

**WORKFORCE PLANNING COMMITTEE**

**Canada Nickel Company—Crawford Nickel-Cobalt Sulphide Project**

**1<sup>st</sup> MEETING REPORT**

MEETING INFORMATION																	
DATE	March 24, 2024																
TIME	1:00 PM to 2:25 PM																
LOCATION	Videoconference—MICROSOFT TEAMS																
PARTICIPANTS	<table border="1"> <thead> <tr> <th>Members</th> <th>Presence</th> </tr> </thead> <tbody> <tr> <td>Julie Joncas, Far Northeast Training Board</td> <td>✓</td> </tr> <tr> <td>Ken Stewart, NORCAT</td> <td>✓</td> </tr> <tr> <td>Christine Heavens, Northern College</td> <td>✓</td> </tr> <tr> <td>Mukti Gautam, Apitisiwin Employment and Training</td> <td></td> </tr> <tr> <td>Cassie Vien, College Boreal</td> <td>✓</td> </tr> <tr> <td>Kathy Lajeunesse, Keepers of the Circle</td> <td>✓</td> </tr> <tr> <td>Jennifer Byrnes, Cochrane District Social Services Administration Board</td> <td>✓</td> </tr> </tbody> </table>	Members	Presence	Julie Joncas, Far Northeast Training Board	✓	Ken Stewart, NORCAT	✓	Christine Heavens, Northern College	✓	Mukti Gautam, Apitisiwin Employment and Training		Cassie Vien, College Boreal	✓	Kathy Lajeunesse, Keepers of the Circle	✓	Jennifer Byrnes, Cochrane District Social Services Administration Board	✓
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CANADA NICKEL	<ul style="list-style-type: none"> <li>✓ Alexandra Armstrong, Community Relations &amp; Communications Coordinator</li> <li>✓ Stacey Lefebvre, Human Resources, H&amp;S Wellness Manager</li> </ul>																
FACILIATION	<ul style="list-style-type: none"> <li>✓ Isaac Gauthier – Facilitator – Transfer Environment and Society (TES)</li> <li>✓ Anne Bélanger – Note taker – Transfer Environment and Society (TES)</li> <li>✓ Marc-Olivier Fortin – Note taker – Transfer Environment and Society (TES)</li> </ul>																
AGENDA	<ol style="list-style-type: none"> <li>1. Welcome and Roundtable</li> <li>2. Meeting Agenda Review &amp; Approval</li> <li>3. Update on Canada Nickel’s Permitting at Crawford</li> <li>4. Canada Nickel’s Committee Intentions</li> <li>5. Group Discussion – Committee Expectations</li> <li>6. Presentation – Committee Proposal</li> <li>7. Preliminary Group Discussion – Regional Workforce Challenges</li> <li>8. Next Steps/Next meeting</li> <li>9. Varia</li> </ol>																

## MEETING HIGHLIGHTS

### ISSUES AND CONCERNS

- ❑ Housing availability is a major concern for the committee. The participants are interested in working with Canada Nickel to attract new workers to the Timmins area, however this must be balanced with ensuring availability of affordable housing.
- ❑ Difficulty in attracting experienced workers to the Timmins area.
- ❑ Youth often leave Timmins to study elsewhere. The participants are interested in exploring ideas to retain the younger generation or have them return to the area for work.

### SUGGESTIONS

- ❑ Committee members suggest inviting representatives of the school boards from the area, or a single individual who can be representative of the boards

## 1. Welcome and Roundtable

Isaac Gauthier, the meeting facilitator, welcomes the members and invites Alexandra Armstrong from Canada Nickel to provide introductory remarks. The meeting proceeds with a roundtable.

Ms. Armstrong mentions that the committee does not intend to replicate similar local initiatives, but rather aims to work specifically on the Crawford Project and to understand its related workforce challenges and opportunities.

## 2. Meeting Agenda Review & Approval

Mr. Gauthier presents the proposed meeting agenda and invites the members to share any other proposed topic to be discussed.

No questions or comments are raised.

## 3. Update on Canada Nickel's Permitting at Crawford

Prior to sharing an update on Canada Nickel's permitting, Mr. Gauthier briefly introduces TES and explains the firm's mission and the role throughout the committee. He then invites Ms. Armstrong to provide an update on the Crawford Project.

