



Conceptual Socio-Economic Closure Plan

Agnico Eagle - Kivalliq Operations

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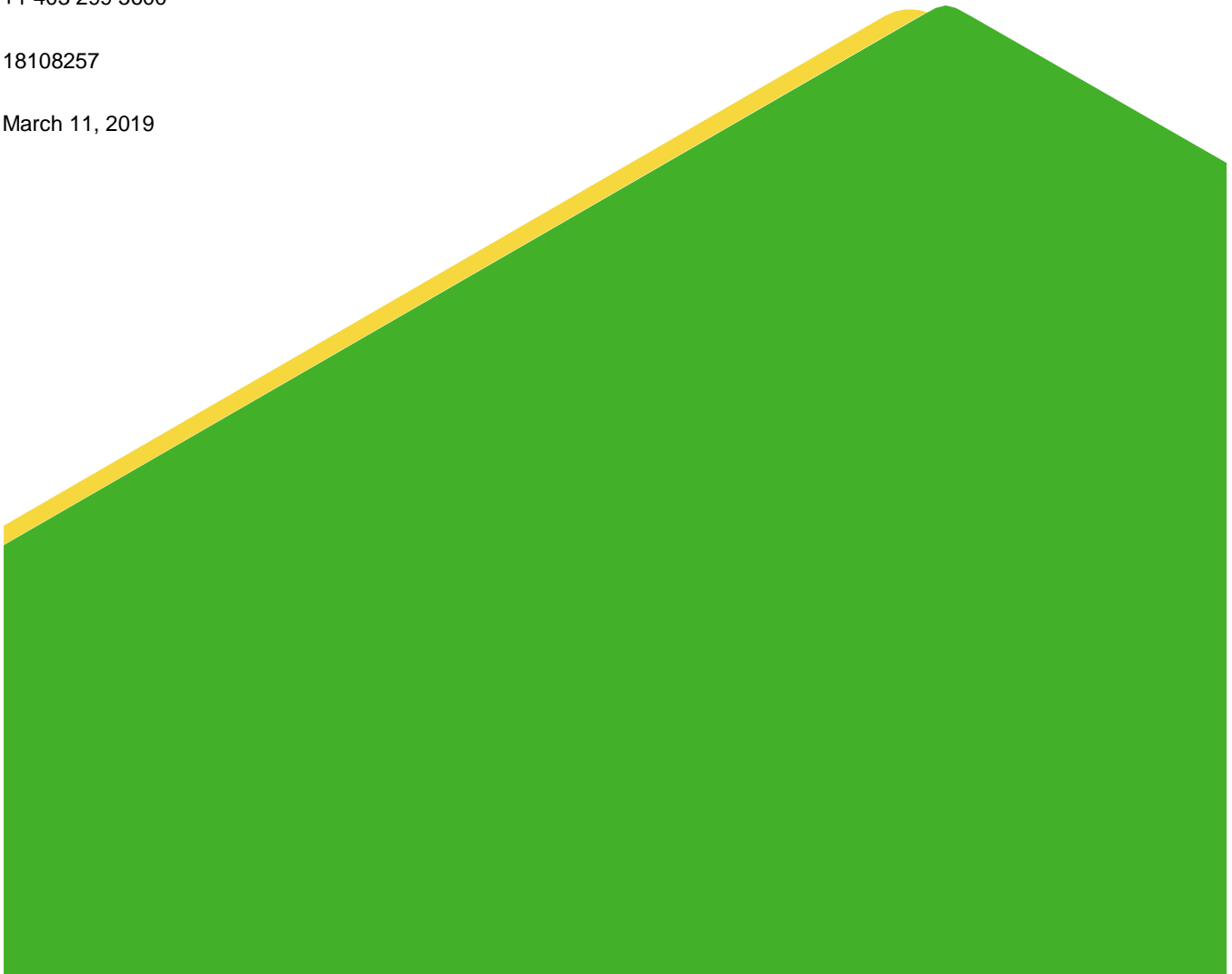


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1.0 INTRODUCTION

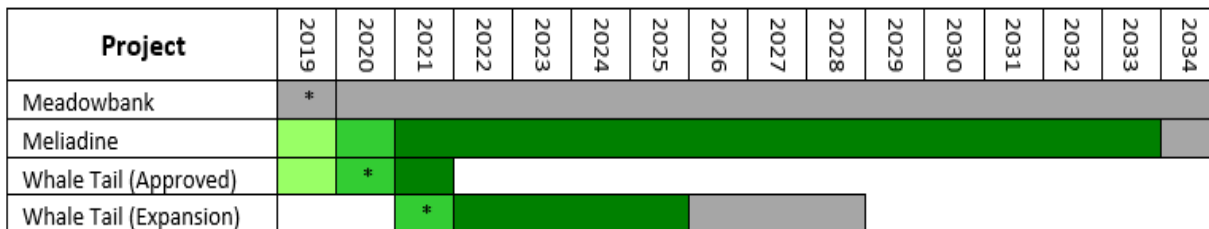
As part of the Whale Tail Pit Project Certificate No. 008, term and condition No. 51, Agnico Eagle was requested “to ensure workers at the Project would be supported once operations cease ... [and to] develop a conceptual Socio-economic Closure Plan [CSECP] that:

- Links the socio-economic closure plans for Meadowbank and Whale Tail;
- Identifies regular update and multi-party review requirements;
- Shows evidence of consideration of socio-economic lessons learned from other northern mine closure experiences;
- Includes evidence of consultation with Kivalliq communities and governance bodies on socioeconomic objectives/goals related to closure planning;
- Emphasizes plans, policies, and programs to increase transferable skills of Inuit workers, including into trades and other skilled positions; and
- Includes all plans, policies and programs related to socioeconomic factors in a temporary closure situation.” (NIRB 2018).

While Condition No. 51 applies to the Whale Tail Pit Project, socio-economic closure planning in the context of Agnico Eagle’s Kivalliq operations is an integrated process that takes into account the schedules, workforces, and contributions of the Meadowbank Mine, the Whale Tail Pit and Expansion Project at the Amaruq site, and the Meliadine Mine near Rankin Inlet. For the purpose of the CSECP, the closure period is considered the period in which socio-economic elements (e.g., employment, operational expenditures, capital construction activities) of Agnico Eagle’s Kivalliq Operations cease.

The Meadowbank Mine will enter closure in 2019, with the end of mining activities. The Meadowbank Mine process plant and camp will remain operational to service mining activities occurring at the Whale Tail Pit Project on the Amaruq exploration site. The Whale Tail Pit Project is approved to operate from 2019 to 2021, with a potential expansion of mining activities to 2026 currently under regulatory review. The CSECP includes the potential expansion to 2026 in the approach to closure planning, and also includes a discussion of socio-economic closure planning in the event of a sudden, unexpected, or impending closure. This approach would be applicable in the event that the Whale Tail Pit Project expansion is not approved, and mining at the Amaruq site ceases in 2021. The Meliadine Mine is approved to operate from 2019 to 2034. Figure 1 shows the schedule of operation for Agnico Eagle’s operations.

Figure 1: Agnico Eagle’s Kivalliq Operations’ Schedule



*Workforce will be transferring to mine operations during this year

Adapted from the Whale Tail Expansion Project FEIS Amendment



Source: Agnico Eagle 2018.

2.0 APPROACH

2.1 Guidelines Regarding Socio-Economic Closure Planning

Guidelines for mine closure planning are extensive and well documented; however, mine closure plans typically focus on the environmental and remediation aspects of closure. Historically, there has been little focus on effectively planning for the socio-economic impacts of mine closures. Much analysis has been conducted on the socio-economic impact of mine closure (e.g., Brubacher and Associates 2002; Bainton and Holcombe 2018a; Rixen and Blangy 2016, among others), and work has been done to recommend broad strategies for developing mitigation applicable to the socio-economic impacts of closure (e.g., World Bank 2010; IAIA 2015; Bainton and Holcombe 2018b). Comparatively little work has, however, been done in the way of prescriptive planning processes or the development of guidelines related to socio-economic closure planning in the Northern and territorial contexts.

