



Socioeconomic Management Plan

Condition 14.0

PC21258-RG-PLN-00002

Prepared by:
Stantec Consulting Ltd.
Project: 123222394
Revision: 1
Date: July 2024

Prepared for:
Cedar LNG Partners (GP) Ltd.
1800 – 1177 West Hastings Street
Vancouver, British Columbia V6E 2K3



REVISION HISTORY

Revision	Issued For	Date
A	Cedar review	2023-10-03
B	Indigenous and regulator review	2023-12-10
C	EAO review	2024-03-01
0	EAO review	2024-06-13
1	EAO review	2024-07-02

List of Abbreviations

Application	Application for an Environmental Assessment Certificate
BC	British Columbia
Cedar	Cedar LNG Partners LP, by its general partner Cedar LNG Partners (GP) Ltd.
EAC	Environmental Assessment Certificate
FLNG	Floating liquefied natural gas
GPS	Global Positioning System
LAA	Local Assessment Area
NAD83	North American Datum of 1983
RAA	Regional Assessment Area
LNG	Liquefied natural gas
The Project	Cedar Liquefied Natural Gas Project
SEMP	Socioeconomic Management Plan
UTM	Universal Transverse Mercator

List of Symbols and Units of Measure

%	Percent
km	kilometer

Table of Contents

List of Abbreviations	iii
List of Symbols and Units of Measure	iii
1.0 Introduction	1
1.1 Purpose and Objectives	3
1.2 Boundaries	4
2.0 Description of Project Workforce and Project Schedule	5
3.0 Linkages to Other Management Plans and Processes	6
4.0 Engagement Undertaken During SEMP Development	7
4.1 SEMP Reviewers	7
4.2 Engagement During SEMP Development	7
5.0 Implementation Schedule.....	9
6.0 SEMP Updates.....	10
7.0 SEMP Roles and Responsibilities	11
7.1 Cedar	11
7.2 Contractors.....	12
7.3 SEMP Reviewers	12
8.0 Hiring, Training, and Workforce Strategy.....	13
8.1 Relationships and Collaboration with Training Institutions and Employment Agencies	14
8.2 Job Training and Apprenticeship Opportunities.....	15
9.0 Indigenous Procurement.....	17
9.1 Indigenous Procurement Strategy	17
9.2 Indigenous Supplier Involvement Plan	17
10.0 Workplace Policies and Training.....	19
10.1 Corporate Policies.....	19
10.2 Accommodation Policy.....	20
10.3 Transportation Policy	22
10.4 Recreation Policy	22
10.5 Gender Equity and Diversity Plan.....	23
10.6 Cultural Awareness Training.....	24
11.0 SEMP Implementation Engagement Strategy	25
11.1 SEMP Engagement Methods.....	25

11.2 Engagement Records	26
12.0 Monitoring and Reporting	27
12.1 Monitoring	27
12.1.1 Monitoring Indicators and Analysis	27
12.1.2 Monitoring Frequency	27
12.2 Reporting.....	27
13.0 Adaptive Management	29
14.0 References	32
Appendix A Table of Concordance	
Appendix B Qualified Contributors	
Appendix C Project Monthly Construction Schedule	
Appendix D Mitigation Measures and Implementation Monitoring Table	

List of Tables

Table 1	Construction Components, Schedule and Peak Workforce	5
Table 2	Workplace Policies	19
Table 3	Temporary Accommodation Characteristics in Kitimat in 2021	21
Table 4	Engagement Record Template	26
Table 5	Adaptive Management Process	29

List of Figures

Figure 1	Project Components.....	2
Figure 2	Collaboration Framework	14

1.0 Introduction

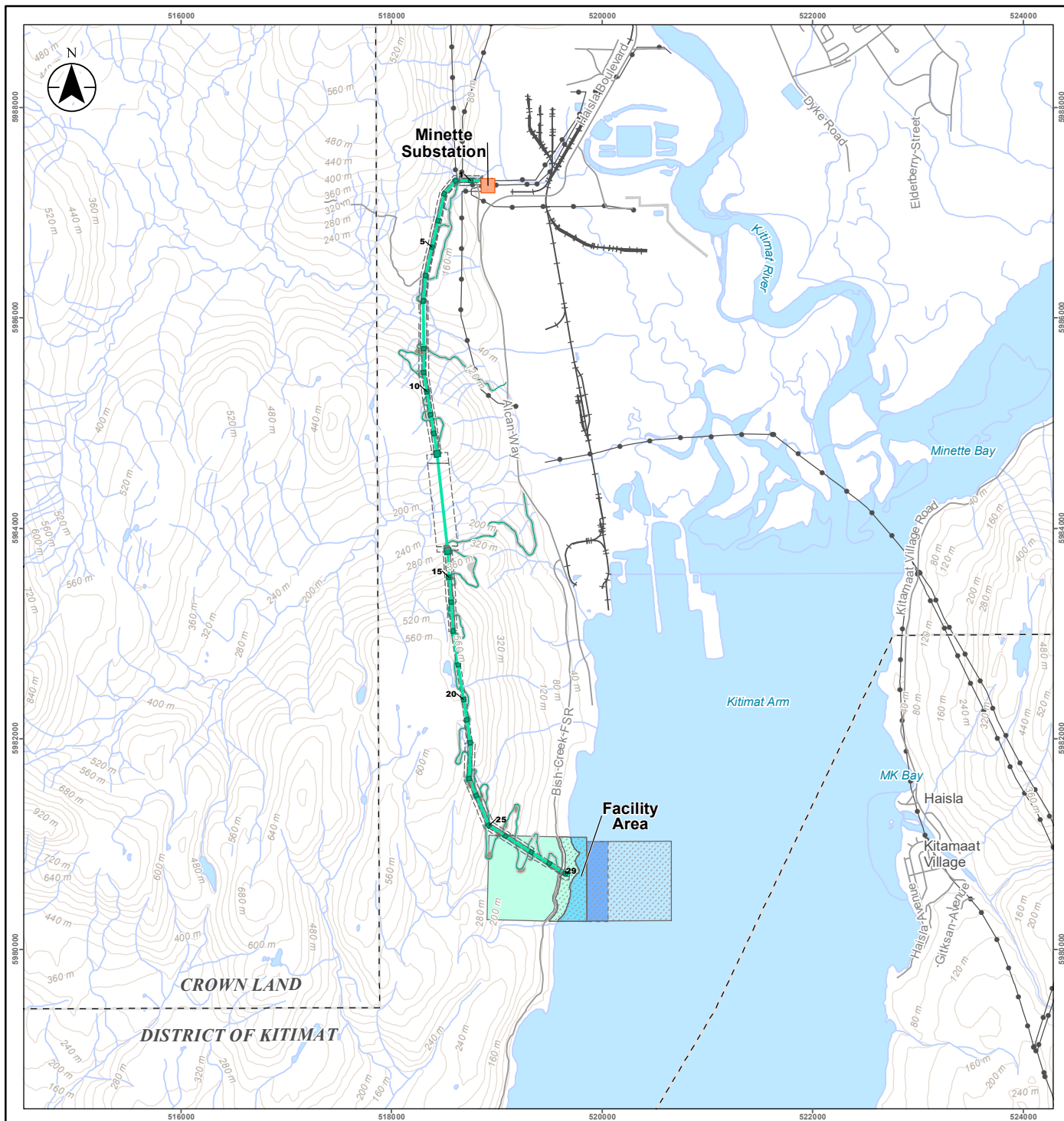
Cedar LNG Partners LP, by its general partner Cedar LNG Partners (GP) Ltd. (Cedar), a Haisla Nation-led partnership with Pembina Pipeline Corporation (Pembina), is planning to construct a liquefied natural gas (LNG) export facility within the District of Kitimat, British Columbia (BC) (the Project). The LNG facility will have the capacity to liquify up to and including 400 million standard cubic feet per day (11.33 million cubic metres per day) of natural gas to produce LNG for export.

