

**RM of Longlaketon, Earl Grey, and Surrounding Areas  
Community Involvement Plan  
February 8, 2019**

Prepared for:  
Review by the Rural Municipality of Longlaketon #219

Prepared by:  
Joel Peterson, Hill+Knowlton Strategies

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## 1. PRELIMINARY REMARKS

While this document does its best to anticipate the needs and requirements for the development of a community involvement plan which reflects the community's aspirations, it does not suppose that it contains the final word on the establishment and structure of a community involvement plan. The document expects that, over time, the form and function of the committee will adapt and change to reflect the needs of the community. As such, this document should be considered a "living document"<sup>1</sup> and is subject to change.

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<sup>1</sup> A living document, also known as an evergreen document or dynamic document, is a document that is continually edited and updated.

## 2. DEFINITIONS

**“Local”** – for the purpose of this document, local will be defined as within the geographic boundaries known as the Rural Municipality of Longlaketon #219.

**“Reasonable”** – based on or using good judgment and therefore fair and practical.<sup>2</sup>

**“Reasonable costs”** – reasonable costs are a price that is consistent with what a reasonable person would pay in the same or similar circumstances for the same business or for the same or similar item. For example, the cost must be able to withstand public scrutiny. i.e., objective individuals not affiliated with the committee would agree that a cost is appropriate.

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<sup>2</sup> <https://dictionary.cambridge.org/dictionary/english/reasonable>

## 3. INTRODUCTION

### 3.1. YANCOAL CANADA

Yancoal Canada Resources Co., Ltd. (Yancoal Canada) is a Saskatoon-based potash exploration and development company with a registered capital of \$290 million USD. The company was established in 2011 and is a wholly-owned subsidiary of Yanzhou Coal Mining Co., Ltd. (Yanzhou Coal).

Yancoal Canada is led by the following **Mission, Goal, Vision, and Core Values**:

### 3.2. MISSION

Yancoal Canada's mission is to:

- + assess, plan, build, develop, and operate mineral resource holdings in a responsible,<sup>3</sup> environmentally friendly,<sup>4</sup> and sustainable<sup>5</sup> manner.

### 3.3. GOAL

Yancoal Canada's goal is to:

- + support the world's sustainable development with projects that are executed in accordance with local and community standards<sup>6</sup> and expectations.

### 3.4. VISION

Yancoal Canada aspires to successfully construct and operate the Southey Project by:

- + establishing a harmonious relationship<sup>7</sup> with the surrounding communities;
- + integrating into the local community, and;
- + creating opportunities for local employment and businesses that will contribute to a sustainable and positive economy, and meeting or exceeding all regulatory requirements.

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<sup>3</sup> For example: [https://en.wikipedia.org/wiki/Social\\_responsibility](https://en.wikipedia.org/wiki/Social_responsibility)

<sup>4</sup> For example: [https://en.wikipedia.org/wiki/Environmentally\\_friendly](https://en.wikipedia.org/wiki/Environmentally_friendly)

<sup>5</sup> For example: <https://en.wikipedia.org/wiki/Sustainability>

<sup>6</sup> For example: [https://en.wikipedia.org/wiki/Community\\_standards](https://en.wikipedia.org/wiki/Community_standards)

<sup>7</sup> For example: <https://ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/build-sustain-relationships/main>

### 3.5. CORE VALUES

Yancoal Canada subscribes to the following core values:

- + **Integrity** - Management, employees, and contractors of Yancoal Canada reliably conduct business and establish transparent relationships with honesty and credibility.
- + **Respectful** - It is fundamental that Yancoal Canada representatives act respectfully, both proactively and reactively. We openly consider alternative points of view, recognize the contributions of others, and inclusively communicate with all stakeholders.
- + **Mindful** - To ensure success, Yancoal Canada representatives are attentive, aware, and careful in all areas of their responsibilities, including day to day activities. Yancoal Canada representatives are mindful to protect each other, the environment, the interests of others, and the company.
- + **Solution Orientated** - Yancoal Canada representatives strive to deal with tasks in a sensible and realistic manner, in order to avoid being ineffectual or inefficient, as well as to avoid causing undue stress on working relationships. The pragmatic approach to finding solutions result in a sensible path forward that suits the existing circumstances but provides for changing conditions.

### 3.6. YANCOAL CANADA SOUTHEY PROJECT

The Southey Project is a proposed Greenfield solution potash mine located approximately 60 km north of Regina in the Rural Municipalities of Longlaketon and Cupar. The project will be located within subsurface mineral permit areas KP377 and KP392. Potash from the Patient Lake, Belle Plaine, and Esterhazy members of the Saskatchewan Prairie Evaporite Formation will be extracted. The projected production capacity for the Southey Project is 2.8 million tonnes per year, and the lifespan of the project is estimated to be 65 to 100 years.

