotiations. Due diligence work has met at least reasonable success in all areas, with much of the critical consultations completed.

Chapter 7: Case Study Analysis 2

The second case study is an example of how the form system would work for assessment purposes. It is a combination of the statistical weights for the sub-parameters and user input for main parameters based on experience with the particular project. The objective is to compare in this case what the differences of the total score would be. With future work or confidence in assessment, the future objective would be complete user input. As a result, this case study analysis ended up scoring 66.78%. This signifies that many issues are in good standing while others require improvement. Communication, Economic and Environmental issues all scored well in the mid 70's. Operational, Social, and Community Enhancement scored in the low 60's. Further assessment work is needed in those areas to improve the confidence level of the project. Treaty issues between the community and the Federal Government remain, and require further tripartite negotiation. Employment at 55% remains problematic. Location, along with transportation of men and materials to and from the site remains the biggest issue. Camp use and training need to be specified. As well, employment and community development agreements are still outstanding.

This format can provide to the company ways for initial identification and prioritization of the community issues as part of due diligence in pre-feasibility studies.

User-Input Form:

The original Data Input Form can be used introducing any set of parameter weights. This allows the individual to vary inputs according to particular community interests. In the next analysis, the 0-10 ratings were adapted for the weights of the main categories with input from an expert in community-company negotiations. The default weights for the sub-parameters remained from the statistical defaults. Figure 16 shows the main category weights, normalized out of 100%.

Communication	5%
Community Enhancement	7.5%
Economic	35%
Employment	25%
Environmental	15%
Operational	7.5%
Social	5%

Figure 16: Expert Parameter Weights for Case Study Analysis 2

The inputs were then inputted as before into the Data Input Form shown in Figure 17.

Data Input Form	Section	Overall Section Average Default	Progression or Assessment
Row Labels	Averages	IBA Input Score	Rating (0-10)
Communication		5.00%	
Arbitration	7.14%	7.14%	7
Communication Protocol	28.57%	28.57%	7
Consultation Procedures	10.00%	10.00%	7
Dispute Resolution	7.14%	7.14%	6
Monitoring	47.14%	47.14%	8
Overall IBA Statistical Default for Sub-section			
Community Enhancement		7.50%	
Access Use & Upgrades	19.05%	19.05%	5
Community Employee Upgrading	55.24%	55.24%	6
Community Issues	16.19%	16.19%	8
Community Upgrades	5.71%	5.71%	8
Cross-Culture Training	3.81%	3.81%	7
Overall IBA Statistical Default for Sub-section			
Economic		35.00%	
Administration of Business	4.88%	4.88%	8
Direct Payments	21.95%	21.95%	9
Economic & Business Development	67.07%	67.07%	7
Payment for Activities	3.66%	3.66%	8
Profit Sharing	2.44%	2.44%	7
Overall IBA Statistical Default for Sub-section			
Employment		25.00%	
Direct Employment	73.33%	73.33%	6
Local Employment Development	26.67%	26.67%	4
Overall IBA Statistical Default for Sub-section			
Environmental		15.00%	
Closure	21.62%	21.62%	7
Compensation	8.11%	8.11%	8
EAA	27.03%	27.03%	6
Environmental Guidelines	43.24%	43.24%	8
Overall IBA Statistical Default for Sub-section			
Operational		7.50%	
Infrastructure	13.33%	13.33%	7
Operating Practices	63.33%	63.33%	7
Technical Considerations	10.00%	10.00%	6
Transportation	13.33%	13.33%	5
Overall IBA Statistical Default for Sub-section			
Social		5.00%	
Aboriginal Treaty Rights	27.27%	27.27%	5
Cultural Issues	72.73%	72.73%	7
Overall IBA Statistical Default for Sub-section			
Grand Totals		100.00%	0

Figure 17: Data Input Form 2 Using Additional Expert Weights

							Community		
	Communication	Economic	Environmental	Operational	Social	Employment	Enhancement	Sums	
Section	74	75	72	66	65	55	63	470	
Out of	100	100	100	100	100	100	100	700	
Sect % Gained	74.00%	75.24%	72.43%	66.33%	64.55%	54.67%	62.86%	470	
Total % Gained	15.74	16.01	15.41	14.11	13.73	11.63	13.37	100.00	
Section Worth	14.29	14.29	14.29	14.29	14.29	14.29	14.29	100.00	
Tallys Calculator	0.35	2.45	1.05	0.53	0.35	1.75	0.53	7.00	
Assigned	0.71	5.00	2.14	1.07	0.71	3.57	1.07	14.29	
Weights	5.00	35.00	15.00	7.50	5.00	25.00	7.50	100.00	
New Scores	25.90	184.35	76.05	34.83	22.59	95.67	33.00	472.38	Total
Out of	35.00	245.00	105.00	52.50	35.00	175.00	52.50	700.00	67.48%
Section % Gained	74.00%	75.24%	72.43%	66.33%	64.55%	54.67%	62.86%	67.15%	
Percentage of Total Count Gained	5.48	39.02	16.10	7.37	4.78	20.25	6.99		
Section Percent of Total	5.00	35.00	15.00	7.50	5.00	25.00	7.50		
Percentage of Aquired Totals	3.70%	26.34%	10.86%	4.98%	3.23%	13.67%	4.71%	67.48%	

The tally results were then calculated as shown in Figure 18.

Figure 18: Completed Tally Sheet 2

These results were not much different than the IBA results based on the default weights. This time, overall evaluation was listed as 67.48%, a difference of less than 2%. In this case it showed that the changing weighting was of little consequence. The 0-10 rating scores are more sensitive than the overall main category weights.

Chapter 8: Conclusions

The cumulative data collected from all the IBAs is indicative of the issues that may arise during due-diligence information gathering at the pre-feasibility stage. It can be assumed that the top issues will need to be negotiated or discussed at some point.

The profusion and complexities of issues involved in IBAs is such that a systematic cataloguing system is required, to facilitate and document the myriad sets of information. This streamlines the process and enables efficient oversight. Future costly litigation and project delays can thereby be minimized and overall project control retained.

A company can obtain valuable information from preliminary confidence assessments to determine viability of a project. IBAs take millions of dollars and thousands of man-hours to create. Political trends indicate that the mining industry in Canada will be increasingly confronted by protracted First Nation confrontations, requiring progressive innovation.

It is incumbent upon negotiators to utilize information gathered, and experience gained from existing IBAs by systematically arranging all major variables in a readily accessible manner.