The Project will be located approximately 10 km southwest of the Kitimat town center. The Project components are shown on Figure 1 and consist of (EAC #E23-01 2023):

- The Facility Area and Marine Terminal Area that contain the floating liquefied natural gas (FLNG) facility, the marine terminal and supporting infrastructure. On-site components will be located within District Lot 99, a portion of the adjacent water lot (Lot A District Lot 5469), and an area of submerged Crown land. District Lot 99 and Lot A District Lot 5469 are owned in fee simple by Haisla Nation. Coordinates for the approximate center of the Facility Area are:
 - Latitude and longitude (decimal degrees): 53.976063° -128.700246°
 - Latitude and longitude (degrees minutes seconds): 53°58'33.83" N 128°42'0.88" W
 - Universal Transverse Mercator (UTM) (NAD83) Zone 9U: Easting 519660.0 Northing 5980900.0
- An up to 8.5-km long transmission line within the Transmission Line Corridor that extends from BC Hydro's Minette Substation to the Marine Terminal Area. The transmission line route is predominantly located on un-surveyed Crown land within the District of Kitimat, but also crosses two parcels of private property that are not owned by Haisla Nation.
- Shipping of LNG along the Marine Shipping Route from the Marine Terminal Area to the Triple Island Pilot Boarding Station.

Activities to be undertaken as part of the construction phase of the Project are described in the Certified Project Description (BC EAO 2023).

The Project underwent a comprehensive environmental assessment from 2019 to 2023 and received an Environmental Assessment Certificate (EAC) for the Certified Project Area under the BC *Environmental Assessment Act* (EAC #E23-01) on March 13, 2023. The environmental assessment yielded conditions of approval that Cedar must address. As per Condition 14, Cedar has developed this Socioeconomic Management Plan (SEMP) in consultation with Northern Health, the Ministry of Municipal Affairs, the City of Terrace, the District of Kitimat, the Regional District of Kitimat-Stikine, and Indigenous Nations.



Notes
 1. Coordinate System: NAD 1983 UTM Zone 9N
 2. Data Sources: DataBC, Government of British Columbia;
 Natural Resources Canada; Canadian Hydrographic Service

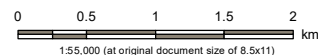
- Road
- Railway
- Transmission Line
- Topographic Contour (40 m)
- Waterbody
- District of Kitimat
- Municipal Boundary
- Minette Substation
- Transmission Line Alignment
- Access Road
- Tower Pad (Tower Number is labelled)
- Spoil Pile
- Clearing Extent
- Transmission Line Right-of-Way
- Terminal Area

Parcel Owned by Haisla Enterprise Ltd.

- District Lot 99, Plan 14740, PID 013-061-267
- Water Lot A, Plan EPP 14217, PID 029-462-142 (Portion)

Proposed Crown Lease

- Conceptual Water Lot



Project Location: Kitimat, British Columbia
 Project Number 12322394
 Prepared by LTRUDELL on 20230911
 Discipline Review by LCMILLAN on 20230911

Client/Project/Report
 Cedar LNG Partners LP
 Cedar LNG Project

Figure No.

1

Title

Project Components

Disclaimer: Stantec assumes no responsibility for data supplied in electronic format. The recipient accepts full responsibility for verifying the accuracy and completeness of the data. The recipient releases Stantec, its officers, employees, consultants and agents, from any and all claims arising in any way from the content or provision of the data.

1.1 Purpose and Objectives

The purpose of the SEMP is to identify mitigation, monitoring and adaptive management measures to reduce potential adverse Project-related socioeconomic effects on services and infrastructure delivered by provincial agencies, local governments and Indigenous Nations. The scope of the plan focuses on socioeconomic effects that are attributable to the Project and related to the Project's workforce.

Engagement with Northern Health, the Ministry of Municipal Affairs, local governments, and Indigenous Nations is a key component of the SEMP. Such engagement provides interested parties with the information they need to plan for the Project and provides opportunities for dialogue and feedback regarding the effectiveness of mitigation actions.

The SEMP describes actions and commitments to be carried out by Cedar and its contractors throughout construction, operations and decommissioning to monitor and report direct effects of the Project on regional and community services and infrastructure, as well as to take adaptive measures where monitoring identifies the need to revise mitigation. The SEMP does not change the role of provincial and local governments regarding infrastructure and service delivery but provides an opportunity to build relationships and share information in the context of the Project among responsible parties for planning and management.

The objectives of the SEMP are to:

- Satisfy Condition 14 of EAC #E23-01
- Provide a framework to guide the implementation of socioeconomic mitigation and enhancement measures identified in Cedar's Application for an EAC for the Project (Application)
- Describe how Cedar continues to provide relevant information to interested parties to enhance transparency and support service planning
- Describe how Cedar continues to engage interested parties during monitoring activities, as outlined in Section 11.0
- Address identified issues in a timely manner in accordance with the community feedback process described in Section 3.0
- Use an adaptive management approach and implement remedial actions, if monitoring indicates that the mitigation is not achieving the predicted outcome

Appendix A provides the table of concordance with respect to Condition 14 of EAC #E23-01. An overview of the Qualified Professionals retained to lead development of the SEMP is provided in Appendix B.

1.2 Boundaries

SEMP Spatial Boundaries

The scope of the SEMP includes the communities that are in the Local Assessment Area (LAA) and the Regional Assessment Area (RAA) for Section 7.8 (Employment and Economy) and Section 7.11 (Infrastructure and Services) of the Application. These communities have the greatest potential to experience positive or adverse effects of direct project-related demands for labor, goods and services and associated demands for infrastructure and services.

The LAA is inclusive of the following Statistics Canada census subdivisions and census agglomerations:

- Kitamaat Village (Kitamaat 2)
- District of Kitimat
- Terrace CA (this includes the City of Terrace, Kitimat-Stikine Regional District Electoral Area E and Kulpasai 6)
- Kitselas 1
- Kitsumkalum 1

The RAA includes the LAA, as well as Kitimat Stikine Electoral Areas C and E and North Coast Regional District Electoral Areas A and C and communities and populations within those boundaries.

Temporal Boundaries

Construction will occur for approximately four years, commencing following receipt of necessary regulatory approvals and a final investment decision by Cedar. Anticipated timelines for the Project are:

- Construction: 2024 to 2028
- Operation: up to 40 years following completion of construction
- Decommissioning: approximately 12 months following the end of operation

2.0 Description of Project Workforce and Project Schedule

Table 1 describes the construction, operation and decommissioning peak workforce for the Project. With the exception of 2024, it is anticipated that annual peak construction workforce will range between 125 to 228 persons for each year of construction (beginning in 2025). An operation workforce of 100 persons is expected over the 40-year life of the Project. In addition to the regular operation workforce, a turnaround workforce of 100 persons is also anticipated to be required every three to five years to perform scheduled shutdown and maintenance work on the LNG facility and supporting infrastructure. Based on previous projects, Cedar anticipates that the decommissioning workforce will peak at 100 to 150 workers (Manpower Loading Chart PC21258-PC-SCH-00003). A schedule of construction activities is attached in **Appendix C**. This schedule is subject to change as construction advances.

TABLE 1 CONSTRUCTION COMPONENTS, SCHEDULE AND PEAK WORKFORCE

Year	Peak Workforce (full-time equivalent)	Project Component
Construction		
2024	33	Marine Terminal
2025	228	Marine Terminal
		Mooring System
		Transmission Line
2026	177	Marine Terminal
		Transmission Line
2027	125	Marine Terminal
		Transmission Line
2028	131	Mooring System
Operations		
2028 to 2068	100	
Decommissioning		
2068 to 2069	Up to 150	
Note: The peak workforce is inclusive of the number of workers who will be on-site at one time and includes total direct employees, contractors, and workers associated with each construction component (marine terminal, mooring system, and transmission line).		

