



# Baker Lake Wellness Report & Implementation Plan – 2016 Update

Final Report

March 2017



**AGNICO EAGLE**

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# Introduction and Background Information



# Objectives and Overview



## Objectives

To describe the impacts of the Meadowbank Mine on the wellness of the Inuit residents of Baker Lake, and to identify opportunities for Agnico Eagle Mines (AEM) to work together with the community to improve community wellness

## Overview of Baker Lake Community Wellness

### Positive and negative effects of the mine

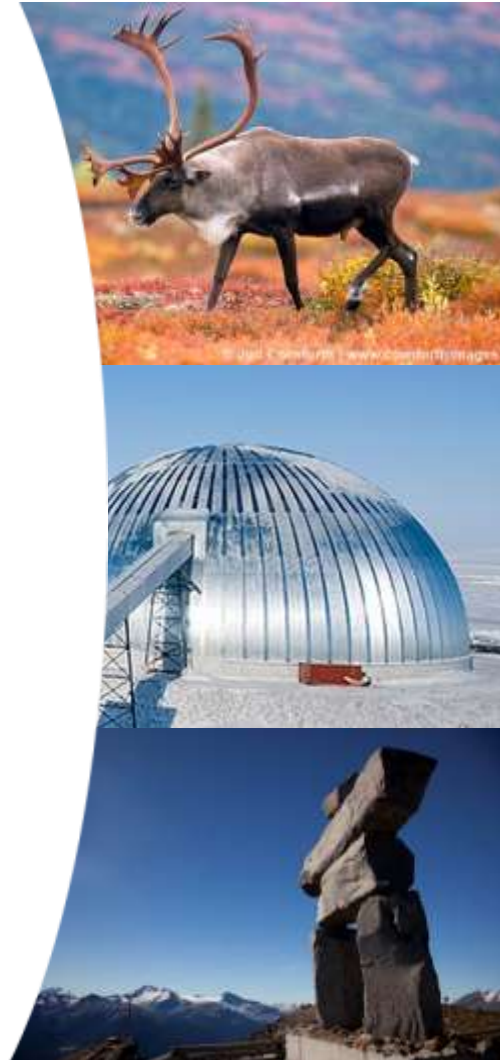
The Meadowbank mine has contributed to both benefits (e.g. jobs, income, training) and impacts (e.g. family and relationship stress, substance abuse, financial management) for the community of Baker Lake.

### Attribution

While this work focuses on changes in the community since Meadowbank opened, a number of wellness issues are long-standing and systemic and may be influenced by the mine to varying degrees.

### Inter-connectedness

Many of the wellness issues are interconnected and, given the shared responsibility between AEM, the Hamlet, Kivalliq Inuit Association (KIA) and Government of Nunavut (GN), a coordinated and comprehensive approach is needed to address them.



# What is Wellness? Scope and Framework



In 2015, we used a framework to identify and group different elements of community wellness, as shown in the first column below. Data and information relevant to these areas were collected through document reviews and interviews in the community. We identified five priority areas and validated them with community members.



In 2016, Agnico Eagle focused its work in two of these areas:

- **Community Wellness Planning and Management:** With support from Stratos, Agnico planned and facilitated a series of workshops to support the community’s development of the Community Wellness Plan to obtain GN funding in 2017 and beyond (formerly the Cluster Plan)
- **Employment, Income and Financial Management:** Working with CPA, Agnico Eagle initiated the design of a Financial Literacy Initiative to be offered to Inuit mine employees, their families, and to the community of Baker Lake. The initiative will be launched in 2017.

# About this Report

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This report provides an updated picture of wellness in Baker Lake – focusing on what has changed in the five priority areas since the previous report (December 2015 report). The report also includes an Implementation Plan which describes proposed actions to be taken by Agnico Eagle, the Hamlet, KIA, and others to address some of the challenges identified in the report.

## Structure

This report includes the following sections:

- **Introduction and background:** Information on this report, the process we followed and on Baker Lake
- **Information on each of the five priority areas** (5 sections)
- **Community Wellness Implementation Plan**
- **Appendices:** Summary of 2016 workshop process and results (App A), and information on existing AEM programs (App B)

## How we collected information

We collected data and information through:

- Review of available data and information from Agnico Eagle, GN, and the Meadowbank Socio-Economic Monitoring report
- Interviews, workshops, and meetings with a range of community members and organizations. These workshops were conducted during March, May, and October visits to Baker Lake, with additional interviews conducted in person or by telephone.

## Timeframe

The report provides a picture of wellness in the community in **2016**. Between March and December of 2016, we collected information and perspectives through interviews and workshops involving community members and obtained updates on current Agnico Eagle programs and activities at the mine and in the community. However, the statistics presented in this report (charts and tables) are based mostly on **2015** data since these are the most recent statistics available from Statistics Canada and the Nunavut Bureau of Statistics.



Building on initial engagement activities completed in 2015 that identified 5 priority wellness areas for Baker Lake, engagement activities in 2016 included:

**3 community workshops** with wellness stakeholders (participation ranging from 15 – 25 community members, including representatives from more than 15 community and government organizations)

Produced and shared **3 wellness workshop reports** and **4 wellness posters** distributed to a **mailing list of 30 community members**

**1 public meeting** to present the Wellness Report and Implementation Plan, take questions and receive input on the wellness vision

**8 interviews** with individuals and groups of wellness stakeholders

Regular engagement with Baker Lake Hamlet Council: **1 presentation to Council**, **2 correspondence submissions**, **1 personal meeting with the Mayor** to provide update on the process

# Approach and Process



This timeline summarizes engagement activities completed in 2016, with a focus on workshops that supported the communities development of the Community Wellness Plan. In addition to the workshops and meeting shown here, Stratos (on behalf of Agnico) conducted numerous interviews and meeting with wellness stakeholders to collect the information and perspectives presented in this report. More detail about these workshops is provided in Appendix A. All workshop reports and results were shared with the participants, the mailing list of wellness stakeholders, and Hamlet council.

Prepare 2016 update of Wellness Report and Implementation Plan

2016



March

May

July

October

December

## Workshop 1

- Presented 2015 Wellness Report
- Described the Community Cluster Plan
- Participants developed vision for Wellness in Baker Lake

## Workshop 2

- Participants identified roles and responsibilities for wellness programming
- Participants identified considerations for designing and selecting wellness programs

## Public Meeting

- Presented the Wellness Report
- Answered questions and got feedback on the report
- Participants provided input on wellness vision and priorities

## Workshop 3

- Presented update on process, including Agnico Financial Literacy initiative
- Described the new Community Wellness Programs fund (that replaces the Cluster Plan)
- Participants developed wellness needs and program ideas



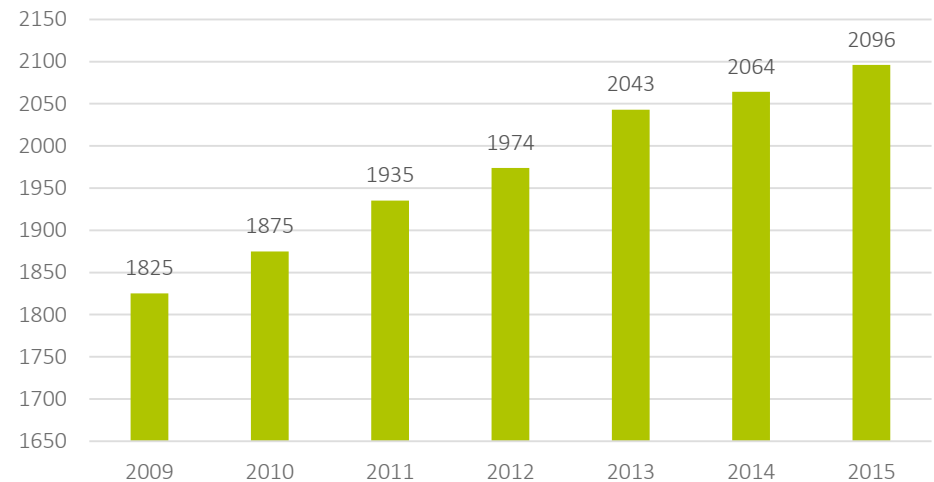
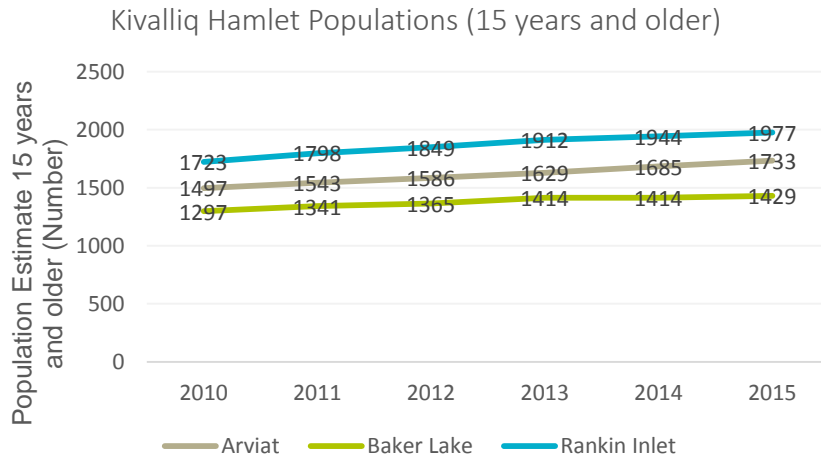
# Background on Baker Lake / Qamani'tuaq



- Traditional gathering place for Inuit for summer hunting and fishing
- Hudson's Bay established trading post in the 1700's
- Christian missions established in the 1920s
- Baker Lake established as an administrative centre in the 1950s: provision of government services, collapse of the fur trade, hunger, and pressure from missionaries and RCMP led Inuit from six traditional groups to settle year-round in Qamani'tuaq
- Population has grown at a similar rate as other Kivalliq communities over the past 10 years



Population estimate Baker Lake



Baker Lake has grown similarly to other hamlets

# Background on Meadowbank



- Open pit gold mine
- 70 km north of Baker Lake (110 km by private road)
- Purchased by Agnico Eagle in 2007
- First gold production began in early 2010
- New IIBA signed between AEM and KIA in 2011 with a requirement for a *Wellness Report and Implementation Plan* on the impacts of Meadowbank on Baker Lake Inuit
- With recent expansion, Meadowbank expected to be in production until the third quarter of 2018
- Development of the nearby Amaruq deposit would effectively extend the mine life beyond 2018. Ideally, production would begin close to the estimated closure date for existing Meadowbank pits.



Photo and map credits: Agnico Eagle



# Priority Wellness Areas

Padp...  
FINANCIAL MANAGEMENT

Padp...  
TRADITIONAL FOOD PREPARATION  
(Respect No waste)

Padp...  
NO ABUSE  
(esp. children) even adults

Padp...  
LESS HUNGER esp children

Padp...  
PARENTING  
DISCIPLINE IS IMPORT W/O ABUSE

STRONG FAMILY FOUNDATION

SUPPORTIVE  
😊

FINANCIAL MANAGEMENT  
(H)

CULTURALLY AWARE  
😊

Drug free homes for children

Healthy eating, diet, lifestyle

Support for families  
- Families need support with childcare  
- They need someone to talk to

- Family Healing program

ASSERTIVE

Budgeting

Close the "GAP" between elders & youth

ADDICTION COUNSELLING

No hungry children/People

- Working Together/Community resources  
- Support for families  
- Help to...

5 program steps for women and 5 program steps for men (per year)

RESILIENT  
😊

Substance Free

- Celebrations -

FOOD SECURE  
❤️

Use Church Members

Treatment/Counseling Programs

RESOURCEFUL  
😊

Knowing how to...

Making Smart Decisions  
Lots of Good (people sharing) talking

Strong sense of identity and belonging

CONTENT (MEND)  
😊

Youth speaking to elders in Institut

Every One speaking Inaktif (Buku lab)

Willing volunteers More engagement

ACT

Political Engagement/Participation!!

Wellness vision exercise results, March 2016 Workshop  
Image: Stratos Inc.

# Priority Areas



The following sections provide information related to each of the following priority areas:



For each of these priority areas, the report describes:

- The **ideal state** (i.e. goal statement) and the current state observed in the community
- Information related to the **impact** that Meadowbank Mine has had on the community
- Current **programs** and resources focused on this area of community wellness
- Identified **gaps** and **challenges**, and
- Potential **opportunities** for improving community wellness.