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20. Government of B.C Telkwa Coal Assessment -

<http://www.em.gov.bc.ca/DL/COALReports/743a-d.pdf>

21. Mining Association of Canada Towards Sustainable Mining, Draft Summary Report, 6th Meeting of the Community of Interest Advisory Panel, September 28, 2006, Edmonton, Alberta,

http://www.mining.ca/www/media_lib/TSM_COI_Panel/2007/COI_Sep_06_Minutes_Eng.pdf

Appendix

All Parameters						
ID	Issue	Reference	pg #	Section	Assigned	Example
1	Arbitration	Cigar Lake	18	Communication	3	between company and fn
2	Arbitration	Amok Surface Lease	19	Communication	3	between company and internal fn
3	Arbitration	BHP Diamonds	17	Communication	3	between company employees
4	Baseline Data	BHP Diamonds	23	Communication	1	Source and defined data for environmental and social investigations
5	Classification of Contracts	Echo Bay & KIA	12	Communication	1	Local interests for specific accounts dedicated to fn
6	Sensitivity to Inter-cultural contact	Ragland	26	Communication	1	Between Company and fn inter-employee or Community
7	General Undertaking Procedures	Ragland	59	Communication	1	Between Company and fn inter-employee or Community
8	Communication	BYG Natural Resources	4	Communication	2	fn to company communication for all major processes
9	Communication	Echo Bay & KIA	9	Communication	2	fn to company communication for all major processes

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ID	Issue	Reference	pg #	Section	Assigned	Example
10	Information Deficiencies	Telkwa Coal	19	Communication	1	Problems between Required information between Company and fn
11	Information and Communication (Schedules)	Cominco	14	Communication	3	Required information between Company and fn
12	Information and Communication (Schedules)	Lupin	6	Communication	3	Required information between Company and fn
13	Information and Communication (Schedules)	Cominco	4	Communication	3	Required information between Company and fn
14	Confidentiality ()	Aber Resources	5	Communication	2	corporate confidentiality economic/operational
15	Confidentiality ()	Aboriginal Peoples and Impact and Benefit Agreement	5	Communication	2	fn issues confidentiality
16	Conflict with IBA's	BHP Diamonds	21	Communication	1	Direct fn / company interaction
17	Consultation Procedures	Aber Resources	5	Communication	1	Direct fn / company interaction
18	Social and Community Consultation	Echo Bay & KIA	21	Communication	1	Social and Community Consultation
19	Traditional Economic Activities	Donna Lake	13	Communication	3	Activities that made Community members money
20	Traditional Economic	Musselwhite	4	Communication	3	Activities that made

All Parameters

ID	Issue	Reference	pg #	Section	Assigned	Example
	Activities					Community members money
21	Traditional Economic Activities	Golden Patricia Final	47	Communication	3	Activities that made Community members money
22	Traditional Knowledge	Banks Island	9	Communication	1	Traditional Knowledge
23	Traditional Land Use	Dona Lake Agreement	41	Communication	2	Traditional Land Use may lead to asked compensation
24	Traditional Land Use	Kudz Ze Kayah	3	Communication	2	Traditional Land Use may lead to asked compensation
25	Definition of economic costs	Ragland	42	Communication	1	For fn and Company information including contracts
26	Dispute Resolution Guidelines	BHP Diamonds	17	Communication	6	Between fn and Company
27	Dispute Resolution Guidelines	Ragland	52	Communication	6	Between fn and Employees
28	Dispute Resolution Guidelines	Echo Bay & KIA	26	Communication	6	In Agreements
29	Dispute Resolution Guidelines	Kugluktuk BHP	16	Communication	6	In Negotiation
30	Dispute Resolution Guidelines	Banks Island	21	Communication	6	In Procedures and Activities
31	Dispute Resolution Guidelines	Aboriginal Peoples Benefit Agreement	1	Communication	6	Internally with fn Employees
32	Duration and Nature of	Golden	23	Communication	1	For Baseline

All Parameters

ID	Issue	Reference	pg #	Section	Assigned	Example
	Employment Studies	Patricia Final				Community Indicators
33	Duration of Agreement	Syncrude 2	15	Communication	1	Between fn and Company
34	First Nations Issues	Telkwa Coal	20	Communication	1	Issues from fn in Consultation
35	Implimentation Committee	Troilus	12	Communication	1	Implimentation of any agreement
36	Joint Committee Formation	Ragland	48	Communication	1	fn and Company Joint Business
37	Joint Committee Membership	Ragland	48	Communication	1	fn and Company Joint Business
38	List of Social Criterion	Golden Patricia Final	1	Communication	1	Baseline Data
39	Local Community Health Indicators	BHP Diamonds	23	Communication	1	Baseline Data
40	Mediation by 3rd Party	Cameco Corporation	7	Communication	1	For dispute and negotiation management
41	Mineral Claims	Kudz Ze Kayah	2	Communication	1	Clarification of legal claims
42	Northern Training and Employment Parameters	Lupin	2	Communication	1	Area Issues
43	Human Resource Development Parameters	Donna Lake	13	Communication	1	Baseline Information
44	Monitoring	Syncrude 2	12	Communication	4	Can be water
45	Monitoring	Cominco	16	Communication	4	Closure Requirements
46	Social Impact	Aboriginal	7	Communication	1	Company Baseline

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ID	Issue	Reference	pg #	Section	Assigned	Example
	Monitoring	Peoples Benefit Agreement				and Process
47	Environmental Monitoring (Labour)	Cameco Corporation	10	Communication	2	Contract for Work
48	Monitoring	Amok Surface Lease	15	Communication	4	Economic Condition
49	Monitoring	Cominco	4	Communication	4	Employee fn Contracts
50	Social Evaluations	Golden Patricia Final	5	Communication	1	Evaluation of Social Profile Information
51	Monitoring Plan	Telkwa Coal	18	Communication	1	For any type of program
52	Demographic and Social Effects	Telkwa Coal	16	Communication	1	For Community Monitoring
53	Water Monitoring	Musselwhite	8	Communication	1	For Community or Company effects
54	Labour Market Information	BHP Diamonds	8	Communication	1	For fn and Company Information
55	Environmental Monitoring (Labour)	BHP Diamonds	16	Communication	2	Possible Local Labor Agreement
56	Principles of Monitoring	BHP Diamonds	23	Communication	1	Principles of Monitoring
57	Monitoring	Cigar Lake	15	Communication	4	Social Condition
58	Technical Social Parameters	Troilus	14	Communication	1	Technical Social Parameters
59	Negotiations and Implimentation	Aboriginal Peoples and Impact and Benefit Agreement	1	Communication	1	For all agreements