3.0 Linkages to Other Management Plans and Processes

While the SEMP focuses on direct socioeconomic effects related to the Project's workforce and activities, mitigation referred to in the SEMP may have linkages to other management plans that would support the management of socioeconomic effects. These plans are:

- **Health and Medical Services Plan** (Cedar Document Number PC21258-SA-PLN-00004) – This plan describes health and medical service provisions that Cedar will implement to reduce potential strain on local health services due to presence of an out-of-region workforce. This plan describes work-site health services and programs, communicable disease and infection prevention protocols, health promotion initiatives, communication for patient flow and health services monitoring and reporting.
- **Community Feedback Process** (Cedar Document Number PC21258-RG-PRO-00001) – This describes the process for members of the community to give Cedar feedback on Project-related effects as well as the approach that Cedar will implement to document and report on adaptive measures taken in response to this feedback.
- **Gender Equity and Diversity Plan** (Cedar Document Number TBD) – This plan documents the measures that Cedar will take to increase opportunities for Indigenous peoples, including Haisla Nation members and Indigenous women, to obtain and retain employment on the Project. This plan also documents measures to promote safe, respectful, and inclusive conduct in the workplace and the community.
- **Training Plan** (Cedar Document Number TBD) – This operations-phase plan documents the measures that Cedar will take to increase opportunities for Indigenous peoples to obtain the skills and training required to gain long-term employment in the Project.
- **Accident, Malfunctions and Communication Plan** (Cedar Document Number TBD) – This plan documents how Cedar will respond to accidents and malfunctions, including communications with emergency responders, and regulatory agencies.
- **Marine Transportation Management Plan** (Cedar Document Number TBD) – This plan documents measures that LNG carriers and other project-related vessels will take to communicate vessel schedules and communicate with marine users. It also references the Community Feedback Process to provide a mechanism for marine users to give Cedar feedback on project-related effects.

4.0 Engagement Undertaken During SEMP Development

Critical to Project success is the strong support of neighboring Indigenous Nations and communities. To date, Cedar has implemented a wide range of engagement activities with the Indigenous Nations, government agencies and the public. Input from engagement has informed the Application, Project design and construction planning, and SEMP preparation. Cedar engaged with SEMP reviewers to receive their input on the SEMP, and Cedar will continue to engage with them in accordance with the SEMP to identify concerns and provide information to address those concerns.

4.1 SEMP Reviewers

The SEMP was developed through engagement with Indigenous Nations, local governments, and regional agencies, specifically:

- Haisla Nation
- Kitselas First Nation
- Kitsumkalum First Nation
- Gitga'at First Nation
- Gitxaala Nation
- Metlakatla First Nation
- Lax Kw'alaams Band
- District of Kitimat
- City of Terrace
- Regional District of Kitimat-Stikine
- Northern Health
- Ministry of Municipal Affairs

4.2 Engagement During SEMP Development

Cedar provided the draft SEMP to each of the SEMP reviewers for comment and input and has integrated feedback received in this document. Cedar received comments from:

- Kitselas First Nation
- Kitsumkalum First Nation
- Gitga'at First Nation
- Ministry of Municipal Affairs

- District of Kitimat

All comments were considered by Cedar and revisions were made throughout the SEMP.

5.0 Implementation Schedule

The SEMP was sent to the Environmental Assessment Office (EAO) at least 60 days before the commencement of construction for review and approval. Cedar will not implement the SEMP or commence construction until the plan has been approved by the EAO, unless otherwise authorized by the EAO.

The SEMP, and any future updates, will be implemented throughout construction, operations and decommissioning under the direction of a Qualified Person retained by Cedar and to the satisfaction of the EAO.

6.0 SEMP Updates

Cedar may, or the EAO may require Cedar to, revise the SEMP in response to:

- Additional feedback provided by SEMP reviewers
- One or more objectives set out in Condition 14 of EAC#23-01 or the purpose and objectives set out in Section 1.1 of this document not being fully addressed.
- Changes in industry best practices or technology
- New conditions of regulatory permits and authorizations
- Unforeseen issues that may arise during construction

As per Condition 2 of EAC #E23-01, any revisions to the SEMP will be submitted to the EAO. In addition, Cedar will inform SEMP reviewers when minor revisions (e.g., grammatical edits, wording changes, brief clarification descriptions) are made to the SEMP that would not affect the scope and objectives of the SEMP.

If material revisions that affect the scope and/or objectives of the SEMP are required (e.g., changes to the hiring, training, and workforce strategy), Cedar will provide SEMP reviewers with the opportunity to comment as follows:

- If Cedar determines the edits are time-sensitive, Cedar will implement the updated SEMP concurrently with providing the SEMP reviewers with a 30-day period to provide feedback regarding the updates. In the email to SEMP reviewers, Cedar will advise that the edits are time-sensitive and are being implemented. In response to any comments received, Cedar will incorporate the feedback or provide the rationale for why feedback was not incorporated within a 21-day period.
- If Cedar determines the edits are not time-sensitive, reviewers will be provided with a 30-day review period prior to the updated SEMP being implemented. In response to any comments received, Cedar will incorporate the feedback or provide the rationale for why feedback was not incorporated within a 21-day period.

Following incorporation of feedback, Cedar will provide the EAO and SEMP reviewers with the updated version of the document. A document history table listing the version and date will be included in the updated document.

7.0 SEMP Roles and Responsibilities

Cedar and its contractors are responsible for the compliance with all applicable regulatory requirements, commitments, and conditions for the Project. This section identifies the key roles and responsibilities of the relevant parties in developing, implementing and reporting on the SEMP.

7.1 Cedar

Cedar is a Haisla Nation-led partnership with Pembina Pipeline Corporation (Pembina). Haisla Nation are Indigenous Peoples of Canada who reside at the head of Douglas Channel, near the confluence of the Kitimat River, on the northwest coast of British Columbia. The term “Haisla” means “People at the mouth of the river”, and Haisla people have occupied their lands for more than 9,000 years. The home community of the Haisla people is Kitamaat Village, located approximately 8.3 km south of the Kitimat town center and 65 km from Terrace. Kitamaat Village is home to around 500 of the approximately 1,850 Haisla members.

Pembina is a Calgary-based midstream service provider that has been serving North America’s energy industry for over 60 years, including more than 50 years in British Columbia. Pembina owns gas gathering and processing facilities and an oil and natural gas liquids infrastructure and logistics business.

Cedar is responsible for:

- Developing the SEMP to satisfy Condition 14 of EAC #E23-01
- Engaging Northern Health, the Ministry of Municipal Affairs, the City of Terrace, the District of Kitimat, the Regional District of Kitimat-Stikine, and Indigenous Nations on the SEMP, and providing opportunities for input into the plan
- Providing no less than 30 days for SEMP reviewers to provide input on the draft SEMP
- Documenting results of engagement activities, including concerns raised and how those concerns were addressed
- Submitting the SEMP to the EAO for approval at least 60 days prior to the planned commencement of construction
- Implementing the SEMP, once approved by the EAO, in accordance with Condition 14 of EAC #E23-01
- Developing policies, procedures and processes to comply with the SEMP
- Enforcing policies, procedures and processes implemented by Cedar or contractors
- Collecting data to support SEMP monitoring outlined in Section 12.0
- Engaging with Indigenous Nations, regulatory agencies, and community groups to receive and solicit their feedback regarding the Project as well as to discuss solutions to concerns or issues that are brought forward through the Community Feedback Process
- Producing annual SEMP reports

- Submitting annual SEMP reports to the EAO and posting them in accordance with Condition 11 of EAC #E23-01
- Providing annual SEMP reports to SEMP reviewers
- Facilitating discussions about issues that may arise during SEMP development and implementation
- Implementing adaptive management per process outlined in Section 13.0.