# Employment, Income and Financial Management



## Ideal State:

- Sufficient training and job opportunities for Inuit to secure progressively more skilled positions
- Employees plan and manage their finances sustainably

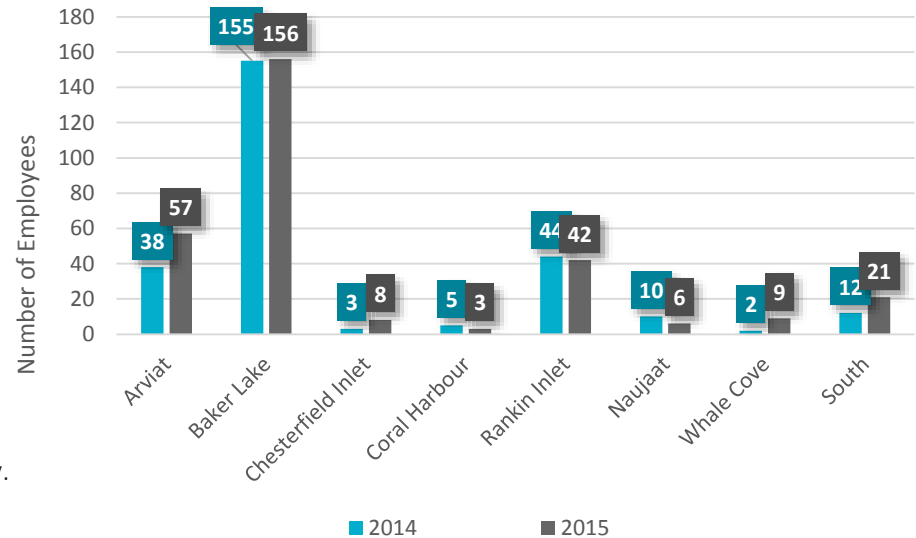
# Employment, Income and Financial Management



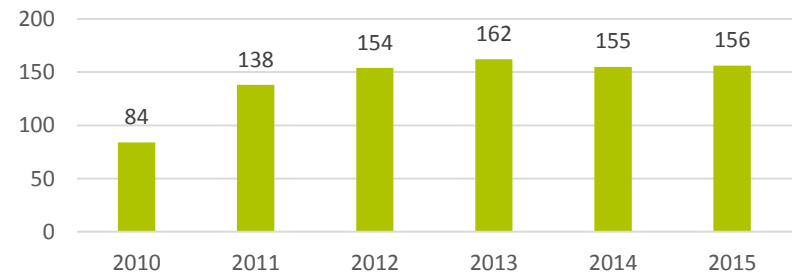
## Current State – Employment

- In 2015, there were **156 Inuit employees from Baker Lake**, which is about **20%** of the Meadowbank workforce. Meadowbank employment in Baker Lake did not change significantly from 2014.
- Overall, 269 Inuit employees represent 34% of Meadowbank employees (95% of temporary employees; 26% of permanent workers)
- **25%** of AEM’s Inuit employees are **female**
- The **majority** of Inuit employees **work in semi-skilled or unskilled positions**; they have experienced only limited progression into more advanced or skilled positions
- Meadowbank has contracts with **local businesses, such Arctic Fuel, Peter’s Expediting Ltd (PEL)** who hire employees from the community.
- Significant **effort and resources** have been **put into work readiness and training** initiatives
- **Turnover rates have decreased** significantly. So Inuit workers are staying in their jobs at Meadowbank longer than before. Turnover for Inuit workers is still higher than for non-Inuit workers, but it has been decreasing each year.
- The new **Community Liaison Coordinator** position in Baker Lake has helped to improve **access to job training and job opportunities** through regular engagement by the Agnico office in Baker Lake including open houses, Facebook, and radio. Pre-apprenticeship training is now available in Baker Lake so that people do not have to go to Rankin Inlet.

Inuit Employment at Meadowbank by Community



Baker Lake Inuit Employment at Meadowbank



# Employment, Income and Financial Management



## Current State – Income and Financial Management

- **Median income** in Baker Lake is 42% higher than it was before the mine opened. Income has grown more in Baker Lake has been higher than in other Kivalliq communities. Income comes from jobs with Agnico Eagle and from jobs with Meadowbank contractors.

Lack of financial management experience and skills, along with other circumstances (identified in the 2015 Wellness Report), continue to affect how mining income is used in the community:

- Planning and management of personal and family finances continues to be a challenge; many people reportedly **live “one paycheque behind”**, and **do not budget for food, housing** or household expenses (e.g. clothing, furniture)
- Many people are generous with their money, **sharing** with a wide network of family and friends
- It was reported that a number of people have increased their **spending on alcohol and drugs** now that their large purchases (e.g. ATVs, trucks) have already been made
- Poor financial management contributes to **high usage of expensive credit and debt** (e.g. very high-cost personal loans, on-line paycheque lending services, and the “We” card at the Northern store)

Meadowbank worker (Image: Agnico Eagle)



Kivalliq Community	# of Meadowbank Employees (2015)	Change in Income (2004-2014)
Arviat	57	30% ↑
<b>Baker Lake</b>	<b>156</b>	<b>42% ↑</b>
Chesterfield Inlet	8	20% ↑
Coral Harbour	3	8% ↑
Rankin Inlet	42	33% ↑
Naujatt	6	24% ↑
Whale Cove	9	0% ↑

The median income in Baker Lake has increased 42% since 2004

# Employment, Income and Financial Management



## Meadowbank Impact

- Provides employment and income for over 150 residents
- Explicit policy and efforts to hire Baker Lake Inuit, supported by extensive work readiness, training programs, human resources and professional development programs



Meadowbank worker  
(Image: Agnico Eagle)

## Current Programs

See Appendix for more information on AEM programs

- **Agnico Eagle employment and training programs include:** Work Readiness Training Program, Labour Pool Initiative, Summer Student Employment Program, Haul Truck Driver Training, Career Path Program, E-Learning Training at Meadowbank, “role model” program, and Apprenticeship Program at Meadowbank
- **Agnico Eagle financial management programs include:** Employee Family Assistance Program and the Family Network Support Program (these programs offer a range of supports including financial counselling)
- **Agnico Eagle Community Open Houses:** Information on employment and business opportunity programs is provided on a regular basis at open houses in each Kivalliq Community, including Baker Lake
- **Agnico Eagle “Speak up” system** (anonymous online employee complaints system) – available via Intranet
- There is **one bank in Baker Lake** (First Nations Bank at the Co-op) with limited services; retail outlets have generic machines with supplemental fees of \$2.50 to \$3

*Programs to be launched in 2017:*

- **A new Financial Literacy Program is being launched in January 2017.** Agnico Eagle is working with Chartered Professional Accountants (CPA) Canada to deliver a tailored version of CPA Canada’s Community Connect Program. Following initial roll out at the mine and in Baker Lake, the program will be delivered in other Kivalliq communities.
- **“Joining the Dots – Education Continuum”** will map existing and proposed learning and training initiatives to be integrated at the community and/or mine site level



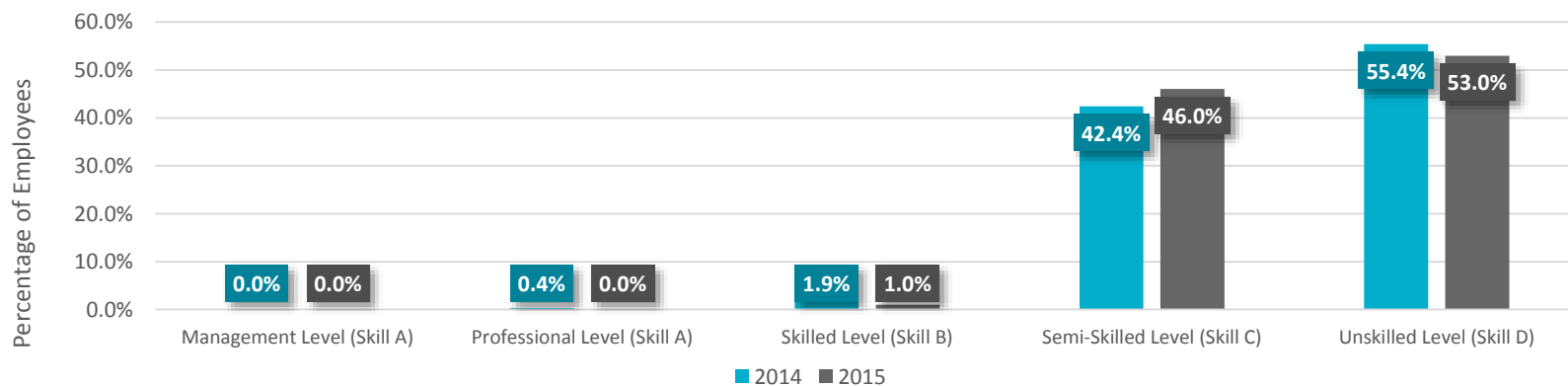
# Employment, Income and Financial Management



## Gaps and Challenges

- Progression of Inuit into more **skilled positions**. There was significant growth in the number of apprentices in 2015, but the number of “Skilled Level” Inuit employees has not yet changed (see chart below).
- Finding ways to address Inuit workforce issues to **reduce absenteeism and turnover**.
  - Turnover has decreased significantly in 2015, but remains significantly higher than for non-Inuit employees.
  - Child care remains a significant concern for female employees from Baker Lake. This includes both daycare and the level of care provided at home while the parent is on rotation at the mine.
- Maintaining a **mine site culture that recognizes and addresses issues** including Inuit-Qablunaat tension, and sexual harassment
- Most of the community does not have **access to financial planning** programs or services. This will remain a gap and challenge until Agnico Eagle’s Financial Literacy Initiative is launched in 2017 and effectively delivered in Baker Lake.

Proportion of Inuit Employment by Skill Level, 2014 – 2015 (source: Agnico Eagle)



The majority of Inuit employees are in semi-skilled and unskilled positions.  
This has not changed significantly since 2011.

# Employment, Income and Financial Management



## Opportunities

- Continue tracking and implementing the recommendations of the **Workplace Needs Assessment**, including the following:
  - Continue developing Role Model program and Apprenticeship programs as “leadership incubator programs”
  - Skills Passport
  - Language Review
  - Continue developing the “Joining the Dots – Education Continuum” to map existing and proposed learning and training initiatives and support integration at the community and/or mine site level
  - Inter-departmental coordination, including between mine site Human Resources and the Baker Lake office in relation to employee wellness supports at the mine and in the community
- **Implement Financial Literacy Initiative at mine site and in Baker Lake**
- **Implement/enhance participant evaluation processes for employment and training programs** to obtain feedback on how training has helped and how it can be improved
- **Sustain local employee participation in community programs and activities** (e.g. Christmas party and feast, Festival by the Lake, open houses, and other events and meetings) through engagement by the Community Liaison Officer and Human Resources



# Mental Health and Addiction

## Ideal State

- Having love, support and happiness in one's life
- Having balance and stability, and a strong sense of identity and self-esteem

# Mental Health and Addictions

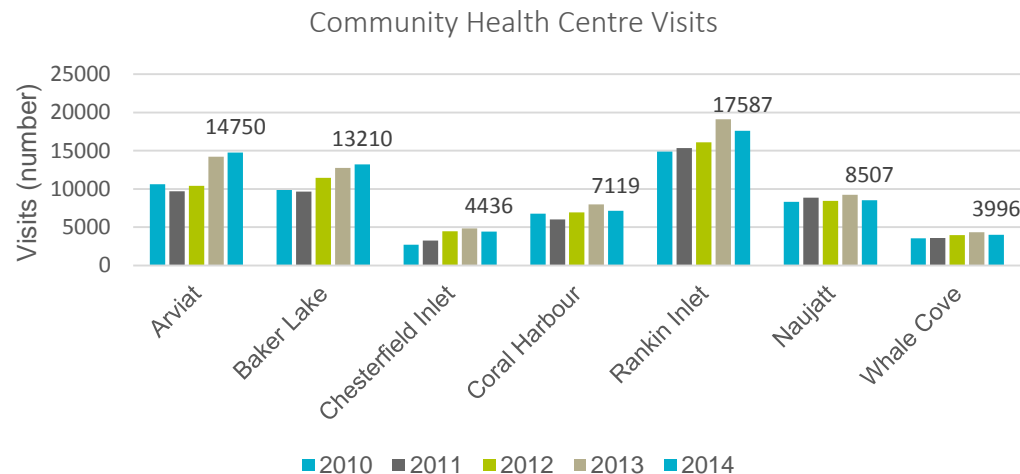


## Current State

- **Huge shocks to Inuit culture** over past generations, including settlement, residential schools, and a shift to a cash economy, have **negatively impacted cultural identity and self-esteem** and led to **intergenerational trauma and abuse**, and **increased addiction** (drugs, alcohol and gambling)
- There is a **high rate of suicide**, particularly in males age 15-34: **alcohol abuse** and **relationship issues** were mentioned as significant factors along with other stressors like work, family, and lack of opportunity
- There has been a **mental health and addictions counsellor in the community since September 2015 (contract position with full time hours)**. As of September 2016, there is **also a full-time mental health nurse**. While there is a high demand for the mental health services provided by these two resources, the GN has only established the mental health nurse as a full time position.
- **Elders describe** a need to overcome traditions of personal independence in order to address issues and **help people build coping skills**