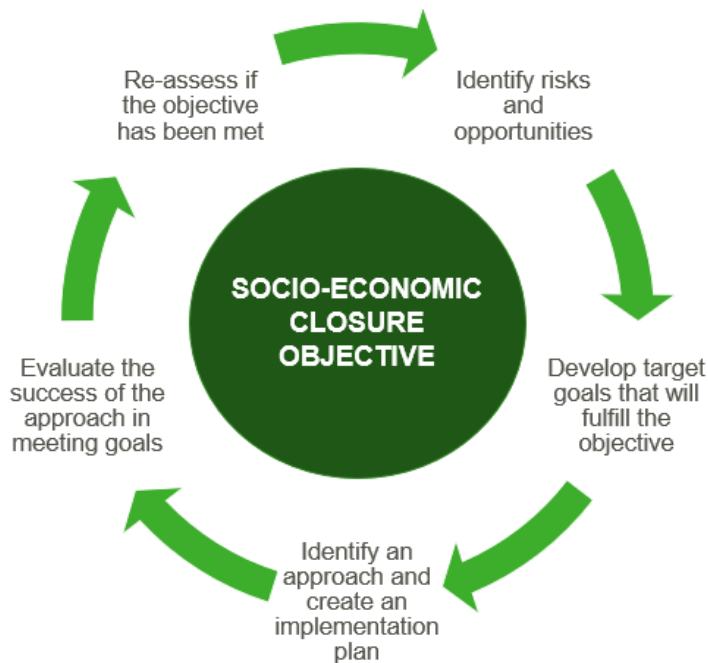
The International Council on Mining and Metals (2008) (ICMM), to which Agnico Eagle is signatory, developed a toolkit for planning for integrated mine closure. The toolkit is not specific to socio-economic closure planning, but recommends a framework for the development of a conceptual closure plan during early operations. The Mining Association of Canada has also established a Mine Closure Framework (Mining Association of Canada 2008). The Framework, while less task-oriented than the ICMM toolkit, provides principals that guide responsible mine closure planning and mitigation of associated socio-economic impacts. These frameworks have been modified and supplemented with previous studies conducted regarding the risks of closure in Kivalliq, and consultation conducted to identify closure goals and objectives specific to the region, and Nunavut. The CSECP aims to:

- Conduct a risk and opportunity assessment
 - The CSECP identifies risks and opportunities based on community and government feedback with an aim to recommending goals that minimize adverse impacts, and maximize benefits. This includes risks associated with temporary closure.
 - An understanding of the risks and opportunities associated with closure enhances the likelihood that closure goals are appropriately scoped, and opportunities for lasting benefits are realized.
- Develop closure goals
 - The goals of closure are directed by local communities and governments, and facilitated by Agnico Eagle and responsible governing bodies, as appropriate. Goals reflect the values of impacted communities, and the desired state of the socio-economic environment at closure.
 - At the conceptual stage, consultation with representation from those communities most impacted by closure (i.e., the Hamlets of Baker Lake and Rankin Inlet, and the Kivalliq Inuit Association), and with the territorial and federal governments is undertaken.
 - Broader engagement with communities and stakeholders will occur as closure planning evolves through operations, and with the refinement of the CSECP into detailed planning initiatives.
- Develop a monitoring and evaluation plan
 - Changes to socio-economic baseline conditions as a result of both final closure and the activities leading up to it are monitored and described, and progress towards closure goals is tracked.
 - Consult with communities and governments to respond to the result of monitoring and evaluation.
- Include a commitment to update the CSECP as closure planning advances
 - The CSECP should be updated as the Whale Tail and Meliadine Projects enter operations to capture changes to each made during the construction and permitting process.
 - Implementation plans for specific closure and post-closure actions are developed outlining timelines, responsible parties, resource requirements, and detailed costs.

2.2 Socio-Economic Closure Planning Process

The framework outlined by ICMM suggests that conceptual closure planning occurs during construction and early operations, and provides a framework for later, more detailed closure planning. Detailed planning happens as operations are underway, and conditions closer to closure are known. The traditional linear model of closure planning has been adapted to reflect the potential for socio-economic conditions to change rapidly in response to closure planning initiatives, for community goals to evolve over time, and for the need to re-evaluate socio-economic risks, opportunities, and priorities as conditions change. Ultimately, this process is aimed at fulfilling an overarching objective related to the desired outcome of closure for communities and governments. Figure 2 shows the socio-economic closure planning, emphasizing the need for re-evaluation of the approach to achieving goals, and re-assessment of risks, opportunities, and the efficacy of the process in meeting the objective.

Figure 2: Socio-Economic Closure Planning Process



Risks highlight vulnerabilities that may be brought about or exacerbated by closure. Opportunities show areas of strength or potential for improvement through closure planning and implementation. Capitalizing on opportunities can proactively address risks and yield benefits, and can form the basis of the goals of closure planning. Communities, governments, proponents, and other stakeholders potentially impacted by closure are engaged in the risk and opportunity assessment process throughout ongoing closure planning to ensure the effects of closure are viewed through all applicable lenses. Work has been undertaken to identify risks and opportunities for the Kivalliq communities most impacted by Agnico Eagle’s Nunavut operations, as detailed further in Sections 2.3 and 3.0 below.

At the conceptual closure planning stage, goals are developed. Goals are measurable ways to mitigate risk, capitalize on opportunities, and achieve the overall objective of socio-economic closure planning. As with opportunity assessment, goals are driven by those stakeholders with the greatest potential to experience the impact of closure. Communities most exposed to the economic blow of closure, and the governments responsible for managing socio-economic conditions therein, must be engaged to identify the desired outcomes of closure planning. Goals are revisited and refined as the closure planning process advances, and implementation plans are developed.

The CSECP does not identify specific implementation plans, as these are best developed through detailed planning as closure nears and conditions are more well understood. Implementation plans require collaboration between impacted stakeholders to be effective, and to ensure that goals are being met to successfully mitigate risks and enhance opportunities. For example, the fate of the road between Baker Lake and the Meadowbank Mine at closure could impact local hunters, government departments mandated with transportation development, and Agnico Eagle’s approach to reclamation. How can the road be maintained for hunting, and can gravel reserves be accessed for use in municipal projects? Planning could be aligned to create an opportunity for benefit to all concerned.

2.3 Previous Research and Consultation

To date, work has been done in communities impacted by Agnico Eagle's Kivalliq operations to identify community goals, risks, and opportunities. To obtain a better understanding of their ability to hire local candidates, Agnico Eagle commissioned a Kivalliq labour market analysis (MiHR 2018a) and an Inuit workforce barriers study (MiHR 2018b). Both studies, while not specifically related to closure planning, identify characteristics of the local labour force, and can be built upon in the development of specific closure planning initiatives related to the labour impact of closure. The labour market analysis identifies the "disconnect" between Agnico Eagle's requirement for a largely skilled, trained workforce, and the experience base of the local labour force in predominantly unskilled work. The Inuit workforce barriers study highlights challenges associated with high turn-over amongst the Inuit workforce, and contributing factors such as language barriers, skills gaps, and the impacts of rotational work on families.

In support of closure planning, Agnico Eagle conducted a study outlining both lessons learned from other mine closure experiences, as well as risks specific to the Kivalliq context (Plante 2018). Agnico Eagle undertook the Baker Lake Wellness Report and Implementation Plan (Stratos 2017) to describe the impact of the Meadowbank Mine on the wellbeing of Baker Lake residents, and opportunities for Agnico Eagle to work collaboratively to enhance community wellness. In developing the strategy, three community workshops, a public meeting, and eight interviews with stakeholders were conducted. The results of these studies have been integrated into Sections 3.0 and 4.0 of the CSECP.

Box 1: Agnico Eagle's Studies Contributing to Closure Planning

- Inuit Workforce Barriers Study
- Kivalliq Labour Market Analysis
- Post-Closure Inuit Wellness Strategy
- Analysis of the Risks of Temporary Closure
- Socio-Economic Monitoring Reports
- Lessons Learned: Mining in the Arctic
- Baker Lake Wellness Report and Implementation Plan

Agnico Eagle has also prepared a post-closure Inuit wellness strategy (Agnico Eagle 2017), and an analysis of the risks of temporary closure (Agnico Eagle 2018b). Both studies looked at mitigation measures and strategies for offsetting the end of economic benefits associated with closure, and timelines around when closure would be communicated to workers and contractors, and milestones for implementing mitigation (refer to Section 4.2).

