

2017 ANNUAL PROJECT REVIEW FORUM REPORT



Abbreviations

QIA	Qikiqtani Inuit Association
BIM	Baffinland Iron Mines Corporation
BCLO	Baffinland Community Liaison Officers
IIBA	Inuit Impact and Benefit Agreement
The Forum	IIBA Annual Forum
The Project	The Mary River Project
HTO	Hunters and Trappers Organization
MIEG	Minimum Inuit Employment Goal

1.0 Background

On September 6, 2013, the Qikiqtani Inuit Association (QIA) and Baffinland Iron Mines Corporation (BIM) entered into an Inuit Impact Benefit Agreement (IIBA) for the Mary River Project (the Project). Article 14 of the IIBA, *Inuit Engagement in Project Stewardship*, requires that QIA and BIM organize an Annual Project Review Forum (the Forum). At the Forum QIA and BIM present their updates on the Project and activities related to IIBA implementation. This is also an opportunity for communities to discuss concerns about the Project and to provide recommendations for the consideration of the Joint Management Committee (JMC) and Joint Executive Committee (JEC).

The Forum rotates through the five impacted communities with previous Forums being hosted in Pond Inlet and Igloolik. This year, the forum was hosted in Arctic Bay on May 9 and 10. The topics discussed and recommendations provided by participants from both days have been organized into themes and subthemes.

The forum was opened on with a presentation by staff from the Department of Major Projects and the Board Member responsible for the IIBA. The presentation included an update of IIBA implementation related activities from the Department of Major Projects such as; the Business Capacity and Start Up Fund, the Ilagiiktunut Fund, the Wildlife Compensation Fund, IIBA implementation, staffing, and the recommendations from the 2015 APRF in Igloolik.

BIM presented their Project overview and update of site activities on the second day. This included Health and Safety, Environmental Effects and Monitoring programs, a Shipping overview, and a summary of the previous year's Inuit participation in employment, including training and development, and the distribution of contracts. After each BIM presentation, Forum participants and members of the public had an opportunity to provide comments and ask questions directly to BIM.

This report summarizes the comments and feedback given to QIA and BIM during the Forum, which resulted in recommendations to the JEC from participants consistent with Article 14.11 of the IIBA.

1.1 Forum Record of Proceedings

QIA and BIM appointed note takers responsible for general recording the discussions at the Forum. A court reporter was retained from Dicta Court Reporting to document comments and recommendations. A recommendation was made that the meeting minutes be shared with all participants. BIM and QIA will work together to identify an efficient way to share these transcripts.

Two interpreters from Arctic Bay were present to provide simultaneous translation between Inuktitut and English and whisper sets were used by participants and attendees.

1.2 Report Method and Writing

This report was written jointly between QIA and BIM as per Article 14.11 of the IIBA. The JMC developed a template for the report in 2014 and writing of the report began immediately following the Forum. QIA and BIM jointly developed Actions and Next Steps during the report writing process.

This report has been made available to the public and copies have been directly forwarded to impacted communities and the community participants. This report is available in Inuktitut.

2.0 Attendees

Attendees included, members of BIM and QIA’s Executive staff, as well, Elder and youth community representatives were flown into Arctic Bay from Clyde River, Pond Inlet, Hall Beach and Igloolik. The residents of Arctic Bay also attended and participated throughout the two-day event. A list of BIM, QIA, Elder and youth attendees is included in **Table 1** and **Table 2**.

Table 1 – Forum Attendees and Participants

Attendees & Participants		
BIM	QIA	QIA Board Members
Tim Butler, VP of Human Resources	Levi Barnabas, QIA Community Director (Arctic Bay), Co-Chair of the Forum	Abraham Qammaniq, Community Director, Hall Beach
Joshua Arreak, IIBA Coordination Manager, Co-Chair of the Forum	Rebecca Mearns, IIBA Manager	Johnny Malaiya Kublu, Community Director, Igloolik
Mary Hatherly, Director of Inuit, Government and Stakeholder Relations	Eva Onalik, Inuit Employment & Training Coordinator	Inutiq Iqaqrialu, Community Director, Clyde River
Robert Tookoome, Inuit Employment & Training Specialist	Stephen Williamson Bathory, Director, Department of Major Projects	David Curley, Community Director, Pond Inlet
Joe Tigullaraq, Senior Manager, Northern Affairs	David Qamaniq, Community Coordinator	

Community Representatives		
Tommy Tatatuapik, Elder from Arctic Bay	Robyn Qaunaq, Youth from Arctic Bay	Ootoova Audlakiak, Elder from Clyde River
Patrick Pallituq, Youth from Clyde River	Ammie Kipsigak, Elder from Hall Beach	Elizabeth Arnadjuak, Youth from Hall Beach
Madeline Ivalu, Elder from Igloolik	Elizabeth Quasa, Youth from Pond Inlet	Boazie Ootoova, Elder from Pond Inlet
Karen Ivalu, Youth from Igloolik		

Table 2 – Additional Participants and Facilitators

Elder for Opening Prayer	Leah May & Tommy Tatatuapik
Interpreters	Mishak Allurut
	Kataisie Attagutsiak
Court Reporter	Tran Huynh

3.0 Presentations

3.1 Agenda

The JMC developed the Forum agenda collaboratively prior to the event. All reports and content outlined in the agenda were presented. A copy of the agenda can be found in **Appendix A**.

3.2 BIM Materials Presented

BIM provided reports via a PowerPoint presentation, with printed versions provided to the public and participants in both English and Inuktitut. BIM also provided printed copies of the following documents in both English and Inuktitut:

- A brochure entitled “Camp Life”
- A brochure entitled “Jobs at BIM”
- A brochure entitled “People and Careers”

A Copy of BIM’s PowerPoint presentation can be found in **Appendix B**.

3.3 QIA Materials Presented

QIA provided reports via a PowerPoint presentation, with printed versions in English and Inuktitut made available.

QIA also provided printed copies of the following documents:

1. Designated Inuit Firms List Application
2. Minimum Inuit Employment Goal Bulletin
3. Complaints and Grievances Process – Community Bulletin

4. QIA's Three Year Review Report on IIBA Implementation
5. Ilagiiktunut Nunalinnullu Pivalliajutisait Fund
 - a. Proposal Submission Guidelines
 - b. Application Package
6. Business Capacity and Start-Up Fund
 - a. Program Guidelines
 - b. Application for Business Funding
7. Wildlife Compensation Fund
 - a. Guidelines for Applicants
 - b. Claim Form

A copy of QIA's PowerPoint presentation can be found in **Appendix C**.

4.0 Community Comments, Recommendations & Next Steps

A number of community comments and feedback were collected during the Forum and provided to both QIA and BIM. For the purposes of this report, comments were reviewed and have been grouped into recurring themes that align with the presentation content. These themes are:

1. IIBA Implementation
2. Human Resources
3. Cultural
4. Environmental
5. Contracting
6. Funds

As the purpose of this report is to allow for a record of recommendations and actions to implement them, comments regarding topics that were discussed but did not result in a recommendation or action are not recorded here. BIM hired a court reporter and those meeting records should be consulted for items not captured in this report. The full meeting transcripts are available upon request from BIM or QIA.

