

Table 1: Key Issues and Solutions that are Material and Relevant to Decision-making

Comment ID	Document Reference	Valued Component	Description of Key Issue (Context and Rationale)	Risk Characterization Rating	Solutions for the Proponent	Summary of Issues
<p>Please identify comments by organization and comment number. e.g.: IAAC-01</p>	<p>If the comment is related to a specific section of the Initial Project Description, please provide a reference. You may also choose to copy the relevant text here.</p>	<p>Identify the valued component(s)—within the mandate of your department or agency—to which the effect or issue applies. This may include components of the environment, health, social or economic conditions.</p>	<p>Provide context for the effect or issue. Describe, to the extent possible:</p> <ul style="list-style-type: none"> The positive or negative pathway of effect or nature of the issue Any powers, duties or functions that your department or agency has that may mitigate, manage, or set conditions related to the effect Operational guidance or standard and well-understood mitigation or monitoring measures that would address the effect Any established or emerging policies or directives that are relevant The potential for residual effects after mitigation has been applied 	<p>Characterize the risk by selecting a rating (from [1] to [6]) for the effect (See Enclosure 1 for definitions)</p>	<p>Where applicable and necessary,</p> <ul style="list-style-type: none"> provide instructions for how the Proponent would build confidence about the management of the potential effect, in the Detailed Project Description and Response to the Summary of Issues, and/or identify, at a high-level, required information or studies to assess the effects, should an impact assessment be required (or templated requirements that are not relevant to the Project). 	<p>For issues and effects to be included in the Summary of Issues, provide a concise, plain language synopsis.</p>
ESDC-1	C.7.2 Social Context and C.7.3, Economic Context	Social and economic conditions	The Proponent should, if possible, provide statistics on the number of persons and labour market conditions of more underrepresented groups. These include recent immigrants, visible minorities, youth, and persons with disabilities. This would help to identify their needs and what efforts the Proponent should make to improve their labour market situation.	[3]: Anticipated residual effect may be detectable, but is negligible, after application of well-understood mitigation measures. If the number of persons in underrepresented groups in the labour market (including more groups than women and Indigenous persons), is small in this region, then, efforts by the Proponent to assist them if	The Proponent should, if available, provide statistics for these groups and more information on how the project could improve their labour market outcomes.	Statistics on underrepresented groups and more information on how the mine may improve their labour market outcomes should be presented.

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				necessary may succeed.		
ESDC-2	C.7.3, Economic Context, and E.9, Community Well-Being: Employment Opportunities	Economic conditions	More could be said about the extent to which the local workforce will be able to provide the workers needed by the mine, as well as how much training will be necessary. How many workers will likely come from outside of the region? This information could help to evaluate the mine's local economic impact.	[3]: Anticipated residual effect may be detectable, but is negligible, after application of well-understood mitigation measures. Once the Proponent knows how many workers will be hired locally (both before and after providing training), he should be able to plan to bring in enough workers from outside the region to operate the mine.	Provide statistics concerning the occupations, industries employees work in, and educational attainment of the local population, estimate the number and proportion of the mine's workforce that will be hired locally, the training needs of these workers, and the number and proportion of the workforce that will come from outside of the region.	Providing more information concerning local hiring and training, as well as the use of workers from outside the region, would aid in the assessment of the economic impacts of the mine.
ESDC-3	C.7.3, Economic Context, and E.9, Community Well-Being: Employment Opportunities	Economic conditions	The mine's impact on the economy, and the local economy in particular, could be better gauged by providing an estimate of the number of jobs it would create. How many jobs would be created by construction and operation phase, how many would be direct, and how many would be in contract employment or induced?	[3]: Anticipated residual effect may be detectable, but is negligible, after application of well-understood mitigation measures. If the Proponent commits to creating a specific number of jobs, this commitment will increase the probability that these jobs will be created.	Estimate the number of permanent, contract, and induced jobs the mine would create by construction or operation phase, with the number of local jobs created being of especial interest.	A knowledge of the number of jobs to be created would help to describe, evaluate, and promote the project.