In addition to the work conducted by Agnico Eagle, Rixen and Blangy (2016) conducted focus group research in Baker Lake regarding community life following the closure of the mine, and the risks presented by closure. While this work was conducted prior to knowledge of the development of the Whale Tail Pit Project and Expansion, the results (summarized below into Section 3.1) are no less valid for a mine closure in 2026 than one in 2019. The study identified priority areas related to community wellbeing focused on family life, employment, food independence, health, and learning. The work noted above has been incorporated into the CSECP in the analysis presented below, with particular focus on the identification of risks and opportunities.

The goals of closure planning have been developed in consultation with communities and governments (refer to Appendix A for meeting minutes). Agnico Eagle met with the Kivalliq Inuit Association (KivIA), the Hamlet of Rankin Inlet, the Government of Nunavut, and Crown-Indigenous Relations and Northern Affairs Canada (CIRNAC) during a half day planning workshop in Rankin Inlet on February 12, 2019. The workshop included a presentation on Agnico Eagle's currently planned closure schedule and the process of socio-economic closure planning (Golder 2019), and a collaborative goal-setting exercise driven by the participants. A second meeting held in Baker Lake with the Hamlet Council on February 20, 2019 included the delivery of the same presentation, and further discussion of the community's overarching objective for closure planning, and the consultation process. Both meetings yielded valuable feedback that has been used to shape the discussion of goals presented within the CSECP below.

3.0 RISK AND OPPORTUNITY ASSESSMENT

Socio-economic risk assessment is undertaken to address potential impacts of closure, and to identify potential opportunities for communities and governments to respond. This section identifies the overarching economic risks of closure, and presents more specific risk and associated opportunities as identified by communities.

3.1 Economic Impact of Closure

Closure risks are associated with an operator's lasting effects on the environment, infrastructure, regulations or permits, and on people. These are the four forms of capital (natural, physical, organizational, and human) that were identified in Nunavut's *2003 Nunavut Economic Development Strategy* (Nunavut Economic Forum 2003). The economic risks associated with Agnico Eagle's mine closures are related to whether the economic status of communities and the people therein are better or worse after closure. The proposed Whale Tail Pit and Expansion Project in combination with the Meliadine Mine will have numerous positive economic effects on the Kivalliq population during operation. The increasing dependence of Kivalliq communities on the mines for economic and financial prosperity also, however, amplifies risks associated with closure. Baker Lake in particular has grown dependent on Agnico Eagle's Kivalliq operations for employment, business, and income. Economic growth must be actively managed to affect long-term economic benefits in communities. Herein lies the real economic risk of mine closure (Impact Economics 2019). Ineffective management of economic benefits (e.g., tax revenue, royalties, monetary and in-kind community contributions from developers) and growth during operations will not yield sustainable, long-term benefits that see communities in a positive economic state post-closure.

The Whale Tail Pit Expansion Project will continue employment for the Meadowbank Mine workforce to 2026. This implies that, when the Meliadine Mine begins production in 2019, it will do so with its own operational workforce. The Meliadine Mine will be fully staffed long before Expansion Project closes. Without the opportunity for most employees to transfer to the Meliadine Mine, the effects of closure in 2026 will be elevated for the Hamlet of Baker Lake. At present, 155 of the Inuit employees at Meadowbank live in Baker Lake. This represents roughly a fifth of the town's total employment (Statistics Canada 2017; Stratos 2018). Local employment is expected to grow with the development of the Whale Tail Pit Project and, should it be approved, the associated Expansion Project, creating the potential for a larger blow to local employment at closure. Agnico Eagle predicted a substantial change in resident employment as a result of the Whale Tail Pit Expansion Project, growing to 491 local workers from the current operations workforce of 218 (Agnico Eagle 2018). This represents over 14% of employed labour in the Kivalliq region when compared to the labour market results reported in the 2016 Census (Impact Economics 2019; Statistics Canada, 2017).

Agnico Eagle maintains an office in Baker Lake that acts as a business hub servicing the Meadowbank Mine and Whale Tail Pit Project. The predicted rise in resident employment will affect the direct and induced effects (e.g., spending on goods, local contracting) the Expansion Project, which could give rise to new investments in the retail and local service sectors. Similarly, local businesses involved in the mining industry's supply chain might expand its range of services as a result of the increased production at Whale Tail and the new mine operations at Meliadine. The implication is further integration of the Kivalliq business community with the mining industry. Agnico Eagle can monitor changes in the structure of the economy by continuing to track and report its business spending in Nunavut and by monitoring the Input-Output tables for changes in Nunavut's mining industry supply chain. If employees are unable to move into jobs at the Meliadine Mine, the hamlet will see a sizeable decline in employment and disposable income over and above what was previously anticipated with the closure of the Meadowbank Mine. The loss of disposable income will mean a reduction in consumer spending in the community. Businesses servicing the mine could be similarly affected, causing negative indirect effects in Baker Lake (Impact Economics 2019).

Closure will have several negative effects on governments. Agnico-Eagle paid approximately \$50 million in taxes in 2017, \$10 million in royalties, and an undisclosed amount to Inuit organizations through negotiated payments. This amount will increase with the expansion at Meadowbank and start up at Meliadine. These revenues disappear once mining stops. How dependent will government and Inuit organizations be after another seven years of revenues from Meadowbank and 15 years of revenues from Meliadine? The demand (or need) for social programming and the return to subsidized housing and income support will rise post closure, putting pressure on government finances. It will be important to monitor the effects of closure on homeowners and if there are any families paying close to the market rate for their public housing unit. Other social changes could materialize depending on the effectiveness of Agnico Eagle's closure planning and how communities manage the change. These changes can cause negative changes within the community while also increasing costs for government. For example, after growing initially, crime rates stabilized and, more recently, have been returning to levels seen prior to the Meadowbank Mine's arrival. The effectiveness of planning will influence how families and communities manage this transition. Poorly managed or ignored changes might contribute to higher crime rates and other negative social outcomes (Impact Economics 2019).¹

Finally, closure will have an effect on the population of Baker Lake and Rankin Inlet. Working at the Meliadine Mine would not require relocation, but a resident employee who chooses to transfer to another Agnico Eagle operation outside the territory might be inclined to relocate. A mitigating factor in migration is the requirement that families have somewhere to go where they will find work, housing, and/or family. An expanding economy elsewhere in the region, territory, or country would influence these migration decisions. These factors will require some analysis as the closure date approaches to understand the likelihood and extent of out migration (Impact Economics 2019).

While these risks were expected with the original planned closure of the Meadowbank Mine (2019), the larger operation of the Whale Tail Pit Project at the Amaruq Site and its extended mine life (2026) mean the effects will be greater. The Meliadine Mine closure (2034) will likely be of greatest impact to Rankin Inlet; however, the hamlet has some potential to weather the economic effects of closure given the greater breadth of economic activity present. There is risk that the size of the economic shock, especially in Baker Lake, could go beyond the tipping point where recovery is expensive, long-term, or is not possible.

These effects on the labour, business, government revenues, and population must be placed into context, meaning they should be studied against the economy in 2026 and 2034 when closure takes place.

- What other economic activities are expected at that time?
- Will there be additional demands on the labour market?
- Will there have been opportunities for businesses to diversify?
- Will there be other sources of government revenue?
- How will families and communities assist in preparing for this transition? Are non-profit organizations and support groups forming to manage this change?

The 2026 and 2034 closure dates are too far away to accurately answer these questions at the time of writing, but it will be important that they are addressed and monitored in the coming years as the closure dates approach. Understanding the state of the economy and how labour and businesses will transition away from Meadowbank/Whale Tail is critical to the development of an effective closure plan.

¹ The social and community wellbeing issues are addressed elsewhere in this report, but are noted here because they are largely driven by changes in the economy and represent a potential cost to government, which has its own economic implications.