# Mental Health and Addictions



Mental health visits are estimated to be 30% of all visits to the health clinic

## Meadowbank Impact

- **Working at the Meadowbank mine represents a massive life change** for many Baker Lake employees and their families.
- The **work schedule and work stress have an impact** on individual and **family mental health**. Contributing factors include: access to and reliability of child care (daycare and other programs, as well as family support), lack of trust between partners, and lack of coping strategies and skills.
- Jobs and income can contribute to an **increased 'hierarchical' structure** in the community, **weakening community bonds**. In other cases, **hierarchies are maintained**, as illustrated by some employees passing their paycheques over to their parents.
- Increased **disposable income** increases **access to alcohol and drugs** (including access to smuggled alcohol during dry periods)

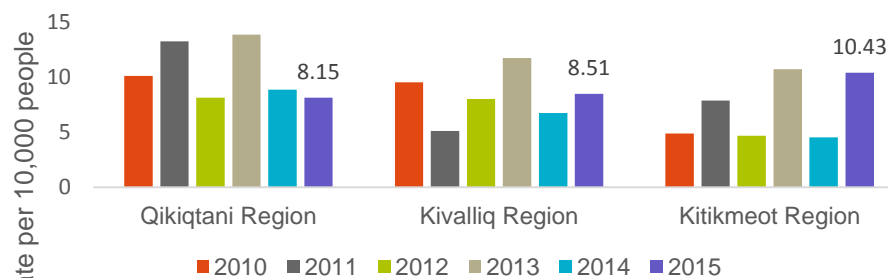
# Mental Health and Addictions



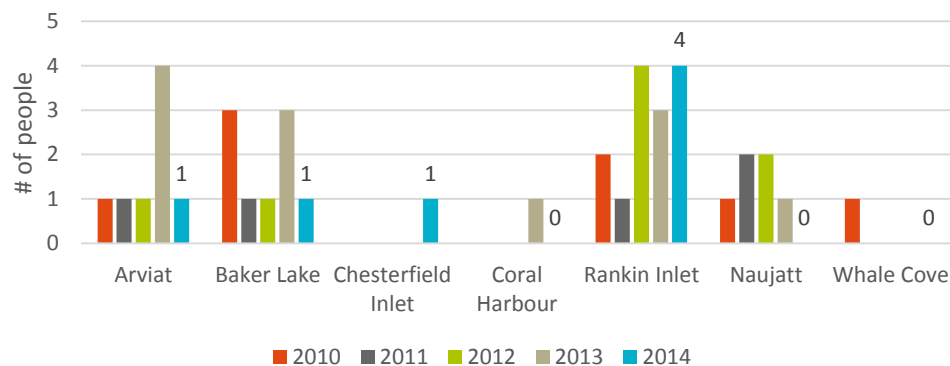
## Current Programs

- **Mental health counsellor (contract) and nurse (full time GN employees)** in Baker Lake provide individual counselling and programs
- **B.L.A.S.T.** (Baker Lake Against Suicide Team) youth programs and activities
- **Mianiqsijit** (non-profit) – provides counselling services to survivors of abuse and those who have been Intergenerationally Impacted.
- **Friendship Centre** - based in Rankin Inlet, it has Inuit counsellors in Baker Lake who apply a traditional approach and offer services in Inuktitut. Provides additional counsellors as needed (e.g. when a suicide happens).
- **AEM programs (see Appendix for more detail):** Employee Family Assistance, Visiting Elders program (brings Elders to the mine site 2-4 times per year on country food nights), AA meetings at the mine, mental health worker visits the mine 4 times per year

Suicide Rates by Nunavut Region



Number of Suicides by Community



The suicide rate in Baker Lake is roughly 8 times higher than the Canadian average. It is slightly lower than Rankin Inlet but slightly higher than Arviat.

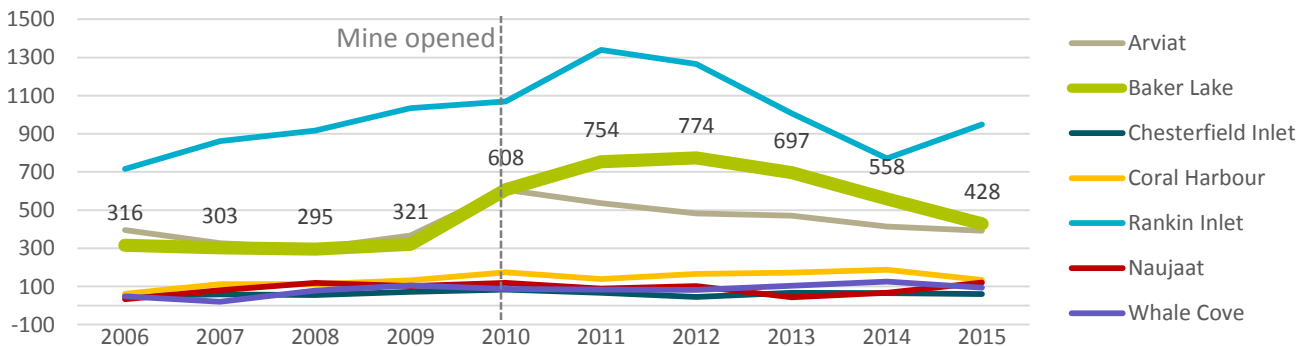
# Mental Health and Addictions



## Gaps and Challenges

- Need for increased **community awareness and discussion** of wellness issues like addiction and abuse. There are mixed views on the need for openness about suicide and other mental health issues.
- **Limited programs for elders to interact with youth** and families
- **Continuity of care and support for employees** as they go on and off rotation. There is limited support for addressing employees' mental health issues and information may not be shared between health workers in the community and those at the mine.
- **Mental health and addictions programs need to be anchored in traditional activities or approaches**

Number of Criminal Violations by Community



The number of criminal violations in Baker Lake rose significantly after the mine opened. But the number of violations has been dropping steadily each year since 2012.

# Mental Health and Addictions

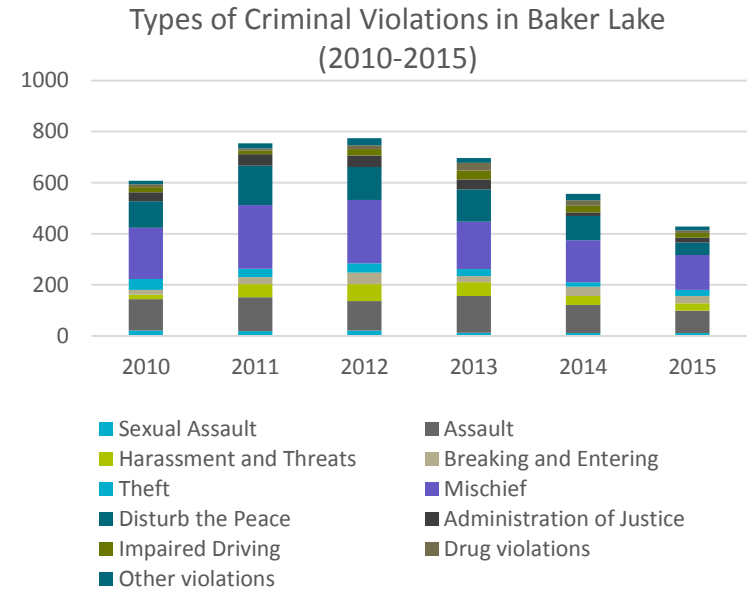


## Opportunities

- Formalize information sharing processes and coordination (subject to employee consent) between mental health workers in Baker Lake and health/HR staff at the mine
- Raise awareness of and improve access to mental health supports at the mine for Inuit employees
- Enhance opportunities for Inuit workers to communicate with their families while at the mine
- More frequent Inuit-run healing workshops and support programs (through Community Wellness Plan)



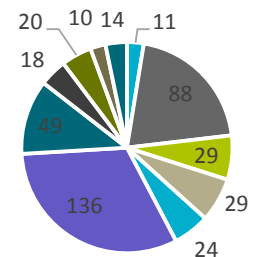
Baker Lake (Image: Canadian Press)



Many of types of criminal violations that increased most significantly when the mine started (e.g. assault, harassments, disturbing the peace, impaired driving) are likely related to alcohol or drug abuse\*

### Breakdown for 2015

\* Some changes in the reported number of criminal violations may be a change in arrest and reporting standards within the RCMP during this time period.







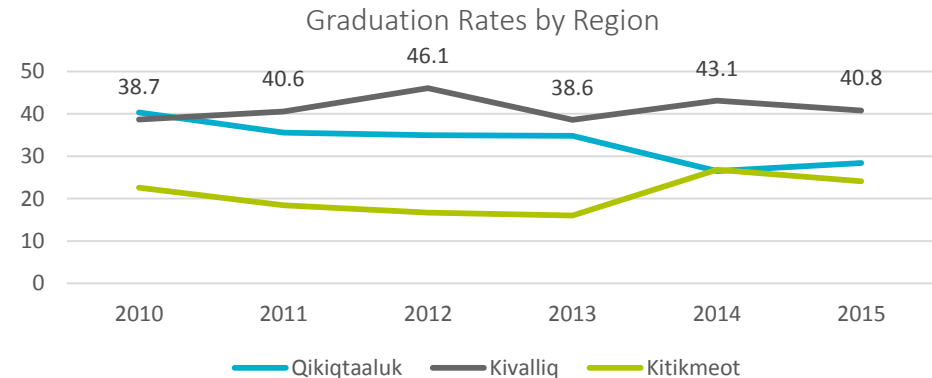
# Children, Youth and Families

## Ideal State

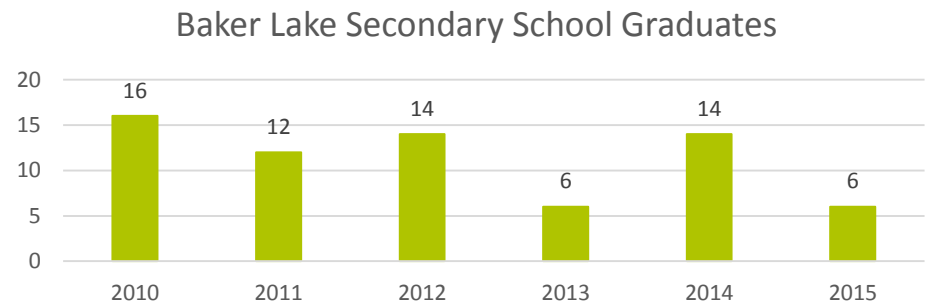
- Families and the broader community take responsibility for children and youth, showing them positive values, and investing in them for the future
- Healthy relationships and respect within families: wives and husbands, youth, and elders

## Current State

- **Youth struggling:** high **truancy** and **suicide** rates, **low graduation** rates, and limited focus on **relevant skills** in high school
- Increased **disconnect between generations:** elders feel isolated
- **Low levels of literacy and numeracy among adults and youth** – with resulting impacts on employment opportunities and life skills (financial management, nutrition, parenting)
- **Lack of sufficient or adequate child care:** both institutional care (availability/access to daycare, after-school options for younger children, and summer programs) and informal arrangements (some have good reliable care within families others don't; childcare can be strenuous for elderly relatives)
- **Lack of respect or discipline** in youth, and limited feedback, structure and discipline applied by parents
- Difficult to determine actual rates, but physical, **sexual** and **emotional abuse** has been said to be more frequent within families
- **Relationship issues** between **partners** leading to **conflict**



With class sizes around 40 students, Baker Lake graduation rates are between 25-35%, consistent with the Nunavut average but below the Kivalliq average