7.2 Contractors

Cedar's contractor(s) will be responsible for implementing mitigation and enhancement measures related to hiring and training of personnel as well as the implementation of the Accommodation Policy (Section 10.2).

The contractor's roles and responsibilities in the implementation of the SEMP include:

- Adhering to mitigation measures summarized in **Appendix D**
- Adhering to and implementing policies and procedures outlined in Sections 8, 9 and 10 of the SEMP
- Reporting to Cedar on monitoring activities and progress against reporting metrics and action commitments
- Communicating with Cedar regarding any issues or concerns raised directly to the contractors

7.3 SEMP Reviewers

SEMP reviewers can:

- Engage with Cedar and provide feedback during the development of the SEMP
- Engage with Cedar during implementation of the SEMP as per the engagement strategy outlined in Section 11.0
- Provide relevant information to inform indicators in the SEMP monitoring described in Section 12.0

8.0 Hiring, Training, and Workforce Strategy

For direct employment and training, Cedar is focused on the operations phase of the Project in an effort to provide stable, long-term employment to Haisla Nation members, neighbouring Indigenous Nation members, and surrounding community members. Cedar completed an internal analysis of the Project's labour force requirements to estimate the number of workers who will be required to construct each of the main project components (Table 1). The Cedar team has also engaged with Indigenous and regional contractors to understand their capacity and capabilities. Given that more specialized FLNG modules will be fabricated overseas and imported, the local construction workforce requirements will be limited (estimated to be up to 228 workers at peak construction). Considering the limited size of the workforce requirements and the availability of local construction labour force, Cedar anticipates that all on-site construction activities in Kitimat can be supplied by existing local or BC-based contractors.

For operations, Cedar will implement a hiring, training, and workforce strategy to:

- Prioritize Indigenous and regional hiring by sharing Cedar job postings and opportunities with Indigenous Nations prior to publicly advertising.
- Share demographics information for Cedar hires with Indigenous Nations a minimum of quarterly through the first three years of operations.
- Collaborate with regional (particularly Kitimat, Terrace and Prince Rupert) employment organizations to assist training planning.
- Identify potential shortages of workers with specific skill requirements and training by sharing information regarding operational roles with Indigenous Nations, liaising directly with Indigenous Nation employment and training groups, and requesting workforce skills information.
- Work with regional funding and training institutions (e.g., Tricorp) to increase opportunities for Indigenous and regional community members to obtain training required for Project participation during operations. For example, Cedar may work with training institutions to deliver courses required to be qualified for operations roles.
- Provide on-the-job training and apprenticeship opportunities. Specifically, Cedar will implement Pembina's co-op and summer student program and apprenticeship program. These programs will be adapted to be Project-specific if determined to be required by the Cedar operations team.
- Verify that contractors adopt and implement Cedar policies and practices for providing opportunities to regional businesses and contractors.

The development of this strategy is guided by the socioeconomic mitigation and enhancement measures identified in the Application (Appendix D), and requirements identified in Condition #14 of EAC #E23-01. Components of the hiring, training, and workforce strategy are:

- Relationships and collaboration with training institution and employment agencies (Section 8.1)
- Strategies regarding regional hiring and procurement (Section 9.0)
- Job training and apprenticeship opportunities (Section 8.2)
- Workplace policies and training (see Section 10.0)

The strategy will continue to be refined as Project planning and SEMP engagement advances. The following sections describe each of the components of the hiring, training and workforce strategy.

8.1 Relationships and Collaboration with Training Institutions and Employment Agencies

Cedar will prioritize hiring regionally then provincially, and understands this commitment requires on-going engagement and collaboration with regional employment agencies and training institutions. The purpose of Cedar's engagement with these institutions is to assist with early planning for project-related labour demand, provide venues for ongoing collaboration, and share information on Project employment opportunities.

Cedar is currently developing an Opportunities for Haisla Nation and Indigenous Nations Employment Strategy, which will include a Haisla Nation skills assessment. This strategy will be prepared in collaboration with the Haisla Nation.

To support this strategy, Cedar and the Haisla Nation Employment and Training department have established a training and employment committee that follows the Cedar LNG Workforce Training Terms of Reference. These terms of reference list the guiding principles for working together, specify the roles and responsibilities of each party, and set out the rules for committee meetings. The Terms of Reference also set objectives for the committee and establish the commitment to work together to build and retain local employment capacity for Haisla Nation and other neighboring Indigenous Nations.

Cedar has appointed a specialist whose role and responsibilities are to liaise with training institutions, funding institutions, and regional employment agencies as well as with neighboring Indigenous Nations and community groups. This staff member will be a central point of contact for the training and employment institutions as represented in Figure 2.

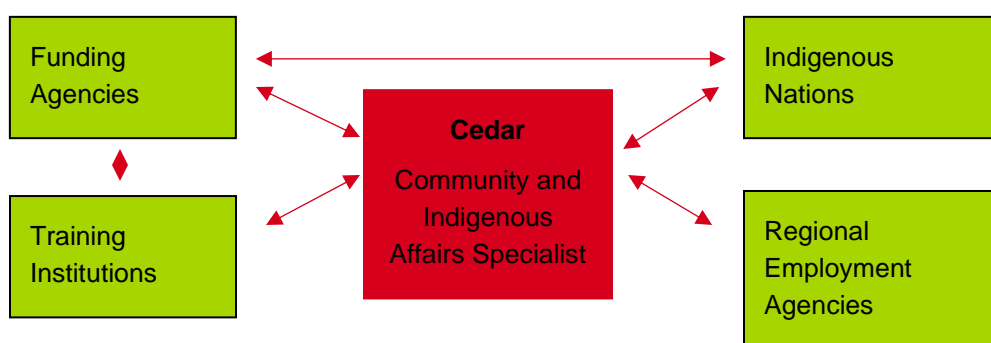


FIGURE 2 COLLABORATION FRAMEWORK

As described above, Cedar will collaborate with the regional employment agencies to assist with early planning for project-related labour demand, provide venues for ongoing collaboration, and share information on Project employment opportunities. To date, Cedar has established relationships with the Kitimat Community Skills Center, Coast Mountain College, British Columbia Institute for Technology

Cedar has identified the following institutions to engage with as part of operations planning:

Training Institutions

- Kitimat Community Skills Center (Kitimat, BC)
- Coast Mountain College (Terrace, BC)
- Coastal Training Centre (Prince Rupert, BC)
- British Columbia Institute for Technology (Burnaby, BC)
- Northwest Training (Terrace, BC)

Regional Employment Agencies

- Haisla Nation Employment and Training (Haisla Nation)
- Kitsumkalum Band Employment and Training Department (Kitumkalum First Nation)
- Hecate Strait Employment Development Society (Prince Rupert, BC)
- TRICORP (Prince Rupert, BC)
- Kermode Friendship Society (Terrace, BC)
- Gitga'at Development Corporation
- Metlakatla First Nation Economic Development Department (Metlakatla First Nation)
- Kitselas First Nations Employment and Training
- BC Skills
- University of Northern British Columbia

This list will continue to be refined by Cedar as operations and workforce planning progresses.

Engagement with these organizations and institutions will follow the methods described in Section 11.0. As part of planning around hiring and training, Cedar will reach out to these institutions and agencies to understand whether they wish to provide any guidance to Cedar or support Cedar's planning as the Project advances. Where determined to be beneficial to the Project by both parties, Cedar will continue to meet with the institutions and agencies throughout planning.