Ms. Armstrong shares high level project information:

- While Canada Nickel has a number of exploration properties, Crawford is Canada Nickel's flagship project and its main focus at this time. Crawford is planned as an open pit operation with a mine life of over 40 years which will produce nickel, iron, and cobalt. The processing capacity will be 120,000 tons per day, approximately ten times bigger than the Glencore Kidd operations near Timmins.
- The project is currently in its permitting phase for which Canada Nickel is now working on the Impact Statement, the second step of the federal Impact Assessment Process. Ms. Armstrong underlines that her hope is that the committee will help Canada Nickel identify important information relevant to the

project and its permitting, for example workforce training requirements and possible labour shortages in the region.

- Ms. Armstrong explains the reasoning behind the Workforce Planning Committee. This approach reflects the feedback shared by the community during Canada Nickel’s engagement, namely its interest in having topic-oriented committees. Three committees were created to discuss more specific, detailed project topics, including potential impacts and planned mitigation measures, with local experts. Ms. Armstrong expresses that Canada Nickel wants to take advantage of the committee’s expertise related to training and employment to prepare and improve the project’s Impact Statement and operational planning.
- Ms. Armstrong presents the overall project schedule and mentions that the goal is to have the project’s approvals by 2025 to start construction in the latter half of 2025. The feasibility study is set for release in Q2 2023. She explains that the project has three phases of operation with different workforce estimates for each phase. Ms. Armstrong adds that the last phase of the project (2060-2070) is expected to only involve processing of the low-grade ore, no extraction.

Mr. Gauthier reminds participants that the presentation will be shared to the members after the committee meeting alongside the meeting report.

Ms. Armstrong briefly presents the “Preparing for the Future” guide which is a high-level list of existing training opportunities in the region that are aligned with the Crawford Project’s expected requirements. She mentions that the document was published with the assistance of the Keepers of the Circle, Northern College, College Boreal and NORCAT, and thanks the organizations for their support.

QUESTIONS AND INTERVENTIONS		ANSWERS
<b>Q &amp; I 1</b>	A member asks about the Impact Statement timeline and when construction is expected to start.	Ms. Armstrong answers that completion of the Impact Statement is planned for around the end of 2023 and construction is planned once permitting is complete in 2025.

#### 4. Canada Nickel’s Committee Intentions

Ms. Armstrong presents Canada Nickel’s reasoning for the Workforce and Planning Committee, and what they hope to obtain in terms of feedback. Canada Nickel gathered local experts to better understand the region and to identify challenges and opportunities to prepare for the project’s important workforce requirements. Ms. Armstrong mentions that Canada Nickel’s aim is to avoid fly-in fly-out workers and encourage its workers to live in the region. She looks forward to the conversation.

QUESTIONS AND INTERVENTIONS		ANSWERS
<b>Q &amp; I 2</b>	A member asks if Canada Nickel has a housing plan for the area.	Ms. Armstrong answers that there is no housing plan yet, since the project is still in early planning. Canada Nickel must always account for the possibility that the project does not proceed to operation, and plan accordingly. She explains that currently, Canada Nickel is supporting municipal

QUESTIONS AND INTERVENTIONS		ANSWERS
		requests for government-led housing support by sending letters explaining the Crawford Project's expected needs. She adds that when the project is authorized, Canada Nickel can begin to discuss potential plans for housing.
<b>Q &amp; I 3</b>	A member asks about Glencore's closure plans for the Kidd operations and whether Canada Nickel could recruit workers from Glencore once operations cease at the Kidd site.	Ms. Armstrong mentions that Canada Nickel has considered this potential but are unaware of Glencore's final plans for closure. She mentions that Canada Nickel hopes to attract some of Glencore's workforce.
<b>Q &amp; I 4</b>	A member asks if Canada Nickel is planning for Impact Benefit Agreements (IBA) with Indigenous communities and if the hiring of Indigenous workers will be managed through the IBAs or if Canada Nickel is also considering hiring Indigenous people that are not members of communities with IBAs.  The member thanks Ms. Armstrong for the answer.	Ms. Armstrong answers that the workforce needs are vast enough for the Crawford Project to allow Canada Nickel to hire anyone interested and qualified to work. She mentions that some communities will have IBAs that include employment and training items, but the company is looking for ways to approach urban Indigenous People and ways to encourage that outreach, awareness, and training.