Sections 4.1 – 4.6 of this report provide a description of each theme, subtheme, and recommendation made at the Forum, in order to address concerns, proposed actions, and next steps to carry out the recommendations.

4.1 Inuit Impact Benefit Agreement Implementation

During the Forum, the community participants provided a series of recommendations (**Table 3**) with the predominant themes being the implementation and the review of implementation of the IIBA.

The 2017 IIBA Work Plan was approved by the JEC at the meeting that took place in Arctic Bay on May 9, 2017. The Work Plan outlines the priority areas for 2017, including the completion of the Inuit Human Resources Strategy and Inuit Procurement and Contracting Strategy. These foundational documents will assist in continuing implementation and will provide benchmarks for evaluation of implementation efforts. The Work Plan and the recommendations provided during the 2017 Forum will guide reporting on implementation at the 2018 Forum, to be hosted in Hall Beach, NU.

Table 3 – IIBA Implementation Recommendations

Subtheme	Recommendation	Actions & Next steps
Implementation	IIBA implementation should be regularly reviewed to ensure proper implementation.	The 2017 IIBA Work Plan has been approved to guide the implementation – actions for 2017 are outlined in this plan and the IHRS. Implementation of the IIBA is monitored through the Quarterly and Annual reports.
	Ensure that the IIBA 3-year Review addresses what is being done for Inuit employment.	

4.2 Human Resources

Maximizing Inuit participation continues to be a focus for both BIM and QIA. The IIBA outlines the mechanism for governing human resources, specifically Inuit human resources, as the Inuit Human Resources Strategy (IHRS). To date, an approved IHRS has not been developed, though it has been set as a priority for completion within the 2017 IIBA Work Plan. In 2016 the Minimum Inuit employment goal for the project was 25%, this has been carried over into 2017. To date, the rate of Inuit employment has not met this goal.

Both QIA and BIM are working to identify initiatives designed to increase Inuit employment, recruitment, training, advancement and retention. For example, QIA and BIM have identified reversing increasing Inuit employee turnover and departure as a priority.

At the 2017 Forum most comments from participants and attendees related to Human Resources. Subthemes that were discussed include:

1. Job application process and hiring
2. Advancement
3. Retention
4. Termination
5. Training

To address comments made by community members, the following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the JMC and are outlined in **Table 4**.

Table 4 – Human Resources Recommendations

Subtheme	Recommendation	Actions & Next Steps
Hiring	All Inuit applications should receive acknowledgement of receipt.	HR currently acknowledges receipt of applications. Candidates receive an automatic response when their application is complete through the application system iCIMS. When applying through BCLOs, all application information goes to the BIM recruitment team who provide feedback to the BCLOs.
	The application process for applying to BIM should be simplified and improved upon.	Career Information tours to continue through 2017. BIM to ensure communication of all available job postings through BCLOs and has developed a streamlined application process.
	Increased awareness of employment benefits for BIM employees, including how to access employment benefits.	Inuit Employment and Training Coordinators and Site HR to explore approaches to onboarding with Inuit employees to ensure awareness and understanding of employee benefits. BIM has hired an additional Human Resources Coordinator on site which will facilitate onboarding of new employees.
	Options for rotational schedules should be considered. For example: the ability to work longer than 2-weeks or other types of rotations, such as two-on and one-off.	BIM Human Resources / site operations will review the feasibility of different rotation schedules.
	Criminal records should not be a barrier to employment.	BIM to develop policy on relevance of criminal history and improve communication of CR requirements to communities.
	When planning training and recruitment, local Career Development Officers (GN Department of Family Services) should be contacted.	QIA and BIM are currently working with Dept. of Family Services to improve inter-agency cooperation and will consider inviting GN to attend any training and recruitment community tours.
	Employees should be provided with an Employee handbook, in English and	A bilingual handbook has been discussed, but there are no plans to develop one as such handbooks

	<p>Inuktitut, which describes key policies related to employment matters.</p>	<p>become quickly dated. However, BIM HR will translate and make available many of the HR policies that deal with corrective action, vacation time, and other relevant matters.</p>
<p>Recruitment</p>	<p>High school students should be targeted for summer jobs at the Mary River Project.</p>	<p>BIM and QIA to visit high schools during community tours. BIM will continue involvement in career fairs at high schools.</p> <p>BIM and QIA will continue involvement in school career fairs and similar events. BIM and QIA to explore opportunities for training of each party's community liaison officers to enhance their ability to provide employment-related information to students and community members.</p> <p>While every effort will be made to encourage secondary school students to consider careers at BIM, the issue of summer student employment at site is subject to regulations respecting minimum age of employment applicable to construction and mine sites.</p>

<p>Advancement</p>	<p>There should be an Inuit Advancement Policy, outlining how employees can attain other positions. If this existed and was known, it would go a long way to support Inuit employment.</p>	<p>While no formal Inuit Advancement Policy exists, BIM is in the process of implementing a better system to notify employees of internal job postings, and providing a step-by-step process of how they can apply for these other positions</p> <p>BIM agrees that there is a need to provide more real-time feedback to employees respecting their performance and will provide check-ins prior to the end of the probationary period</p>
<p>Retention</p>	<p>There should be an Inuit retention plan to support Inuit in maintaining employment at the Mary River Project. This plan should be well communicated to Inuit employees.</p>	<p>The Inuit Human Resources Strategy and the associated actions for 2017 target issues of retention. This will continue to be monitored through the Quarterly Reports.</p> <p>New programs are being implemented to help with the issue of Inuit employee retention. One of the contributing factors to Inuit retention at the Mary River mine is preparing Inuit for work on site. BIM is developing a new Work Ready program will better prepare Inuit for life at camp.</p>
	<p>QIA and BIM should review Inuit training, advancement and pay in comparison to non-Inuit.</p>	<p>Inuit training and development is a key focus of BIM and reported internally on a weekly basis. The Joint Management Committee monitors Inuit training and advancement in through the BIM IIBA Quarterly reports. The annual socio-economic survey prepared by BIM for submission to NIRB also tracks training and advancement.</p>

		<p>A workplace conditions review will be conducted in the Fall of 2017, Inuit employees to be interviewed – training and advancement to be included.</p> <p>With respect to compensation, BIM maintains an organization-wide pay equity for all positions, regardless of an employee’s background.</p>
Workplace Conditions	When roommates are required, such as in weatherhavens, planning should be taken to make sure day and night shifts are considered. Alternating sharing of spaces with shifts should be considered as this adds privacy and the ability to rest.	Since 2013, BIM has instituted a practice whereby employees staying in shared accommodations are booked with a roommate on the opposite shift. BIM makes every effort to ensure this but in some rare instances such as overlap related to shift scheduling (there may be a slight overlap of an hour or two), or if an employee falls ill and misses their shift, this may not be accommodated.
Termination	A call back policy should be in place and clearly communicated.	BIM rehires former employees. There is no formal policy for callback as the rehiring of an employee is based on a case by case basis, depending on the employee’s past performance and the reason for the original resignation/dismissal.
	Employees who are terminated without cause should be provided severance pay.	BIM does not terminate employment without severance unless the termination falls during an employee’s probation period. And, in such a case, BIM closely follows a corrective action policy, involving the employee’s supervisor, HR, and the management team in order to come to a consensus regarding an employee’s future with BIM. BIM does not terminate except for cause and the reason for termination is always outlined in the termination letter which is provided to the employee.