The Southey Project is currently an advanced stage “Feasibility-Level Project” and the approved site work plan involves:

- + Site due diligence work
- + Completion of well site reclamation

## 4. PREFACE

A social licence to operate (SLO) refers to the level of acceptance or approval by local communities and stakeholders of organizations and their operations. The concept has evolved recently from the broader and more established notions of “corporate social responsibility” and “social acceptability.” It is based on the idea that institutions and companies need not only regulatory permission but also “social permission” to conduct their business.

Increasingly, having social license to operate is an essential part of operating within democratic jurisdictions as without enough popular support it is unlikely that agencies from elected governments will willingly grant operational permits or licences. Social license does not refer to a formal agreement or document but to the real or current credibility, reliability, and acceptance of organizations and projects.

With this as a reference point, Yancoal Canada is committed to developing the Southey Project in a manner respectful to the local community, the local municipal government, and the entire province. As such, Yancoal Canada is interested in developing a community involvement plan that looks to manage and/or mitigate any potential challenges together. Yancoal Canada is committed to following Canadian, Saskatchewan, and industry best practices<sup>8</sup> with respect to community engagement practices and ensure suitable and relevant community involvement for the current stage throughout the entire life-cycle of the project.

### 4.1. COMMUNITY ENGAGEMENT

Community engagement is a process by which citizens are engaged to work and learn together on behalf of their communities to create and realize bold visions for the future. Community engagement will involve informing citizens about an initiative, inviting their input, collaborating with them to generate solutions, and partnering with the community from the beginning to tackle community issues. Done properly, community engagement increases community cohesion and allows the community to have ownership over the outcomes that will ultimately impact them.

### 4.2. COMMUNITY-BASED MONITORING

Community-based monitoring (CBM), the process where concerned people from different backgrounds and sectors collaborate to monitor, track, and respond to issues of common community concern, can be an effective way to gather this much needed data. Community-based data collection, monitoring, and action planning leads to effective decision making that is based on the information collected by the people who have vested interests in the lands and waters that they depend upon. Indigenous communities are ideally suited to take part in environmental monitoring because of their rights to their lands and waters and unique Indigenous knowledge about these areas. It is anticipated the following community involvement plan will perform this function.

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<sup>8</sup> For example: <https://aese.psu.edu/research/centers/cecd/engagement-toolbox/engagement/what-is-community-engagement>

## 5. THE SOUTHEY PROJECT COMMUNITY ADVISORY COMMITTEE (SPCAC)

### 5.1. ESTABLISHMENT OF THE SPCAC

It is expected that once the inaugural Southey Project Community Advisory Committee (SPCAC) has been set up and established, its initial work will be to establish a “Terms of Reference.”<sup>9</sup> In the interim period, the following can serve as guidelines to assist the establishment of the committee. It is anticipated, based on the current timeline, that the SPCAC will be established in 2019, however, this is dependent on several factors including RM and provincial government approval of the plan. Given these considerations, it is the intent of Yancoal Canada to develop the SPCAC as soon as it is feasible.

The scope of issues and concerns to be considered by the SPCAC can be, but are not limited to:

- + Identifying concerns and key issues
- + Local employment
- + Community, participation, investment, and sponsorship
- + Engagement with stakeholder groups
- + Providing updates and outcomes on the meetings with the committee

### 5.2. PURPOSE AND ROLE OBJECTIVES

The purpose of the SPCAC is to provide two-way informational exchange<sup>10</sup> between members of the local community and Yancoal Canada. It is the role of the SPCAC to be the first line of formal communication to advise the project team of all issues as well as provide feedback as it relates to the on-going progress within the current stage of the project and the approved work plan.

### 5.3. OBJECTIVES

Initially, the following are to be considered as the objectives of the SPCAC:

- + To establish an engaged representative group of the local and greater community, and stakeholders;
- + To ensure a non-biased, transparent process to gather feedback, advice and resolve issues;
- + To ensure continuity in the engagement process through the consistent and ongoing commitment of the advisory group members who are focused on the best interests of the local and greater community;

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<sup>9</sup> <https://www.mycommittee.com/BestPractice/Committees/Startingacommittee/TermsOfReference/tabid/251/Default.aspx>

<sup>10</sup> For the purpose of this document, it should be assumed that two-way communication is essentially the interchange of information and ideas from the sender to the receiver or vice versa.

- + To have the longevity of the group following the feasibility period in the event that the project proceeds; and,
- + To share information outside of the group with stakeholders.
- + To ensure that the Yancoal Canada Southey Project follows Canadian, Saskatchewan, and industry standards with respect to all aspects of the project (building standards, environmental standards, etc.).