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ID	Issue	Reference	pg #	Section	Assigned	Example
60	Planning Boards	Musselwhite	4	Communication	1	For fn Communication and Company Practice
61	Project Parameters of Agreement	Mt Hundere	1	Communication	1	Project Parameters of Agreement
62	Social-Economic Development & Remedial Fund Parameters	Troilus	10	Communication	1	Parameters of Remediation
63	Renegotiation due to orebody size	Echo Bay & KIA	7	Communication	1	Opening up of major negotiations in the future
64	Report to Company instead of Authority	Yukon Transmission	8	Communication	1	Direct Community Communications to report first to Company
65	Socio-Economic Profile	Telkwa Coal	1	Communication	1	Baseline Study Information
66	Socio Economics Definitions	Kudz Ze Kayah	27	Communication	1	Definition of terms for status of Community
67	Socio-Economic Development	Mistissini	11	Communication	1	Development plans and programs
68	Socio-Economic Participation	Kudz Ze Kayah	7	Communication	1	Participation of Community throughout created programs
69	Working Committee	Golden Patricia	14	Communication	1	For consistent up to date education of major components
70	Administration	Dona Lake Agreement	46	Economic	2	Administration of fn agreements with local companies

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ID	Issue	Reference	pg #	Section	Assigned	Example
71	Administration	Golden Patricia Final	83	Economic	2	Administration of company
72	Annual Operating Cashflow Calc	Ragland	38	Economic	1	As stated for fn and company use
73	Board of Directors	Ross River	8	Economic	1	Any joint company fn financial model
74	Commercial Tourism	Telkwa Coal	7	Economic	1	fn local business development
75	First Negotiation of Contracts	Troilus	7	Economic	1	Priorities/ Mandatory contracting company and sub
76	Contracting	BYG Natural Resources	4	Economic	1	Priorities/ Mandatory contracting company and sub
77	Commercial Guides and Outfitters	Kudz Ze Kayah	2	Economic	1	fn local business development
78	Commercial Opportunities	Amok Surface Lease	14	Economic	2	fn local business development
79	Commercial Opportunities	Cigar Lake	14	Economic	2	fn local business development
80	Direct Negotiations with Local Companies	Ragland	30	Economic	1	For fn Contracting purposes
81	Competitive Bid Criteria	Kugluktuk BHP	14	Economic	1	Bids for fn business competition
82	Concession Rights and Terms	Darnley Bay	4	Economic	1	Bids for fn business competition
83	Contract Proposals(Involvement)	Yukon Transmission	9	Economic	1	Direct fn priority for contracts
84	Economic and Business Development	Telkwa Coal	4	Economic	4	Local fn Business
85	Economic and	Musselwhite	5	Economic	4	Local fn Business

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ID	Issue	Reference	pg #	Section	Assigned	Example
	Business Development					
86	Economic and Business Development	Golden Patricia	12	Economic	4	Local fn Business
87	Economic and Business Development	Donna Lake	19	Economic	4	Local fn Business
88	Contract Priority	Banks Island	15	Economic	1	Direct fn priority for contracts
89	Terms of Compensation	Cameco Corporation	9	Economic	1	Between Cmmounity as whole or individuals
90	Contractors	Cominco	4	Economic	1	Behavior for fn and Company sides
91	Direct Payments	Ragland	35	Economic	2	Direct Payment to fn Individuals
92	Direct Payments	Darnley Bay	5	Economic	2	Direct Payment to fn Individuals
93	Employment and Income Effects	Telkwa Coal	2	Economic		Baseline Study
94	Tendering Specifications	Ragland	32	Economic	1	Tendering Specifications
95	Equity with Local Shareholders	BYG Natural Resources	3	Economic	1	Economic Parameter
96	Finance	Syncrude 2	12	Economic	1	Of Company and agreements
97	Financial Arrangements	Dona Lake Agreement	12	Economic	1	Of Company and agreements
98	Financial Details	Dona Lake Agreement	48	Economic	1	Of Company and agreements
99	Gross Revenue & other Venues	Ragland	39	Economic	1	Knowledge for Company and fn
100	Financial Costs	Nanisivik	15	Economic	1	Of Company and

All Parameters

ID	Issue	Reference	pg #	Section	Assigned	Example
						agreements
101	Financial Provisions	Ragland	35	Economic	1	Of Company and agreements
102	Funding	Echo Bay & KIA	29	Economic	1	May be relevant in economic, social, and environmental purposes
103	Guaranteed First Allocation	Ragland	36	Economic	1	fn receives priority for contracts
104	Major Contractors	Syncrude 2	11	Economic	1	Company information to fn, including fn contracts
105	Notification of Tender	Yukon Transmission	11	Economic	1	Early fn indication of or notification of outside company tenders
106	Rate of Payment of Use	Yukon Transmission	15	Economic	1	Agreement with fn for Mining or other Activities
107	Payment for Activities	Ross River	8	Economic	1	Agreement with fn for Mining or other Activities
108	Profit Sharing Percentage	Ragland	37	Economic	1	Royalties and Local Compensation
109	Rent and Charges	Amok Surface Lease	3	Economic	1	Cost of land, equipment, or local contracts
110	Revenue Sharing	Aboriginal Peoples Benefit Agreement	1	Economic	1	Shareholder agreements made between Community and Company

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ID	Issue	Reference	pg #	Section	Assigned	Example
111	Royalty of Lands	Darnley Bay	6	Economic	1	Specific Costs to Company from fn for land use
112	Security of Tenure	Aber Resources	12	Economic	1	For fn or for Company
113	Special Economic Opportunities	Troilus	10	Economic	1	Special Economic Opportunities between fn and Company
114	Tax Advice	Ross River	11	Economic	1	To Community Employees
115	Payment of Taxes	Cigar Lake	5	Economic	2	Tax Purposes with on reserve residents & government
116	Payment of Taxes	Amok Surface Lease	5	Economic	2	Tax Purposes with on reserve residents & government
117	Taxes	Telkwa Coal	15	Economic	1	Company or Employee
118	Tendering Education	Echo Bay & KIA	16	Economic	1	On how fn to receive Contracts
119	Trapper Compensation Agreement	Cameco Corporation	5	Economic	1	Compensation From Previous Trapline
120	Trapline Supplement	Ross River	7	Economic	1	Compensation From Previous Trapline
121	Trapping	Kudz Ze Kayah	1	Economic	1	Compensation From Previous Trapline
122	Air Quality Impact of Development	Telkwa Coal	6	Environmental	1	Can lead to social problems if uncorrected
123	Abandonment and	Echo Bay &	23	Environmental	1	Closure at any stage