# Children, Youth and Families



## Meadowbank Impact

- **Employees can struggle to adapt** to work stress and schedule, leading to impact on their families
- Some Employees **feel conflicted** between **keeping a job** and **dealing with family issues and responsibilities** (e.g. parenting, caring for sick family members)
- **Relationship issues** driven by actual or suspected **extra-marital affairs**, and a resulting **lack of trust**; increase in sexually transmitted infections (**STIs**)

## Current Programs

See Appendix for a description of AEM programs

- **Child care at daycare** for up to **20 children** (priority for beneficiaries)
- **B.L.A.S.T.** (Baker Lake Against Suicide Team) programs, including youth drop-in centre
- **T.A.S.K.** (Trades Awareness, Skills and Knowledge) program at high school
- **Mianiqsijit** Project (community counseling)
- Mental health and addictions counselor, mental health nurse, child and youth outreach worker (GN Dept. of Health, **Social Services**)
- **JA and RA School Breakfast Programs**
- **Baker Lake Youth Centre** – safe space for youth for after school
- **Prenatal Nutrition Program** – range nutrition programs with focus on prenatal health
- **Books for Babies** – literacy program run out of Health Centre
- **AEM programs:** Employee Family Assistance, Make it Work (spousal site visits), spousal visits at Christmas time and New Year’s Eve, Visiting Elders, annual “site visit” (any Inuit over 18 years of age from Baker Lake can visit the mine for a tour), square dance nights



Youth paint a mural for the Baker Lake youth centre  
(Image: CBC.ca Pascale Arpin)

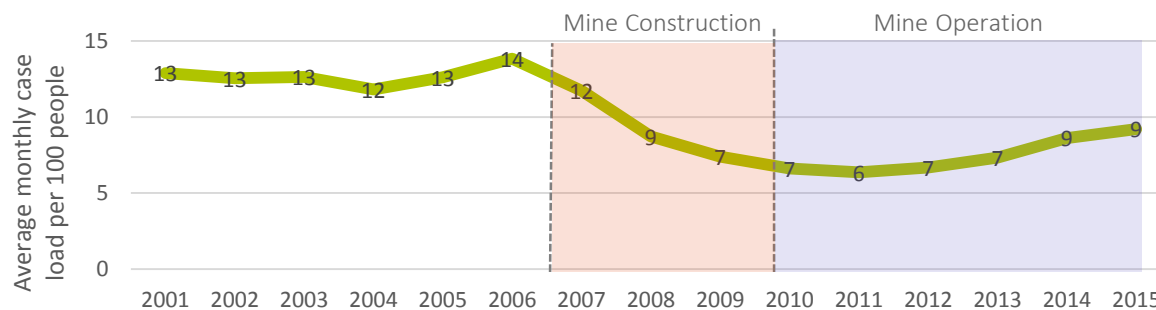
# Children, Youth and Families



## Gap and Challenges

- Substantial gap in **child care, including actual or perceived barriers to accessing daycare and other supports among mine workers**
- **No early childhood education program** (e.g. Small Steps), limited programming for young children (12 and under), limited summer programs for kids
- **Lack of counseling and other programs for people needing support in various life skill areas** including parenting, nutrition, financial management, and conflict resolution
- **Limited opportunities for youth due to lack of skills and education** (e.g. high school graduates with sub-standard literacy and numeracy skills) – and associated impacts on self-esteem, hopes, and ambitions. Youth centre has been in decline due to lack of operational budget.
- **Limited opportunities for middle-aged demographic** beyond senior-men’s hockey and sewing programs. Men often do not participate in wellness programs (e.g. nutrition programs)
- **Lack of facilities (or precarious facilities) for wellness programs** (e.g. pre-natal nutrition program lost their space due to mold in the building, resulting in suspension of program for several months; new wellness centre heavily booked and not equipped for certain activities)
- Challenges in engaging broader segment of youth in current **sexual health awareness programming**

Department of Family Services average monthly social assistance case load for Baker Lake (per 100 people), 2001 – 2015 (sources: Department of Family Services, 2016)



The number of social assistance caseloads, as a fraction of the population, declined by more than 50% from 2006 to 2011 in Baker Lake, coinciding with construction at Meadowbank and the opening of the mine. The caseloads began to increase again between 2011 and 2015, though remained below 2007 levels.

# Children, Youth and Families



## Opportunities

- Assess child care challenges of mine workers and identify potential supports
- Implement programs to **support families** (e.g. early childhood education, parenting/life skills)
- Increase access to **reading materials in Inuktitut or that are Inuit-themed** (for books for babies)
- **School programming** relevant to Inuit life and opportunities (e.g. pre-trades, job placement)
- **Additional facilities for wellness programming** (addressing needs not currently met by new community wellness centre and other existing facility, e.g. space for young children, community kitchen facilities, storage requirements, appropriate spaces for preparation of skins for sewing program)



A family at the grocery store in Baker Lake (Image: CBC.ca)



# Inuit Culture and Traditional Practices



## Ideal State

- Inuit traditional knowledge and skills are kept alive
- Current and future generations speak, read and write Inuktitut
- Inuit values of respect and support are strong

# Inuit Culture and Traditional Practices



## Current State

- **Shift in caribou migration**, and limited time or equipment results in **less hunting**. Recent decision by GN to no longer push for a ban on development in the caribou calving grounds in the territory's land use plan is controversial and opposed by Baker Lake Hunters and Trappers Association.
- Inuktitut spoken by **majority of Inuit at Meadowbank**, but **not recognized** as an **official language**
- Perception that fewer **young people** speak Inuktitut and engage in traditional practices
- **Shift in culture towards individualism** (e.g. reported selling of caribou, rather than sharing)
- **Less respect for elders**
- **Increased gossip** and rumours, partly due to **increased use of social media by youth**, and **impact of mine** on personal **relationships**
- **Lack of participation and volunteerism**, although there is strong interest and attendance at prominent community events

*"In 2016, only one migration happened, but came close to the road [all-weather access road, which facilitated access for hunters]. People are frustrated and some blame Agnico."*

Interview, December 2016

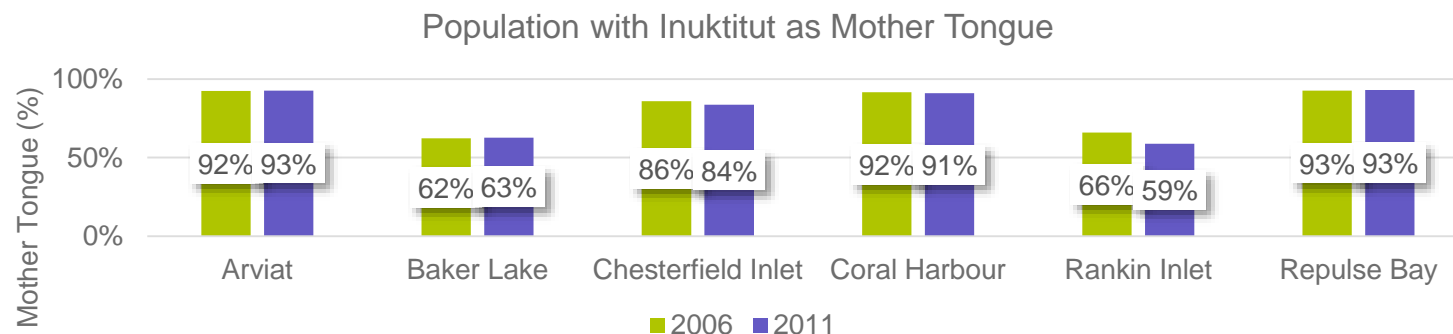
Proportion of total population identifying Inuktitut as the mother tongue, by Kivalliq community  
(source: Statistics Canada, 2011)

Hamlet	Percentage of Population
Arviat	93%
<b>Baker Lake</b>	<b>63%</b>
Chesterfield Inlet	84%
Coral Harbour	91%
Rankin Inlet	59%
Naujatt	93%

**63% of Baker Lake's population identifies Inuktitut as the mother tongue – similar to Rankin Inlet, but much lower than other Kivalliq communities.**

**In a 2015 survey of Agnico Eagle's Inuit employees, 79% identified Inuktitut as their first language.**

# Inuit Culture and Traditional Practices



The number of Inuktitut speakers appears to be stable in Baker Lake, although compared to other Kivalliq communities there are higher numbers of non-Inuktitut speakers

## Meadowbank Impact

- **Perceived impact** of road on caribou migration
- Increased **emphasis** on **jobs** and **income** could be contributing to **individualism**
- **Conflicting accounts** on whether work schedule and additional income **provides more time and resources** (equipment, gas, bullets) for **traditional** activities, or leaves employees **too tired to participate**

## Current Programs

- B.L.A.S.T./Qilautimiut **plans for land-based** activities with **youth and elders**
- Niqitsiavut supports **traditional activities** and **consumption and sharing of country food**
- **Meadowbank policies, training, safety, counseling** and human resources all offered in Inuktitut
- **Country foods nights** at the mine include visits by elders – who are available to talk and mentor Inuit employees



# Inuit Culture and Traditional Practices



Gap and Challenges	Opportunities
<ul style="list-style-type: none"><li>• Some report difficulty in accessing <b>funding</b> for <b>programming</b></li><li>• <b>Limited number</b> of people <b>willing to develop and lead programs</b></li><li>• Access to <b>space and equipment requirements</b> for certain traditional skills programming (e.g. a tent for preparing skins)</li></ul>	<ul style="list-style-type: none"><li>• Increased <b>programming</b> for <b>traditional language</b> and knowledge through <b>existing organizations</b> (e.g. B.L.A.S.T., Arctic College, Ilisaqsivik)</li><li>• Programs or events that bring elders, youth and middle-aged individuals together</li><li>• <b>Events</b> that encourage <b>Inuit culture</b> and <b>traditional practices</b></li><li>• <b>Infrastructure to support traditional practices</b> (e.g. community freezer, hunting equipment, tent for preparing skins)</li><li>• Add questions to <b>employee survey</b> to better understand levels of traditional activities among employees</li></ul>





# Planning and Coordination of Community Wellness



## Ideal State

- Wellness priorities and programs are shaped based on community input and support
- Agnico Eagle's priorities and programs align with the community's
- Residents are aware of and access programs

# Planning and Coordination of Community Wellness



## Current State

- **Certain wellness programs**, like the school breakfast program, are **well-known and appreciated**. Many **others are not effective** due to volunteer fatigue, and lack of funding, leadership, and/or facilities.
- Planning and **decision-making** on wellness **priorities and funding** involves a number of **different bodies** (Hamlet Council, SAO, Health and Wellness Committee, GN Department of Health) but the **process is unclear** to many community stakeholders and **coordination across the groups is limited**
- Baker Lake's Comprehensive Community Health Plan ("Cluster Plan" programs and funding) **is coming to an end**, and a **new *Community Wellness Plan* is being developed** for submission to GN in 2017
- Transition in leadership and administration: **New mayor** and several new councillors elected in December 2016. The long-time **SAO departed suddenly in May 2016** and the assistant SAO has been acting in his place and transition has been a challenge.

"The community provides lots of information and ideas on these [wellness] issues, but wants to see more action!"

Participant at Wellness workshop, March 2016



Image: Stratos Inc.

# Planning and Coordination of Community Wellness



The table below outlines the roles and responsibilities of different actors involved in managing the impacts of Meadowbank, and community wellness in Baker Lake.