## 5. Group Discussion – Committee Expectations

Mr. Gauthier mentions that the housing issue is an important issue and one that is directly related to integrating workers in the communities. Discussions on this topic will mostly fall under Canada Nickel's Socio-Economic Workgroup, a committee that will work on the project's potential social impacts. For the Workforce Planning Committee, the focus will rather be on ensuring that the region and Canada Nickel are ready for the project's training and employment requirements. Mr. Gauthier also explains that it is planned to have at least one joint meeting per year to allow select committee members from all three committees to share their work and knowledge.

He invites members to share their expectations for the Workforce Planning Committee.

QUESTIONS AND INTERVENTIONS		ANSWERS
<b>Q &amp; I 5</b>	A member mentions that honesty and transparency will be key. They mention that in mining projects, there are often gaps between community wishes and the reality of how project's turn out. Their expectation is to find ways for the	Mr. Gauthier answers that the committee is indeed a place for sharing ideas, concerns, and suggestions in an honest and transparent manner.

QUESTIONS AND INTERVENTIONS		ANSWERS
	<p>project to benefit the region, namely by recruiting Indigenous workers and buying from local contractors that uphold the same values. While procurement is not per se part of the committee's mandate, workforce decisions will influence it.</p>	<p>On the topic of issues that are not directly related to training and employment, he asks the members if they feel that having a meeting between representatives of each committee is sufficient for ensuring that relevant information is shared among all committees.</p>
<b>Q &amp; I 6</b>	<p>A member answers that transparent dialogue is indeed key for information and ideas to be shared. They mention that it will also be important to be able to raise concerns about unconscious barriers and discuss them openly.</p>	<p>Ms. Armstrong acknowledges the members comments and adds that the committee is also intended as a communication channel between Canada Nickel and local communities and organizations. She encourages members to share anything that is of concern or interest to them.</p> <p>Ms. Lefebvre adds that efforts to reach out to Indigenous communities and incorporate their experience into the Project have also been made.</p> <p>Additionally, Ms. Armstrong further mentions that members are invited to identify any group that they feel should be part of these conversations.</p>
<b>Q &amp; I 7</b>	<p>A member mentions that school board representation could be useful to consider future college students. They mention the importance of bringing all points of view at the table, because this was lacking in her previous experiences.</p>	<p>Ms. Armstrong asks if there are four school boards in the area.</p>
<b>Q &amp; I 8</b>	<p>A member confirms that there are four main school boards, two francophone, two anglophone. There are also a few in the First Nation communities.</p>	<p>Mr. Gauthier invites the members to suggest whom Canada Nickel should talk to or invite to the committee, to ensure good representation. He mentions though that the objective is to keep the committee lean and efficient, and therefore it will be important to find a good balance.</p>
<b>Q &amp; I 9</b>	<p>A member mentions that Ms. Armstrong will be at an event on April 13<sup>th</sup> where school boards will attend.</p>	<p>Ms. Armstrong answers that it is a good idea, and that it will be a good opportunity to assess the interest of the school boards towards the committee.</p>

QUESTIONS AND INTERVENTIONS		ANSWERS
	She might meet a representative who will be interested.	
<b>Q &amp; I 10</b>	A member asks if any subcommittee work is expected.	Mr. Gauthier answers that the idea has not been considered, but nothing prevents a subcommittee to be created if it becomes necessary. He asks the member why they feel a subcommittee would be a necessary tool.
<b>Q &amp; I 11</b>	A member responds that if there is a need for a special project where it is necessary to communicate quickly, it might be better to work as a smaller group to respect the timelines of other external organizations.	Mr. Gauthier thanks the member and explains that if there are timeline considerations the committee should be aware of, it is important to share. The committee will adapt as the work evolves.

## 6. Presentation – Committee Proposal

Mr. Gauthier presents the committee operating guidelines proposal. For details, please refer to the presentation available in the Appendix.