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ID	Issue	Reference	pg #	Section	Assigned	Example
	Reclamation	KIA				
124	De-Commissioning	Golden Patricia	16	Environmental	1	De-Commissioning Procedures
125	Closure	BHP Diamonds	18	Environmental	1	Closure at any stage
126	Compensation from (Environmental Damage)	Cameco Corporation	5	Environmental	2	Compensation to fn
127	Compensation from (Environmental Damage)	Echo Bay & KIA	11	Environmental	2	Compensation to Individuals
128	Wildlife Compensation	Darnley Bay	10	Environmental	1	Compensation due to Company destruction
129	IBA's and Environmental Assessment	Aboriginal Peoples and Impact and Benefit Agreement	5	Environmental	1	Specific EAA Actions
130	Renegotiation after Environmental Assessment	Echo Bay & KIA	7	Environmental	1	Requirement by law plus local concern
131	Remedial and Mitigating Measures	Troilus	8	Environmental	1	Requirement by law plus local concern
132	Remedial and Mitigating Issues	Mistissini	9	Environmental	1	Requirement by law plus local concern
133	Rehabilitation & Closure Plans	Musselwhite	7	Environmental	1	Requirement by law plus local concern
134	Environmental Assessment Review	Ragland	15	Environmental	1	Specific EAA Actions
135	Environmental Assessment Act	Golden Patricia	18	Environmental	3	Specific EAA Actions

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ID	Issue	Reference	pg #	Section	Assigned	Example
136	Environmental Assessment Act	Amok Surface Lease	3	Environmental	3	Specific EAA Actions
137	EAA Action	Musselwhite	10	Environmental	1	Specific EAA Actions
138	Environmental Assessment Act	Donna Lake	30	Environmental	3	Specific EAA Actions
139	Environment EIS	Kugluktuk BHP	15	Environmental	1	Environmental Characteristic
140	Environmental Considerations	Amok Surface Lease	9	Environmental	1	Local and Government Concerns
141	Environmental Protection Guidelines	Cigar Lake	9	Environmental	6	Environmental Protection Guidelines
142	Environmental Protection Guidelines	Musselwhite	7	Environmental	6	Environmental Protection Guidelines
143	Environmental Protection Guidelines	Golden Patricia	11	Environmental	6	Environmental Protection Guidelines
144	Environmental Protection Guidelines	Golden Patricia Final	78	Environmental	6	Environmental Protection Guidelines
145	Environmental Protection Guidelines	Dona Lake Agreement	44	Environmental	6	Environmental Protection Guidelines
146	Environmental Protection Guidelines	Donna Lake	23	Environmental	6	Environmental Protection Guidelines
147	Environmental Impact Statement	BHP Diamonds	22	Environmental	1	Local and Government Concerns
148	Environmental Measures and Remedial Works Parameters	Troilus	11	Environmental	1	Closure Requirements
149	Environmental Mitigation	Ragland	16	Environmental	1	Environmental Mitigation

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ID	Issue	Reference	pg #	Section	Assigned	Example
150	Environmental Parameters	Amok Surface Lease	29	Environmental	1	Environmental Parameters
151	Environmental Procedures	Nanisivik	20	Environmental	1	Environmental Procedures
152	Environmental Provisions	Aboriginal Peoples Benefit Agreement	1	Environmental	1	Environmental Provisions from Company
153	Toxic Substances Guidelines	Ragland	55	Environmental	1	Toxic Substances Guidelines
154	Reclamation (Procedures)	Aboriginal Peoples Benefit Agreement	1	Environmental	2	Hiring/Employment Guidelines
155	Reclamation (Procedures)	Darnley Bay	10	Environmental	2	Technical Guidelines
156	Solid Waste Disposal	Telkwa Coal	11	Environmental	1	For Community or Company
157	Visual Impacts of Development	Telkwa Coal	6	Environmental	1	Visual Effects to Local Recognition
158	Action Plan	Cominco	4	Operational	1	Construction and Activities Planning
159	Acts as Guidelines	Wapusk	1	Operational	1	Request for particular standards to be applied
160	Additional Growth Land	Ragland	13	Operational	1	Land Use Requirements for Companies
161	Emergency Preparedness	Telkwa Coal	14	Operational	1	Technical Problem Preparation
162	Use of Project facilities	Troilus	8	Operational	1	Compensation from

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ID	Issue	Reference	pg #	Section	Assigned	Example
	and Services					Company use of Community Resources
163	Infrastructure and Services	Telkwa Coal	15	Operational	1	Of fn Interest for potential business plus Company Requirement
164	Infrastructure and Service Requirements	Telkwa Coal	10	Operational	1	Of fn Interest plus Company Requirement
165	Management	Ross River	7	Operational	1	Variations of structure and positions
166	Mine Opening Procedures	Nanisivik	1	Operational	1	For fn and Company Requirement
167	Operation Procedures	Ragland	56	Operational	1	Socially orientated practices
168	Operating Practices	Ragland Environmental Impact Study	1	Operational	1	Socially orientated practices
169	Operations Monitoring	Neptune	14	Operational	1	Socially orientated practices
170	Research and Development	Echo Bay & KIA	23	Operational	1	Can be represented in any field
171	Residences	Kudz Ze Kayah	2	Operational	1	For fn or infrastructure requirement
172	Resources and Implimentation	Golden Patricia	15	Operational	1	Operation and control of project activities
173	Resourcing and	Golden	85	Operational	1	Operation and

All Parameters

ID	Issue	Reference	pg #	Section	Assigned	Example
	Expenditures	Patricia Final				control of project activities
174	Sustainability	Aboriginal Peoples Benefit Agreement	7	Operational	1	Can be applied to Economic, Environmental, Social
175	Technical Considerations	Cigar Lake	1	Operational	1	Information for Operational Basis
176	Sand and Gravel Pits Technical Considerations	Cigar Lake	1	Operational	1	Local information and guidelines for Company
177	Transportation	Kudz Ze Kayah	26	Operational	4	For Community members or Employees
178	Transportation	Dona Lake Agreement	28	Operational	4	For Community members or Employees
179	Transportation	Golden Patricia Final	38	Operational	4	For Community members or Employees
180	Transportation	Kudz Ze Kayah	28	Operational	4	For Community members or Employees
181	Land Claims Independence	Troilus	13	Social	1	Company information about fn view of status
182	Land Claims, Agreements and Policies (Issues)	BYG Natural Resources	2	Social	2	For fn Info to Company
183	Land Claims, Agreements and Policies (Issues)	Kudz Ze Kayah	5	Social	2	For Companies direct knowledge