8.2 Job Training and Apprenticeship Opportunities

Through ongoing engagement with regional training institutions, Cedar has identified concerns regarding adverse, unintended impacts on local educational services associated to previous or existing industrial development in the region. These observations include:

- Flooding the market: Instances where many people were trained in a certain skill or trade with the anticipation of securing employment with a project; however, the supply of trained workers exceeded the demand and the trained workers were unable to find jobs with the projects and need to find different work.
- Untargeted training: Institutions have been competing for sizeable amounts of funding from industry and government, but training has not been tailored to the specific skillsets of the job requirements.

- Low enrollment: Instances where a project indicated that they required specific training and tailored courses were offered; however, courses could not be run due to low enrollment rates.

Cedar will support training planning within the regional communities by:

- Clearly understanding the skills requirements/ workforce positions that are required by the Project
- Communicating workforce requirements to regional training and funding institutions, including the skills required with associated timelines
- Coordinating with regional training institutions on training opportunities
- Promoting training opportunities within regional communities and Indigenous Nations
- Promoting funding opportunities for training programs
- Supporting applicant's enrollment in training programs, if support is requested by an applicant

In addition to supporting planning of community-based training (Section 8.1), Cedar will provide on-the-job training and apprenticeship opportunities. Specifically, Cedar will implement Pembina's co-op and summer student program and apprenticeship program. These programs will be adapted to be Project-specific if determined to be required by the Cedar operations team.

As part of competitive procurement processes, contractors will be required to include information on their mentorship, training and apprenticeship programs. This information will be evaluated as part of the contractor selection process.

9.0 Indigenous Procurement

Cedar is committed to providing both local and equitable employment opportunities. Cedar is the first Indigenous-owned LNG facility in the world, which is a demonstration of economic reconciliation with Indigenous peoples. Cedar is proud of this accomplishment and is committed to providing Indigenous peoples opportunities to obtain training and employment by hiring from within Haisla Nation and neighboring Indigenous Nations. Indigenous procurement is described in Sections 9.1 and 9.2 and Indigenous hiring is described in Section 8.1.

9.1 Indigenous Procurement Strategy

Cedar and its contractors will implement a procurement strategy for the Project that will prioritize the hiring of qualified regional Indigenous contractors and/or partnerships by committing to direct procurement opportunities in support of benefit agreements and other arrangements with Indigenous Nations.

The procurement strategy will include the following:

1. **Direct awards** - Identify low-risk scopes where an Indigenous contractor and/or partnership can be single-sourced (directly awarded).
2. **Select competitive procurements**
 - a. Where there are multiple qualified Indigenous contractors and/or partnerships for a given scope, only invite Indigenous contractors and/or partnerships in the request for proposal.
 - b. If there are insufficient Indigenous contractors and/or partnerships for a given scope, extend the bidders list to regional, provincial and national contractors (in that order).

Awarded contracts through direct procurement opportunities will be required to meet market competitive prices and meet expectations with respect to qualifications, safety, and performance standards for the work. For each competitive procurement process, Cedar's Supply Chain Management Contract Owner will establish selection criteria for determining the successful bidder. Examples of such criteria include location, capacity, capability and commercial viability (e.g., cost, reputation). By implementing these criteria, regional procurement is emphasized as an important consideration and priority for Cedar.

9.2 Indigenous Supplier Involvement Plan

As part of competitive procurements, Contractors will be required to include an Indigenous Procurement Plan within their proposals. Contractors will be required to provide the following information as part of their Indigenous Supplier Involvement Plan:

- If the company is a local Indigenous majority owned business
- If a local Indigenous entrepreneur is providing the services
- If the company has a joint venture or partnership with a local Indigenous Nation
- If the company has a memorandum of understanding or project-to-project agreement with a local Indigenous Nation

- The total proportion or value of the scope of work assigned to local Indigenous Nations contractors
- If the company has training for employment, mentorship, apprenticeship programs for local Indigenous peoples
- If the company has an Indigenous Inclusion Policy or Plan
- If the company offers cultural awareness training.

This Indigenous Supplier Involvement Plan will form part of the evaluation criteria for selecting Project suppliers. The selected contractor will be required to include this plan in their proposal and to report on its implementation.

10.0 Workplace Policies and Training

10.1 Corporate Policies

To meet their project commitments, Cedar has adopted existing workplace policies from Pembina as well as developed new project-specific policies. These policies are summarized in Table 2. Cedar employees and contractors will be subject to these policies. As part of onboarding (i.e., prior to commencing work at the Cedar site), all Cedar employees and contractor personnel will be required to complete training on these policies. Cedar's Human Resources group is responsible for the implementation of these corporate policies. They will work with Cedar's Supply Chain Management Contract Owner to implement the requirements for contractor personnel.

TABLE 2 WORKPLACE POLICIES

Policy	Description	Link to Policy
Health, Safety and Environment Policy	This policy describes Cedar's commitment to protecting the health and safety of personnel, contractors, the public and safeguarding the environment affected by Cedar's activities.	Health-Safety-and-Environment-Policy-2023-Final_1.pdf (pembina.com)
Code of Ethics	This policy establishes a high standard of integrity and ethical behavior that supports Cedar's reputation and relationships with internal and external stakeholders.	Code-of-Ethics-Policy-2023-Final.pdf (pembina.com)
Alcohol and Drug Use Policy	This policy describes Cedar's commitment to the health, safety and wellness of its personnel, contractors and the public by establishing alcohol and drug-related standards and procedures.	Not a public policy
Respectful Workplace Policy	This policy is to establish clear standards and expectations for all personnel and contractors in order to prevent and protect individuals from workplace harassment, discrimination and violence, including gender-based violence and or harassment. Employees or Contractor employees who engage in criminal behavior will be removed from the Project. In this policy, the prohibition on workplace violence includes gender-based violence ¹ .	Respectful-Workplace-Policy-2023-Final.pdf (pembina.com)

¹ Gender-based violence is violence based on gender norms and unequal power dynamics, perpetrated against someone based on their gender, gender expression, gender identity, or perceived gender. It takes many forms, including physical, economic, sexual, as well as emotional (psychological) abuse (Government of Canada n.d.).

10.2 Accommodation Policy

As described in Section 7.11 of the Application, Cedar recognizes that out-of-region workers can affect housing supply and costs in the local and regional assessment areas² and has developed an accommodation policy for the construction phase to reduce the use of local housing by out-of-town temporary workers and, in turn, address potential effects on accommodation availability and cost. This accommodation policy applies to both Cedar and contractor employees. As described in the Application, it is anticipated that workers will reside in the community during operations; therefore, this policy only applies to the construction phase.

For the construction phase, Cedar will contract one or more of the existing open workforce lodges in Kitimat (i.e., Sitka Lodge or Crossroads Lodge) or use local temporary accommodations to provide accommodations for out-of-town workers. Accommodation availability is described below.