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ESDC-4	C.7.3, Economic Context, and E.9, Community Well-Being: Employment Opportunities	Economic conditions	How would salaries, benefits, and working conditions at the mine compare to the industry, local, and Ontario averages?	[4]: Anticipated residual effect is non-negligible after well-understood mitigation, or may require mitigation measures that are not well understood. The Proponent may wish to commit to providing decent salaries, benefits, and working conditions.	Recognizing that a detailed answer to this question may not be possible, the Proponent could give a general idea as to how salaries and working conditions at the mine would compare to other employment in mines, as well as to provincial and local employment.	A commitment to provide good compensation and working conditions at the mine, while ensuring that other local residents/businesses would not be harmed by this, would increase the positive impact of the mine.
ESDC-5	C.7.3, Economic Context, and E.9, Community Well-Being: Employment Opportunities	Economic conditions	What is the approximate budget of the project by phase, and how much of it would be spent locally?	[4]: Anticipated residual effect is non-negligible after well-understood mitigation, or may require mitigation measures that are not well understood. The Proponent may wish to mention in writing to spending a minimum amount locally.	Provide an approximate budget for the project and note how much of it would be spent locally.	A better understanding of the project's proposed budget and an intention to spend a minimum amount locally would help to evaluate it.
ESDC-6	C.7.3, Economic Context, and E.9, Community Well-Being: Employment Opportunities	Economic conditions	What will be done to help laid-off workers if production needs to be reduced for economic reasons, and once the mine closes?	[4]: Anticipated residual effect is non-negligible after well-understood mitigation, or may require	Describe the assistance that would be provided to laid-off workers. Such assistance could include early retirement, severance pay, training, offers of employment elsewhere, and relocation assistance.	Details on the treatment of laid-off workers should be given. This would help to assess the project's impacts on the economy.

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				mitigation measures that are not well understood. The Proponent may wish to mitigate the effects of layoffs by describing the assistance it would give to laid-off workers.		
ESDC- 7	Appendix A: Breakdown of Community Input and Outcomes – Comments by Stakeholder Group pg. A23.	Employment - All project components that require hiring of workforce	Estimated jobs (both numbers and type) to be created by this project is still being determined and that actual construction will not begin until 2025 (table on pg. 22). No further details are provided on how these positions will be filled if Canadians are not available.	2	<p>Given widely known labour shortages in the construction sectors, there may potentially be a need for the Proponent to fill these positions with skilled Temporary Foreign Workers (TFWs).</p> <p>Proponent should provide a more detailed account of their human resource strategy, particularly as it relates to TFWs.</p> <p>In terms of functions within the department, ESDC and the Temporary Foreign Worker Program have expertise related to facilitating the hiring of large numbers of TFWs to work on large-scale projects when Canadian workers are not available.</p>	Proponent should provide a more detailed account of their human resource strategy, particularly as it relates to TFWs, as no details were provided on how positions will be filled if the undertaken actions are not successful in filling all positions. Given widely known labour shortages in the construction sectors, there may potentially be a need for the Proponent to fill these positions with skilled Temporary Foreign Workers (TFWs).
ESDC-8	Section B.1. – Purpose and Need for Project, and Potential Benefits	Employment and Economy	The project description should include information on whether any consideration is being given to facilitating training for potential candidates to ensure they have the necessary skills needed.	Risk Rating: 4	<p>The Proponent should provide a detailed account of the following information related to local socioeconomic conditions, including:</p> <ul style="list-style-type: none"> The anticipated number of jobs (and not person-years, person-days or person-hours) created throughout the project, along with drilldowns by project phase, type of employment, and the type of skills and knowledge that could be required to support the project. 	Project description needs more information on whether training will be provided to workers

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					<ul style="list-style-type: none"> It is strongly recommended that the Proponent demonstrate the projected employment opportunities using the number of anticipated full-time equivalents. The main economic activities in the study area; Employment barriers to participation for local under-represented groups; and Details on any commitments to maximize positive socio-economic outcomes for local communities, as well as the provision of a detailed hiring strategy. 	
ESDC-9	Section C.7 – Social, Economic and Health Context	Employment and Economy	The proponent has provided useful geographical and demographic background information on the four First Nations and one Métis group potentially impacted by the project. However, there seems to be a gap in this information for Taykwa Tagamou Nation regarding proximity to major highways or roads. This information would help future assessments of accessibility for job or economic opportunities.	Risk Rating: 4	<ul style="list-style-type: none"> Continued engagement with Taykwa Tagamou Nation and/or outreach to Indigenous Services Canada 	Information missing on Taykwa Tagamou Nation
ESDC-10	Section E.5 – Potential Effects to Indigenous Peoples – Social, Economic and Health Conditions	Employment and Economy	<p>The Proponent articulated that the project can provide an overall positive benefit to Indigenous communities, particularly regarding economic conditions and outcomes arising from improvements in economic circumstances. However, more detail, such as projected employment opportunities, is required to adequately assess the economic benefits stemming from the Project.</p> <p>Additionally, more information is needed to support the analysis of the project’s immediate and direct positive impacts. This effect could be managed by providing details on employment opportunities; the commitment to maximize positive outcomes for local communities (economic) as well as a detailed hiring strategy.</p>	Risk Rating: 5	<p>It is strongly recommended that the Proponent explicitly identify whether Indigenous individuals and businesses will receive prioritized employment opportunities.</p> <p>ESDC offers a suite of programming to promote an efficient and inclusive labour market, including through the following. It is strongly recommended that the Proponent engage with the Indigenous Skills and Employment Training service delivery providers throughout the project, sharing the scope and details pertaining to the Project activities (e.g. type and number of jobs, timelines, and any other relevant information) with ISET agreement holders, so that training partners can work to prepare their clients to be ready to access these jobs.</p> <p><u>Indigenous Skills and Employment Training (ISET) Program</u> The ISET Program provides funding to Indigenous service delivery organizations across Canada that design and deliver job training services to First Nations, Inuit, Métis and urban/non-affiliated Indigenous people in their communities.</p> <p>The ISET service delivery organizations work closely with employers to identify Labour Market needs. Organizations link training needs to the job market by providing skills and training required to find a job such as: a suite of skills development and job training, from essential skills such as literacy and numeracy to more advanced training for in-demand jobs. They also offer a range of wrap-around services (such as help with childcare supports and transportation) during training in order for individuals to achieve long-term career goals.</p>	More information needed on whether Indigenous employees will be prioritized, and what jobs will be available