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ID	Issue	Reference	pg #	Section	Assigned	Example
184	Levels of Taxation	Ragland	65	Social	1	Jurisdiction in regards to Native Workers
185	Legal Capacities (of band)	Donna Lake	27	Social	2	In Regards to Effects on Company as individual
186	Legal Capacities (of band)	Golden Patricia	17	Social	2	In Regards to Effects on Company as whole
187	Local Land Claims Issues	Ross River	1	Social	1	Status of Reserve in Regards to Land Claims Completion
188	Aboriginal Treaty Rights	Windigo Shibogama	13	Social	1	fn lands history/traditional hunting & fishing rights
189	Local Treaty Rights	Golden Patricia	17	Social	1	Based upon legal status of fn
190	Control of Access Road	Troilus	10	Social	1	fn access to infrastructure such as access roads/ company access to fn
191	Road Access Issues	Telkwa Coal	9	Social	1	Road Access Issues to fn or Company
192	Snowmobile Trails	Musselwhite	10	Social	1	Local Access for trail purposes
193	Access to Lease Lands	Cigar Lake	5	Social	2	fn access to infrastructure such as access roads/ company access to fn

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ID	Issue	Reference	pg #	Section	Assigned	Example
194	Access to Lands	Cigar Lake	5	Social	1	fn access to infrastructure such as access roads/ company access to fn
195	Access to Lease Lands	Amok Surface Lease	5	Social	2	fn access to infrastructure such as access roads/ company access to fn
196	Access to Roads and Facilities	Echo Bay & KIA	22	Social	1	fn access to infrastructure such as access roads/ company access to fn
197	Roads and Trails	Kudz Ze Kayah	1	Social	1	Road Access Issues to fn or Company
198	Road Construction	Nanisivik	14	Social	1	Road Access Issues to fn or Company
199	Routing of Transmission Line	Yukon Transmission	6	Social	1	Hydro Access Issues to fn or Company
200	Road Upgrading	Musselwhite	12	Social	1	Road Access Issues to fn or Company
201	Adjacent Outside Recreational Use	Telkwa Coal	4	Social	1	fn and employee usage
202	Amendments	BHP Diamonds	18	Social	1	how to correct and adjust agreements/ actions company to fn
203	Archaeological Issues	Telkwa Coal	18	Social	2	Additional Costs, time or conditions for archaeological

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ID	Issue	Reference	pg #	Section	Assigned	Example
						reasons
204	Archaeological Issues	Echo Bay & KIA	21	Social	2	Additional Costs, time or conditions for archaeological reasons
205	Area Traditional Use	Wapusk	9	Social	1	Must be defined or no stable agreement can be made(Caledonia)
206	Outposts/Seasonal Camps	Echo Bay & KIA	22	Social	1	Hunting or Cultural Camps
207	Language Retention	Cameco Corporation	22	Social	1	For fn Employees or fn itself
208	Cultural Retreat	Cameco Corporation	21	Social	1	Specific cultural themed participating events
209	Harvesting Rights	Tuktuk	12	Social	1	Joint fn Community Events or fn Event Only
210	Harvesting and Traditional Cultural Activities	Golden Patricia	10	Social	1	Joint fn Community Events or fn Event Only
211	Cultural Camps	Cameco Corporation	19	Social	1	Specific cultural themed participating events
212	Cultural Events	Cameco Corporation	22	Social	1	Events such as July 1st celebrations with traditional elements
213	Heritage Resources	Kudz Ze Kayah	3	Social	2	For fn
214	Heritage Resources	Kudz Ze	32	Social	2	For Company

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ID	Issue	Reference	pg #	Section	Assigned	Example
		Kayah				
215	Traditional Activities Studies	Golden Patricia Final	53	Social	1	Traditional Activities Studies
216	Traditional Culture and Education	Kugluktuk BHP	14	Social	1	Traditional Culture and Education
217	Recreational Events	Cameco Corporation	24	Social	1	Holidays and community events
218	Day Care Services	Telkwa Coal	12	Social	1	Employee and fn construction
219	Disclosure of Technical Data	Echo Bay & KIA	7	Social	1	Disclosure of Technical Data
220	Drug and Alcohol	Ragland	58	Social	1	In Community or for fn Employees
221	Elder Counsellors	Cameco Corporation	22	Social	1	For fn Advice to Company or Employees
222	Use of Firearms	Ragland	58	Social	1	Local and Employee Local Use
223	Sport Fishing	Echo Bay & KIA	10	Social	1	Sport Fishing
224	Fish Harvesting	Echo Bay & KIA	9	Social	1	May be relevant in economic, social, and environmental purposes
225	Fish Permits	Echo Bay & KIA	10	Social	1	May be relevant in economic, social, and environmental purposes
226	Hunting and Fishing	Kudz Ze Kayah	1	Social	1	For fn business or Company Employees
227	Inuit Harvester's	Ragland	64	Social	1	For fn business or

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ID	Issue	Reference	pg #	Section	Assigned	Example
	Protocol					Company Employees including hunting
228	Inuvialuit Harvesting Rights	Banks Island	8	Social	1	For fn business or Company Employees including hunting
229	Fish and Wildlife Recreation	Telkwa Coal	8	Social	1	Specific areas where fish is not permitted by outsiders
230	Record of Harvested Fish	Echo Bay & KIA	10	Social	1	For Environmental and fn Business Information
231	Country Food	Cameco Corporation	2	Social	3	Foods and local food contracts
232	Country Food	Kugluktuk BHP	11	Social	3	Choice and availability at regular company locations
233	Country Food	Ragland	27	Social	3	Avoidance of hunters
234	Make Traditional Foods	NWT Yamoga	5	Social	1	Traditional Interest
235	Health Care Facility	Cameco Corporation	21	Social	1	For fn or Company
236	Public Health Reporting	Yukon Transmission	8	Social	1	Local Health Report of Impacts
237	Hunting Restrictions	Yukon Transmission	14	Social	1	For fn business or Company Employees
238	Official Languages	BHP Diamonds	11	Social	1	To also include local fn language
239	Governing Laws	Ragland	65	Social	1	Legal Issues required for all processes jurisdiction clarification

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ID	Issue	Reference	pg #	Section	Assigned	Example
240	Liasons	Ross River	6	Social	1	To fn from Company or Reversed
241	Lifestyle Impacts	Telkwa Coal	17	Social	1	Changes to local community as result of Activities
242	Local Land Use	Kudz Ze Kayah	28	Social	1	Use of Claim Land for Hunting Use
243	Local Land Use	Kudz Ze Kayah	1	Social	1	Use of Claim Land for Hunting Use
244	Location Plan including Access	Mistissini	3	Social	1	Variant upon fn request and technical choice
245	Noise Impacts	Telkwa Coal	7	Social	1	Noise Pollution Issues
246	Non-Native Hunting and Fishing	Ragland	58	Social	1	Non-Native Hunting and Fishing
247	Occupational Health and Safety Guidelines	Amok Surface Lease	7	Social	2	Specific standards or assistance to local Employees
248	Occupational Health and Safety Guidelines	Cigar Lake	7	Social	2	Specific standards or assistance to local Employees
249	Personnel and Employment Data	Echo Bay & KIA	19	Social	1	Confidentiality and Social Sensitivity
250	Place of Buisness	Cigar Lake	6	Social	2	Local Operations company and locations
251	Place of Buisness	Amok Surface Lease	6	Social	2	Local Operations company and locations
252	Police Services	Telkwa Coal	13	Social	1	For fn or Company