3.2 Risks and Opportunities

Life After Meadowbank (Rixen and Blangy 2016) identified risks specific to the closure of the Meadowbank Mine that apply more broadly to the closure of Agnico Eagle's Kivalliq operations around six key topic areas (Rixen and Blangy 2016). The risk that mining employment does not yield transferrable skills and certifications that can be applied to other industries that could, to some extent, take-up the unemployed was identified as being present. From the community's perspective, the loss of employment and associated loss of incomes that comes with closure present far-reaching risks to family life, food independence (e.g., ability to hunt, afford food), and health (social maladies, depression, substance abuse), and can lead to out-migration of skilled workers and their families. With the removal of community contributions, taxes, and royalties associated with operating mines, government revenues will decline, and the provision of services and maintenance of essential infrastructure may become a challenge.



Many of the risks identified through the Life After Meadowbank study are echoed by Baker Lake Wellness Report and Implementation Plan. General challenges relating to community wellness have been identified for the community of Baker Lake as part of the Plan (Stratos 2017). Many of these challenges represent vulnerabilities that could be worsened with the closure of Agnico Eagle's Kivalliq operations, and could be felt to varying degrees in other communities in the region. This is particularly true for Rankin Inlet as the main supplier of employment and contracting for the Meliadine Mine. Similarly, the Plan identifies a number of opportunities in relation to the challenges that should be integrated into closure planning and associated risk-mitigation.

Based on analysis of previous mine closure outcomes and literature relating to the impacts of mine closure on the socio-economic environment, Burns and Church (2018) effectively summarized an approach to maximizing opportunities for successful socio-economic closure planning through three key strategies:

“Work Systematically. *Having an integrated and transparent process to understand, plan and make decisions related to social closure is paramount. This can be achieved by hosting multi-stakeholder and multi-discipline working groups, integrating closure plans and future land use into mine site planning early on, and including the social impacts of closure in assessments and monitoring socio-economic changes throughout the life of mine. ... Working systematically also requires the use of social performance experts, people who understand how to identify and manage impacts and support positive engagement and collaboration.”*








Partner and Collaborate. *Partnering and collaborating means that all rights holders and stakeholders keep the lines of communication about closure and mine planning open. There are often many unknowns and the future can be unclear, but companies, communities, and government must continuously communicate about mining activities, other economic activities in a region, major social changes or issues, and government plans.*

Support a long-term vision for the local area. *... A vision helps extend that focus to consider long-term goals and objectives and set a path forward. Mining brings change, but mining is also finite and on their own mining operations cannot sustain development. A mine needs to fit into a broader vision for development for the area where the mine is located.”*

The results of both studies, along with feedback obtained through closure planning consultation and the results of previous studies have been combined into the closure-focused risk and opportunity assessment below. Agnico Eagle (2017) has developed a Post-Closure Inuit Wellness Strategy that identifies the company's approach to many of the socio-economic impacts of closure. This strategy has also been incorporated into the analysis below. Risks and opportunities are grouped around topic areas reflective of those used in community engagement and reporting, and are identified with icons  (risks) and  (opportunities).






Employment and Contracting



-  Uncertainty around closure timing and processes leads to worry within communities, and a feeling of helplessness in the face of potential loss of employment, and difficulty in financial planning.
-  Eighteen months prior to mine closure, Agnico Eagle will develop a communication plan to explain the closure process and plans, and will consult with communities and employees on the closure process.
-  Agnico Eagle's Kivalliq operations largely employ Inuit in semi-skilled and unskilled roles, which does not build transferrable, certified skills that could be applied to other employment opportunities at closure.
-  Modification of Agnico Eagle's current training programs (e.g., Career Path Program, E-Learning, Apprenticeships) through a Workplace Needs Assessment can enhance skills development.
-  There is currently limited industry and economic activity in the Kivalliq Region that could take-up those unemployed at closure. Out-migration of trained and skilled workers for other employment is a possibility.
-  Working closely with communities and Government, Agnico Eagle can support community priorities for economic development that reduces dependency on mining.
-  Agnico Eagle can provide opportunities for employees to transfer to their other mining operations outside of Kivalliq (e.g., Quebec), and investigate a fly-in/fly-out approach to avoid migration.






Incomes



-  High turn-over and absenteeism amongst the Inuit workforce. This presents a risk to maintaining regular incomes and stable financial planning that could otherwise yield long-term savings.
-  A lack of financial planning services and programs in communities has meant that of employment incomes is challenging, imparting the same risk on long-term saving that could help to soften the blow of closure.
-  Agnico Eagle will implement their Financial Literacy Initiative, the Employee Family Assistance Program (EFAP), and the Family Network Support Program to help improve financial management skills.
-  Closure represents a major change in the financial situation of many who lose employment and associated incomes that many may not be prepared for from a planning and savings perspective.
-  A year in advance of closure, Agnico Eagle will provide employees with lay-off packages and financial counselling regarding investment management, budgeting, and government employment benefit programs.







Mental Health and Addictions



-  Community awareness and discussion about mental health and addiction requires improvement. With closure, lack of awareness of these issues could contribute to substance abuse, depression, and suicides.
-  There are limited resources for addressing mental health and addiction, or for Elders to interact with youth to anchor treatment and programs in traditional values and activities that would extend beyond closure.
-  Continue support for existing programs (Baker Lake Against Suicide Team (BLAST), the Friendship Centre, Inuit-run Healing Workshops, Visiting Elders and Family Network programs) to build resiliency.
-  Formalize an information sharing service between mental health workers in communities and health and human resources staff at the mine.
-  Maintain Agnico Eagle's EFAP throughout the closure process, and for two years prior to help employees and their families deal with changes in employment and incomes, and impacts on mental health.






Family Life



-  Low high school graduation rates, literacy and numeracy skills, and declining youth programming have contributed to a situation where youth lack the skills and education to take up economic opportunities.
-  Agnico Eagle can continue to support programming aimed at early childhood education, educational attainment and skills develop prior to closure to build a skill and knowledge base that will extend beyond.
-  Loss of incomes at closure can cause strain on families as former employees struggle to maintain their role in providing for their family.
-  As people lose employment and incomes, they may return to social housing, placing strain on the system. This in turn could result in some moving in with family members, and could exacerbate potential crowding.
-  If people are not able to access new employment opportunities at closure, reliance on social assistance and sharing networks can increase.
-  Agnico Eagle can provide opportunities for their employees for transfer to other Agnico Eagle mining operations outside of Kivalliq to maintain employment.






Food Independence and Traditional Practices



-  Loss of incomes and access roads to the mine sites at closure will remove the means with which hunting and fishing equipment can be purchased and used to access wide ranges of harvesting locations.
-  Greater difficulty undertaking traditional harvesting activities combined with the loss of incomes at closure could impact access to nutritious foods in a context where store-bought foods will remain expensive.
-  There may be more time for participation in traditional harvesting activities, and other traditional practices when the mines close and people are no longer employed on rotation.
-  Agnico Eagle can continue to support programming for traditional skills development, participation in on-the-land activities, and initiatives that bring together Elders, youth, and others to pass on knowledge.
-  Agnico Eagle can consult with employees to better understand their participation in traditional activities, and receive feedback on things that could be done to improve participation and connection to the land.

Infrastructure and Services



-  Closure will see an end to government revenues, as well as community and IIBA contributions. This can impact the ability of governments to maintain essential services and infrastructure in good condition.
-  Without regular shipping and flights associated with Agnico Eagle's operation, closure could increase the cost of transportation services and, in turn, food and consumer goods in communities.
-  Closure could result in the removal of infrastructure and facilities during reclamation that could otherwise prove useful to communities and government.
-  Eighteen months prior to mine closure, Agnico Eagle will meet with the communities, the Government of Nunavut, and the KivIA to discuss the sale or transfer of assets of benefit to Baker Lake and Rankin Inlet.
-  Agnico Eagle will consider a shared multi-year investment in community programs with the KivIA, the Government of Nunavut, the Hamlets of Baker Lake and Rankin Inlet, and other organizations.

Temporary Mine Closure ?



Temporary closure represents an unplanned hiatus of mining activities, employment, and contracting which would not be part of the normal closure planning process. Temporary closure needs a tailored approach to prevent a shock in communities and to workers and their families.