	<p>Employees who are terminated should receive their record of employment as soon as possible.</p>	<p>Records of employment (ROE) are processed within five business days of the terminated employees' last pay. Once processed, the employee's ROE is accessible online through Service Canada website. If terminated employees would like a digital copy of their ROE sent directly to their email, they must contact BIM HR directly.</p>
	<p>Reasons for termination should be clearly stated, and there should be an appeal process.</p>	<p>The reason for an employee's termination is outlined in the employee's termination letter. The causes are typically related to BIM's Corrective Action policy, which outlines consequences and warnings related to specific infractions on site. This policy is consistent with industry standards.</p>
Training	<p>Offer pilot training for Inuit.</p>	<p>Inuit Employment and Training Coordinators will review training opportunities for Inuit.</p>
	<p>Provide bi-lingual trainers on-site. Training should not be limited to English only. This is especially relevant for equipment training.</p>	<p>BIM site orientation is now available in Inuktitut through members of the HR team. The use of bilingual trainers for advanced skills and trades is more problematic and depends upon the availability of such trainers.</p>
	<p>QIA and BIM should be working together to identify additional training and retention opportunities for Inuit.</p>	<p>The Inuit Employment and Training Coordinators will work with BIM HR to identify training opportunities for Inuit.</p>
Implementation	<p>Ensure that the IIBA 3-year Review addresses what is being done for Inuit employment.</p>	<p>QIA and BIM have a work plan in place that includes monitoring and reporting of initiatives.</p>
Transportation	<p>Options should be investigated to avoid requiring workers to take the 2-3 hour trip down the Tote Road to work at Milne Inlet. For example, a twin otter could be used to transport workers.</p>	<p>BIM – There is no longer an airstrip at Milne Inlet – air transport not currently an option.</p>

4.3 Social and Cultural

The comments regarding cultural concerns or recommendations for the Project are listed in **Table 5**.

To address comments made by community members, the following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the Management Committee and are outlined below.

Table 5 – Social/Cultural Recommendations

Subtheme	Recommendation	Actions & Next steps
Elders	Consider the need to include Elders and types of support for Elders when planning upon benefits coming from the Project.	QIA to consider this when planning for the revenue policy
Country Food	Increase the supply of Country food. QIA and BIM should investigate options to supply Country food to staff, including partnerships with HTOs, to meet food inspection requirements.	JMC to discuss options for country food sources.

4.4 Environmental

Environmental Stewardship remains a focus for BIM and QIA. Environmental monitoring and compliance programs continue to be implemented in this phase of the Project. There were a number of comments voiced regarding potential environmental impacts of the proposed Phase 2 Project. These comments will not be addressed in this report as comments related to Phase 2 development will be addressed by the Nunavut Impact Review Board (NIRB) process.

The remaining environmental comments were related to:

1. Dust dispersal
2. Environmental Monitoring

To address comments made by community members, the following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the Executive Committee and are outlined in **Table 6**.

Table 6 – Environmental Recommendations

Subtheme	Recommendation	Actions & Next steps
Environmental Impacts	BIM should cover the ore trucks to limit the amount of dust that disperses during transportation along the Tote Road.	The ore trucks are not currently using dust covers due to operational issues (snow and ice damage to covers). The dust along the Tote Road is primarily generated by wheel contact with the road surface and not by dust blowing

		off of the top of the ore trucks. As part of the Dust Mitigation Plan developed in 2016, BIM is implementing a number of changes to reduce dust generation along the Tote Road including re-surfacing portions of the Tote Road with coarser grain material that will generate less dust, increased road watering during dry weather, addition of a compactor attachment to road graders to compact the road surface after grading, and evaluation of approved dust suppressants. Over the longer term, the construction of a rail line as part of the Phase 2 Expansion project will significantly reduce the dust generation along the Tote Road.
MEWG	Communities should gain greater access to the information provided by the Marine Environment Working Group.	QIA Community Coordinator to provide updates from MEWG meetings.
2018 APRF – Environmental Presentation	Staff representing Environmental Affairs should be present at the APRF to support discussions related to environmental impacts.	JMC to review attendees for the 2018 APRF
Communications	All communities should be informed of wildlife surveys being conducted, and the survey results.	JMC to review reporting to communities on survey results.

4.5 Contracting

The JEC continues to prioritize contracting processes as an essential component of the IIBA. In 2016, QIA and BIM implemented the use of the Advanced Contract Notification form. Twelve (12) notifications were sent to Inuit firms registered on the Designated Inuit Firms List.

The completion of the Inuit Procurement and Contracting Strategy has been identified as a priority item in the 2017 IIBA Work Plan. In early 2017, Contracting and Procurement Workshops were offered in Iqaluit and Pond Inlet through the Business Capacity and Start-Up Fund. QIA, BIM and Kakivak are currently working together to plan additional contracting workshops in the affected communities.

The following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the JMC and are outlined in **Table 7**.

Table 7 – Contracting Recommendations

Subtheme	Recommendation	Actions & Next steps
Policies	There should be clear policies regarding how contractors dismiss employees.	While BIM cannot dictate the policies and procedures for employee termination to contractors, BIM can ask contractors to provide the context and rationale for dismissal (subject to privacy concerns) as part of quarterly reporting.
	Contractors should be required to hold regular meetings with BIM, to ensure they are following mine site health and safety protocols and regulations.	Contractors are currently required to attend daily meetings with BIM representatives to discuss mine health and safety protocols and related matters.

4.6 Funds

Some of the Funds outlined in the IIBA are set in place to provide communities access to resources for Education & Training, Business Development, Cultural impacts and Wildlife Compensation. In addition to discussion of the funds outlined in the IIBA there was also the recommendation that QIA improve communications on how revenues are being managed and how Inuit can benefit. That recommendation is being addressed by QIA through the establishment of a new Resource Revenue Policy during the 2016 Annual General Meeting. This includes a Benefits Fund that will be used to deliver programs to Inuit.

The following recommendations were made during the Forum. To ensure recommendations are implemented, Actions and Next steps have been agreed upon by the Executive Committee and are outlined in **Table 8**.

Table 8 – Funds Recommendations

Subtheme	Recommendation	Actions & Next steps
Resource Revenues	QIA should improve communication regarding how the money received from mining projects is being managed and how Inuit can benefit.	Continued communication of Resource Revenue Policy. Report back from community consultations on programs
IIBA Funds	The Illagiiktunut Fund should be revisited prior to the end of the initial 6-year term.	The IIBA requires that the Illagiiktunut fund be reviewed. This timeline will be followed.

