

# Sustainable Development Model - implementing collaboration agreements with local communities

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Uranium Production: from Exploration to Closure  
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# Agenda – Collaboration Agreements for the Uranium Mining Industry

- Purpose of Collaboration Agreements
- Collaborative Agreement Foundation to build on
- Lessons Learned

# Purpose of Collaborative Agreements

When done well, Collaborative Agreements, provide social license in the form of a Partnership with Indigenous and First Nation communities that are potentially impacted by the development of an operation such as a uranium mine. It provides assurance to communities that not only will employment benefit local populations but also the potential skill development (various trades) that is transferable back into the community. In addition, local communities have input into environmental matters or concerns by having community members embedded into activities of the operation.

# Purpose of Agreements

## 2.1 Purposes of Agreement

The purposes of this Agreement are to establish:

- (a) the principles and framework for a long-term working relationship between Cameco, AREVA and Pinehouse with respect to the Operations, building upon existing programming;
- (b) the basis upon which Cameco and AREVA will continue to undertake the Operations in a manner that is mutually beneficial to Kineepik and to Cameco and AREVA, recognizing the importance of the environment and Kineepik's traditional use of the Traditional Territory together with Cameco's and AREVA's need to undertake the Operations in a commercially viable manner;
- (c) a framework built around the Four Pillars for:
  - (i) identifying specific community investments by Cameco and AREVA;
  - (ii) development of Pinehouse's workforce through education, training and employment opportunities;
  - (iii) outlining commitments by Cameco and AREVA to assist Pinehouse with building long term sustainable businesses with the capacity to deliver services to the Operations;
  - (iv) addressing means to enhance community engagement plans and protocols in respect of the Operations; and
  - (v) establishing commitments for addressing potential environmental issues associated with the Operations; and
- (d) the basis on which Pinehouse will support the Operations.

# Collaborative Agreement Foundation

Best Practice is to ensure both parties have specific obligations in executing the agreement based on four foundational pillars:

1. Community Investment
2. Workforce Development
3. Business Development
4. Community Engagement and Environmental Stewardship

# Community Investment

- Community investment can take the form of an actual partnership in assisting in the construction of specific community infrastructure such as medical centers, community halls or recreational facilities, care facilities for the elderly members of the communities, day care facilities etc. and/or;
- Community investment can also be setup as a trust fund with payments based on production from operations, which will have a positive effect when the demand for uranium is high, and a negative backlash of community support when demand and/or price is low.

# Collaborative Agreement Foundation

## Workforce Development:

The goal of workforce development is to ensure local employment opportunities are provided to local community members. It starts with community students, encouraging them to complete their secondary school education and scholarships for post-secondary programs. Training is provided at the operations not just for work related knowledge but also access to teaching programs to complete their grade 12 equivalent. Elements that make up workforce development can include:

- Skills Database
- Education funding
- Educating & Training including support of apprenticeships
- Employment Opportunities (defining “preferential basis” for hiring)

# Business Development

Supporting the development of local business is a key sustainability component of the collaboration agreement. Businesses that are required to support the operation, build direct links from the community to the organization:

- General contracting from construction to food services provider,
- Evergreen contracts providing base load revenue to local business,
- Labour contracts including trades and apprenticeships

# Community Engagement and Environmental Stewardship

Community Engagement and Environmental Leadership is the monitoring and measurement portion of the collaborative agreement. Community members and leaders have access to the organizational data with respect to environmental performance and the effectiveness of the programs in the CA.

Activities include:

- Regular community meetings with a form for community interactions
- Instituting a committee to monitor all actions agreed to in the CA
- Workshops related to the uranium industry, including high schools and the general community
- Establishing regular tours of the operations
- Establishing regional environmental oversight with community leaders that interact directly with the operation

# Summary

- The best Collaborative Agreements (CA) are ones that can “weather” the cyclic nature of commodity pricing.
- In Canada, First Nations people see their role as being “stewards of the environment” and therefore needs to be a significant piece within the CA.
- Assisting businesses development within communities that both support the mine and community can be a “win/win”
- Regular community visits and workshops help build trust
- Community leaders need to have direct access to the leadership of the operation
- Awarding of contracts need to including an assessment of local contractors; the low bid is not always the bid taken