Agnico Eagle has put in place the following measures relating to temporary closure (Agnico Eagle 2018b):



Explore opportunities for Work-Sharing. Work-Sharing is an adjustment program with Services Canada designed to help employers and employees avoid layoffs when there is a temporary reduction in the normal level of business activity that is beyond the control of the employer. The measure provides income support to employees eligible for Employment Insurance benefits who work a temporarily reduced work week while their employer recovers. Employees on a Work-Sharing agreement agree to a reduced schedule of work and to share the available work over a specified period of time.



Secure full-time employment and income and whenever possible, minimize the duration of unemployment for laid-off employees.



Promote opportunities for Agnico Eagle employees to transfer to other Agnico mine site locations, including temporary assignments.



Explore opportunities to progress approved projects or maintenance programs in order to maintain jobs and incomes to the extent possible.



Offer training to employees to acquire the necessary skills to be able to take-up opportunities associated with transfers and maintenance activities. Training offered will be focused on enhancing acquired skills in same or equivalent position based on current and future operational needs.



Introduce temporary unpaid leaves of absence for those who wish to pursue other training or personal opportunities during a temporary closure.



Promote early retirement options for those who are eligible.



Provide counselling to employees that are being laid-off to help them prepare for the effects of losing their jobs by reviewing their options and plan their next steps.



Provide financial information and counselling to employees through lay-off packages regarding RRSP and investment management, budgeting, and government employment benefit programs.



Maintain access to Agnico's Employee Family Assistance Program for laid-off employees during temporary mine closure.



Meet with Inuit business contractors to discuss impacts of temporary closure to contracts and opportunities for care and maintenance contracts. Agnico Eagle will place emphasis on such opportunities for Baker Lake- or Rankin Inlet-based contractors, depending on the location of temporary closure.

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It is noted that the economic effects of a temporary closure will depend to a large extent on whether or not there are economic alternatives available at the time of closure to replace the Project. This in turn is expected to largely depend on progress in developing the mining sector in the Kivalliq Region, and Nunavut more generally

4.0 PLANNING FRAMEWORK

4.1 Objective and Goals

Generally, the objective of socio-economic closure planning is to mitigate the adverse effects of the end of economic benefits to the greatest extent possible, and to develop strategies for sustainable, post-closure benefits for communities. During consultation regarding the goals of the CSECP, the Hamlet of Baker Lake has suggested that, for their community, the objective of socio-economic closure planning is to soften the blow of mine closure on all aspects of community life, and to create a positive legacy of Agnico Eagle's operations. This overarching vision statement is broad, but comprehensive, reflecting not just the need to mitigate risks but also to maximize opportunities for sustained benefits. The objective is applicable to the Kivalliq context as a whole, and serves as a foundation from which more specific goals can be developed.

As discussed in Section 2.2, goals are stakeholder-driven strategies to mitigate risk, capitalize on opportunities, and achieve the overall objective of socio-economic closure planning. Socio-economic goals related to mining and mine closure are often related to maintaining (or in the case of Kivalliq enhancing) services and infrastructure, diversifying economic activities to reduced dependency on mining, and managing impacts on communities and the families therein. The Baker Lake Wellness Report and Implementation Plan (Stratos 2017) identifies the "ideal state" for topics of community wellness. The ideal state of socio-economic conditions in the community represent the community's goals for long-term wellness. At closure, successful planning and implementation would see these goals realized, or the foundation to do so set in place. As in the case of the risks and opportunities identified in the Plan, the goals presented therein can be applied to guide closure planning, and are broad enough to be applicable to the wider Kivalliq context. A summary of the goals identified in the Plan, modified for use in the CSECP, is provided here:

Employment and Incomes

- Sufficient training and job opportunities should be provided for Inuit to progressively secure more skilled positions. Employees should have access to the means to plan and manage their finances sustainably.

Mental Health and Addiction

- Individuals should have balance and stability in their lives, and a strong sense of identity and self-esteem. They should also strive for love, support and happiness in their life.

Family Life

- Families and the broader community should take responsibility for children and youth, be role models of positive values, and invest in them for the future. Healthy relationships and respect within families should be promoted, including among wives and husbands, youth and elders.

Inuit Culture and Traditional Practices

- Inuit Qaujimagatuqangit and skills should be maintained, including the ability of current and future generations to speak, read and write Inuktitut. In addition, Inuit values of respect and support should be promoted.

Planning and Coordination of Community Wellness

- Agnico Eagle's wellness priorities and programs should align with those of the community, which should be developed based on community input and support. Residents should be aware of and able to access programs.

Building on the work done in the Baker Lake Wellness Report and Implementation Plan, consultation with communities and governments in support of the CSECP not only identified closure-specific goals, but also resulted in a series of criteria for what defines a goal in the context of Kivalliq. Goals should be locally-driven by the communities and governments impacted by, or with a mandate to manage, closure. They should not be grounded in mitigating risks and the adverse impacts of closure, but instead should focus on opportunities. Goals need to be aimed at creating sustainable approaches to managing closure impacts and maximizing opportunities, and need to mirror the resiliency and adaptability of the Inuit. Finally, goals must be pragmatically planned for success – they should be achievable, and meet a specific desired outcome (Figure 3).

Figure 3: Guiding Criteria for Closure-Specific Goals in the Kivalliq Context



With these criteria in mind, the Hamlet's of Baker Lake and Rankin Inlet, the KivIA, the Government of Nunavut, and CIRNAC provided input into a series of socio-economic closure-specific goals for inclusion in the CSECP (Box 2). The goals will be revisited in consultation with communities and governments as the socio-economic closure planning process advances, and will be revised and added to as socio-economic conditions in communities evolve, or community and government priorities shift.

Box 2: Conceptual Socio-Economic Planning Goals

Inuit Quajimajatuqangit: IQ should be sought out and incorporated throughout the closure planning process to create culturally-appropriate strategies tailored to the local context.

Transferrable Skills Development: Inuit employees must be given opportunities to attain certification with an aim to applying skills to other industries as a lasting legacy for Agnico Eagle beyond closure.

Economic Diversification: Employment and business opportunities for skilled workers need to be made outside of the mining industry to prevent them from moving to the south for employment.

Entrepreneurship: The entrepreneurial experience of local businesses should be built upon with an aim to expand the ability to participate in other economic activities related to, but not dependent on, mining.

Learning: Learning opportunities for need to be available to community members, particularly youth, and must include the wage economy, traditional values, and Inuit way of life.

Traditional Practices: Land-based livelihoods and activities are essential practices that contribute to Inuit wellbeing, and should be integral elements of the transition brought about by closure.

Volunteerism: Volunteerism must be fostered to build resilient, sustainable, and locally-driven solutions to the risks and opportunities posed by mine closure.

Healthy Communities: Social maladies and gaps in service provision need to be addressed in advance of closure to promote healthy, sustainable communities positioned to address the effects of closure.

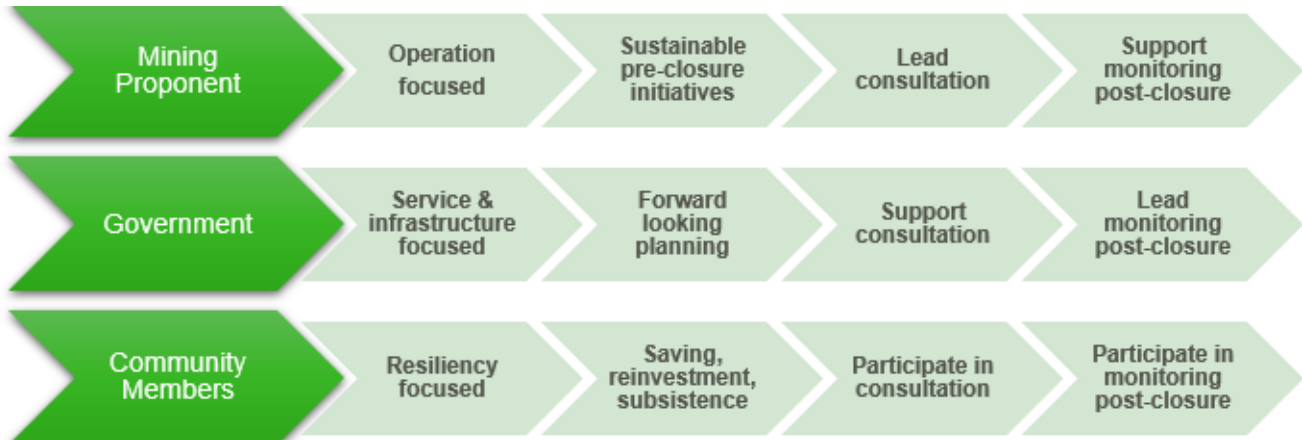
Collaboration: Collaboration between communities, government, and Agnico Eagle in early planning activities is needed to ensure all parties are pursuing closure planning in alignment.