5.0 Implementation of Forum Recommendations

At the end of the Forum the JMC met to review the recommendations that had been collected. All the recommendations from that meeting have been included in this report. QIA and BIM will provide updates throughout the year and report on these recommendations at the 2018 Annual Project Review Forum.

Many of the Actions and Next Steps will involve discussion with the JEC. The JEC, with the support of the JMC will address any unresolved issues arising from the recommendations of the Forum. If the JEC does not implement the recommendations of the Forum, a written reason shall be prepared and provided to the Forum's participants.

Appendix A

Day 1 – May 9 th QIA Presentation		
Start	Item	Presenter(s)
9:00	Lighting of the Qulliq & Opening Prayer Remarks from Mayor of Arctic Bay	
	IIBA Executive Committee Co-Chair Welcome and Opening Remarks, Executive & Management Committee	Levi Barnabas & Joshua Arreak
	Purpose of the Annual Project Review Forum	Qikiqtani Inuit Association
	Health Break	
	The Role of QIA in Inuit Impact Benefit Agreement Implementation	Qikiqtani Inuit Association
	QIA Department of Major Projects – Department Activities	Qikiqtani Inuit Association
	Questions & Comments from participants	
12:00 – 1:20	Lunch Break	
	Fund Administration <ul style="list-style-type: none"> • Ilagiiktunut Fund • Business Capacity and Start-up Fund • Wildlife Compensation Fund 	Qikiqtani Inuit Association
	Questions & Comments from participants	
	Health Break	
	Next Steps for 2017	Qikiqtani Inuit Association
	Review of 2015 Forum Recommendations	Qikiqtani Inuit Association
	Questions & Comments from participants	
	Names drawn for Door Prizes Forum Photo	
	BIM & QIA: Concluding Remarks	Levi Barnabas & Joshua Arreak

Day 2 – May 10th BIM Presentation

Start Time	End Time	Item	Concordance with IIBA	Presenter(s)
9:00	9:30	IIBA Executive Committee Co-Chair Welcome and Opening Remarks, Summary of Day 1		Joshua Arreak (BIM) Levi Barnabas (QIA)
9:30	9:40	BIM: Project Update & Site Activities	14.6	Tim Butler (BIM)
9:40	10:00	Health Break		
10:00	10:15	BIM: Health and Safety	14.6 (a,b,c,d,h) 14.9 (a-e)	Tim Butler (BIM)
10:15	10:45	BIM: Environmental Monitoring	14.6 (a,b,c,d,h) 14.9 (a-e)	Joe Tiggullaraq (BIM)
10:45	11:10	BIM: Community Engagement	14.6 (a,b,c,d,h) 14.9 (a-e)	Mary Hatherly (BIM)
11:10	11:30	BIM: Management Plans and Emergency Preparation	14.6 (a,b,c,d,h) 14.9 (a-e)	Tim Butler (BIM)
11:30	11:45	Health Break		
11:30	12:00	Questions & Comments from participants		
12:00	1:20	Lunch Break		
1:20	2:15	Questions & Comments from participants		
2:15	2:45	BIM: Employment & Training	14.6 (a)	Robert Tookoome (BIM)
2:45	2:50	Integration of Inuit Culture	14.6 (a)	Joshua Arreak (BIM)
2:50	3:10	BIM: Contracting	14.6 (a)	Tim Butler (BIM)
3:10	3:15	BIM: What's next?	14.6 (d)	Tim Butler (BIM)
3:15	3:30	Health Break		
3:30	5:45	Questions & Comments from participants		
5:45	5:50	Names drawn for Door Prizes Forum Photo		
5:50	6:00	BIM & QIA: Concluding Remarks		Joshua Arreak (BIM) Levi Barnabas (QIA)

ბიზნეს-პლანის

დღე 1

- დამფუძნებლები/მენეჯერები/მფლობელები/ინვესტორები
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- პროექტის დასრულების შემდეგ - დამატებითი განხილვის დროს

დღე 2

- დამფუძნებლები/მენეჯერები/მფლობელები/ინვესტორები
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Agenda

Day 1

- Introduction of Executive & Management Committees
- Presentation from the QIA
- Open forum – community questions & comments

Day 2

- Summary of day one
- Project update and site activities
- IIBA priorities
 - Safety and environment
 - Employment
 - Training and capacity building
 - Contracting
- Question and comment sessions will be held throughout the day

დამფუძნებლები/მენეჯერები/მფლობელები/ინვესტორები

- დამფუძნებლები/მენეჯერები/მფლობელები/ინვესტორები
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Forum participation and introductions

- The Forum is held annually in one of the five North Baffin Communities listed under the IIBA
- The event is open to the public in the hosting community
- Event includes senior Representatives from both Baffinland and QIA, as well as community representatives from all five North Baffin Communities

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IIBA Committees

ፈጠራ ለጋር ተሰብርቶ ማሳተፍ ተቋሙን ገንጠል በሁሉም አካላት ገንጠል ማሳተፍ ለጋር ተሰብርቶ ማሳተፍ ለጋር ተሰብርቶ ማሳተፍ

The IIBA requires that two committees consisting of Baffinland and QIA members be established to oversee implementation:

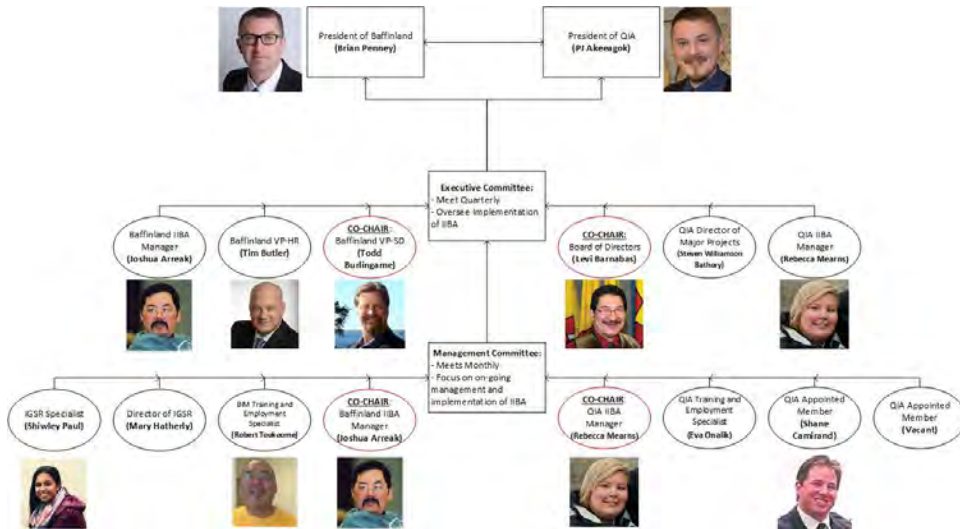
- ጋር ተሰብርቶ ማሳተፍ ለጋር ተሰብርቶ ማሳተፍ (ጠባብያ ለጋር ተሰብርቶ ማሳተፍ 4.4)
 - BIM ለጋር ተሰብርቶ ማሳተፍ QIA IIBA ጋር ተሰብርቶ ማሳተፍ
 - BIM ለጋር ተሰብርቶ ማሳተፍ QIA IIBA ጋር ተሰብርቶ ማሳተፍ ለጋር ተሰብርቶ ማሳተፍ
 - ጋር ተሰብርቶ ማሳተፍ ለጋር ተሰብርቶ ማሳተፍ ለጋር ተሰብርቶ ማሳተፍ BIM ለጋር ተሰብርቶ ማሳተፍ
- ለጋር ተሰብርቶ ማሳተፍ ለጋር ተሰብርቶ ማሳተፍ (ጠባብያ ለጋር ተሰብርቶ ማሳተፍ 4.2)
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 - BIM ለጋር ተሰብርቶ ማሳተፍ QIA IIBA ጋር ተሰብርቶ ማሳተፍ
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- Joint Management Committee (Article 4.4)
 - BIM and QIA IIBA Coordination Managers
 - BIM and QIA IIBA Training and Employment Coordinators
 - Two appointed members for each BIM and QIA
- Joint Executive Committee (Article 4.2)
 - Two Co-Chairs, one each from QIA and BIM
 - BIM and QIA IIBA Coordination Managers
 - One other representative each from QIA and BIM
 - Technical Advisor for the QIA