#### 5.4. PRINCIPLES

The following principles shall guide the SPCAC:

- + **Community-focused:** It is assumed that the SPCAC will operate in the interest of the local and greater community. It is recognized that each member is a representative of a constituent group and contributes based on the interests of that group, but the primary intent is to serve the best interests of the community as a whole.
- + **Transparent:** All discussion will be transparent and open to sharing with the broader community. Contributions from all SPCAC members are valued and respected and will be communicated in a transparent and respectful manner.
- + **Optimism:** The SPCAC believes that through the committee we are all working toward the best solution for the local and greater community. By doing so, we are hopeful for a better future for the community and the stakeholders.
- + **Consideration of all perspectives:** While the SPCAC works toward consensus, we believe that all opinions are important and should be taken into consideration. We recognize that some voices may be louder or more critical than others based on the impact of the issue pertaining to individual stakeholders.
- + **Participation:** Members of the SPCAC are committed to ensuring the success of the advisory committee in achieving that stated objectives. This requires our regular attendance and contribution.

## 6. SUGGESTED TERMS OF REFERENCE

### 6.1. SCOPE

The SPCAC will provide advice and recommendations to Yancoal Canada to reflect the community's perspective with respect to the Southey Project in the following areas:

- + Mine-related infrastructure
- + Town and municipal infrastructure used by Yancoal Canada
- + Traffic and road safety
- + Environmental issues
- + Worker accommodation and transportation plans
- + Local/Good Neighbour and community investment strategy
- + Issue resolution plan
- + Best management practices (e.g. equipment movement, noise creating practices, lighting, etc.)
- + Public participation

### 6.2. DELIVERABLES

#### In scope

Deliverable	Completion Date
Two-way communications channels within community and RM defined	ASAP
Review and update of the advisory committee after the first meeting to validate suitability	TBD
Understanding and baseline of current traffic, security, emergency measures (preparedness)	TBD

#### Out of scope

Should it be required, the SPCAC will be empowered to establish other deliverables it deems necessary for the committee to conduct its activities. As the project advances it is anticipated that new objectives and deliverables will be added.

## 7. COMMITTEE STRUCTURE AND LOGISTICS

### 7.1. BALANCED REPRESENTATION

Given the scope of the Southey Project, and the potential for it to have an impact beyond the actual operational site, it is in the interest of the SPCAC to have as diverse of a membership as possible. Based on the purpose of the SPCAC and the desired level of engagement, the following are proposed guidelines for the composition of the group:

- + Membership should be representative of all stakeholders with an interest in the project.
- + Group members should be knowledgeable about local issues, active in their community, and have familiarity with the Yancoal Canada Southey Project.

### 7.2. MEMBERSHIP

The nomination committee shall initially consist of a council member from RM 219, a member from the Yancoal Canada Project Team, a representative from the community, as well as a third-party facilitator. This group will be responsible for establishing the format and guidelines under which the SPCAC committee positions will be filled.

Once the SPCAC is established, a nomination committee will be responsible for reviewing and maintaining membership of the committee. Further, once the inaugural SPCAC committee has been established, it will have the power to determine if any additional representation is required.

To achieve a balance of representation, the following are proposed guidelines for the composition of the group:

Group	Membership
Local residents	35%
Extended municipalities	25%
Provincial and community services	25%
Other interests	5%
First Nations (Optional)	5%
Project team	5%

Based on the above, representation from the following groups is desired<sup>11</sup>:

**Local Residents**

- + Residents with close geographic affiliation (8 members)
  - Division 6 (3)
  - Division 4 (2)
  - Division 5 (1)
  - RM 219 – Longlaketon (1)
  - Village of Earl Grey (1)

**Extended Municipalities (6 members)**

- + Rural Municipalities
  - RM 218 – Cupar
  - RM 248 – Torchwood
  - RM 279 – Mt. Hope
  - RM 220 – McKillop
- + Urban Municipalities
  - Town of Southey
  - Town of Strasbourg

**Provincial and Community Services (5 members)**

- + Provincial Government
  - Relevant ministries (as determined by issue)
- + Emergency Services
  - RCMP
  - Earl Grey Fire Department/Southey Fire Department
- + Community Associations/Boards
  - Prairie District School Board/Horizon School Board
  - Saskatchewan Health Authority

**Other Interests (1 member)**

- + Business Associations

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<sup>11</sup> Either the nomination committee or the local area shall determine how the representation is selected.

