

COMMUNITY CONTRIBUTIONS AND PROCUREMENT COMMITTEE
Canada Nickel Company —Crawford Nickel-Cobalt Sulphide Project
1st MEETING REPORT

MEETING INFORMATION		
DATE	January 12 th 2022	
TIME	6:30 PM to 7:50 PM	
LOCATION	Videoconference—MICROSOFT TEAMS	
PARTICIPANTS	Members	Presence
	Darren Ottaway, Town of Cochrane	
	Dave Cockburn, Town of Iroquois Falls	
	George Pirie, City of Timmins	
	Jason Michaud, Cochrane Board of Trade	✓
	Brenda Camirand, Timmins Economic Development Corporation	✓
	Amanda Alexander, Timmins Chamber of Commerce	✓
	Jason Sereda, Social-Community Representative	✓
	Brian Marks, Cochrane District Social Planning Council	✓
CANADA NICKEL	✓ Pierre-Philippe Dupont, Vice President Sustainability ✓ Alexandra Armstrong, Community Relations & Communications Coordinator	
FACILIATION	✓ Isaac Gauthier – Facilitator – Transfer Environment and Society (TES) ✓ Anne Bélanger – Note taker – Transfer Environment and Society (TES)	
AGENDA	<ol style="list-style-type: none"> 1. Welcome and roundtable 2. Meeting Agenda Review and Approval 3. Canada Nickel’s Intentions Regarding the Community Contribution Committee 4. Group Discussion – Committee Expectations 5. Presentation – Committee Proposal: Mandate, Objectives & Scope Roles & Responsibilities Committee Meeting Terms & Rules 6. Preliminary Group Discussion – Definition of “Local” 7. Next steps / Next meeting 8. Varia 	

MEETING HIGHLIGHTS

COMMITTEE DECISIONS

- ❑ There will need to be two (2) different definitions of “local” for procurement and for community contributions
- ❑ Community contributions should go to the three main communities as a primary group, as they are closer and more impacted by the project.
- ❑ Contributions should be considered in relations to the impacts of the project in a long-term vision.

COMMITTEE SUGGESTIONS

- ❑ For procurement, the definition of local could have primary and secondary preferences and criteria for local spending
- ❑ Different “pillars” and “tiers” could be set for community contributions to determine where the contributions go.

1. WELCOME AND ROUNDTABLE

Isaac Gauthier, the meeting facilitator, initiates the meeting and welcomes the members.

The members begin by introducing themselves during a brief roundtable. Alexandra Armstrong, Community Relations and Communications Coordinator for Canada Nickel further introduces the three absent municipal members. Mr. Gauthier mentions that regarding the agenda, a proposal will be shared with the members prior to the next meeting.

Mr. Gauthier invites the participants to share their questions and comments freely throughout the meeting. For details regarding the presentation, please refer to the Appendix.

2. MEETING AGENDA REVIEW AND APPROVAL

Mr. Gauthier presents the meeting’s agenda and objectives, which are to establish the committee’s basis, through the proposed Charter document. He adds that members may ask for modifications to the Charter during or following the meeting. If the changes are substantial, they will be presented to the committee for approval at the next meeting.

Mr. Gauthier also mentions that the proposal to establish this committee was discussed during Canada Nickel’s engagement meetings, which attracted significant interest.

The meeting agenda is approved.

3. CANADA NICKEL’S INTENTIONS REGARDING THE COMMITTEE

Ms. Armstrong begins by mentioning that Canada Nickel’s representatives are members of the Committee the same as all other representatives. She explains that Canada Nickel’s intention with the Committee is to obtain advice and input from people with local expertise and an understanding of the region. Since Canada Nickel is a relatively new company in the region, it wants to make sure its eventual decisions are taken equitably and efficiently to optimize the positive impact of procurement and contributions.

Ms. Armstrong gives as an example of the committee’s assistance is to help in defining what “local” means for Canada Nickel and to develop a local procurement policy.

4. GROUP DISCUSSION – COMMITTEE EXPECTATIONS

Mr. Gauthier invites the members to share their expectations regarding the committee, to ensure the committee has a common understanding of everyone’s goals and objectives.

QUESTIONS AND INTERVENTIONS	ANSWERS
Q & I 1	Ms. Armstrong starts by mentioning her expectation to have an open environment for discussions where the community comes first. Mr. Gauthier highlights the importance of respectful and open dialogue, especially for discussions on challenging topics.
Q & I 2	A member adds that open communication in a committee can be Ms. Armstrong mentions that the committee is also an opportunity to discuss the project.

	beneficial to discuss existing community challenges. There is an expectation to be able to express concerns and point out challenges whilst having a respectful conversation on how to move forward. The person also mentions that this approach will benefit Canada Nickel with regards to its future operations in the community.	
Q & I 3	A member explains that there is an expectation of learning about other members in the coming months, not only to talk about equitable solutions, but also to have frank and respectful conversations on strategic solutions to the project's various impacts and opportunities. Equity is a good aim, but not always the most strategic response to a situation.	Mr. Gauthier adds that there will be challenges to discuss about and it is pertinent to remember that solutions should be established in a strategic manner, especially because there are three communities directly impacted by the project. Mr. Dupont adds that his expectation is to hold discussions on long term strategies to ensure communities benefit from the project.
Q & I 4	Another member voices their expectations of working together with each community, without competition, to make sure the benefits are for everyone.	Mr. Dupont adds that since a member has mentioned their indigenous background, he explains that Canada Nickel is holding a parallel engagement process with Indigenous groups. These communities will therefore not be involved in the Committee, but they will have their own distinct process.