Source: Consultation with the Kivalliq Inuit Association, Hamlet of Rankin Inlet, Government of Nunavut, and Crown-Indigenous Relations and Northern Affairs Canada (February 12, 2019), and the Hamlet of Baker Lake (February 20, 2019).

4.2 Roles and Responsibilities

Socio-economic closure planning is a multi-party process that requires action from the mining proponent, governments, local communities, and other impacted stakeholders. What should be the focus of each party? What is reasonably within their ability to do? The World Bank and the International Finance Corporation (WB and IFC 2002) developed recommendations for the roles of communities, governments, and mining proponents in the closure planning process that have been adapted for the purpose of the CSECP (Figure 4).

Figure 4: Roles and Responsibilities in Socio-Economic Closure Planning



Communities can focus on strategies for resilience in the face of economic losses associated with closure. Mining proponents can work with community members, including contractors, business owners, and employees to provide information on savings and reinvestment of profits in non-mining related initiatives. Financial management that takes into account the boom-bust cycle of a resource economy such as mining is essential to preparing for the inevitable end of the associated economic benefits. In the context of Kivalliq, subsistence and land-based activities also play an important role in closure planning, and can be learned and developed to lessen the blow of closure on aspects of community life such as food security and wellbeing. Communities have a responsibility to participate in the consultation and monitoring processes led by mining proponents and governments to ensure that their voice is heard, and that their goals and perspectives are incorporated into the process. The Kivalliq Inuit Association, and the Hamlets of Baker Lake and Rankin Inlet will play a key role in preparing their community members for participation in consultation.

In Nunavut, both the territorial and federal governments will play a major role in planning for, and coping with the socio-economic impacts of mine closure. The focus of government during closure planning is on those aspects of the socio-economic environment over which they have a mandate to maintain and develop. This includes things like economic activity, infrastructure condition, and service provision. Government planning is necessarily forward-thinking, requiring early engagement to align with the planning efforts of proponents, and the needs of communities. For example, territorial and federal government should be involved in planning training and retrenchment efforts undertaken by proponents in advance of, and at closure to ensure that they are customized and aligned with employment insurance principals. Government can play an important role in facilitating and guiding closure planning consultation led by proponents, and in leading monitoring of socio-economic conditions post-closure. The cost of closure consultation would likely be shared between the territorial and federal governments, and Agnico Eagle.

At the federal level, CIRNAC will play a key role in coordinating government involvement in planning for the closure of Agnico Eagle's Kivalliq operations. Other departments and agencies such as Employment and Social Development Canada, Health Canada, and Infrastructure Canada will need to be engaged regarding socio-economic closure planning efforts linked to their mandate. At the territorial level, the number of departments and agencies that will require consultation throughout the closure planning process is likely larger, including, but not limited to:

- Community and Government Services
- Culture and Heritage
- Economic Development and Transportation
- Education
- Environment
- Family Services
- Finance
- Health

The focus of mining proponents in socio-economic closure planning is on the operational elements within their control to manage, such as employment, contracting, incomes, and the transfer of mine infrastructure and/or equipment to communities. Throughout the closure planning process, mining proponents should lead early, transparent closure planning and consultation that draws upon collaboration between impacted stakeholders. This includes communicating the closure schedule and approach to communities, workers, and contractors in a clear, timely manner. Agnico Eagle's approach to closure notification is detailed in Section 3.2 above, and includes their commitment to advanced notice within eighteen months of planned closure. Agnico Eagle will also ensure that closure is conducted within the confines of agreements with governments and communities, and that financial resources are in place at the time of closure. Prior to closure, sustainable planning that builds on opportunities to have benefits extend beyond mining should be pursued by Agnico Eagle in consultation with communities.

4.3 Monitoring and Evaluation

Monitoring and evaluation occurs throughout the implementation of the detailed planning initiatives, and following the closure of a mine. Development and implementation of effective monitoring requires the cooperation of communities, the Government of Nunavut, Agnico Eagle, and other involved parties in gathering data, communicating and reporting on results. A socio-economic closure planning working group involving the various parties listed would oversee monitoring and the achievement of goals. Building on the roles and responsibilities noted above, Agnico Eagle would be responsible for monitoring their performance against their contributions to CSECP goals and commitments, and for facilitating ongoing evaluation of the efficacy of socio-economic closure planning strategies through their existing Socio-Economic Monitoring Working Group (SEMWG). Communities and governments contribute to monitoring by evaluating if their goals are being met, and identifying revisions to specific planning initiatives developed through detailed closure planning. The results of monitoring are disseminated back to stakeholders through Agnico Eagle's existing channels of engagement and consultation.

At closure, monitoring is led by government. Post-closure monitoring is conducted to verify if predicted socio-economic risks and opportunities have come to fruition, and identify unforeseen effects. It is also aimed at verifying that the commitments made by parties involved in the socio-economic closure planning process are met, and to evaluate their efficacy in achieving the goals identified by communities and governments. In the NWT, where a similar context has seen the mining industry impact communities, the territorial Department of Industry, Tourism and Invest oversees the preparation of annual socio-economic monitoring reports through the Communities and Diamonds initiative. The annual report monitors changing socio-economic indicators in mining-affected communities, including performance of diamond mining proponents in meeting commitments made regarding local content and other contributions to communities. A similar initiative could be led by the Government of Nunavut with support from CIRNAC, and would build on the existing work of the Kivalliq Socio-Economic Monitoring Committee.

5.0 RECOMMENDATIONS

The following recommendations are made based on the review of closure planning literature and guidelines, the results of consultation and engagement with communities regarding the risks and opportunities associated with closure, the goals of closure planning, and the understanding of the roles and responsibilities of Agnico Eagle:

- Develop a Terms of Reference outlining the SEMWG's closure mandate, meeting frequency, and budget. The SEMWG will guide detailed closure planning, the development of implementation plans, and the monitoring and evaluation. This working group should be established imminently (i.e., likely in 2019 or early 2020), and could build on Agnico Eagle's existing socio-economic monitoring group. If the Expansion Project moves forward, the working group should still be established early to ensure effective planning for closure in 2026. The group includes representation from local government (e.g., Baker Lake and Rankin Inlet Hamlet Councils, community wellness committees, interagency committees), the KivIq, the Government of Nunavut, and Agnico Eagle.
- A budget will be developed by the closure working group to identify funding requirements to cover labour and logistics costs associated with the group itself, and with socio-economic closure consultation.
- Working in consultation with government and communities, develop certainty regarding the transfer of mining equipment, facilities, and infrastructure to communities for use after closure.
- As suggested in closure consultation, work with communities to evaluate the use of funds provided through Agnico Eagle's IIBA royalties, NTI payments, and other community contributions, with an aim to identify strategies for sustainable uses that yield long-term benefits extending beyond closure.
- Implementation of the pre-closure commitments identified above in Section 3.2 (e.g., maintain EFAP, counselling, and financial planning support, early notification of closure, consultation with workforce and communities). Building on these, task-specific implementation plans should be developed.
- Prepare a detailed human resources transition plan and inventory with demographic analysis. A human resources inventory could help to identify candidates best suited for job opportunities outside of Kivalliq.
- Link employees, local businesses, and communities with existing training and economic development programming (e.g., Community Futures Canada, Trade Winds to Success Training Society, DreamCatcher Mentoring, Strategic Partnerships Initiative, Skills Partnership Fund, Kivalliq Business Development Centre, Community Capacity Building Program, Community Tourism and Cultural Industries Program)
- Incorporate the results of the CSECP into the approach to physical and environmental closure planning in subsequent iterations of Agnico Eagle's overall closure plan for each respective Kivalliq operation to ensure remediation and decommissioning is planned consistently with the goals of communities and government.
- Building on existing annual socio-economic monitoring reporting, prepare a socio-economic baseline with greater detail and analysis regarding economic conditions within three to five years prior to closure. This would include a description of indicators monitored through annual socio-economic monitoring.
- Determine a medium-term outlook of the Kivalliq and neighbouring economies (e.g., other Nunavut regions, NWT, northern Manitoba), with a focus on the potential for new economic activity and job growth. A strong economy would have a significant role in mitigating the negative economic effects of mine closure.
- Prepare a socio-economic impact assessment following the development of the baseline and medium-term economic outlook as part of detailed closure planning. This should be conducted in consultation with communities and government to identify current risks, and link mitigation to the associated implementation plans and strategies. The impact assessment would also aim to describe the full effect of Agnico Eagle's operations on Kivalliq communities and the region as a whole, measuring the effects on economic output, employment, income, business growth, government revenues, and population.