Civeo Sitka Lodge

- Location: 100 Loganberry Street in Kitimat, British Columbia
- Room capacity: 959 rooms (CIVEO n.d)
- Rooms are 126 square foot (ft²) private and semi-private craft rooms. Private rooms have a private washroom and shared room have shared toilets and showers. Rooms have a pillow top mattress, blackout curtains, telephone, reduced noise transferred walls, internet and satellite TV, desk and chair, lockable storage and dresser and individual heating and cooling systems (CIVEO n.d).
- Services include catered dining rooms, meeting rooms, fitness room, hospitality services, licensed lounge, laundry facilities, a recreation room and a medical clinic that operates 24/7 (CIVEO 2023)

Horizon North Crossroads Lodge

- Location: Highway 37 (GPS: 54.05449, -128.613147)
- Room capacity: 700 rooms
- Rooms are equipped with a bed with premium mattress, private bathroom with shower, internet and satellite TV, desk, dresser and night tables, keyless room entry (Dexterra group 2023)
- Services include catered and all-inclusive dining, fitness centre, laundry facilities, recreation room, and housekeeping services (Dexterra Group 2023)

² The local assessment area (LAA) includes Statistics Canada census subdivisions and census agglomerations: Kitamaat 2, Kitamaat Village (Kitamaat 2), District of Kitimat, Terrace CA (this includes the City of Terrace, Kitimat-Stikine E regional district electoral area (RDA) and Kulpasai 6), Kitselas 1, and Kitsumkalum 1. The regional assessment area (RAA) includes the LAA, plus Kitimat Stikine Electoral Areas C and E, and North Coast Regional District Electoral Areas A and C.

Local Temporary Accommodations (Hotels)

As described in the Application (Cedar 2022b), as of May 2021, there were 61 hotels, motels, bed and breakfast, lodges, cabins, RV parks, and 15 campsites in Kitimat and Terrace with approximately 1,600 rooms. Of these, 42 temporary accommodations with nearly 1,200 rooms were in Terrace. Table 3 summarizes the temporary accommodations available in Kitimat in 2021 (Cedar LNG 2022b).

TABLE 3 TEMPORARY ACCOMMODATION CHARACTERISTICS IN KITIMAT IN 2021

Accommodation Type	Number of Businesses	Name (Room Capacity)	Number of Rooms
Hotels and Motels	6	Chalet Motel & Restaurant (48); City Centre Suites (24); Kitimat Hotel (30); Microtel Inn and Suites by Wyndham Kitimat (87); MStar Hotel (42); North Star Suites (16)	247
Lodges and Cabins	6	Kitimat Cosy Cottage (2); Kitimat Estuary Lodge (6); Kitimat Lodge (24); Kingfish Westcoast Adventures (10); Tookus Inn (6); Minette Bay Lodge (10)	58
Bed and Breakfasts	2	Kitimat Guesthouse (6); Natures Edge Bed and Breakfast (2); Sleep Inn B&B; Terri's B&B	8
RV and Camp Sites	5	Hirsch Creek Park (10); Jed Stump's Estates (18); Kitimat Lodge Campsite; Radley Park Campground (50); MK Bay Marina	78
Total	19		391

Prior to construction, Cedar will request information regarding meal options and catering, fitness and recreation facilities, cleaning services and health and wellness programs provided by the camp. This information will be considered as part of the recommendations provided by Cedar to Contractors.

All of these established accommodations are in compliance with the legislation applicable to its operations (e.g., *Public Health Act*, Industrial Camps Regulation applies to the operation of Sitka Lodge and Crossroads Lodge). As they are currently providing accommodation services to projects in the area, it is understood that each has all requisite permits and operational plans in place.

Cedar will not implement restrictions for local workers to buy or rent housing in the LAA or RAA as they are already residents of the area. Cedar's Construction Manager and other senior team members will be permitted to buy or rent housing within the LAA or RAA rather than stay in temporary accommodations because their working hours will be regular (i.e., not shift work) for the duration of construction and they may be required to respond to staff needs and emergency situations. A maximum of 15 Cedar or Contractor staff who normally reside outside the region will be permitted to own or rent housing within the LAA or RAA at any one time; these exemptions from staying in temporary accommodations will be as determined by the Construction Manager based on that person's role and responsibilities.

10.3 Transportation Policy

Cedar wishes to reduce the number of vehicles travelling to the Marine Terminal Area, Facility Area, and Transmission Line Corridor for safety and environmental reasons as well as to reduce the traffic effects associated with increased vehicle use of roads within the local and regional assessment areas.

- The Construction Manager, Environmental Inspector, Site Safety Representative, Independent Environmental Monitor, Environmental Monitors, and others responsible for overseeing work on the Project may opt to drive vehicles to the work site.
- Survey crews and others who need to be able to move between different work areas may opt to drive vehicles to the work site.
- Cedar or contractor staff commuting to work on the Project from their residences each day may opt to drive vehicles to the work site.
- Cedar and contractor staff members staying at lodges and other temporary accommodations, who don't meet the exclusions above, will be required to take provided vans or buses to their work sites.

Where there is uncertainty regarding whether a worker qualifies to drive a vehicle to their work site, the Cedar Construction Manager will be responsible for making the final determination.

10.4 Recreation Policy

Cedar respects workers' privacy and activities outside work. However, workers' actions off-site and outside of working hours can negatively affect the local community, the environment, and Cedar's reputation and relationships.

Cedar's non-local employees and non-local contractors (i.e., rotational workers whose main residence is outside the LAA) will be required to comply with the following requirements when off the worksite or outside working hours while in the LAA on rotation and staying in temporary accommodations:

- Obtain applicable licenses and engage licensed fishing guides and follow local restrictions when fishing.
- No hunting or fishing outside of licensed guided activities while staying in camp.
- No recreational vehicle use (e.g., ATVs, snowmobiles) on-site, on access roads, trails and along the Project's rights-of-way. Workers will not be allowed to bring or store personal recreational vehicles on-site or in camp accommodations.
- Guns, bows and fishing rods will not be allowed on the Project site or in accommodations unless required for work and approved by the Construction Manager (e.g., wildlife monitors).

If Cedar receives a complaint or report of non-compliance through the Community Feedback Process (Cedar Document Number PC21258-RG-PRO-0000), or otherwise becomes aware of a potential violation of this policy, Cedar will initiate an investigation. Cedar has the right under its contracts to remove workers who have engaged in misconduct. Failure to comply with Cedar policies will be considered misconduct and may result in worker removal from the Project.

This policy will not interfere with a person's Indigenous rights, including the right to hunt and fish.
This policy will also not apply to activities of local employees residing within the LAA.

10.5 Gender Equity and Diversity Plan

In accordance with Condition 8.9 of the federal Decision Statement, Cedar has developed a Gender Equity and Diversity Plan³ that includes measures to increase opportunities for Indigenous peoples, including Haisla Nation members and Indigenous women, to obtain and retain employment on the Project. This plan also documents measures and practices to promote safe, respectful, and inclusive conduct in the workplace and the community. Implementation of the Gender Equity and Diversity Plan will support achieving the SEMP objectives of increasing Project employment among underrepresented populations. Implementation and effectiveness of the Gender Equity and Diversity Plan is the responsibility of the Cedar Human Resources group and will be monitored as part of the SEMP monitoring (refer to **Appendix D**).

Specific examples of measures included within the Gender Equity and Diversity Plan are:

- Development of a gender and Indigenous inclusive recruitment approach for operational positions.
- Diversity metrics gathered through voluntary data submission.
- Equity, Diversity, and Inclusion Senior Advisor available to Pembina-employed Cedar LNG Project team members.
- The Pembina Whistleblower Policy will apply to Cedar staff, including contractors. This feedback mechanism is intended to facilitate the reporting of serious but non-emergency concerns regarding Pembina actions or business conduct that may violate policies or applicable law. Refer to the Whistleblower Policy for more information.

The requirements of the Gender Equity and Diversity Plan are conveyed to Cedar staff as part of their required training prior to commencing work at the Cedar site. The requirements of the Gender Equity and Diversity Plan are conveyed to contractor staff through the contractual requirements between Cedar and the contractor prior to commencing work at the Cedar site.

³ The Gender Equity and Diversity Plan is available on the Cedar website (cedarlng.com).