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ID	Issue	Reference	pg #	Section	Assigned	Example
						Employees
253	Questionnaires	Golden Patricia Final	90	Social	1	To be used as Social indicators
254	Recreation and Tourism Impacts	Telkwa Coal	4	Social	1	Local Tourism Business, fn Parks, Hunting, Boating
255	Recreation Facility Development	Cameco Corporation	23	Social	1	Local Assets, in particular arenas, parks, etc.
256	Safety in Camp	Echo Bay & KIA	10	Social	1	Ensuring Camp Safety between local and outside Employees
257	Security	Cominco	4	Social	2	For fn or for Company
258	Security	Cominco	16	Social	2	For fn or for Company
259	Security Deposit	Aber Resources	12	Social	1	For fn or for Company
260	Salvageable Timber	Yukon Transmission	4	Social	1	For local use or local Employee business contracts
261	Contracting Opportunities	Ross River	3	Employment	1	Priorities/ Mandatory contracting company and sub
262	Employment	Donna Lake	10	Employment		For fn Employees or General fn Public
263	Employment	Aboriginal Peoples Benefit Agreement	1	Employment		For fn Employees or General fn Public

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ID	Issue	Reference	pg #	Section	Assigned	Example
264	Employment	Dona Lake Agreement	16	Employment		For fn Employees or General fn Public
265	Employment Activities	Echo Bay & KIA	9	Employment		For fn Employees or General fn Public
266	Employment and Labour	Aboriginal Peoples Benefit Agreement	7	Employment		For fn Employees or General fn Public
267	Employment Policies	Cigar Lake	12	Employment		For fn Employees/ Contracts
268	Employment Policy and Practices	Amok Surface Lease	12	Employment		For fn Employees/ Contracts
269	Employment Priority	Troilus	4	Employment		For fn Employees/ Contracts
270	Employment Priority	Mistissini	5	Employment		For fn Employees/ Contracts
271	Employment Retention, Counselling and Support Systems	Syncrude 2	9	Employment		For fn Employees
272	Employment Support Programs	NWT Yamoga	4	Employment		For fn Employees or General fn Public
273	General Employment Information	Telkwa Coal	2	Employment	1	Information for local fn for types of positions to become available
274	Hiring Priority List	Ragland	22	Employment	1	Specific fn Priority in Hiring or Contracting
275	Inuit Content and Ratings	Echo Bay & KIA	31	Employment	1	fn Direct Content Requirement
276	Inuit Recruitment	Ragland	20	Employment	1	Direct Inuit Hiring
277	Job Posting	Yukon	12	Employment	1	Listing of Positions

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ID	Issue	Reference	pg #	Section	Assigned	Example
		Transmission				for fn Application
278	List of jobs assigned to local labour	Ragland	29	Employment	1	List of jobs assigned to local labor
279	List of Possible Contracts	Ross River	4	Employment	1	List of jobs assigned to local labor
280	Local Bid Competition	NWT Yamoga	7	Employment	1	List of jobs assigned to local labor
281	Local Construction Employment Phase	BHP Diamonds	23	Employment	1	Direct fn Business Issue
282	Local Contracting	Echo Bay & KIA	11	Employment	1	Local Contracting, possibly mandatory
283	Local Contractors	Troilus	8	Employment	1	Local Contracting, possibly mandatory
284	Local Contracts Issued	Echo Bay & KIA	9	Employment	1	Local Contracting, possibly mandatory
285	Local Employment(Forced)	Yukon Transmission	9	Employment	1	Mandatory requirement for fn workers
286	Local Integration of Employees	Ragland	24	Employment	1	For fn or Company Employees
287	Local Job Information	Nanisivik	6	Employment	1	For fn or Company Baseline
288	Local Labour Content	Tuktuk	13	Employment	2	Mandatory requirement for fn workers
289	Local Labour Content	Echo Bay & KIA	15	Employment	2	Mandatory requirement for fn workers
290	Local Recruitment Policies	Troilus	4	Employment	1	Directives of hiring
291	Onsite and Pre-	Golden	35	Employment	1	Initial Labor including

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ID	Issue	Reference	pg #	Section	Assigned	Example
	Employment	Patricia Final				contracts like brush clearing
292	Pre-Employment (Orientation)	Cameco Corporation	16	Employment	2	Knowledge and Education about job postings
293	Pre-Employment (Orientation)	Yukon Transmission	13	Employment	2	Knowledge and Education about job postings
294	Qualifications & Experience of Local Labour	Yukon Transmission	10	Employment	1	Local fn Employee parameters
295	Selection of Employees	Ragland	22	Employment	1	For Company from fn
296	Supervisory Development	Cameco Corporation	21	Employment	1	Community Employees with Company
297	Tailoring Contracts	Troilus	7	Employment	1	Specific Community based Contracting
298	Wages	Dona Lake Agreement	29	Employment	1	Costs for local labour
299	Work Commitments	Darnley Bay	5	Employment	1	Local Community Work Rules
300	Work Environment	Troilus	5	Employment	1	Company Workplace Condition Stipulations
301	Work Force and Income	Kudz Ze Kayah	30	Employment	1	Information for Company use and possible demographics
302	Work Placements	Cameco Corporation	20	Employment	1	Placement of local labour
303	Work Rotation	Cominco	3	Employment	1	Scheduling

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ID	Issue	Reference	pg #	Section	Assigned	Example
	Schedules					
304	Workforce Education	Troilus	9	Employment	1	Technical and General Education improvements Community or Employee Based
305	3rd Party Employment Councillor	Cameco Corporation	15	Employment	1	New employee positions, fn guidance other
306	Aboriginal Employment Co-ordinator	Kugluktuk BHP	12	Employment	1	New employee positions, fn guidance other
307	Alternative Local Employment upon Closure	Ragland	26	Employment	1	job counseling and placement advice
308	Direct Employment and Economic Benefits	Amok Surface Lease	12	Employment	2	Local Business Donations to fn
309	Direct Employment and Economic Benefits	Cigar Lake	12	Employment	2	Company to fn specific agreements
310	Employee and Family Assistance Program	Echo Bay & KIA	35	Employment	1	For fn Employees or General fn Public
311	Employee Medical, Recreation and Educational Facilities	Cominco	3	Employment	1	For fn Employees or General fn Public
312	Employee Training and Scholarships	Golden Patricia Final	18	Employment		For fn Employees or General fn Public
313	Employment & Training	BHP Diamonds	7	Employment		For fn Employees or General fn Public
314	Employment and Training	Kugluktuk BHP	7	Employment		For fn Employees or General fn Public
315	Employment and	Neptune	10	Employment		For fn Employees or