ፈጠራ ለጋር ተሰብርቶ ማሳተፍ ተቋሙን በሁሉም አካላት ገንጠል

IIBA Committee structure



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- ᐅᑦᑭᑦᑭᑦ ᐅᑦᑭᑦᑭᑦ ᐅᑦᑭᑦᑭᑦ ᐅᑦᑭᑦᑭᑦ ᐅᑦᑭᑦᑭᑦ ᐅᑦᑭᑦᑭᑦ ᐅᑦᑭᑦᑭᑦ
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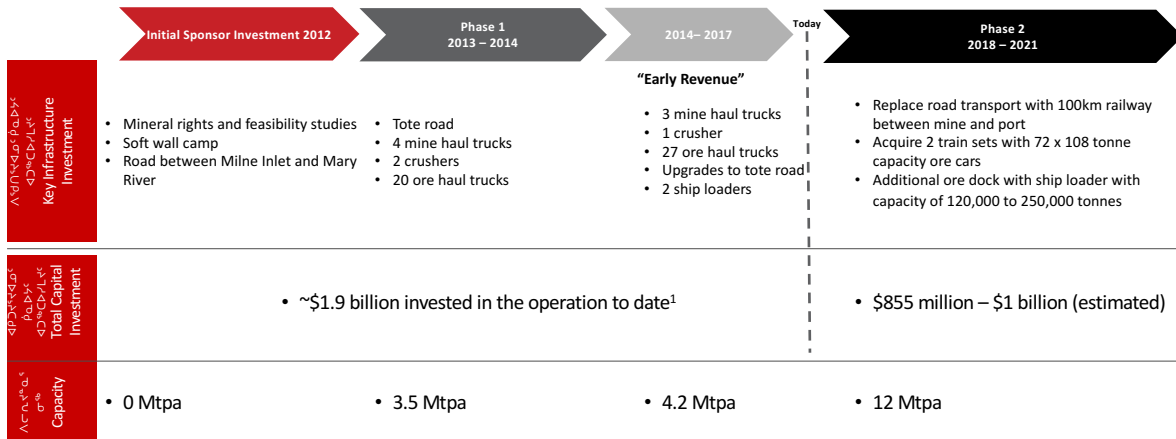
Decision making

- The Executive Committee follows procedures to most likely develop a consensus or decisions on matters
- When the Executive Committee are unable to develop a consensus, a decision is made by a majority vote of not less than five of the six Executive Committee members
- If a decision is still not reached, the Executive Committee can request that the Presidents of QIA and Baffinland convene a meeting to discuss and attempt to resolve the dispute



Asset overview – development history

Asset overview – development history



¹ Includes ~\$600 million spent by the Sponsors to acquire the operations in 2011

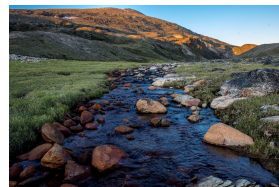


Respecting Inuit tradition, building for the future

Respecting Inuit tradition, building for the future

- We have made commitments to Inuit hiring and training that we will deliver on; it's the right thing to do
- We need to have at minimum 200 Inuit employees in 2017
- We have met with local communities and are incorporating their feedback into our Inuit hiring and training practices and improving our recruitment process for Inuit candidates
- We are improving our training programs and implementing our Work Readiness program in five of the local communities later this year
- We recently conducted a career information tour in five communities, joined by representatives from Nunavut Arctic College, the Government of Nunavut, and QIA
- Increasing our Inuit hiring and training and improving community relations is a critical component of our proposed Phase 2 expansion

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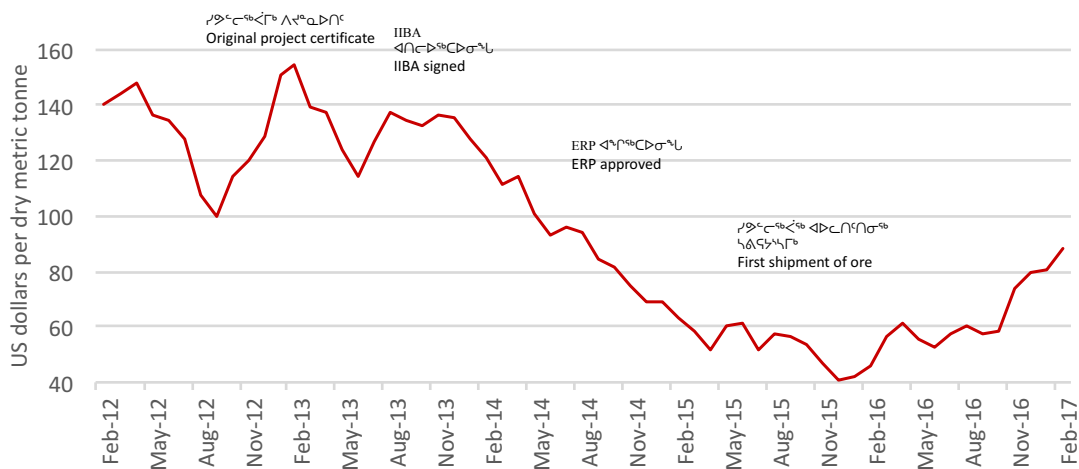
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- 2.7 Mtpa (ᐅᓂᓴᓐᓴᓐᓴᓐ 64%-ᓴᓐ ᐱᓇᓴᓐᓴᓐ 4.2Mtpa ᐱᓇᓴᓐᓴᓐᓴᓐ) ᐱᓇᓴᓐᓴᓐᓴᓐᓴᓐ 2016-ᓴ ᐱᓇᓴᓐᓴᓐᓴᓐ ᐱᓇᓴᓐᓴᓐᓴᓐ ᐱᓇᓴᓐᓴᓐᓴᓐ