- Mr. Gauthier presents the committee’s proposed mandate, objectives, and scope. He explains the committee doesn’t have a confidentiality agreement and the work is to be on a trust basis when confidential information is shared. He further explains that the proposal is flexible and if the committee wants to change any of the rules (e.g., meeting frequency) they can do so by consensus. Mr. Gauthier asks if there are questions, comments, or concerns. No questions or comments are raised.
- Mr. Gauthier explains the roles and responsibilities for Canada Nickel, TES, and the committee members. No questions or comments are raised.
- Mr. Gauthier then presents the committee terms and rules. He details the committee’s definition of consensus, where decisions are made per the most agreeable option, and not necessarily through unanimity or a majority of votes. Mr. Gauthier specifies that the committee meetings will be held virtually and that meeting reports will be reviewed by the committee before being shared publicly. No questions or comments are raised.

QUESTIONS AND INTERVENTIONS		ANSWERS
<b>Q &amp; I 12</b>	A member reports that the committee’s title in the charter document refers to a different committee.	Mr. Gauthier thanks the member and mentions that the typo will be corrected.

## 7. Preliminary Group Discussion – Regional Workforce Challenges

Ms. Armstrong explains that today’s discussions are intended to be a high-level look at workforce attraction and retention challenges in the region before the committee delves into specific topics in future meetings.

Mr. Gauthier opens the discussion with a question to members about the primary workforce challenges when looking to attract mining workers into the region.

QUESTIONS AND INTERVENTIONS		ANSWERS
<b>Q &amp; I 13</b>	A member asks if messages can be sent through chat during the meeting.	Mr. Gauthier answers positively and mentions that he will monitor the messages in the chat.
<b>Q &amp; I 14</b>	A member explains that the region is changing in terms of age distribution, with an increasing population of young graduates that are looking for work. They mention that communities will need to prepare for these new workers and that attention should be directed to equity and inclusion in the workforce. Housing is also an issue, which will necessitate important interventions.	Mr. Gauthier thanks the participant for their input and underlines that housing in particular is an important concern that was raised throughout Canada Nickel's engagement activities.
<b>Q &amp; I 15</b>	A member raises the fact of increasing diversity among the communities, in large part due to increasing immigration in the region. They add that there will be challenges ahead with many planned retirements combined with younger generations that leave the region to go to school. They explain that there is a need to provide incentives to retain and attract a young labour force in the region while planning for a large number of retirements.	Mr. Gauthier acknowledges the points raised.
<b>Q &amp; I 16</b>	A member raises the lack of availability and cost of housing in the region. They suggest that discussions with municipalities be considered in the event of possible housing subsidies or other types of incentives that will encourage worker retention. Lowering the cost of living would likely be a strong incentive.	Mr. Gauthier acknowledges the member's concern about the housing crisis in Northern Ontario.
<b>Q &amp; I 17</b>	Mr. Gauthier reads messages shared by members outlining various needs: <ul style="list-style-type: none"> <li>- Access to funding for training and education.</li> </ul>	In response to the messages, Ms. Armstrong asks the members what kind of incentives could help a younger workforce to stay and work in the region.

QUESTIONS AND INTERVENTIONS		ANSWERS
	<ul style="list-style-type: none"> <li>- Preparatory skills training for those who have been away from the workforce.</li> <li>- Incentives to cope with the high regional demand for workers.</li> <li>- Attracting people to the region means the region must be attractive to them. It requires close working relationships with municipalities to increase quality of life.</li> </ul>	
<b>Q &amp; I 18</b>	A member mentions that young people tend to leave the region for work and school. They add that, at one of the local colleges, only 15% of students are Indigenous and there is a growing percentage of students that come from immigration. According to them, the region has a reputation of not being the most welcoming community, which can deter a young workforce.	
<b>Q &amp; I 19</b>	A member also adds that most young people leave the region or, especially since the pandemic, work for local companies remotely from all across Canada.	
<b>Q &amp; I 20</b>	A member says every community is looking for workers and all cities are recruiting. Canada Nickel will be competing with many other companies to attract the labour force, and that even between regional communities there is competition to attract the workforce.	
<b>Q &amp; I 21</b>	A member mentions that worker retention is another issue adding to the shortage situation.	Mr. Gauthier and Ms. Armstrong thank the members for their input.
<b>Q &amp; I 22</b>	A member asks if the mine's job descriptions are available so that education organizations can start to	Ms. Armstrong says there are no job descriptions yet. Ms. Armstrong notes that the company's Planning for the Future