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ID	Issue	Reference	pg #	Section	Assigned	Example
	Training					General fn Public
316	Employment Classification	Aurum Mine	6	Employment		For fn Employees
317	Employment Classification	Cigar Lake	1	Employment		For fn Employees
318	Employment Counselling	Ragland	27	Employment		For fn Employees or General fn Public
319	Employment Education and Training	Syncrude 2	6	Employment		For fn Employees or General fn Public
320	Employment Obligations	Kugluktuk BHP	9	Employment		For fn Employees or General fn Public
321	Employment Plan	Cigar Lake	2	Employment		For fn Employees or General fn Public
322	Encouraging of Social Harmony	Ragland	26	Employment	1	For fn Employees or General fn Public
323	Enhancing Local Socio-Economic Benefits	Telkwa Coal	3	Employment	1	For fn Employees or General fn Public
324	Inuit Representative	Kugluktuk BHP	6	Employment	1	Direct Inuit Hiring also for Cultural Usage
325	Inuit Training and Employment	Ragland	20	Employment	1	Direct Inuit Hiring also for Cultural Usage
326	Local Cree Employment	Troilus	3	Employment	1	Local Contracting, possibly mandatory
327	Local Employment	Ross River	5	Employment	6	May be in any form, direct or contract
328	Local Employment	Musselwhite	3	Employment	6	May be in any form, direct or contract
329	Local Employment	NWT Yamoga	4	Employment	6	May be in any form,

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ID	Issue	Reference	pg #	Section	Assigned	Example
						direct or contract
330	Local Employment	Cameco Corporation	12	Employment	6	May be in any form, direct or contract
331	Local Employment	Yukon Transmission	7	Employment	6	May be in any form, direct or contract
332	Local Employment	Mistissini	3	Employment	6	May be in any form, direct or contract
333	Local Employment Operation	BHP Diamonds	23	Employment	1	May be in any form, direct or contract
334	Local Employment Support	BHP Diamonds	10	Employment	1	Outside direct support for fn Employees
335	Local Employment Support Programs	Kugluktuk BHP	10	Employment	1	Outside direct support for fn Employees
336	Local Employment Training	Aber Resources	8	Employment	1	Before or during project
337	Local English Training	Ragland	24	Employment	1	fn Employees may require
338	Recruitment	Kugluktuk BHP	8	Employment	3	fn employees for operations and other contracting
339	Recruitment	Cameco Corporation	15	Employment	3	fn employees for operations and other contracting
340	Recruitment	Syncrude 2	5	Employment	3	fn employees for operations and other contracting
341	Student Employment	BHP Diamonds	12	Employment	2	In Community or with Company
342	Student Employment	Cameco	17	Employment	2	In Community or with

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ID	Issue	Reference	pg #	Section	Assigned	Example
		Corporation				Company
343	Native Employment Co-ordinator	Neptune	14	Community Enhancement	2	Aboriginal Employment Co-coordinator
344	Native Employment Co-ordinator	Musselwhite	8	Community Enhancement	2	For Employer or Community
345	Accommodation (Requirements)	Telkwa Coal	15	Community Enhancement	2	fn employee/ outside employee accommodation
346	Accommodation (Requirements)	Dona Lake Agreement	27	Community Enhancement	2	fn employee/ outside employee accommodation
347	Apprentership Programs	Yukon Transmission	13	Community Enhancement	4	fn to company
348	Special Apprenticeships	Cameco Corporation	20	Community Enhancement	1	Special Apprenticeships
349	Apprentership Programs	Ross River	6	Community Enhancement	4	general employee training
350	Apprentership Programs	Nanisivik	8	Community Enhancement	4	fn general training
351	Apprentership Programs	Golden Patricia Final	34	Community Enhancement	4	fn to community
352	Buisness Development	Mistissini	7	Community Enhancement	5	fn local business internal/external to company
353	Buisness Development	BHP Diamonds	14	Community Enhancement	5	fn local business internal/external to company
354	Buisness Development	NWT Yamoga	6	Community Enhancement	5	fn local business internal/external to company

All Parameters

ID	Issue	Reference	pg #	Section	Assigned	Example
355	Buisness Development	Kugluktuk BHP	13	Community Enhancement	5	fn local business internal/external to company
356	Buisness Development	Dona Lake Agreement	38	Community Enhancement	5	fn local business internal/external to company
357	Community Health & Wellness	BHP Diamonds	14	Community Enhancement Community Enhancement	1	Community Health & Wellness
358	Community Liason Officer	NWT Yamoga	3	Community Enhancement	1	Community Liason Officer
359	Community Information Programs	Echo Bay & KIA	15	Community Enhancement	1	Community Information Programs
360	Community Mobilization	BHP Diamonds	23	Community Enhancement	1	Community Mobilization
361	Hitchhiking	Ragland	57	Community Enhancement	1	Details about hitchhiking
362	Community Project Support	Ross River	11	Community Enhancement	1	Community Project Support
363	Support Measures	Golden Patricia Final	72	Community Enhancement	1	Company based additional assistance
364	Cross-Culture Training	Aboriginal Peoples Benefit Agreement	1	Community Enhancement	4	In Facility ongoing training
365	Cross-Culture Training	Kugluktuk BHP	10	Community Enhancement	4	For Employees
366	Cross-Culture Training	BHP Diamonds	10	Community Enhancement	4	For general fn information
367	Cross-Culture Training	Yukon	6	Community	4	For any outside