Box 3 provides an overview of milestones to come in Agnico Eagle’s ongoing Kivalliq operations, and recommends future engagement activities to support ongoing socio-economic closure planning based on the analysis presented above. This suggested plan for engagement would be refined through ongoing consultation with communities and governments, in response to changing conditions in communities, and as Agnico Eagle’s Kivalliq Operations evolve.

Box 3: Planning Activities Relative to the Closure of Agnico Eagle’s Kivalliq Operations

Agnico Eagle Operations Activity	Year	Tentative Closure Planning Activity
Construction of Meliadine and Whale Tail Pit Project at the Amaruq Site	2019	Conceptual Socio-Economic Closure Plan; Outreach to communities and government
Operations (Ops) Ramp-Up - Meliadine and Whale Tail (Approved)	2020	Build on existing SEMWG to incorporate closure planning mandate
Full Ops - Meliadine and Whale Tail (Approved) Potential Ramp-Up - Whale Tail (Expansion)	2021	Communicate Agnico Eagle’s approach to closure planning; refine with stakeholders
Ops Ramp-Down - Whale Tail (Approved) Potential Full Ops - Whale Tail (Expansion)	2022	Implement task-specific plans/approach to closure; continue closure planning for Kivalliq Ops; economic assessment
Full Ops - Meliadine	2023	SEMWG monitors / evaluates effectiveness of implementation, reports to communities
	2024 2025	
Potential Ramp-Down - Whale Tail (Expansion)	2026	Ongoing consultation and refinement of the CSECP as operations advance to reflect changing conditions identified through the SEMWG, the Kivalliq Socio-Economic
	2027	Monitoring Committee (SEMC), and Agnico Eagle’s existing annual reporting on socio-economic monitoring:
	2029	<ul style="list-style-type: none"> ■ operational needs (e.g., employment, contracting)
	2030	<ul style="list-style-type: none"> ■ regional economic conditions
Full Ops - Meliadine	2031	<ul style="list-style-type: none"> ■ socio-economic conditions in communities
	2032	<ul style="list-style-type: none"> ■ community and government priorities
	2033	
	2034	Ongoing monitoring of closure outcomes
Ramp-Down - Meliadine	2034	Ongoing monitoring of closure outcomes

6.0 CLOSING

The CSECP is a living document that will be updated as detailed closure planning progresses and milestones approach. Specific implementation plans will be appended as they are developed, and an evaluation of their success will be included upon their completion. These plans should include an estimated cost to aid Agnico Eagle in logistic and financial planning. Risks, opportunities, and goals will be revisited based on changing conditions in communities and the economy, and on the outcome of detailed planning initiatives, and the stakeholder consultation process will be refined. The updated CSECP will be made available to communities and government to reflect a summary of annual progress towards meeting the goals of communities, government, and other impacted stakeholders.

Golder Associates Ltd.



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Linda Havers, M.A.
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Appendix A

Summary of Socio-Economic Closure Planning Consultation

Conceptual Socio-Economic Closure Plan – Agnico Eagle’s Kivalliq Operations – Goal Setting Session – Rankin Inlet				
Date:	February 12, 2019	Time:	8:30 – 13:00	Location: Agnico Eagle – Rankin Inlet Office
Attendees:	Marcus Bermann, Crown-Indigenous Relations and Northern Affairs Canada, Manager, Nunavut General Monitoring Plan Robert Connelly, Government of Nunavut, Director, Economic Development and Transportation Panniuq Karetak, Kivalliq Inuit Association (KivIA), Rankin Inlet Representative Michael Shouldice, Hamlet of Rankin Inlet Charlie Tautaujuk, KivIA, Baker Lake Representative Courtney Squires, Agnico Eagle Mines Limited (Agnico Eagle), Senior Coordinator, Social Performance Jesse O’Brien, Golder Associates Ltd. (Golder), Socio-Economic Advisor and Closure Planning Lead			
Party	Notes			
KivIA - Baker Lake	Employees need to be introduced to the risks of closure early in the process, from construction to production to operations. Engagement is critical to successful closure planning.			
Hamlet of Rankin Inlet	The road is of major concern during closure. Will it stay? Or can we repurpose it for gravel needed for other projects? Can we access pits alongside the road? This applies to both the Meadowbank and Meliadine roads.			
Government of Nunavut	The Working Group (WG) should do a review of the environmental closure plans to determine when and how infrastructure, including the roads, buildings, and facilities will be decommissioned to inform them. This will allow them to plan early in the process for how these items could be repurposed or transitioned to communities.			

<p>Hamlet of Rankin</p>	<p>A key to closure planning is for Agnico Eagle to say “This is our legacy to you”. The company must be mindful of their long-term legacy in communities. One-off projects that do not benefit the community in the long-term are less effective in securing a positive legacy. The CSECP must include a statement of <i>Agnico Eagle’s</i> overall goal in terms of their legacy in communities.</p>
<p>KivIA – Baker Lake</p>	<p>Part of that legacy can be things like the road. Who has control over it during closure? And Can it be used for hunting in the future?</p> <p>Infrastructure is lacking in Baker Lake. Another legacy strategy could be to transfer infrastructure to the community for their use. Right now, much of the infrastructure is not safe for use. Mine infrastructure could be repurposed to replace the outdated infrastructure in the community where possible. The WG could include a mandate to evaluate this and plan for decommissioning and transfer of infrastructure.</p>
<p>KivIA – Rankin Inlet</p>	<p>Another legacy can be found in long-term, transferrable certification and training. Right now, training for many of the non-apprenticeship trades (e.g., haul truck driver, equipment operator) is specific to Agnico Eagle’s operations, and not transferrable to other industries that require similar positions. This leaves these workers dependent on the mine. A way to help people prepare for closure is to make these certifications recognized by the Government of Nunavut guidelines and regulations. That will help prepare people to take up other opportunities within the region and the territory.</p>

<p>Hamlet of Rankin Inlet</p>	<p>This could be another goal of the working group – to work with the Government of Nunavut to get accreditation for these types of positions.</p> <p>Another consideration is that mining employment is not necessarily long-term, ending with the life of the mine. How do we plan so that people who work for the mine for a period shorter than a typical career are taken care of financially at closure? Severance is important, and needs to be handled differently than in the context of an economy that cannot simply absorb those laid off.</p> <p>Communities are fragile. When mining ends, we are still left paying high prices for consumer goods, housing, and services. Without mining incomes, contracting, and royalties, communities are susceptible to a harsh bust period wherein many cannot afford to live the same lifestyle as before. A goal of closure planning should be to reduce this fragility.</p>
<p>Government of Nunavut</p>	<p>There cannot be a disconnect between government plans and the CSECP. The WG needs to be aware of government development priorities and initiatives. Communities need to push government to make decisions on major goals that impact communities so they can plan for closure with a clear and concrete socio-economic situation in place. Planning needs to occur long in advance of closure, and can take many years to come to fruition. For example, the Government of Nunavut has received funding for several major transportation initiatives, including the connection of Rankin Inlet, Chesterfield Inlet, and Whale Cove. With this in mind, the WG could plan for a situation where materials from the Meadowbank and Meliadine roads, or from the borrow pits alongside, could be used to help build these projects.</p>
<p>KivIA – Rankin Inlet</p>	<p>There are opportunities for those employed at the mine to find employment elsewhere, but as noted before, they need the appropriate training and transferrable certification to do so. For example, haul truck drivers from the mine could be employed to haul gravel for new roads being built, or in other construction jobs. This would connect the mines to other aspects of development, and allow for re-employment options that do not depend on mining. This could be part of Agnico Eagle’s legacy.</p>
<p>KivIA – Baker Lake</p>	<p>Skills learned in mining could be transferred to other industries as well, beyond those directly related. Alternative energy projects like solar, wind power, are options in this region. These could be developed with support from the mining industry.</p>