5. PRESENTATION – COMMITTEE PROPOSAL

Mr. Gauthier mentions that the proposed Charter was shared with the members as a draft for discussion, not a final document. He explains it was built upon TES's experience of helping establish and facilitate dozens of committees in the last 30 years.

5.1 Mandate, Objectives & Scope

Mr. Gauthier reads out the Committee's mandate, objectives, and scope. He mentions that the mandate touches upon the members' expectations of sharing their expertise and knowledge to help benefit local communities.

Mr. Gauthier adds that the Committee would meet three (3) to four (4) times per year for approximately two hours per meeting, depending on the topics to be discussed and the project's requirements. He mentions that Canada Nickel's previous engagement activities have also highlighted a suggestion to hold a yearly meeting with one representative of each committee initiated by Canada Nickel, to ensure information is shared.

Mr. Gauthier explains that the mandate, objectives, and scope can be modified, by consensus.

QUESTIONS AND INTERVENTIONS		ANSWERS
Q & I 5	Mr. Dupont explains that CNC must optimize its contributions, as its capacity to support as a junior exploration company is limited while no revenues are yet being generated. Mr. Dupont also explains that the company is fast-tracking development of the Crawford Project, and that parameters for the Committee may be reassessed during construction and operation phases of the project when the company's procurement requirements and ability to contribute are altered.	

5.2 Roles & Responsibilities

Mr. Gauthier shares the members' roles and responsibilities throughout the committee's activities. He adds that there will be a meeting report after each meeting and a brief annual report at the end of each year.

5.3 Committee Meeting Terms & Rules

Mr. Gauthier presents the terms and rules for the committee, adding a few details:

- **Rule number 2:** Often there are questions on why committees operate with summarized documents. Mr. Gauthier mentions that full documents can be done if there is a request, but to respect everyone's time and interest, shorter documents highlighting the key topics are preferable.
- **Rule number 3:** It might not be relevant for this committee, but members may invite external experts, if agreed by the committee.
- **Rule number 4:** Mr. Gauthier details the meaning of "consensus", which does not refer to unanimity, but finding an acceptable solution to all.
- **Rule number 6:** There might be a situation where an in-person meeting would be easier, for example a prioritization workshop, but for now, meetings are held virtually.
- **Rule number 8:** Mr. Gauthier mentions it might take some time before the meeting report is added to the website. Of note, the meeting reports will be made public and are non-denominative, to respect everyone's open and honest dialogue.
- **Rule number 10:** The objective here is to maintain the committee's pace and make sure that it functions with all representatives. Therefore, if a member plans to be absent, a colleague or someone from their community can attend in their place.

6. PRELIMINARY GROUP DISCUSSION – DEFINITION OF "LOCAL"

Mr. Gauthier invites Canada Nickel's representatives to share the context of this discussion.

Ms. Armstrong explains that Canada Nickel is talking to the nearest three communities, those most directly affected by the project. That being said, Northern Ontario is very large and has many interesting opportunities to offer. In that situation, community contributions and procurement can have two different definitions of what “local” means. She mentions the definition could be geographical, by ownership structure, per a company’s head office, etc. Ms. Armstrong reiterates that the definition of local to be identified for Canada Nickel’s community contributions and procurement does not apply to Indigenous communities, who have a separate process.

Mr. Dupont mentions that while Canada Nickel’s core shack and office are in Timmins, the project is right in the middle of the three communities, and they all have their equal importance. He also explains that for procurement, often people tend to favor companies they have already worked with, however, for example, when Canada Nickel needed IT support, it gave preference to a local company over a past service provider based in Toronto.

Mr. Dupont mentions that while some services aren’t provided in the area, Canada Nickel wants to collaborate with the committee to define future barriers and guidelines.

Mr. Gauthier invites the members to comment and share their preliminary ideas on the topic.

QUESTIONS AND INTERVENTIONS		ANSWERS
Q & I 6	A member explains that Canada Nickel’s community contributions will be an opportunity to do good in the region which is broader than Timmins. Not all goods and services are available in the three communities of Cochrane, Iroquois Falls and Timmins, therefore Northern Ontario could be considered as local spending. It is hard to keep everything out of Toronto or Montreal, but it would be good to have a definition that keeps things as local as possible.	Mr. Dupont asks the members if they see a difference between community contributions and procurement? He mentions there will be a fixed budget amount annually for community contributions and to have a bigger definition of local means diluting the amount and maybe having less of an overall impact.
Q & I 7	A member answers that it is preferable to keep the spending within the three communities, because if a local company starts doing business with Canada Nickel, it will benefit all three of the communities and Northern Ontario. A proposal is made to establish primary and secondary preferences and criteria for local spending. For procurement, everything may not be available in the area, or it could be more expensive.	