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					<p>In Ontario, there are currently 22 Indigenous service delivery organizations. There could be a potential partnership between one or more of the existing Indigenous service delivery organizations related to the project activities to support local labour force participation related to the project. It is recommended that engagement with the local and broader ISET service delivery network occur to ensure that existing Federal training network is utilized.</p> <ul style="list-style-type: none"> • Link to the list of ISET service delivery organizations in Ontario: https://www.canada.ca/en/employment-social-development/programs/indigenous-skills-employment-training/service-delivery-organizations.html <p><u>Skills and Partnership Fund</u> Complimentary to the ISET Program, the Skills and Partnership Fund (SPF) is a project-based program that funds partnerships between Indigenous organizations and industry employers to provide skills training for Indigenous peoples linked to economic opportunities at the local, regional and national level. By increasing access to training that is demand-driven, the SPF plays a key role in directly linking Indigenous peoples to specific jobs and improving their employment outcomes.</p> <p>The SPF receives \$50 million in funding per year and aims at leveraging contributions (cash and in-kind) from partnerships since its inception in 2010. A call for proposals was launched on February 28, 2022, and closed on May 9, 2022.</p> <p>There may be potential opportunities under the current round of SPF investments starting in 2022-2023 to leverage training opportunities in partnership with Indigenous communities and other partners.</p>	
ESDC-11	Section E.9 – Community Well-Being – Employment Opportunities	Employment and Economy	More information to support this analysis is required, including more details on ongoing engagement and outreach activities including potential communities that can be engaged; types of economic opportunities (related to Indigenous businesses and communities); anticipated workforce demands; and direct positive economic impacts.	Risk Rating: 5	<p>The Proponent should provide a detailed account of the following information related to community well-being and employment opportunities, including:</p> <ul style="list-style-type: none"> • The anticipated number of jobs (and not person-years, person-days or person-hours) created throughout the project, along with drilldowns by project phase, type of employment, and the type of skills and knowledge that could be required to support the project. • It is strongly recommended that the Proponent demonstrate the projected employment opportunities using the number of anticipated full-time equivalents. • The main economic activities in the study area; • Employment barriers to participation for local under-represented groups; and 	More information required on number and types of jobs; skill requirements for those jobs; and engagement of Indigenous workers

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					<ul style="list-style-type: none"> Details on any commitments to maximize positive socio-economic outcomes for local communities, as well as the provision of a detailed hiring strategy. 	
ESDC-12	Page 63 of the Project Description: "there are 23 childcare services in Timmins but 2 each in Cochrane and Iroquois Falls, and 1 in Smooth Rock Falls."	Community Services and Infrastructure	<p>While the initial project description accurately identifies that there are barriers to employment based upon the number of child care facilities and its costs, further analysis may be required to also assess the extent to which child care accommodates the work schedule for workers on the project. According to the Technical Report and Preliminary Economic Assessment for this project, a typical work week for trades people (welders, millwrights, pipefitters etc.) employed at Canada Nickel consists of 50 hours, including Saturdays. If labour force participation in the project revolves around shift work that includes weekends, women's employment options will be limited in this project due to the paucity of child care outside the traditional hours of 9-5.</p> <p>In addition, the project proponent should provide the specific mitigation measures they will put in place to address child care gaps, at the appropriate stage of the impact assessment process. Since early learning and child care is a provincial/territorial jurisdiction, the proponent should contact the province for further information on child care in their project's region.</p>	3 - Anticipated residual effect may be detectable, but is negligible, after application of well-understood mitigation measures	Assess the availability of child care during non-standard hours to reduce women's barriers to employment on the project.	Workers on this project will not be working a normal 9 to 5, Monday to Friday schedule. The project proponent needs to ensure that child care is available during the hours their workforce is expected to work so that women with children are able to work on the project.

Please insert additional rows as necessary.