Challenges

- High volume/bulk commodity mining in the far north has unique challenges due to:
 - Sub-zero temperatures for at least 9 months of the year, significant changes in daylight hours
 - Cold permafrost ground conditions with, in places, significant soil ice content and large ice lenses
 - Long travel distances to markets
 - Extreme 'wear and tear' on mobile equipment
- Only 2.7 Mtpa (or 64% of 4.2Mtpa target) was shipped in 2016 with existing infrastructure

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Negative market conditions





IIBA ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ

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- ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ
- ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ
- ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ ᐱᑲᑎᑦᑎᑦᑎᑦᑎᑦ
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IIBA environment and health and safety requirements

Baffinland provides QIA with the following information as outlined in Article 14.6 of the IIBA:

- A summary of the previous year's operation & current operations of environmental performance and safety (Article 14.6 [a])
- A summary of monitoring reports of Governmental Authorities, including NIRB, for the previous year (Article 14.6 [b])
- The following year's plan of environmental and safety targets (Article 14.6 [d])
- Identification of proposed amendments to key management & monitoring plans (Article 14.6 [e])
- Wildlife observations and incident reports, including all reports and information regarding wildlife compensation (Article 14.6 [h])

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We are committed to conducting business in accordance with principles of sustainable corporate responsibility

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Our responsibilities

- ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ
- ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ
- ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ
- Operate safely, with fiscal responsibility
- Protect the environment
- Create authentic relationships

ᐱᓕᓕᓐᓂᓐᓂᓐ ᐱᓕᓕᓐᓂᓐᓂᓐ
Baffinland's Sustainability Policy

ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ
Health and Safety

ᐊᓕᓕᓐᓂᓐᓂᓐ
Environment

ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ
Investing in our Communities

ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ
Transparent Governance

ᐱᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ

We expect everyone to demonstrate a personal commitment to this policy



ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ
ᐊᓕᓕᓐᓂᓐᓂᓐ ᐊᓕᓕᓐᓂᓐᓂᓐ

Health and Safety



ᓄᓄᓕᓄᓂ ᐃᓕᐅᑎᓪᑎᓄᓂ ᓄᓄᓕᓄᓂ – 2016 ᓂᐅᓂᓄᓂ

- ᓄᓄᓕᓄᓂ ᐃᓕᓄᓂᓄᓂ ᓄᓄᓕᓄᓂ ᐃᓕᐅᑎᓪᑎᓄᓂ ᓄᓄᓕᓄᓂ ᓄᓄᓂᓄᓂ
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Baffinland’s approach to communities – 2016 Survey

- Baffinland is committed to maintaining effective partnerships with the five Communities of the North Baffin region
- Primary focus of engagement is the establishment and maintenance of positive, mutually-beneficial relationships in order to maximize Project benefits for community residents
- In September 2016, Baffinland surveyed the five North Baffin communities:
 - To provide information about the potential impacts of the Project, the environment, the overall way of life in North Baffin Island
 - As a mechanism for community residents to have their voices heard





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Management Plans and Preparedness

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Management plans registry

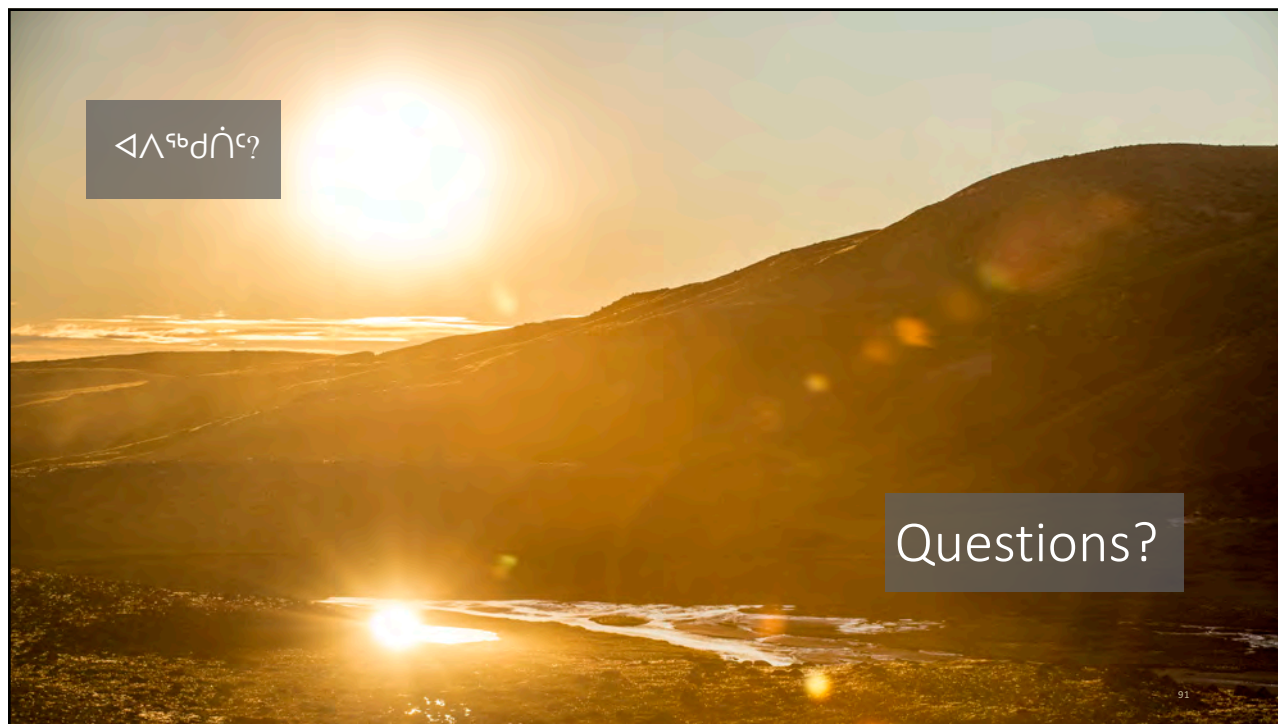
Management Plans	Revision Date
Sampling Program - Quality Assurance and Quality Control Plan	Mar-17
Air Quality and Noise Abatement Management Plan	Mar-16
Borrow Pits and Quarry Management Plan	Mar-14
Cultural Heritage Resource Protection Plan	Mar-16
Environmental Protection Plan	Aug-16
Fresh Water, Sewage and Wastewater Management Plan	Mar-16
Hazardous Materials and Hazardous Waste Management Plan	Mar-17
Interim Closure and Reclamation Plan	Oct-16
Milne Port Oil Pollution Emergency Plan (OPEP)	Jul-16
Roads Management Plan	Mar-16
Shipping and Marine Wildlife Management Plan	Mar-16
Surface Water and Aquatic Ecosystem Management Plan	Mar-16
Terrestrial Environmental Management and Monitoring Plan	Mar-16
Waste Management Plan	Mar-17
Phase 1 Waste Rock Management Plan	Apr-14
Life of Mine Waste Rock Management Plan	Apr-14
Spill Contingency Plan	Mar-17
Exploration Spill Contingency Plan	Jun-14
Exploration Closure and Reclamation Plan	Jul-14
Aquatic Effects Monitoring Plan	Oct-15
Spill at Sea Response Plan	Aug-15
Emergency Response Plan	Feb-16
Quarry Management Plans	Various
Borrow Source Management Plans	Various