10.6 Cultural Awareness Training

Cedar is adapting the Cultural Awareness Training developed by the Haisla Language and Culture Department for use on the Project. This training incorporates Haisla content in compliance with Haisla way of life by combining community content and ancestral knowledge. This training is compliant with Haisla Nuyem (Law), demonstrates commitment to advance the Truth and Reconciliation Commission of Canada's Call to Action #92 and addresses principles and standards of the United Nations Declaration of the Rights of Indigenous Peoples (Haisla Nation Council n.d.).

Due to the limited availability and capacity of Haisla Nation staff to deliver the training presentation, Cedar has adapted the presentation, and it is expected to be delivered in an online format. As part of onboarding, all Cedar employees and contractor personnel will be required to complete this training prior to commencing work at the Cedar site.

11.0 SEMP Implementation Engagement Strategy

Cedar is committed to continue engaging with Indigenous Nations and community stakeholders regularly and openly and beyond the requirements of EAC #E23-01. Haisla Nation, Cedar's majority shareholder, is the closest neighbour to the Project; therefore, the support of the neighbouring Indigenous Nations and communities is critical for the Project success. Cedar will continue to engage with SEMP reviewers throughout the implementation of the SEMP to identify concerns and provide information to address those concerns. The purpose of the SEMP engagement strategy is to outline a process for ongoing engagement throughout the implementation of the SEMP.

11.1 SEMP Engagement Methods

SEMP engagement activities will focus on strengthening relationships, sharing information, and monitoring mitigation implementation. SEMP engagement methods have been informed by frameworks presented in Cedar's Indigenous Engagement Plan, Public Engagement Plan, and Agency Engagement Plan that were developed during the environmental assessment.

Cedar will seek to engage SEMP reviewers to collect information for the required reporting. In addition, Cedar will be available to meet with SEMP reviewers to answer questions and address concerns a minimum of quarterly during construction and annually during operations.

Cedar will implement a community feedback process to gather feedback, issues, and concerns from the public. Various engagement methods will be used depending on the participants and the objective of engagement, specifically the following:

- **Emails** – Cedar has an email address (info@cedarlng.com) that is monitored and responded to in accordance with the Community Feedback Process (PC21258-RG-PRO-00001).
- **Website** – Cedar has a dedicated project website. The website will continue to provide regular updates on key developments as described in the Community Feedback Process (PC21258-RG-PRO-00001).
- **Social Media** – Commencing at the start of construction, Cedar will share key developments on its social media accounts as described in the Community Feedback Process (PC21258-RG-PRO-00001).
- **Phone calls and meetings** – Cedar will communicate directly with Indigenous Nations, local governments, and provincial agencies to respond questions and share information as requested or as identified to be required by Cedar.
- **Newspaper advertisements** – Cedar will publish Project updates in local newspapers in accordance with the Community Feedback Process (PC21258-RG-PRO-00001).
- **SEMP Reports** – Cedar will provide the EAO and SEMP reviewers annual reports on SEMP implementation and post the reports on the Cedar's website for general public access.
- **Meetings** (one-on-one or small group) – As Cedar identifies is required or as requested, Cedar will hold in-person meetings with community groups, which will enable the building of stronger relationships and to gather information from SEMP reviewers, by providing information and receiving feedback.

- **Community Meetings** – As requested, Cedar will attend and provide updates to local institutions and organizations (e.g., training institutions, employment agencies).
- **Community Feedback Process** – Cedar will implement an ongoing Community Feedback Process that enables the public and Indigenous Nations to submit comments, feedback or concerns about the Project and have their inquires or concerns addressed in a timely manner. The process is outlined in detail in Cedar Document Number PC21258-RG-PRO-00001.

11.2 Engagement Records

SEMP engagement activities will be documented using Cedar's engagement tracking database. A summary of engagement in each year of SEMP implementation will be summarized in the annual SEMP implementation report in the format presented in Table 4. Additional information on reporting is presented in Section 12.2.

TABLE 4 ENGAGEMENT RECORD TEMPLATE

Organization	Date	Method of Communication	Topic	Issues/ Comments	Response by Cedar	Outstanding Issues and Process for Resolving	Other Notes

12.0 Monitoring and Reporting

12.1 Monitoring

Cedar will conduct monitoring to track and evaluate SEMP objectives and expected outcomes. This monitoring will allow Cedar to:

- Collect and track information on SEMP implementation progress and on key monitoring indicators
- Identify unexpected socioeconomic effects
- Provide Cedar and the SEMP reviewers with adequate information to act on recommendations and service provision planning
- Facilitate engagement with local governments, provincial agencies and Indigenous Nations
- Identify the need to trigger the adaptive management process (Section 13.0)

12.1.1 Monitoring Indicators and Analysis

Key monitoring indicators will be used to track and measure the implementation and effectiveness of mitigation measures from the Application. Reporting indicators include data that will be collected monthly or quarterly from internal and external Project sources, including through Cedar contractors and the Community Feedback Tool. A consolidated list of SEMP mitigation and monitoring indicators is provided in **Appendix D**, including sources of information and responsible parties.

12.1.2 Monitoring Frequency

Internal monitoring metrics (Cedar and contractors' data) will be monitored monthly or quarterly, as determined by the Cedar human resources and procurement teams, and reported annually. External metrics will be collected annually.

12.2 Reporting

Cedar will produce an annual SEMP implementation report. Annual reporting will be used by Cedar to inform the EAO and SEMP reviewers about the effectiveness of mitigation as well as the status of implementation of the SEMP over the previous year. The annual report will summarize:

- Project updates
- Reporting indicators
- SEMP implementation engagement and
- Mitigation effectiveness
- Adjustments or changes made to mitigation or enhancement measures during implementation

Annual reports will be submitted to the EAO and SEMP reviewers and will be made publicly available on the Project's website. The first report will be made available one year after the start of construction and

will continue for the first five years of operations.

The annual reports will include employment reporting pertaining to the Project labour force, in the areas identified in Condition 14 of EAC #E23-01. The proposed reporting indicators are described in **Appendix C**.

13.0 Adaptive Management

Adaptive management is defined as “a systematic process for continually improving management policies and practices by learning from the outcomes of operational programs” (Government of British Columbia, n.d.). Adaptive management is a cycle in which the effectiveness of mitigation measures outlined in the SEMP is evaluated based on monitoring results, and adjusted if needed, to achieve desired outcomes and purposes of the SEMP. Adaptive management also addresses uncertainty related to the possible occurrence of unexpected effects.

Cedar will go through the adaptive management process on an annual basis as part of the annual reporting. The adaptive management cycle has six stages:

- Assess
- Design
- Implement
- Monitor
- Evaluate
- Adjust

Cedar’s adaptive management process is detailed in Table 5 and implementation of the process will be the responsibility of Cedar’s Environmental Assessment Lead.