<p>Government of Nunavut</p>	<p>[<i>Moving to the risk discussion</i>] There is a focus on risks, and the negative aspects of closure. We need to try to come at things from a different point of view – that is, we want to identify opportunities, and plan for opportunities. By maximizing opportunities, we will inherently offset some of the risks of closure.</p> <p>For example, repurposing infrastructure, turning the road over to communities for use, and maintaining access to and use of gravel pits long the road are all opportunities presented by closure. These opportunities that can benefit communities need to be identified early in the planning process so that the overall closure plan, and the plans of governments, can align with the needs of the communities and the region. Once opportunities are identified, communities need to press government and the KIA to make concrete decisions on the path forward to allow for expeditious implementation of planning efforts. We need to link community, company, and government planning efforts to maximize opportunities in early planning.</p>
<p>KivIA – Baker Lake</p>	<p>We should be looking to repurpose the mine site and infrastructure to the greatest extent possible. For example, much of the construction infrastructure could be used for ‘made in the north’ projects, such as mobile housing. Capitalizing on this opportunity would help to address risks associated with job losses such as crowding.</p> <p>Communities must plan to be more self-sustaining, and to have more control over life in the community. Right now, service provision (nurses, mental health workers, RCMP) is constrained, and under pressure. IT is difficult to respond to demand. Part of self-reliance is getting these essential services back on track. We should not be looking to maintain service provision, but enhance essential service provision to the point that it meets the needs of the community, and can be sustained without mining contributions.</p>
<p>Government of Nunavut</p>	<p>There are many goals for community resiliency and health that have long been established. We can build upon these, and tailor them to the context of Kivalliq and its communities, and to the concept of mine closure. There needs to be more alignment between existing plans and mining activities.</p>
<p>Hamlet of Rankin Inlet</p>	<p>We must build upon the things that we are doing well. Look at opportunities to enhance things that are already positive.</p>
<p>Government of Nunavut</p>	<p>The greatest quality of the Inuit is their adaptability, and their ability to make something good out of limited resources.</p>
<p>Agnico Eagle</p>	<p>We should try to align the closure plan with local culture, and focus on adaptability and being resourceful.</p>
<p>Golder</p>	<p>Inuit Quajimajatuqangit will be included as a critical component of closure planning</p>

<p>KivlA – Baker Lake</p>	<p>It is important that we not just maintain the existing connection to the land. Some young people are caught between traditional life and the wage economy. We don't want to maintain this. We must encourage transmission of knowledge from Elders to youth, and the teaching of traditional practices. We must foster positive connections with the land, but also adapt as conditions change. The Inuit have always adapted to changing conditions. The connection to the land can build skills and confidence, and can provide positive reinforcement for youth. At the same time, we must recognize that the economy has changed. We need to equip people to participate. For example, many small business opportunities require the submission of a proposal, but many do not know what should be included or how to navigate the bid process. More education on this front could improve the ability of local businesses to take up economic opportunities. Other opportunities include how to access small business funding.</p>
<p>Hamlet of Rankin Inlet</p>	<p>Another keystone to the community is volunteerism. The community supports itself when people volunteer.</p>
<p>Golder</p>	<p>Closure planning should be:</p> <ul style="list-style-type: none"> ■ Sustainable ■ Resilient ■ Locally Driven ■ Opportunity-Based ■ Planned for Success <p>Some key topics goals are linked to:</p> <ul style="list-style-type: none"> ■ Facilitate the transmission of knowledge, and foster positive connections with the land. ■ Build on local entrepreneurial expertise to encourage small business growth and management. ■ Encourage learning opportunities for youth that include both those related to the wage economy, but also traditional practices, values, and Inuit way of life. ■ Develop sustainable livelihoods, resources, and community supports that build, but are not dependent, on mining ■ Address social maladies to build and strengthen healthy communities. ■ Link community, company, and government planning efforts to maximize opportunities in early planning

Conceptual Socio-Economic Closure Plan – Agnico Eagle’s Kivalliq Operations – Goal Setting Session – Baker Lake				
Date:	February 20, 2019	Time:	18:00 – 20:00	Location: Baker Lake Council Office
Attendees:	Sarah Anirniq, Hamlet of Baker Lake, Councilor Kevin Iksiktaaryuk, Hamlet of Baker Lake, Councilor Jason Putumiraqtuq, Hamlet of Baker Lake, Councilor Frank Tootoo, Hamlet of Baker Lake, Councilor Karen Yip, Hamlet of Baker Lake, Deputy Mayor Courtney Squires, Agnico Eagle Mines Limited (Agnico Eagle), Senior Coordinator, Social Performance			
Party	Notes			
Frank Tootoo	Agnico should be referring to the project as the community knows it, as Amaruq, not Whale Tail			
Thomas Anirniq	When Meadowbank starts closing, are the buildings staying or will they be used at Amaruq, or will they be dismantled			
Jason Putumiraqtuq	When Agnico builds the framework, how will they develop it? Are they starting from scratch, are they appointing people? Should be looking at local groups, not just regional.			
Agnico Eagle	Not sure exactly of the planning, but for now am not aware of any buildings being moved or dismantled, since we will use many of them during Amaruq operations (for example, camp, mill, maintenance shop, etc.)			
Frank Tootoo	Objective of closure: to lessen the negative impacts of the mine closing			
Agnico Eagle	The framework will be something we develop and agree on together. Regional groups, but if there are local groups (some examples, health centres, local RCMP, etc.) that should be involved, that is something we can do. We can also look at using existing groups instead of building a new one (example SEMC).			
Frank Tootoo	Objective of closure: creating a legacy, Agnico talks about creating a legacy all the time, this could like look windn farms, energy, less reliance on fossil fuels			
Jason Putumiraqtuq	Something to consider is that Agnico is always talking about building Inuit leadership, but what about if the mine closes, what does the transfer system look like? Knows there is something in the IIBA, but it is also about seniority, how do we soften the blow			

Kevin Iksiktaaryuk	When we talk about legacy, we the community knows what programs and infrastructure we need, Agnico should help us accelerate programs
Agnico Eagle	Good potential objective, to build processes that retain Inuit employment, or responsible layoffs. Also we need to consider all the scenarios, what if one mine closes and we are talking about transferring to another mine, and what if both mines close and are we at risk of losing skilled workers to employment out of the territory
Sarah Anirniq	Inuit achieve Red Seals at the mine, would like the company to have more get their Red Seal, using this they can work anywhere in Canada
Agnico Eagle	Touching on a strategy/goal: transferable, certifiable skills
Karen Yip	We should recognize that it is not just Agnico Eagle that is responsible, but also communities
Karen Yip	Importance of diversifying local economy, entrepreneurship, educating community to understand that we need to retain jobs in the community, look at ways to keep people instead of losing skilled workers to southern job
Frank Tootoo	When I look at the example objectives, it is the same objectives as the Government of Nunavut, they have these same aspirations and they aren't able to achieve them, a lot of this is in their control, they hold the purse strings. It is great to be consulted and have our input but at the end of the day we have to go to them.
Agnico Eagle	This is where we see importance with not working in silos, leveraging each other and aligning to help the communities achieve goals, to help the government achieve its mandate
Frank Tootoo	I would like to see a mini-mall, have a place where people can set up small businesses



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