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IIBA ᐱᓃᓕᓕᓄᓂᓄᓂᓄᓂᓄᓂ IIBA priorities





Additional slides

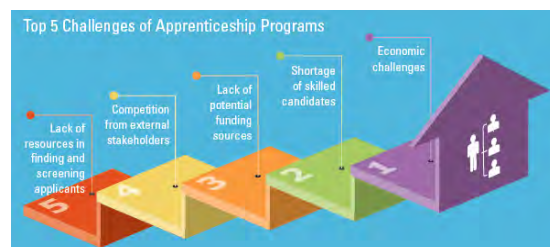
92

Baffinland apprenticeship program

- Nunavut's apprenticeship system plays a unique and critical role in building a well-educated and highly skilled workforce
- Baffinland is developing an apprenticeship program and committed to having more involvement in decisions about funding, program design, pre-apprenticeship, technical training, and program entrance requirements
- Pre-apprenticeship training, which is currently the main pathway to apprenticeship, needs to align with labour demands
- Once in apprenticeships, apprentices should experience the highest quality of technical training and have adequate pathways to pursue their certification.
- Although the current system benefits from the active participation of employers who hire and train apprentices, more are needed to ensure that apprentices can get the skills and experience they need to achieve certification and meet the demands of the labour market

Shortage of skilled candidates and other challenges

- Based on the Nunavut Labour Force Supply and Demand and Labour Market update reports made available in March of 2017, the current pool of qualified Nunavumiut people that could participate in this program is drastically low
- Currently the high school graduation rate is 28%, however, this is trending upward. There are 740 enrolled high school students at the time of the latest report
- Population by age group 15-44 is 17,346 with an unemployment rate of 39%
- If we cannot source the appropriate candidates from the local population, it may jeopardize the IIBA agreements currently in place



Tuition costs

Trade	Pre	Year 1	Year 2	Year 3	Year 4	Total
Welder	Not available at Arctic College at this time					
Millwright						
HD mechanic						
Electrician	\$2,720.00	\$2,720.00	\$2,720.00	Not available at Arctic College at this time		\$8,160.00
Heavy equipment operator	Done with 3 rd party, not a specific Arctic College program (expected to be in ~3 years)					
Plumber	\$2,720.00	\$2,720.00	\$2,720.00	\$2,720.00	Not available at Arctic College at this time	\$10,880.00
Carpenter	\$2,720.00	\$2,720.00	\$2,720.00	\$2,720.00	\$2,720.00	\$13,600.00
Housing maintainer	\$2,720.00	\$2,720.00	\$2,720.00	Not available at Arctic College at this time		\$8,160.00

NOTE: These fees do not reflect the overall compensation cost of ~\$135,000 per employee (wage, benefits, pension, etc.) and the cost of accommodations and sustenance if having to travel out of province for technical training.

Appendix C

ANNUAL PROJECT REVIEW FORUM

QIA PRESENTATION
ARCTIC BAY, MAY 9 & 10, 2017



Department of Major Projects

qia.ca

1

QIA PRESENTATION OVERVIEW

- Annual Project Review Forum
- QIA's Role in IIBA Implementation
- Department Activities – 2016
- Funds
 - Ilagiiktunut Fund
 - Business Capacity and Start-up Fund
 - Wildlife Compensation Fund
- 2017 Next Steps

Department of Major Projects

2



ANNUAL PROJECT REVIEW FORUM

PURPOSE



PURPOSE OF THE ANNUAL PROJECT REVIEW FORUM

- To share information about the Project
- Review and assess Baffinland's management, monitoring and mitigation programs
- Receive and review information on impacts from Inuit that
- Discuss issues that arise from the communities regarding the IIBA or the implementation of the IIBA
- Develop recommendations for the JEC regarding significant issues arising from the Forum



QIA ROLE

IIBA IMPLEMENTATION



QIA'S ROLE

- QIA advocates for Inuit employment, for training that helps Inuit get jobs or advance in a career, for contracts for Inuit businesses, and for social programs that enhance community wellness in the Qikiqtaaluk Region.
- Negotiated the IIBA
- IIBA Implementation – working with Baffinland to maximize benefits to Inuit

QIA'S ROLE

- Monitoring implementation through Quarterly & Annual reports from Baffinland
- QIA Administers three IIBA Funds:
 - Ilagiiktunut Fund,
 - Business Capacity & Start-up Fund, and
 - Wildlife Compensation Fund
- Transparency and accountability to Inuit in implementing the IIBA

DEPARTMENT OF MAJOR PROJECTS

DEPARTMENT ACTIVITIES

DEPARTMENT ACTIVITIES

- David Qamaniq – CLO to Community Coordinator
- New Inuit Employment and Training Coordinator hired in January 2017 – Eva Onalik
- Levi Barnabas appointed as Chair of the IIBA portfolio
- Continued participation on Joint Management and Executive Committees

DEPARTMENT ACTIVITIES

- Designated Inuit Firms List
 - Firm applications reviewed
 - DIFL kept up to date with addition of new Firms
- Twelve (12) Advanced Contract Notifications sent to Firms registered on the DIFL
 - ACNs provided to DIFL for upcoming contracting opportunities at the Mary River Project

DEPARTMENT ACTIVITIES

- Minimum Inuit Employment Goal (MIEG)
 - Target for Inuit Employment at the Mary River Project
 - Goal to meet or exceed
 - MIEG for 2016 was 25%
- 2017 MIEG to remain at 25%
 - Focus on MIEG plan and initiatives to increase Inuit employment, training, and retention

DEPARTMENT ACTIVITIES 2016

- QIA 3-Year Review of the IIBA
 - A review and summary of IIBA implementation to date
 - Targeted to communicate with Inuit in the communities
 - Focus on key benefit areas:
 - Employment
 - Training
 - Contracting
 - Social

DEPARTMENT ACTIVITIES 2016

- Support in developing the QIA Resource Revenue Policy
 - Approved in October 2016 at the AGM
 - Clear and transparent financial plan
 - Three key areas:
 - Operations
 - Long Term Savings
 - Programs & Benefits to Inuit

DEPARTMENT ACTIVITIES 2016

- Lead the continued development of the Inuit Human Resources Strategy (IHRS)
 - Foundational employment and training strategy for all Project phases
 - Describes how QIA and Baffinland will meet their commitments in the IIBA
 - Critical to maximizing Inuit participation at the Project
- IHRS is a top QIA priority
- Approval anticipated in June 2017

DEPARTMENT ACTIVITIES 2016

- Initiated work with Baffinland on an Inuit Procurement and Contracting Strategy
 - Describes how QIA and Baffinland will ensure that Inuit Firms have priority access to contracting opportunities at the Project
 - Also ensures that contractors (Inuit and Non-Inuit) provide employment and training opportunities for Inuit.
- Approval anticipated in June 2017

DEPARTMENT ACTIVITIES 2016

- Wildlife Compensation Fund
 - Program development, application development & approvals
 - Fund launched
- Business Capacity & Start-Up Fund
 - Program development, guidelines & application development
 - Technical Committee established
 - Fund launched



FUND ADMINISTRATION

IIBA IMPLEMENTATION



ILAGIKTUNUT FUND

- The Ilagiiktunut Nunalinnullu Pivalliajutisait Kinaujat Fund was established through Article 12 of the IIBA.
- The fund is administered by QIA and reporting is provided annually to Baffinland.
- Baffinland and QIA both contribute \$375,000 annually – total annual funds available - \$750,000.
- Targeted to the 5 affected “North Baffin” communities.