Bodies / Parties and Responsibilities

Govt. of Nunavut	Agnico Eagle Mines	Kivalliq Inuit Association	Baker Lake
<p><b>Kivalliq Socio-Economic Monitoring Committee</b></p> <ul style="list-style-type: none"> <li>Review annual Meadowbank Socio-Economic Monitoring Report, which outlines regional benefits, impacts, and mitigation measures</li> </ul>		<p><b>Kivalliq Inuit Association</b></p> <ul style="list-style-type: none"> <li>Promote well-being, including funding for community initiatives</li> <li>Work together with Agnico to consult Baker Lake residents on wellness</li> </ul>	<p><b>Hamlet Council</b></p> <ul style="list-style-type: none"> <li>Submit a five-year Community Wellness Plan (CWP) to GN that outlines community priorities and programs</li> </ul>
<p><b>Department of Health</b></p> <ul style="list-style-type: none"> <li>Approve and fund CWP</li> </ul>	<p><b>IIBA Implementation Committee</b></p> <ul style="list-style-type: none"> <li>Review the Wellness Report and Implementation Plan (WRIP), and consult with Baker Lake Inuit and government agencies to determine adjustments</li> </ul>		<p><b>Community Health and Wellness Committee</b></p> <ul style="list-style-type: none"> <li>Develop CWP and make changes as needed*</li> </ul>
<p><b>Community Health and Wellness Coordinator</b></p> <ul style="list-style-type: none"> <li>Supports the Hamlet in their administration of the CWP</li> </ul>	<p><b>IIBA Implementation Working Group</b></p> <ul style="list-style-type: none"> <li>Monitor activities related to the IIBA, report to the IIBA Implementation Committee, and address concerns or issues</li> <li>Identify additional funding sources and partners to support the WRIP</li> </ul>		<p><b>Administrative Officers (Senior, Assistant)**</b></p> <ul style="list-style-type: none"> <li>Review draft, and any changes to, CWP and present to Council for approval</li> </ul>
<p><b>Other GN Departments (e.g. Education, Economic Development)</b></p> <ul style="list-style-type: none"> <li>Provide funding and evaluate relevant wellness programs</li> </ul>	<p><b>AEM IIBA Coordinator</b></p> <ul style="list-style-type: none"> <li>Assist Inuit employees and their families to access wellness programs</li> <li>Recommend how to increase benefits and mitigate adverse socio-economic impacts of Meadowbank</li> </ul>	<p><b>KIA IIBA Coordinator</b></p> <ul style="list-style-type: none"> <li>Assist KIA with delivery of community wellness programs</li> <li>Coordinate with and assist AEM IIBA Coordinator</li> </ul>	<p><b>Interagency Committee</b></p> <ul style="list-style-type: none"> <li>Coordination between government and community organizations involved in health and wellness</li> </ul>

\* In 2016, This role was taken on by an adhoc 'Wellness Planning Working Group'

\*\* Assistant SAO has been acting SAO for half of 2016

# Planning and Coordination of Community Wellness



## Meadowbank Impact

- **Increased expectation for Agnico Eagle** to take action due to its impact on the community, its capacity (financial, human resources), and its IIBA obligations
- Production of **Community Wellness Report and Implementation Plan (this report)** and **associated engagement has been a catalyst** and support for wellness planning for the next GN funding cycle
- **Planning and facilitation of wellness workshops** in 2016 brought together wellness stakeholders to plan for the next round of GN Wellness funding

## Current Programs

- **Community Wellness Coordinators (GN)**
- **Hamlet Council standing committee:** Community Health and Wellness
- **IIBA Coordinators** (Meadowbank and KIA)
- **Interagency Committee** comprised of government and community organizations
- **Community Wellness Programs (GN)** – new long-term funding program for all Hamlets, beginning April 2017



Image: Stratos Inc.

## Gaps and Challenges

- Some in the community feel that **the Health and Wellness Committee (HWC) is not as active as it could be**, and they aren't sure how the HWC works and coordinates with other wellness groups and stakeholders.
- **There is other funding available from GN and Agnico Eagle that is not being used** due to lack of leadership and/or capacity on developing and coordinating wellness initiatives
- **Limited coordination on wellness** within Baker Lake (between programs, Council, HWC) and also between GN, Agnico, KIA, and Interagency Committee
- **Limited reporting** to the community or Hamlet Council on wellness priorities and programs, by any level of government
- Uncertainty in the community's process **to manage the new GN Community Wellness Plan** funding, including disbursement and tracking of funds from GN, given status of SAO and HWC
- Uncertainty over **social closure planning** for Meadowbank

*“We need longer term thinking to build community resilience given the eventual closure of the mine.”*

*Participant at Wellness Workshop,  
March 2016*



*Agnico Eagle Public Meeting on  
Wellness Report and  
Implementation Plan, July 2016  
(Image: Stratos Inc.)*

# Planning and Coordination of Community Wellness



## Opportunities

- **New long-term and multi-year Community Wellness Plan** to support community programs; the new plan is being submitted to GN in late January 2017
- **Leveraging Community Wellness Plan funding to obtain additional funds**, or in-kind contributions, to support or expand scope of wellness programs in the plan, including providing facilities for programs (the Community Wellness Plan does not fund capital costs)
- **Reinvigorate Health and Wellness Committee** so that it can:
  - Effectively coordinate and monitor wellness programs and report back to Council and the community
  - Identify and address emerging wellness issues and opportunities in the community
  - Serve as a contact point for Agnico Eagle regarding wellness issues
- **Provide ongoing planning and coordination support, as needed, to wellness stakeholder group**, including capacity building on program design, funding proposals, and coordination between programs
- **Clarify the relationship** between current community wellness initiatives and social closure planning (“Post-closure wellness strategy”)
- Support **knowledge sharing** between Baker Lake and other communities and programs, including Rankin Inlet, given potential construction announcement for Meliadine



# Community Wellness Implementation Plan



# Scope of Implementation Plan



Based on the content presented in this report – particularly the opportunities listed in each priority area – the following slides present a draft implementation plan for further addressing the impacts of Meadowbank on the Inuit of Baker Lake. Since addressing wellness requires coordination across different organizations, the implementation plan includes not only actions for Agnico Eagle, but also actions that will require the support or leadership of other organizations.

Specific actions that Agnico Eagle has committed to supporting for 2017 include:

- Deliver the financial literacy initiative at the mine and for the community in Baker Lake
- Building on the 2016 workshop process, remain engaged with wellness stakeholders in Baker Lake and provide light coordination and planning support (as needed) for the new Community Wellness Plan and the Health and Wellness committee
- Raise awareness and improve access to family supports for Inuit mine employees
- Survey Inuit employees to better understand nature and level of traditional activities and what barriers or new opportunities exist for mine workers (e.g. time and equipment for going on the land)

For proposed actions that involve other organizations, this implementation plan is the prompt for conversations with those organizations on addressing issues of shared interest and shared responsibility.

Agnico Eagle will be producing an updated Wellness Report and Implementation Plan in 2017. This will provide an opportunity to assess progress against this plan and to define more specific priorities and actions for subsequent years, in line with the Community Wellness Plan (CWP).

# Roles and Responsibilities for Implementation



At the May 2016 Workshop, wellness stakeholders from Baker Lake were asked to consider all of the opportunities identified in the 2015 Baker Lake Wellness Report and Implementation Plan and to identify which organizations were responsible for, or best placed, to take the lead in advancing each opportunity. **The results of the exercise are summarized below and will help guide Agnico’s engagement on the implementation plan.**

Focus Area	Roles and Responsibilities
<b>Employment, Income and Financial Management</b>	<p>Shared responsibility between <b>Agnico, the Hamlet, and KIA</b></p> <ul style="list-style-type: none"> <li>• Financial planning programs and services: Agnico in partnership with the Hamlet and GN</li> <li>• Improving job access or ensuring career progression for Inuit: Agnico in partnership with KIA and the Hamlet</li> <li>• Encouraging mine employees living in Baker Lake to be more involved in the community: Agnico</li> </ul>
<b>Mental Health and Addiction</b>	<p>Shared responsibility between the <b>Hamlet, KIA and GN</b></p> <ul style="list-style-type: none"> <li>• Establishing and funding permanent positions and programs: GN</li> <li>• Helping to increase awareness and discussion related to addiction and abuse: KIA</li> <li>• Support development and implementation of community programs: Hamlet</li> </ul>
<b>Children, Youth and Families</b>	<p>Primary responsibility is with <b>GN</b></p> <ul style="list-style-type: none"> <li>• Primary responsibility for policies, infrastructure development (e.g. Health Centre), and funding: GN</li> <li>• Supporting roles for program implementation: Hamlet and KIA</li> <li>• Ensuring access to family-supportive programs for its employees: Agnico</li> </ul>
<b>Inuit Culture and Traditional Practices</b>	<p>Shared responsibility between the <b>Hamlet and KIA</b></p> <ul style="list-style-type: none"> <li>• Providing infrastructure and events that support or promote Inuit culture</li> <li>• GN also has a role in supporting traditional language programming</li> <li>• Encouraging employees to get involved in traditional practices in the community: Agnico</li> </ul>



# Community Wellness Implementation Plan



Action	Responsible	Estimated Date
<b>Employment, Income and Financial Management</b>		
1. Implement Financial Literacy Initiative at Meadowbank and in Baker Lake	Agnico Eagle Superintendent of Community Affairs	Q1-4 2017
2. Continue implementing the recommendations of the Workplace Needs Assessment and track progress	Agnico Eagle HR	Ongoing
3. Solicit additional feedback from Inuit employees on employment (and barriers to employment) and training programs through evaluation questionnaires, employee survey, or other means.	Agnico Eagle HR Agnico Eagle Community Affairs via Inuit Workplace Barriers Study (IWBS, MEL IIBA)	2017
4. Sustain local employee participation in community programs and activities	Community Liaison Coordinator	Ongoing
5. Improve access of Inuit to job opportunities and advancement	Community Liaison Coordinator AEM Labour Pool Coordinator Agnico Eagle HR	Ongoing
<b>Mental Health and Addictions</b>		
6. Identify opportunities for implementing more frequent Inuit-run healing workshops and support programs	Health & Wellness Committee, KIA, GN (via CWP)	2017
7. Formalize information sharing processes and coordination (subject to employee consent) between mental health workers in Baker Lake and health/HR staff at the mine	Agnico Eagle HR and Health, GN Department of Health	2017
8. Raise awareness and improve access to mental health supports at the mine for Inuit employees	Agnico Eagle HR KIA IIBA Coordinator	Ongoing

# Community Wellness Implementation Plan



Action	Responsible	Estimated Date
<b>Children, Youth and Families</b>		
9. Assess child care challenges of mine workers in Baker and identify potential supports	Agnico Eagle, Hamlet, GN	2017
10. Identify specific program opportunities to support families (e.g. early childhood education, after school options for younger children, parenting/life skills)	Hamlet, Health and Wellness Committee, Interagency Group	2017
11. Identify school programming relevant to Inuit life and job/trade opportunities	Jonah Amitnaaq Secondary School, Interagency Group, GN Dept. of Education, Agnico Eagle	2017
12. Identify additional opportunities to address outstanding space needs for wellness programs (including programs defined in <i>Community Wellness Plan</i> and beyond)	Hamlet, Interagency Group, Health and Wellness Committee, Agnico Eagle	2017
13. Raise awareness and improve access to family supports for Inuit mine employees ( <i>links with Action items 5 and 8</i> )	Community Liaison Coordinator Agnico Eagle HR KIA IIBA Coordinator	Ongoing
<b>Inuit Culture and Traditional Practices</b>		
14. Identify additional opportunities to support traditional language and knowledge; events that encourage Inuit culture and traditional practices; and infrastructure to support traditional practices beyond those funded through the Community Wellness Plan	Interagency Group, Health and Wellness Committee, KIA, Agnico Eagle	2017
15. Survey Inuit employees to better understand nature and level of traditional activities and what barriers or new opportunities exist for mine workers (e.g. time and equipment for going on the land). Explore opportunity to integrate with language survey.	Agnico Eagle HR AEM IIBA Coordinator KIA IIBA Coordinator	2017

# Community Wellness Implementation Plan



Action	Responsible	Estimated Date
<b>Planning and Coordination of Community Wellness</b>		
16. Leverage Community Wellness Plan funding to obtain additional funds or in-kind contributions (e.g. for building space and equipment that is not funded by the plan)	Health and Wellness Committee, Hamlet Council	2017
17. Reinvigorate the Health and Wellness Committee	Hamlet Council, Baker Lake Wellness Stakeholders	2017
18. Ensure regular reporting on status of Agnico Eagle wellness programs	AEM IIBA Coordinator	Ongoing
19. Provide ongoing planning and coordination support to wellness stakeholders around the Community Wellness Plan* (capacity building, coordination between programs, reporting, identification of needs and issues)	Agnico Eagle, Health and Wellness Committee	2017
20. Support knowledge sharing on community wellness between Baker Lake and other communities, including Rankin Inlet	Agnico Eagle, Health and Wellness Committee, Interagency Group	2017

*\* See the following slide for further detail on providing ongoing planning and coordination support to wellness stakeholders around the Community Wellness Plan*

# Community Wellness Implementation Plan



Ongoing community engagement and support for wellness in Baker Lake in 2017 will focus on presentation of this report and some engagement and planning support with the Health and Wellness Committee and wellness stakeholders. The release of GN Community Wellness Plan funding and the initiation of associated programs will inform additional opportunities and needs for support from Agnico Eagle and other organizations.