<p>Q & I 8</p>	<p>A member mentions that for the contributions part, they should go to the three main communities as a primary group, as they are closer and more impacted by the project. Partnerships with companies throughout Northern Ontario could be established, but the three main communities should benefit from the contributions.</p>	<p>The member who spoke previously adds that the comment concerned procurement and that regarding community contributions, they should be limited to the three main communities.</p> <p>Ms. Armstrong mentions that having two definitions could be a good idea.</p>
<p>Q & I 9</p>	<p>A member answers positively regarding primary and secondary preferences for procurement or a geographical reference like the district of Cochrane, instead of Northern Ontario. It is added that procurement and community contributions should indeed be separate. Primary and secondary criterion can be developed for procurement, and if it does not meet Canada Nickel's needs, the focus may be expanded.</p> <p>Community contributions should stay in a tighter geographical scale, with a possibility for some demands from outside the scope to be considered. The municipal representatives might have a more specific picture to offer on this topic, as they sit on regional boards and discussion tables. Going beyond the Cochrane District may be complicated.</p>	<p>Mr. Gauthier mentions that the Cochrane District could indeed be an easy definition to understand and narrow down.</p>
<p>Q & I 10</p>	<p>Another member agrees with the comments so far, especially for a separate definition for procurement and community contributions. The latter need to be concentrated around the three communities, as they all have organizations which supports smaller communities anyway.</p>	

<p>Q & I 11</p>	<p>A member adds that a border is important for community contributions, especially to not set a precedent of contributing outside the area.</p> <p>Regarding procurement, it would be important to support local communities and businesses before looking elsewhere, but there is an understanding that not all goods and services are available in the area.</p>	
<p>Q & I 12</p>	<p>A member suggests that “pillars” could be set for community contributions to determine where the contributions go. It would necessitate the creation of topics that are considered important by each community.</p> <p>The member asks if Canada Nickel has those buckets (or tiers) already, based on a mission statement, or if the company has some guidelines for the committee to create them.</p>	<p>Mr. Dupont answers that Canada Nickel is working on their Social Purpose with the board to later develop mission, vision, and values for the company.</p> <p>He mentions it would be interesting to have the committee contribute to designing the guidelines, or buckets.</p>
<p>Q & I 13</p>	<p>Mr. Dupont adds that his vision of community contributions considers the impacts of the project, which will be significant due to the project’s scale and size. There will be benefits but also impacts (for example, many new workers in the area), especially because the communities are close to the project.</p>	<p>Mr. Gauthier mentions that it is also why having a representative of each committee meeting every year is a good idea, since all topics are intertwined (environment, training, housing, etc.). The community contributions can be tailored as to what would be most beneficial to the communities, but also what the project will bring in terms of impacts and how they can be mitigated.</p>
<p>Q & I 14</p>	<p>A member suggests that one tier could be offering support to local businesses and infrastructure development.</p>	<p>Ms. Armstrong adds that the decision on how the distribution will be done is a future conversation for the committee.</p>

<p>Q & I 15</p>	<p>A member mentions that investing where the impacts occur is a valid strategy, adding that to accomplish this, more information about the project will be necessary (for example, Canada Nickel’s intentions about fly-in or fly-out workers or local workforce, etc.).</p>	<p>Mr. Dupont answer that if the project started today, the impacts on housing would probably be important. The social aspects of the project will be evaluated in the impact assessment and the topic of housing will need to be assessed and discussed for when the mine is built. Canada Nickel is not planning for a workcamp and rather aims to rely on local workers.</p> <p>Mr. Gauthier mentions that having access to more information on the project’s impacts will be key for these discussions.</p> <p>Mr. Dupont adds that a socio-economic study could be shared early with to the committee to get feedback.</p>
<p>Q & I 16</p>	<p>A member concludes with an overall comment of excitement for the opportunity. The committee is positive for the communities, despite the tougher conversations ahead.</p>	<p>Ms. Armstrong points out that the conversation started off on the right foot and everyone’s expertise will be useful for the conversation.</p>

7. NEXT STEPS / NEXT MEETING

Mr. Gauthier mentions that the proposal for the next meeting would be March 17th, 2022, at a time to be confirmed. A proposed 2022 schedule will be shared for the committee’s activities.

Ms. Armstrong adds that Canada Nickel is working on the Crawford Project’s Initial Project Description, which is the first step of the federal Impact Assessment Process. She mentions that the committee might be asked to provide comments and feedback on the IPD document.

8. VARIA

Mr. Gauthier thanks the members for their participation.

Ms. Armstrong mentions that absent members will be contacted and reiterates the expectation of having named representatives to replace a member if they can’t attend.

Ms. Armstrong and Mr. Dupont thank the members for their participation.

APPENDIX I PRESENTATION