ILAGIIKTUNUT FUND

- 3 key focus areas for the fund:
 - Resilient Communities
 - Strong Families
 - Job Readiness
- Program Guidelines and application are available on the QIA website or from CLOs
- QIA will accept applications throughout the year
- Unused funds roll over to the following year

ILAGIIKTUNUT FUND

- In the 2016 funding cycle approx. \$540,000 was administered to community projects, including:
 - Makimautiksat
 - RPAN Youth Mentorship
 - Artcirq Youth Development Program
 - Nasivvik's Kajjausaqtut Program
 - Youth Hunting Program
 - Arnaqjuaq School Gardens

BUSINESS CAPACITY AND START-UP FUND

- Created under Article 6 of the IIBA to provide funding support for Inuit firms in the Baffin Region.
- A total of \$500,000 per year is available
 - Baffinland contribute \$250,000 per year
 - QIA matches the contribution \$250,000 per year

BUSINESS CAPACITY AND START-UP FUND

- Funding is available to Inuit firms registered on the Designated Inuit Firms list in the following areas:
 - Locating start-up capital and financing;
 - Management development;
 - On-going business management;
 - Financial Management;
 - Contracts and Procurement; and
 - Human resources management.

BUSINESS CAPACITY AND START-UP FUND 2016 HIGHLIGHTS

- Development and approval of:
 - Fund Guidelines;
 - Terms of Reference; and
 - Objectives.
- Technical Committee established
- 1st Notice to Inuit Firms – MRP Contracting Workshop

BUSINESS CAPACITY AND START-UP FUND 2017 NEXT STEPS

- Baffinland and QIA to co-deliver Contracting Workshops
- Increasing communications to Inuit Firms
 - Application Process
 - Identify additional training needs of Inuit Firms
 - Additional Workshops

WILDLIFE COMPENSATION FUND

- Established under Article 17 of the IIBA
- Initial contribution by Baffinland - \$750,000
- QIA is responsible for the managements, establishment, and administration of the Wildlife Compensation Fund.
- Claim-based framework was established

WILDLIFE COMPENSATION FUND

- WCF Guideline for Applicants and the WCF Claim Application Form guide the implementation of the Fund
 - Incident Occurs
 - Claim is filed using the Application form
 - Claim is submitted to and reviewed by the HTO
 - HTO can support or deny the claim
 - Appeal process is available for denied claims

WILDLIFE COMPENSATION FUND 2016 HIGHLIGHTS

- Development and approval of guidelines and forms
- Launch of the Wildlife Compensation Fund
- Training of HTOs for receiving and reviewing claims
- Two (2) claims were submitted for review in 2016
 - One (1) was approved and compensated
 - One (1) was reviewed and denied as it was determined there was no direct connection to the MRP.

WILDLIFE COMPENSATION FUND 2017 NEXT STEPS

- QIA is working with Mittimatalik HTO to complete an assessment of wildlife mortality losses since the IIBA was signed.
- Claims process remains open throughout the year.
- QIA will continue to accept claims through 2017.



NEXT STEPS 2017



2017 NEXT STEPS

- Approval & Implementation of the 2017 IIBA Implementation Work Plan
 - Inuit Human Resource Strategy completion & approval
 - Inuit Procurement and Contracting Strategy approval
 - 2017 Minimum Inuit Employment Goal Plan
 - Education and Training Fund Plan
 - Workplace Conditions Review

2017 NEXT STEPS

- Continued work on Department activities
 - Maintaining the DIFL
 - Administration of IIBA Funds – WCF, BCSF, and Ilagiiktunut
 - Establishing an Inuit Labour and Skills Database
 - Monitoring through Baffinland Quarterly Reports
 - JMC & JEC Meetings and activities


2015 APRF RECOMMENDATIONS

Subtheme	Recommendation	Actions & Next Steps	Update
Grievance Mechanisms	Provide Clearer communication on how various grievance mechanisms work and how they can be accessed. (QIA, BIM, Contractors)	<ul style="list-style-type: none"> • Communication of mechanisms with communities • Training for CLOs in grievance submittals 	<ul style="list-style-type: none"> • QIA hosted community radio shows to review complaint and grievance process • QIA presented process while in communities • Forms available online or by contacting local CLOs or IETC
Access to Soap Stone	Provide access to soap stone for artists to carve.	<ul style="list-style-type: none"> • Baffinland is not prohibiting access to the carving stone • Under the NCLA and IIBA (Article 19) BIM cannot access and will not facilitate access to those areas 	QIA Lands Department is working to identify

Subtheme	Recommendation	Actions & Next Steps	Update
Wildlife Incidents	More clear reporting on wildlife incidents/kills on site.	<ul style="list-style-type: none"> • Every incident is reported to the QIA and GN within 24 hours • Community members can access Annual Reports at their BCLO offices 	
Contracting opportunities	Increase communication with communities regarding contracting opportunities	<ul style="list-style-type: none"> • BIM provides notification to QIA of all contracting opportunities available • QIA, through JMC, will assist BIM in developing a strategy to communicate contracting opportunities to the Designated Inuit Firms List and communities 	

Subtheme	Recommendation	Actions & Next Steps	Update
Contracting opportunities	Maximizing Inuit contracting and subcontracting	<ul style="list-style-type: none"> Develop contracting process protocols and increase communication regarding participating in contracting opportunities 	
Communication	Increase communication and awareness on Funding opportunities and qualification requirements	<ul style="list-style-type: none"> QIA will work with Community Directors and CLO's to bring awareness of funding opportunities and clarify Qualification requirements and the guidelines for the use of the funds. 	

Subtheme	Recommendation	Actions & Next Steps	Update
Communication	Increase awareness of fund distribution through reporting	<ul style="list-style-type: none"> QIA will report on fund distribution through the IIBA reporting requirements. 	
Funding Results	Ensure funds are being used to improve lives in the community	<ul style="list-style-type: none"> The mechanism is in place through QIA's application process. Applications are approved based on meeting the criteria and requirements of the said program. 	



QUJANNAMIK, THANK YOU
Any Questions?