Action	Estimated Date
<b>1. PRESENT 2016 WELLNESS REPORT AND IMPLEMENTATION PLAN</b>	
Presentation to Hamlet Council	Q2 2017
Public Meeting (presentation and Q&A)	Q2 2017
Engage with Health and Wellness Committee	Q2 2017
<b>2. PLANNING AND COORDINATION SUPPORT</b>	
Workshop with wellness stakeholders on status of Community Wellness Plan (governance, funding, and program roll-out) and Agnico Initiatives (including Financial Literacy Initiative)	Q3 2017
Review and confirm Agnico Eagle role and consider emerging needs	Q3 2017
<b>3. REVIEW AND UPDATE COMMUNITY WELLNESS REPORT AND IMPLEMENTATION PLAN</b>	
Collect information regarding wellness issues, new challenges and opportunities, and status of current programs (including in-person/telephone interviews with wellness stakeholders)	Q4 2017
Update Wellness Report and Implementation Plan (2017 report)	Q4 2017

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# Appendix A: Overview of 2016 Community Wellness Workshops

# Approach and Process



In 2016, we continued to engage stakeholders to support the planning of wellness programs (specifically to support the next *Cluster Plan* application). Three workshops and one public meeting were held in the community. After the third workshop, all workshop reports and results were shared with the participants and those responsible for developing the Community Wellness Plan to obtain wellness funding from GN.

2016 update of  
Wellness Report and  
Implementation Plan

2016

March

May

July

October

December

## Workshop 1

- Presented 2015 Wellness Report
- Described the Community Cluster Plan
- Participants developed vision for Wellness in Baker Lake

## Workshop 2

- Participants identified roles and responsibilities for wellness programming
- Participants identified considerations for designing and selecting wellness programs

## Public Meeting

- Presented the Wellness Report
- Answered questions and got feedback on the report
- Participants provided input on wellness vision and priorities

## Workshop 3

- Presented update on process, including Agnico Financial Literacy initiative
- Described the new Community Wellness Programs fund (that replaces the Cluster Plan)
- Participants developed wellness needs and program ideas



## ABOUT THIS POSTER

The Inuit Impact and Benefit Agreement (IIBA) between Agnico Eagle Mines and the Kivalliq Inuit Association (KIA) for the Meadowbank mine states that Agnico Eagle will prepare a report every year on the wellness of the Inuit residents of Baker Lake. The report is called the "Wellness Report and Implementation Plan".

The purpose of the Baker Lake Wellness Report & Implementation Plan is to better understand how the Meadowbank Mine has affected the wellness of Inuit residents of Baker Lake (both positively and negatively), and identify opportunities where Agnico Eagle can work together with the community to improve wellness.

In 2016, Agnico Eagle supported the planning and coordination of wellness programs in Baker Lake by holding three workshops involving people in the community who are involved and interested in wellness.

These workshops had the following objectives:

- Help ensure that wellness priorities and future programs are based on community input and support
- Help ensure that Agnico Eagle's wellness priorities and programs align with the community's needs and expectations
- Assist with the development of Baker Lake's application for Community Wellness Programs funding, due at the end of 2016 (the previous funding program, called the Community Cluster Plan, expires on March 31st, 2017)

This poster describes the workshop process and results.

## WORKSHOP 1

March 30, 2016

- We presented the results of the 2014 Baker Lake Wellness Report
- We described the Community Cluster Plan (that will end in March 31st 2017)
- Participants worked together to develop vision for wellness in Baker Lake and to categorize Community Cluster Plan programs
- Participants agreed to meet again to continue working together

### Four priority areas identified by the community

1	Employment, Income & Financial Management
2	Mental Health & Addiction
3	Children, Youth & Families
4	Inuit Culture & Traditional Practices

### An emerging vision for Baker Lake as a healthy community

Sense of Belonging	Supportive	Engaged	Addiction-Free
Resourceful	Informed	Culturally Aware	Financially Literate

## WORKSHOP 2

May 18, 2016

- Participants discussed roles and responsibilities for wellness programming, including who is best placed and responsible for addressing each type of wellness issue (GN, the Hamlet, KIA, Agnico Eagle) and what community members can do as individuals.
- Participants discussed considerations for designing and selecting wellness programs ("what is important when developing and evaluating a wellness program?")

### Who is best-placed and responsible for addressing each type of wellness issue (GN, the Hamlet, KIA, Agnico Eagle)?

	PRIORITY AREAS	WHO IS RESPONSIBLE?
1	Employment, Income & Financial Management	Agnico, the Hamlet & KIA
2	Mental Health & Addiction	the Hamlet, KIA & GN
3	Children, Youth & Families	GN
4	Inuit Culture & Traditional Practices	the Hamlet & KIA

### What are key considerations for describing and evaluating wellness programs?

- **Program Rationale:** The need for the program, its intended purpose, and how it is expected to help the community should be clear.
- **Duration:** The program should be identified as one-time-only, seasonal, short or long term.
- **Target Population:** The anticipated target group/beneficiaries of the program should be clearly identified.
- **Language and Culture:** Whether the program is culturally relevant and the language(s) used by the program should be considered.
- **Staffing:** The level of staffing required and whether staff require training in order to run or administer the program should be considered.
- **Governance:** The need for a governance structure, such as a Board, legal registration or administrative resources, should be identified.
- **Funding and Budget:** An estimated program budget and any other potential funding sources should be identified.
- **Facilities:** The space needed to house the program should be identified in order to assess whether adequate facilities are available in the community.
- **Outcomes:** The program's expected results or outcomes, both short- and long-term, should be identified as a way of gauging the program's impact.

## REFERENCE DOCUMENTS

- [Workshop 1 Summary Report](#)
- [Workshop 2 Summary Report](#)
- [Workshop 3 Summary Report](#)
- [2014 Baker Lake Wellness Report & Implementation Plan](#)

## WORKSHOP 3

October 5, 2016

- We provided an update on the process, including Agnico Eagle's financial literacy initiative
- We described the new Community Wellness Programs fund that is replacing the Community Cluster Plans
- Participants worked together to identify wellness needs and describe current and potential programs to address those needs

### Requirements of the Government of Nunavut's new Community Wellness Programs fund

#### A. Program Areas Eligible for Funding

Nutrition*	Mental Health Promotion	Maternal and Child Health	Active Living
Injury Prevention	Sexual Health	Tobacco Reduction, Substance Abuse & Addictions*	

\*Two Required Programs:  
• School Food Program  
• Mental Health & Addictions

#### B. Key Elements of the Plan (✓ = elements addressed by Wellness Report and/or by workshops)

✓	Community's vision for well-being (Workshop 1, Baker Lake Wellness Report)
✓	Community engagement & consultation process (Workshop 1, 2 & 3)
✓	Identified community needs & priorities (Workshop 1 & 3)
✓	Wellness programs: description, frequency, key activities, target audience, partner, cost, budget (Workshop 3)

#### Preliminary program ideas developed by workshop participants

Program Ideas	Target Audience	Outcome
Drop-in and activity centre with social nights and wellness programming	Adults, young adults	Social connection, people acquire new skills, low-income people can access entertainment
Cultural and traditional skills programs	Youth	Connection with tradition, traditional skills are preserved
Parenting skills workshops	Young parents	Parents are supported with information and advice, better communication with children
Cooking and nutrition classes	Pregnant women, mothers, others	Increased food skills and food security
Country food breakfast	Children	Improved nutrition for kids in need, connection with tradition
Sexual health education	Young adults who work at the mine	Decrease in STIs, fewer unwanted pregnancies

## NEXT STEPS

- Present results to Hamlet Council
- Complete 2015 Baker Lake Wellness Report & Implementation Plan
- Maintain contact with Wellness Stakeholders on progress of Community Wellness Programs application
- Community to prepare and submit Community Wellness Programs application to GN by December 1, 2016

# Stakeholder Workshop #1



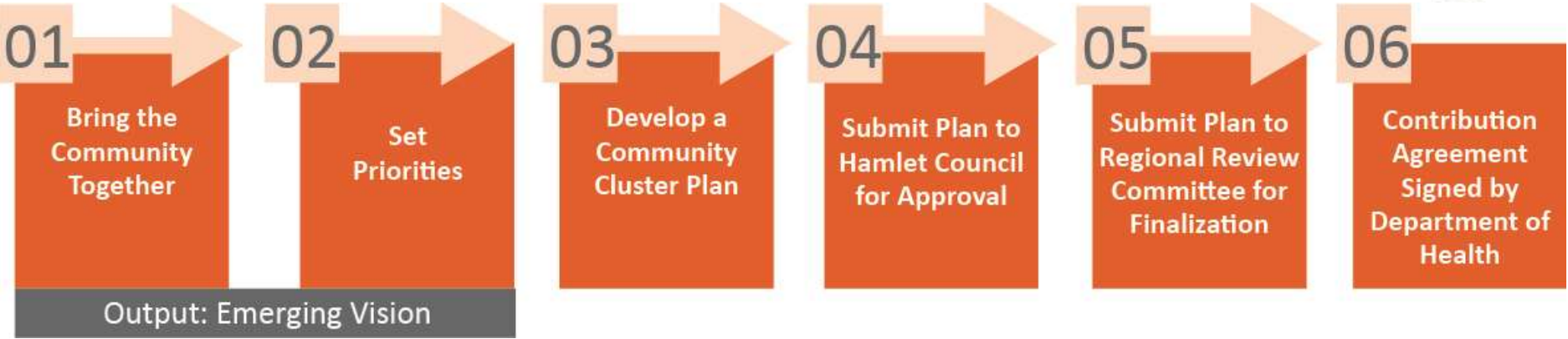
01  
March 2016  
Workshop





- To present and discuss the **Draft Baker Lake Wellness Report** and Implementation Plan
- To have an understanding of the Baker Lake ***Cluster Plan*** and the process for developing it
- To develop a **shared vision of community wellness** among local stakeholders

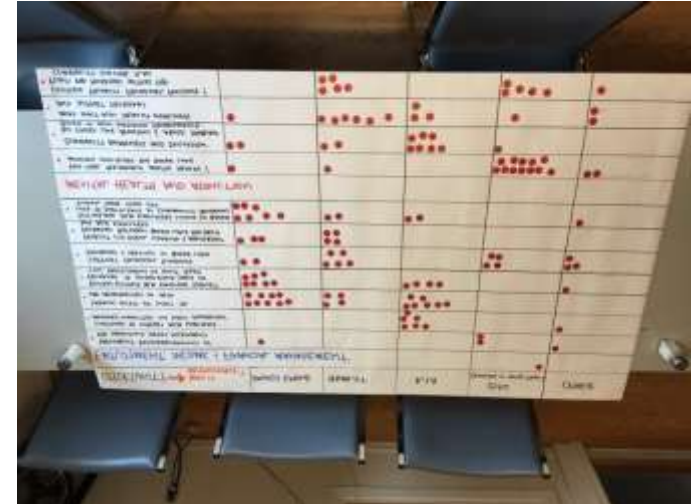
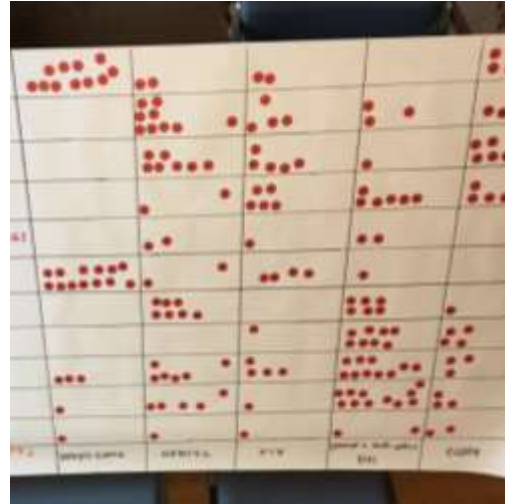
# Emerging Vision for Baker Lake Wellness



# Stakeholder Workshop #2



02  
May 2016  
Workshop





- To identify **roles and responsibilities** for advancing wellness actions in Baker Lake
- To discuss and identify **considerations for prioritizing wellness initiatives** for funding in the Community Cluster Plan

# Who is Best Placed to Act?



Workshop participants were asked to identify which organizations were responsible for, or best placed, to take the lead in advancing each opportunity by placing sticker dots on large posters. These slides show the results of this exercise.