- Last Mountain Valley Business Association or the Southey Business Association

#### **First Nations (Optional)**

- + Local First Nations
  - Muscowpetung First Nation
  - Kawacatoose First Nation

#### **Southey Project Team (1 member)**

- + Yancoal Canada Project Manager

### **7.3. GUESTS, OBSERVERS, AND CONTENT EXPERTS**

It is anticipated that the SPCAC may benefit from the involvement of other organizations on a meeting-by-meeting basis. Depending on the specific meeting agenda items, representatives from other organizations and content experts could be invited to attend select meetings and provide information or input on a specific relevant topic. As appropriate, interested individuals from the project team, municipalities, or other organizations may be allowed to attend meetings as observers. Meetings of the SPCAC will be open to the public to observe.

### **7.4. TERM**

For purposes of continuity, it is anticipated that the SPCAC will adopt a “staggered board” practice<sup>12</sup>. A staggered board is a governance practice in which only a fraction (typically a third) of the members of the board of directors is elected each year, rather than all at once. Membership will be reviewed annually with most members serving either a two- or three-year term. For example, under this model, one-third of the committee members would serve three consecutive one-year terms, another one-third would serve two consecutive one-year terms and a final one-third would serve one consecutive one-year term, with the intent of having only one-third of the committee renewing every year. A planned annual turnover of 30% (of 9-18 members) is intended to help promote awareness and keep a balanced perspective.

### **7.5. MEETINGS**

The group will meet when required<sup>13</sup> to address the business of the committee. It is anticipated that it will meet at least on an annual basis (at a minimum) for the current stage of the Southey Project. The frequency of meetings will be continually re-evaluated based on project progress and development. These meeting will be determined by the SPCAC and must be held in the local community.

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<sup>12</sup> <https://study.com/academy/lesson/staggered-board-of-directors-definition-examples.html>

<sup>13</sup> Monthly, quarterly, etc.

## **7.6. CODE OF CONDUCT**

To be established by the SPCAC.

## **7.7. SECRETARIAT AND FACILITATION**

To be conducted by a third-party chosen by the SPCAC. Compensation will be covered by the SPCAC.

## **7.8. TIMELINES**

The planned implementation and first meeting of the SPCAC are targeted for Q2 – 2019.

The progress of the project has been divided into various stages.

The major life-cycle stages are:

- + Financial investment decision
- + Plant start-up and long-term operations
- + Secondary mining expansion
- + Plant closure and reclamation

As with any project of this size, delays are anticipated and may affect the timelines contemplated within this document. It may be necessary for the SPCAC to adapt to reflect the project life-cycle stage to ensure continued suitability.

## **7.9. CLARIFICATION**

Any community member may seek information or ask for clarification on an upcoming activity related to the Southey Project. This can be done in one of two ways:

- + In confidence – either via letter, email, etc. to Yancoal Canada
- + By requesting a meeting from the SPCAC

## **8. COMMUNICATIONS**

### **8.1. REPORTING**

For the purpose of reporting, it is expected that the SPCAC will follow a normal reporting protocol that will be conducted by a third-party facilitator.

### **8.2. SPCAC SPOKESPERSON**

The official spokesperson for the committee will be selected by and chosen from the SPCAC.

### **8.3. COMMUNICATIONS CHANNELS**

Information regarding the SPCAC will be made available to the public through the following channels:

- + SPCAC
- + Community meetings (individual and formal)
- + Community office (Yancoal Canada Earl Grey Office)
- + Website and corporate phone

### **8.4. INTERDEPENDENCIES**

The First Nations Engagement Plan will be separate from the community involvement plan.

While it will be up to any First Nation to choose to be involved in the SPCAC, every consideration should be given to involving impacted First Nations in the SPCAC.

### **8.5. COSTS**

Yancoal Canada will responsible for all reasonable costs related to the functioning of the SPCAC. It is anticipated that once the SPCAC is functioning it will develop a budget which will outline its expenditures.

## 9. REFERENCES

The following references were used and considered in the development of the Community Involvement Plan:

Vale Project Advisory Group (2015), Vale Kronau Project Advisory Group Charter

PDAC (2009), Excellence in Social Responsibility e-toolkit (ESR), Version 01

PDAC (2015), First Engagement: A Field Guide for Explorers,

PDAC, Corporate Engagement Program & World Vision Canada, Preventing Conflict in Exploration: A Toolkit for Explorers and Developers

John F. Kennedy School of Government, Harvard University (2008), Rights Compatible Grievance Mechanisms – A Guidance Tool for Companies and Their Stakeholders

Ontario Ministry of Northern Development and Mines (2008), A Practitioner's Guide to Planning for and Permitting a Mineral Development Project in Ontario

Ontario Ministry of the Environment and Climate Change (2014), Consultation in Ontario's Environmental Assessment Process

<http://www.yourcier.org/community-based-monitoring.html>

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