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ID	Issue	Reference	pg #	Section	Assigned	Example
		Transmission		Enhancement		employee
368	Development Programs	Syncrude 2	11	Community Enhancement	1	For fn social or economic growth parameters
369	Education Awards	Cameco Corporation	19	Community Enhancement	1	For fn Students or fn Employees
370	Student Education	NWT Yamoga	5	Community Enhancement	1	In Community or with Company
371	Orientation and Community Awareness	Golden Patricia Final	40	Community Enhancement	1	Social Orientation
372	Local Mining Education	Ragland	22	Community Enhancement	1	For fn, fn Employees, Schools, Public
373	Industrial Education	Cameco Corporation	15	Community Enhancement	1	Education to fn
374	Education and Schooling Services	Telkwa Coal	11	Community Enhancement	1	For fn or fn Employees
375	Technical Education	Kugluktuk BHP	10	Community Enhancement	1	Education to Community or new Employees
376	Stay-in-school	Cameco Corporation	15	Community Enhancement	1	Stay-in-school funding
377	Fire Fighting Services	Telkwa Coal	13	Community Enhancement	1	For fn or Company
378	Local Housing	Ross River	10	Community Enhancement	1	For Employees or Local fn
379	Northern Employment and Training	Cominco	2	Community Enhancement	1	Northern Employment and Training
380	Northern Services and Buisness	Lupin	4	Community Enhancement	1	Northern Services and Business
381	Local Benefits	Ragland	12	Community	2	Local Benefits

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ID	Issue	Reference	pg #	Section	Assigned	Example
	(Objectives)			Enhancement		provided by Company
382	Local Benefits (Objectives)	Darnley Bay	9	Community Enhancement	2	Local Benefits provided by Company
383	Local Business Opportunities	Neptune	5	Community Enhancement	2	Direct fn Business Issue
384	Local Native Businesses	Syncrude 2	10	Community Enhancement	1	From small to large business contracts
385	Local Business Opportunities	Troilus	7	Community Enhancement	2	Direct fn Business Issue
386	Local Business Development	Cameco Corporation	15	Community Enhancement	1	Direct fn Business Issue
387	Use of Local Services and Businesses	Cominco	3	Community Enhancement		Compensation from Company use of Community Resources
388	Local Business Development Operation	BHP Diamonds	23	Community Enhancement	1	Direct fn Business Issue
389	Local Business Development Construction	BHP Diamonds	23	Community Enhancement	1	Direct fn Business Issue
390	Local Economic Benefits	Echo Bay & KIA	9	Community Enhancement	1	To Community, possibly including Royalties
391	Local Economic and Training	Banks Island	14	Community Enhancement	1	From Company to fn
392	Opportunities and Commitments	Aber Resources	9	Community Enhancement	1	Socially orientated practices
393	Winter Road	Golden	14	Community	1	Use, creation, and

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ID	Issue	Reference	pg #	Section	Assigned	Example
	Arrangements	Patricia		Enhancement		access of winter roads
394	Improvements and Roadways	Cigar Lake	5	Community Enhancement	2	For fn or Company Access
395	Local Road Improvement	Ragland	57	Community Enhancement	1	From fn to Company use
396	Improvements and Roadways	Cigar Lake	5	Community Enhancement	2	For fn or Company Access
397	Improvements and Roadways	Amok Surface Lease	5	Community Enhancement	2	For fn or Company Access
398	Scholarships	Donna Lake	12	Community Enhancement	6	For fn or for Employees of any age group or function
399	Scholarships	Musselwhite	4	Community Enhancement	6	For fn or for Employees of any age group or function
400	Scholarships	Echo Bay & KIA	9	Community Enhancement	6	For fn or for Employees of any age group or function
401	Scholarships	Golden Patricia Final	39	Community Enhancement	6	For fn or for Employees of any age group or function
402	Scholarships	Cameco Corporation	18	Community Enhancement	6	For fn or for Employees of any age group or function
403	Scholarships	Golden Patricia	10	Community Enhancement	6	For fn or for Employees of any age group or function
404	Local Education Scholarship Fund	Yukon Transmission	13	Community Enhancement	1	May be to fn Employees, or Education based

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ID	Issue	Reference	pg #	Section	Assigned	Example
						internal fn
405	Local scholarships and Training	Ross River	5	Community Enhancement	1	Educational based any level
406	Social, Cultural and Community Support	Golden Patricia Final	64	Community Enhancement	4	Characteristics of Community Input
407	Social, Cultural and Community Support	Musselwhite	6	Community Enhancement	4	Characteristics of Community Input
408	Social, Cultural and Community Considerations	Cominco	4	Community Enhancement	2	Characteristics of Community Input
409	Social, Cultural and Community Considerations	Lupin	5	Community Enhancement	2	Characteristics of Community Input
410	Social, Cultural and Community Support	Golden Patricia	13	Community Enhancement	4	Characteristics of Community Input
411	Social, Cultural and Community Support	Donna Lake	20	Community Enhancement	4	Characteristics of Community Input
412	Social Services	Telkwa Coal	12	Community Enhancement	1	For fn and local Employees
413	Training and Development Program	Cigar Lake	13	Community Enhancement	3	For Community members or Employees
414	Training Programs	Echo Bay & KIA	15	Community Enhancement	5	For Community members or Employees
415	Training Programs	Lupin	4	Community Enhancement	5	For Community members or Employees
416	Local Skill Training	NWT Yamoga	5	Community Enhancement	4	Educational based any level general to potential Employee

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ID	Issue	Reference	pg #	Section	Assigned	Example
417	Technical Improvements	Ragland	18	Community Enhancement	1	Technical Improvements
418	Skills Training (Facility)	Cameco Corporation	19	Community Enhancement	1	Infrastructure for local training
419	Local Skill Training	Musselwhite	4	Community Enhancement	4	Educational based any level general to potential Employee
420	Training Programs	Aboriginal Peoples Benefit Agreement	1	Community Enhancement	5	For Community members or Employees
421	Training and Apprenterships	Donna Lake	11	Community Enhancement	1	For Community members or Employees
422	Training and Development Program	Amok Surface Lease	13	Community Enhancement	3	For Community members or Employees
423	Training and Employment	BYG Natural Resources	5	Community Enhancement	1	For Community members or Employees
424	Local Skill Training	Nanisivik	7	Community Enhancement	4	Educational based any level general to potential Employee
425	Training and Development Program	Tuktuk	11	Community Enhancement	3	For Community members or Employees
426	Technical Training	Ragland	21	Community Enhancement	1	Technical Training of Locals
427	Local Transportation of Employees	BHP Diamonds	9	Community Enhancement	1	Educational based any level general to potential Employee

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ID	Issue	Reference	pg #	Section	Assigned	Example
428	Local Training and Apprenterships	Golden Patricia	9	Community Enhancement	1	Educational based any level general to potential Employee
429	Local Skill Training	Cameco Corporation	14	Community Enhancement	4	Educational based any level general to potential Employee
430	Training Programs	Echo Bay & KIA	9	Community Enhancement	5	For Community members or Employees
431	Training Programs	Dona Lake Agreement	33	Community Enhancement	5	For Community members or Employees
432	Mill Training Program	Golden Patricia Final	33	Community Enhancement	1	Specific Mill Training Education