Opportunity: Who is Responsible?	Agnico Eagle	Hamlet	KIA	GN	Other
<b>EMPLOYMENT, INCOME &amp; FINANCIAL MANAGEMENT</b>					
Implement Recommendations of the Workplace Needs Assessment	•			••	•
Continue to Support Agnico Eagle Workplace Advisory Committee on Inuit Progression			•••••		•
Improve Access of Inuit to Job Opportunities at Agnico Eagle	•••• ••••	••••	•• ••••		
Review Existing Agnico Eagle Employee Support Programs to Understand Cause of Low Participation of Inuit Staff	••• ••••		••••		•
Support Financial Planning Programs & Services Between Baker Lake Residents and Agnico Eagle Employees	••	•••••		••••	•••
Develop Cultural Sharing & Mentorship Programs Between Baker Lake Residents and Agnico Eagle Employees	•••	••••			
Encourage Agnico Eagle Employees Living in Baker Lake to Participate in Community Programs During Their Time Off	••• ••••	••	••		•

# Who is Best Placed to Act?



Opportunity: Who is Responsible?	Agnico Eagle	Hamlet	KIA	GN	Other
<b>CHILDREN, YOUTH &amp; FAMILIES</b>	•	•	•	••	••
Increased Child Care Spaces	•	•••••	•	••••• •••••	•••
Implement Programs to Support Families	•••	•••••	••••	••••• •••••	•••
School Programming Relevant to Inuit Life & Opportunities			•	•••• ••••	••••
Community Wellness Facility to Address Facility/Space Shortage		••••••		•••••	•
Increase Access to Agnico Eagle Programs (e.g. Spousal Site Visits, Family Supports)	••• ••••• •••••	••	••••	•	
<b>MENTAL HEALTH AND ADDICTION</b>					
Full-time, Permanent Mental Health & Addiction Counselors for Baker Lake	•	•	••••• •••••	••	
Community Awareness and Discussion on Issues Like Addiction & Abuse. Increase Access to Agnico Eagle-Supported Programming	••	••	••• ••••	•	
More Inuit-Run Healing Workshops and Support Programs	•	•••••	•••	•	••
Confirm Priority Programs, Funding & Plans for Programs within the Community Cluster Plan		•••••		•••••	•



# Who is Best Placed to Act?



Opportunity: Who is Responsible?	Agnico Eagle	Hamlet	KIA	GN	Other
<b>INUIT CULTURE &amp; TRADITIONAL PRACTICES</b>		••	•	••	
Increased Programming for Traditional Language & Knowledge Through Existing Organizations		••	••••	•••••	••••
Events that Promote Inuit Culture and Traditional Practices		••••••	••••	•	••••
Infrastructure to Support Traditional Practices (e.g. Community Freezer, Hunting Equipment)		•••• •••••	••••	•••	••
Encourage Agnico Eagle Employees to Get Involved in the Community	••••• •••••				



02

**May 2016  
Workshop**

## What Makes for a Good Community Wellness Initiative?

- Program Rationale
- Duration
- Target Population
- Language and Culture
- Staffing
- Governance
- Funding and Budget
- Facilities
- Outcomes

03

## October 2016 Workshop



PROGRAM NEED	WHAT RESOURCES ARE REQUIRED?	TARGET AUDIENCE?	FACILITIES / SPACE	OUTCOMES	WELLNESS PROGRAMS
<p>ELDERLY KIDS</p> <p>TRADITIONAL APPROACHES</p> <p>GENERAL OFFICE</p> <p>OFFICE (Closed to Public)</p> <p>Admission (Community)</p> <p>Healthcare</p> <p>Health Training</p> <p>Healthcare</p>	<p>PREPARING AND DELIVERING SUPPORT TO ADULTS</p> <p>Education</p> <p>Community (Partnership)</p>	<p>CHILDREN</p> <p>Adults of the Community</p>	<p>STUDY IN SMALL GROUPS</p> <p>GROUP TIME</p>	<p>REVENUE GROWTH</p> <p>ADULT COMMUNITY</p> <p>COMMUNITY</p> <p>Partnership</p>	<p>HEALTHY PEOPLE</p> <p>HEALTHY PEOPLE</p> <p>HEALTHY PEOPLE</p>



- Provide an **update** on the Baker Lake Wellness Report and Implementation Plan
- Describe the Government of Nunavut's **new requirements for the Community Wellness Programs fund** that is replacing the Community Cluster Plans
- Work together to **identify wellness needs and current and potential future programs** to address those needs

# Wellness Program Ideas from Workshop #3

Program Need	What Actions are Required?	Target Audience	Facilities / Space	Outcomes	Wellness Program Area	Existing Programs	Partners
Space for adults and young adults to run and organize activities. Evening social activity that is not sports	Drop in centre for adults with programming: literacy, cooking (sea-lift assistance) and meal planning, social nights; revamp the drop in centre for youth	Adults, young adults	Building	People feel connected Low-income family can access entertainment and social events People acquire new skills	Mental health and education (literacy), Nutrition		Youth & Adult entertainment
Programs and space for addiction treatment	Rehabilitation Centre Associated addiction treatment programs Counseling – trained workers on addiction	People with addictions		People become clean Healthier communities, less violence			Government of Nunavut & Health Centre
Opportunities for people with disabilities	Social enterprise development, a “thrift shop” that will provide work experience and jobs for people with disabilities	Inuit with disabilities in Baker Lake		People with disabilities have jobs Provide clothing and toys to people of Baker Lake Re-use of clothing and other items		PMC’s pre-employment training for people with disabilities	Nunavummi disabilities  Makinnasuaqtiit society [NDMS]

# Wellness Program Ideas from Workshop #3

Program Need	What Actions are Required?	Target Audience	Facilities / Space	Outcomes	Wellness Program Area	Existing Programs	Partners
<b>Healing and reconciliation (TRC)</b>	Visiting councilors to run healing programs	Survivors and intergenerational survivors		Bring healing to survivors and communities in general	mental health		
<b>Financial literacy and money management skills</b>	Training/courses on how to do income tax, budgeting; financial management	All Bake Lake residents Small businesses		Improved financial health for individuals and families (less debt, improved credit worthiness)			
<b>Cultural and traditional knowledge and skills learning opportunities for youth</b>	Youth programs – arts and crafts, theatre, dance, traditional knowledge: hunting, sewing, skin preparation, vessels, tools/utilities	10-16	Large tent (needed) for skin preparation			BLHWP	Elders
<b>Sealskin Kamik making</b>	Order HR from Rankin Order materials	16 and over	Cold storage Large space	Connecting with tradition	Culture and language	Caribou skin and clothing and parka making	- Hamlet Hunters
<b>Ice chisel making Pana making</b>	Order materials	Elders & Youth	Shop	Sustainability to catch fish	Language and traditional fishing	None	- Hamlet - Stores
<b>Caribou dry harvesting</b>	Elders & adults	Public	Open space Tent	Healthy eating	Cultural program	None – 1 last June	- Public - Hamlet - Store - Co-op

# Wellness Program Ideas from Workshop #3

Program Need	What Actions are Required?	Target Audience	Facilities / Space	Outcomes	Wellness Program Area	Existing Programs	Partners
<b>Cultural elder/mothers/daughters/grand-daughters</b>	Cutting, sewing, group work, beading	Women of Baker Lake	Community wellness building – existing	Language educating culture that is artifact – keeping it alive	Sewing – speech group discussions, wellness, family group health		Grandmother, mother, grandchildren, elders
<b>Preserving the knowledge held by elders (e.g. stories and information on the land, etc.)</b>	Documentation of Inuit elders' knowledge and stories.	Elders and community		Traditional knowledge is preserved and passed on.			
<b>Inuit language program</b>	Build a meeting place near north of AEM Gatehouse-BL	Elders & Youth	Elders have no proper facility	More positive youth and elders engagements	Culture	Qilautimut non-profit	- Hamlet - Community Hall - DEA - Parents
<b>Enhance parenting</b>	Engaging parents Parenting skills workshops/ classes	Families Young parents	Homes	Better communications Parents have access to information and advice on parenting Parents are more involved Teach children responsibilities	Maternal and child health		GN Family
<b>Fitness and healthy lifestyle</b>	Set up and develop fitness centre	All ages (12+ years)	Old Hall	Improve and increase physical activity	Recreation and active living	Fitness centre at old hall	Hamlet, arena volunteers (BLYAA? BLMHA?)

# Wellness Program Ideas from Workshop #3

Program Need	What Actions are Required?	Target Audience	Facilities / Space	Outcomes	Wellness Program Area	Existing Programs	Partners
<b>Nutrition promotion, improved food security</b>	Offer cooking classes and other activities	Pregnant women Adoptive mothers Community members (men and women)	Big kitchen, child care area, storage for sealift	Increased food skills and food security	Nutrition and maternal and child health and literacy	Baker Lake CPNP	Health centre, Public Health Agency, Hamlet Hunters
<b>Country food / breakfast</b>	License to serve country food	Children	School/s	Healthy lifestyle			
<b>Ambulance</b>	First aid training Paramedics	Public	Garage Ambulance	Safety of public	Health	None	- Hamlet - Health Centre
<b>Sexual health</b>	Education	Young adults who work at the mine	School? Cable	More understanding – less unwanted pregnancies		Health centre	Community health rep



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# Appendix B: Additional information on existing Agnico Eagle Employment Programs, and Family, Cultural and Wellness Programs

# Agnico Eagle Employment Programs (1 of 5)



Program	Purpose / Description / Outcomes
<b>MOU with Department of Education</b>	<p>A Memorandum of Understanding was signed in April 2012 to establish a strengthened partnership between the Government of Nunavut Department of Education and Agnico Eagle, with a focus on increasing the number of students in the Kivalliq region who are able to successfully transition from high school to trades and mining-related career opportunities. This work involved <i>Mining Matters</i>, a branch of the Prospectors and Developers Association of Canada (PDAC) that is dedicated to bringing knowledge and awareness about Canada’s geology and mineral resources to students and educators. In 2013, Agnico Eagle and the <i>Mining Matters</i> group participated with the GN Department of Education, Curriculum Review Services to assist in a review of the Earth Sciences Curriculum of Nunavut Schools. During 2014, Agnico Eagle continued to sponsor the Mining Matters program as part of the MOU with Education. Agnico Eagle continued to pursue a renewed MOU with the Department of Education during 2016 and is hoping to re-establish an agreement in 2017. Agnico Eagle is working with the Baker Lake Education Authority to organize and deliver a range of education initiatives, including the <i>Mining Matters</i> program that will be delivered in 2017.</p>
<b>Kivalliq Science Educations Community</b>	<p>In 2015 Agnico Eagle invested \$25,000.00 towards the regional Math Camp, Science Camp and Kivalliq Science Fair programs operated by the Kivalliq Science Educators Community. The regional Science camp was organized just outside of Whale Cove and the weeklong program included a mix of traditional, cultural and educational studies related to sciences. The program provides science credits to participants.</p>
<b>Kivalliq Mine Training Society</b>	<p>The KMTS is an Inuit-private sector partnership created to strengthen the Kivalliq region labour force through the creation and funding of training opportunities in the seven Kivalliq hamlets. Agnico Eagle has provided \$6.8 million in cash and in kind support towards the overall initiative. The KMTS has also enjoyed financial support from the Nunavut Department of Economic Development and Transportation. Over a two year period, from April 2013 to the end of March 2015 the KMTS program was valued at approximately \$9.5 million. A one year extension of the program for 2015-16 has been approved by Employment and Social Development Canada (ESDC). The 2015-16 KMTS program is valued at \$3.65 Million to the end of March 2016, of which Agnico Eagle will contribute \$2.18 Million. A further extension of the program is currently being considered by the KMTS Board for 2016-17. A major focus of the KMTS program has been to support Agnico Eagle’s Mine Training Initiatives, such as the Career Path, Apprenticeship and Haul Truck Operators’ programs. The KMTS supported the development and delivery of the community based Work Readiness and Labour Pool initiatives (described in greater detail below) to help prepare Inuit for employment opportunities. The KMTS also supported the Arviat Drillers program as well as some other community-based initiatives, such as the Making it Work program, which provide support to employees and their families to cope with the challenges that come with employment.</p>