QUESTIONS AND INTERVENTIONS		ANSWERS
	prepare to meet the Crawford Project’s workforce requirements.	document does outline a number of jobs that are anticipated to be required on site.  Ms. Lefebvre adds that the job descriptions for those roles will be similar to what can be found at other mining operations. She adds that, to date, the Canada Nickel team has worked on benchmark salaries to support the feasibility study, but not yet on job descriptions.
<b>Q &amp; I 23</b>	A member inquires about the timeline for job descriptions or minimum requirements to be available, as to allow education institutions enough time to negotiate training agreements.	Ms. Lefebvre answers that the goal is to complete the job descriptions by the end of 2024.
<b>Q &amp; I 24</b>	A member responds that the guide gives an idea of what will be required in terms of skills. They also add that it would be good to have the number of workers required in each field and some information as to Canada Nickel’s objectives in terms of new versus experienced workers.	
<b>Q &amp; I 25</b>	A member mentions that to have experienced workers at the project, Canada Nickel and local communities will need to find ways to attract workers to the area.	Ms. Armstrong agrees that the project will require experienced workers.  Ms. Lefebvre concurs and mentions that a good mix between new and experienced workers is preferable.
<b>Q &amp; I 26</b>	A member says that it is hard to say what is the right ratio of experienced and young workers. They also mention that retention is a challenge. Currently, many workers are from out of town, which forces a reliance on fly-in fly-out, which can cause additional challenges for the company and communities.	
<b>Q &amp; I 27</b>	A member says that mining operations in the region have never relied on camp accommodations, given the proximity of	Ms. Lefebvre mentions that her experience in the mining industry confirms the challenges of attracting workers to the area. She adds

QUESTIONS AND INTERVENTIONS		ANSWERS
	<p>available communities. Today, the challenge is to recruit from outside the community and have those workers choose to relocate to and live in the region. The crux is that it comes down to housing and quality of life.</p> <p>The member agrees with Ms. Lefebvre’s comments and adds that key statistics about the project’s workforce requirements will help the committee to provide advice and guidance.</p>	<p>that one challenge for Canada Nickel will come down to the fact that gold mines, common in the region and Canada, pay differently than nickel/base metal mines. This can add to the challenge of hiring engineers and skilled workers that may be hesitant to move or relocate. She mentions that schedule flexibility is an item of particular interest, though it doesn’t necessarily solve the housing issue. People who come to the region to work need to stay somewhere even though a lot of them want to be able to return to their home community. When they come to work, they often want city life perks that are different from what Northern Ontario has to offer, which is more dependent on quality of life and the outdoors. Canada Nickel will have to be creative with scheduling and other incentives to encourage worker attractivity.</p>
<b>Q &amp; I 28</b>	<p>A member mentions that shift scheduling is an important thing to think about, especially for First Nation workers who may not wish to relocate from their communities</p>	
<b>Q &amp; I 29</b>	<p>A member says Canada Nickel will need to reach out to the younger generations, as they represent the future workforce. They add that there is a need to see people like Ms. Armstrong involved and visible in the community to inspire young people.</p>	<p>Ms. Armstrong thanks the member for their comment.</p>
<b>Q &amp; I 30</b>		<p>Mr. Gauthier reiterates that this first meeting was about having preliminary high-level discussions and that the next meetings will provide opportunities to dive deeper into the various topics that were raised.</p>

## 8. Next Steps/Next Meeting

Ms. Armstrong asks members if workday meetings are preferred which everyone agrees to. She introduces the next steps for Canada Nickel and TES before asking committee members to start thinking about the next meeting's topic, namely ways to improve workforce retention and attraction.

## 9. Varia

Mr. Gauthier and Ms. Armstrong thank the members for their participation. Ms. Armstrong asks participants to monitor their inbox for her emails.

The meeting ends at 2:25PM.

# APPENDIX I PRESENTATION