# Agnico Eagle Employment Programs (2 of 5)



Program	Purpose / Description / Outcomes
<b>Labour Pool Initiative</b>	<p>The Labour Pool initiative, implemented in 2014, is based on an agreement between Agnico Eagle, the KMTS and the KIA to offer pre-employment opportunities to Inuit from all Kivalliq communities. The goal of the program is to pre-qualify candidates from Kivalliq communities through 3 steps: online application (usually facilitated by Employment Information Sessions), the Work Readiness Program and the Site Readiness Program (more details provided below). In 2015, Agnico Eagle visited six Kivalliq communities (Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet and Whale Cove) to provide information sessions and conduct interviews with potential candidates. In 2016 Agnico plans to review and revise the program and introduce new components to the Labour Pool initiative.</p>
<b>Labour Pool Initiative</b>	<p>The Labour Pool initiative, implemented in 2014, is based on an agreement between Agnico Eagle, the KMTS and the KIA to offer pre-employment opportunities to Inuit from all Kivalliq communities. The goal of the program is to pre-qualify candidates from Kivalliq communities through 3 steps: online application (usually facilitated by Employment Information Sessions), the Work Readiness Program and the Site Readiness Program (more details provided below). In 2015, Agnico Eagle visited six Kivalliq communities (Arviat, Baker Lake, Chesterfield Inlet, Coral Harbor, Rankin Inlet and Whale Cove) to provide information sessions and conduct interviews with potential candidates. In 2016 Agnico plans to review and revise the program and introduce new components to the Labour Pool initiative.</p>
<b>Work Readiness Training Program</b>	<p>In collaboration with the Kivalliq Mine Training Society (KMTS), Agnico Eagle developed a Work Readiness Training program as a pre-employment initiative. The Work Readiness program is the first step of the Labour Pool initiative for those individuals who have applied online.</p> <p>The objective of the program is for Inuit workers to be better prepared for the work environment in an industrial setting. Graduates of the program are eligible to join the Agnico Eagle Labour Pool. The program provides coaching on a range of issues including: awareness of employers' unspoken expectations, communication in the workplace, and problem solving skills for resolving workplace issues.</p> <p>The program was implemented in April 2013. The program is delivered over a 5 day period at the community level and is scheduled throughout the year. In 2015, the program was delivered in six Kivalliq communities resulting in 155 graduates from various communities.</p>

# Agnico Eagle Employment Programs (3 of 5)



Program	Purpose / Description / Outcomes
<b>Site Readiness Program (formerly Orientation Week)</b>	<p>The Site Readiness Program is an updated program that replaced “Orientation Week”, which was implemented in April 2015. This program is the second step of the Labour Pool initiative, following the Work Readiness Program. Graduates of the Site Readiness Program are eligible to enter the Labour Pool. The Site Readiness program was built to enhance the worksite orientation for new employees and consists of a one-week on the job training and orientation plan. The Site Readiness program is still in development but provides an opportunity for individuals to see the different careers and opportunities that the mine can offer. They are also provided various training opportunities, site visits, job initiation, information sessions and interviews/discussions about employment. This provides individuals an opportunity to better identify their own career ambitions and work interests at the mine, and this information can feed the Labour Pool. In 2015, 111 individuals participated in Orientation Week.</p>
<b>Summer Student Employment Program</b>	<p>Agnico Eagle offers a summer employment program for the children of all Agnico Eagle employees who are participating in university-level education. In 2015, the Meadowbank mine offered 10 students positions per rotation, for a total of 20 positions available for students. There were 21 applications, of which 19 were selected. There were no applications from Inuit employees in 2015. In 2015, Agnico advertised a new summer student program to attract Inuit post-secondary student’s from across the Kivalliq communities, including students enrolled in trade programs at Nunavut Arctic College and in the Nunavut Sivuniksavut program. This program was advertised in each Kivalliq Community. There were 6 applications, of which 3 were declined as they were under the age of 18. Two applicants worked at Meadowbank mine and one worked at the Rankin Inlet office. The program will be offered again in 2016 and will be advertised in all Kivalliq communities.</p>
<b>Haul Truck Driver Training</b>	<p>The Haul Truck Driver Training program is a 28 day (336 hour) program to certify haul truck operators, which includes training on a simulator, in the classroom, and on the job. The program is aimed at existing employees in entry level positions (dishwashers, janitors, chambermaids, etc.). In 2015, 28 Inuit workers (including 7 women) were enrolled. Among those, 25 Haul Truck Trainees (including 6 women) successfully completed the program. Agnico Eagle plans to train 36 new haul truck operators in 2016.</p>
<b>Process Plant Trainee Program</b>	<p>With the success of the Haul Truck Trainee Program, a new Process Plant Trainee Program was developed in 2015. The 28 day program provides employees with an understanding of the mining and milling process and trains them to be competent and certified to fill positions as a process plant helper or a utility person. Launched in April 2015, a total of 10 employees participated in the new program throughout the year. In 2016, 8 trainees are scheduled to enter the program.</p>

# Agnico Eagle Employment Programs (4 of 5)



Program	Purpose / Description / Outcomes
<b>Arviat Community Training Programs</b>	<p>In 2011, the Hamlet of Arviat proposed a partnership to invest in a community-based drilling school that would provide Inuit with the skills needed to work in diamond drilling. With advice and support from Agnico Eagle, the Hamlet brought together a range of partners to acquire the drilling equipment, develop the curriculum, and operate the training program. Government training agencies, the KIA, and drilling companies provided partnership investments. In 2013 the programs was expanded to include a Welders Helpers program. The 2015 drillers program took place between April and June and 12 students participated, of whom 11 graduated. Over the past 4 years the program has graduated 65 trained driller’s helpers, all of whom have found employment. 2015 saw the program switch its focus to training welders.</p>
<b>Career Path Program</b>	<p>The Career Path Program was designed in 2012 with the intention of supporting upward mobility of Inuit employees at Meadowbank. This program identifies the incremental steps that an employee is required to complete to advance in their chosen career of interest. The Career Path system is currently available in four departments on site: Mine, Maintenance, Process Plant and Energy &amp; Infrastructure. Some of these departments have multiple career paths available. In 2015 the total number of Career Paths available was six (6) including drilling, mine heavy equipment, heavy equipment maintenance, road maintenance, process plant operation, and building mechanic, the latter two being new for 2015. In 2016 the maintenance career path will be updated to include the integration of the Apprenticeship Program. The objective of the Career Path Program is to have only internal promotions for Inuit, and for no external candidates (southerners) to be hired to fill a position that is part of the program.</p>
<b>Training Curriculum</b>	<p>The Training Curriculum program, implemented in 2014, provides tools, tips, guideline and standards to improve the proficiency of Meadowbank trainers. The formal manual includes three sections: training theory, training standards, and training delivery.</p>
<b>E-Learning Training at Meadowbank</b>	<p>Before coming to Meadowbank for the first time, newly hired employees must complete their Mandatory Training on-line. The General Induction chapter provides general information about Agnico Eagle and working life at Meadowbank Mine. The training also ensures that all workers are trained on health and safety matters such as WHMIS, fire extinguishers, etc. prior coming on site. Process plant induction, as well as chemical awareness training, were implemented as e-learning modules in September 2015.</p>

# Agnico Eagle Employment Programs (5 of 5)



Program	Purpose / Description / Outcomes
<b>Training and Learning Management System</b>	<p>The Training Management System (TMS) as well as the Learning Management System (LMS) were initially implemented in 2013 in order to ensure better management of training activities and to monitor the proper management of the e-learning training. In response to the GN's request for increased information on training programs in 2014, both systems were modified in 2015. The systems are now capable of producing more detailed reports: by training program, by participation level, by graduation level and by hour.</p>
<b>Apprenticeship Training at Meadowbank</b>	<p>An Apprenticeship Program for the training of Inuit employees in skilled trades is currently under review at Meadowbank. Many fields of study are now available, with Agnico Eagle aiming to expand the range of trades available for apprenticeship at Meadowbank. The apprentice positions lead employees to work in various departments such as Mobile Maintenance, Site Services, Process Plant (Maintenance), Kitchen, and Electrical. In collaboration with the Kivalliq Mine Training Society and Nunavut Arctic College, Meadowbank is also supporting a pre-trade program to support Inuit who lack basic levels of literacy and numeracy required for trade apprenticeships. Seven Inuit employees were enrolled in the pre-trades assessment program in 2015, including 2 women and 5 men. At the end of December 2015, Agnico's apprenticeship program supported 9 apprentices and 7 pre-apprentices who are alternating between trades school and work, and produced two graduate apprentices who received their Red Seal certification.</p>

# Agnico Eagle Family, Cultural & Wellness Programs (1 of 3)



Program	Purpose / Description / Outcomes
Cross Cultural Training Program	<p>Implemented in 2010, the Cross Cultural Training Program was provided to numerous employees. It is a 5 hour in-class training course. This course allows employees from different cultures and backgrounds to understand each other's culture in order to improve understanding and communications at the workplace. The program was revisited with the assistance of the Nunavut Literacy Council in 2013 and a revised program was initiated in 2014. Throughout 2014, 304 employees received the training. Among them, 103 were Inuit employees, including 43 women and 60 men.</p>
Access to Country Food at Meadowbank	<p>Meadowbank serves country food meals (i.e. caribou or caribou) as part of the standard menu served by the mine's kitchen. In addition, employees can bring their own country foods to the mine site and use a separate Inuit kitchen to prepare and share these foods, at no cost.</p>
Inuktitut use at Meadowbank	<p>Meadowbank makes efforts to facilitate the use of the Inuktitut language at the Meadowbank mine* by providing the following documentation and services in Inuktitut:</p> <ul style="list-style-type: none"> <li>• Policies, employee handbooks, and other human resource related documents</li> <li>• Online mandatory training materials that focus on health and safety</li> <li>• Key directional and safety signage posted in and around the mine site</li> <li>• Spousal counseling sessions delivered by Inuit speaking consultants/counselors</li> <li>• Bilingual human resource counselors</li> <li>• Bilingual employees based in communities (e.g. community affairs) that support recruitment, retention, and other communications</li> <li>• Religious events (services in Inuktitut held monthly or special events at site)</li> <li>• Road signage as well</li> </ul> <p>* The Nunavut Mine Act requires, for safety reasons, that all communications during operating hours use English as the common language.</p>

# Agnico Eagle Family, Cultural & Wellness Programs (2 of 3)



Program	Purpose / Description / Outcomes
Family Employee Assistance Program	This is an external program via Family Employee Assistance Program (Homewood Health). Homewood Health offers a suite of mental health and addiction services including organizational wellness, employee and family assistance programs, assessments, outpatient and inpatient treatment, recovery management, return to work and family support services.
Health Services	A doctor makes regular visits to the mine site to treat or refer employees' health, mental health, and other health issues, including those seeking assistance with substance abuse addictions.
On-site Counselors Program	Inuit employee counselors on site to provide first line support on coping with employment.
Elder Visitation Program	Monthly visiting Elders program to provide Inuit employees with advice and guidance that is steeped in Inuit cultural values and encourages employees to choose balanced, healthy and productive lifestyles.
Family Network Program	Agnico Eagle is a partner and investor in the Kivalliq Mine Training Society (KMTS). The KMTS has established a community based Family Network program. The program is intended to assist the families of current and potential employees to become more prepared about the expectations and realities involved of having a family member employed at Agnico.



# Agnico Eagle Family, Cultural & Wellness Programs (3 of 3)



Program	Purpose / Description / Outcomes
<p>Make it Work Program</p>	<p>In 2014, with support from the KMTS, Agnico Eagle introduced a FIFO (fly in-fly out) program for the spouses of employees to come to Meadowbank to experience what mining life was like at site. The FIFO program includes spousal counseling sessions on effective communications, financial management, conflict resolutions and healthy living.</p>
<p>Financial Literacy Program (launching in January 2017)</p>	<p>Agnico Eagle is working with Chartered Professional Accountants (CPA) Canada to deliver a tailored version of CPA Canada’s Community Connect Program in the Kivalliq region. Agnico Eagle is facilitating the delivery of the program which will cover a range of topics including: what is financial literacy, managing a pay cheque, goal setting and tracking spending, budgeting, saving (for retirement, for kids education), credit basics, and being a financial role model. The program will be delivered at several levels: at the mine for employees, in Baker Lake for members of the community, and at schools in Baker Lake. Following initial roll out in Baker Lake, the program will be delivered in other Kivalliq communities.</p>

Stratos operates its business in an environmentally and socially sustainable way, one that contributes to the well-being of our stakeholders – clients, employees and the communities in which we operate. Reflecting this commitment, we have an active Corporate Social Responsibility program. For more information about our commitments and initiatives, please visit our Web page: <http://www.stratos-sts.com/aboutus/csr.html>



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