TABLE 5 ADAPTIVE MANAGEMENT PROCESS

Adaptive Management Stage	Description*	Cedar’s Activities
Assess	<ul style="list-style-type: none"> • Define management problem • Identify measurable objectives and key uncertainties 	<p>The problem has been identified and assessed in the Application. In Section 7.8 Employment and Economy, Section 7.9 Land and Resource Use (labour force related effects) and Section 7.11 Infrastructure and Services of the Application. Effects to employment and economy have been assessed as positive, and moderate in magnitude. With the implementation of mitigation and enhancement measures, the Project would create positive effects on regional employment and business activity.</p> <p>With the implementation of mitigation and enhancement measures, including the use of existing work camp and the implementation of Project specific management plans (Health and Medical Service Management plan, Accident, Malfunction, and Communication Plan, SEMP), adverse residual effects on infrastructure and services are predicted as low to moderate in magnitude. The presence of out-of-region workers is not predicted to result in an exceedance of available capacity or a decrease in the quality of services provided in the local communities.</p>

Adaptative Management Stage	Description*	Cedar's Activities
Design	<ul style="list-style-type: none"> Design plan(s) to achieve objectives, evaluate outcomes and reduce key uncertainties and assess results compared to predicted outcomes 	Cedar has established a SEMP that outlines mitigation and enhancement measures to manage effects that are directly attributable to the Project's workforce and has established communication strategies (e.g., Community Feedback Process) to gather on-going input from local communities.
Implement	<ul style="list-style-type: none"> Implement management action(s) (e.g., measures), Document implementation Identify deviations from plans 	<p>Cedar has designed and established measures indicated in Appendix C.</p> <p>Cedar has outlined roles and responsibilities for Cedar and contractors to implement, adhere to, and enforce the policies and procedures outlined in the SEMP (Sections 8.0 to 10.0).</p>
Monitor	<ul style="list-style-type: none"> Undertake monitoring to evaluate effectiveness of mitigation and enhancement measures. Assess changes and improvements to outcomes 	<p>Cedar has outlined a monitoring and reporting process in Section 12.0 of the SEMP.</p> <p>Cedar will analyze data and conduct a year-over-year analysis to determine trends in reporting indicators and effectiveness of mitigation and enhancement measures indicated in Appendix C.</p>
Evaluate	<ul style="list-style-type: none"> Assess monitoring results against predictions Investigate unexpected outcomes Identify learnings that will reduce uncertainty in management strategies 	<p>Cedar will evaluate indicators identified in Appendix D against thresholds and targets and compare results to predicted effects. For changes in regional employment, regional business, regional economy, infrastructure and services and accommodation availability that are different than predicted effects (described in the Application and summarized in Appendix D), Cedar will seek to determine the cause of these outcomes, which includes identifying learnings in data collection techniques and/or in implementation of mitigation measures. The SEMP monitoring framework includes collecting information from various sources, including qualitative feedback collected through the Community Feedback Process.</p>
Adjust	<ul style="list-style-type: none"> Modify established management practices (e.g., measures) to better achieve objectives Refine monitoring to improve future evaluations 	<p>If deviations from expected impacts, as described in the Application, are identified through the monitoring activities described in Section 12.1 then Cedar will make adjustments to measures, including proactive (midstream) policies and procedures and changes to service provisions. Information collected through the Community Feedback Process and other engagement methods described in Section 11.1 will inform suggested changes to measures, additional measures, and thresholds to be considered. Cedar will review and assess all feedback received and evaluate adjustment to measures by analyzing feasibility, cost, acceptability, and effectiveness of the measures to be implemented. Following implementation of the changes to the measures or additional measures, Cedar will continue to monitor as described in Section 12.1 to determine whether the adapted mitigation measures are achieving the expected impacts described in the Application.</p> <p>For example, if Cedar's monitoring showed that contracts were not being awarded to local or Indigenous contractors, Cedar's</p>

Adaptative Management Stage	Description*	Cedar's Activities
		<p>Indigenous Engagement Lead or Supply Chain Management Contract Owner would review the procurement packages to identify potential ways to make the scopes of work more suitable for local contractors and meet with Indigenous Nations</p> <p>As another example, if Cedar were to receive complaints regarding Cedar-affiliated personnel violating the recreation policy, Cedar's Supply Chain Management Contract Owner or Construction Manager would meet with contractors to remind them that adherence to the SEMP is a requirement of their contract. Toolbox talks could also focus on the requirements of Cedar's management plans. If specific individuals were identified, they could be required to retake the management plan training.</p> <p>Through lessons learned that were identified in the evaluation stage regarding data collection techniques and implementation of mitigation measures, Cedar will adjust techniques to improve future evaluations.</p>
*Source: Government of British Columbia n.d.		

14.0 References

- BC Environmental Assessment Office (BC EAO). 2023. Schedule A Certified Project Description for the Cedar LNG Project: Environmental Assessment Certificate #E23-01. Available at: https://projects.eao.gov.bc.ca/api/public/document/61fd80e6160acc002280a94f/download/Cedar_EAC_App_0-C_Certified_PD.pdf. Accessed September 2023.
- Cedar. 2022. Project Overview. Available at: https://projects.eao.gov.bc.ca/api/public/document/61fd7c4a355a66002224da6b/download/Cedar_LNG_EAC_01_to_06_Intro_Sections.pdf. Accessed September 2023.
- Civeo. n.d. Sitka Lodge. Available at: [Accommodations At Sitka Lodge, BC | Civeo Corporation](#). Accessed May 2024.
- Dexterra Group. 2023. Crossroads Lodge: Horizon North. Available at: <https://dexterra.com/lodge/crossroads-lodge/>. Accessed August 2023.
- EAC [Environmental Assessment Certificate] #E23-01 for the Cedar LNG Project. Schedule A. Certified Project Description. Available at: <https://projects.eao.gov.bc.ca/api/public/document/640facdb7a7e5a0022139df6/download/EAC%20%23E23-01%20-%20Cedar%20LNG%20-%20Schedule%20A%20%E2%80%93%20Project%20Description%20-%2020230313.pdf>. Accessed October 2023.
- Haisla Nation Council. n.d. Education & Employment. Cultural Awareness Training. Available at: 2019-03-06 Cultural Awareness Training (haisla.ca). Accessed August 2023.
- Government of British Columbia. n.d. Adaptive Management. Available at: <https://www2.gov.bc.ca/gov/content/environment/natural-resource-stewardship/land-based-investment/forests-for-tomorrow/adaptive-management>. Accessed September 2023.
- Government of Canada. n.d. Gender-based Violence Glossary. Available at: <https://www.canada.ca/en/women-gender-equality/gender-based-violence/gender-based-violence-glossary.html#G>

Appendix A

Table of Concordance

TABLE A.1 TABLE OF CONCORDANCE

Condition Requirement	Document Location Reference
Retain a Qualified Person to develop a plan to adaptively manage potential direct socioeconomic effects on services and infrastructure delivered by provincial agencies and local governments and affected Indigenous Nations.	<ul style="list-style-type: none"> • Section 1.1 • Appendix B
The plan must be developed in consultation with Northern Health, the Ministry of Municipal Affairs, the City of Terrace, the District of Kitimat, the Regional District of Kitimat-Stikine and Indigenous Nations.	<ul style="list-style-type: none"> • Section 4.0
The Holder must provide no less than 30 days for parties to provide views on the plan, as per Condition 4.1(a)(iii)(A) of the EAC. Following development, the Holder must provide the plan to the EAO for approval a minimum of 60 days prior to the planned commencement of Construction.	<ul style="list-style-type: none"> • Section 7.1 • Section 5.0
<p>The plan must include:</p> <ul style="list-style-type: none"> a) Hiring and training measures that: <ul style="list-style-type: none"> i. Prioritize Regional hiring and procurement ii. Provide on the job training and apprenticeship iii. Work with Regional employment agencies and economic development organizations to assist in planning for increased demand for Construction and Operations workers iv. Identify potential shortages of workers with specific skill requirements and training, and work with Regional agencies to increase opportunities for Indigenous and Regional community members to obtain training required for Project participation v. Ensure the Holder and its contractors will adopt and implement policies and practices for providing opportunities to Regional businesses and contractors 	<ul style="list-style-type: none"> • Section 8.0 • Section 9.0
<p>The plan must include:</p> <ul style="list-style-type: none"> b) Development and implementation of an accommodation policy that includes: <ul style="list-style-type: none"> i. Measures to ensure that local accommodation for contractor personnel during Construction is exclusively within existing work camps or other temporary accommodations and does not include rental of local housing ii. Measures to minimize rental of local housing by direct employees of the Holder during Construction iii. Rationale for any employees of the Holder that are permitted to rent local housing and the expected duration of residence 	<ul style="list-style-type: none"> • Section 10.2
<ul style="list-style-type: none"> c) development and implementation of a program to restrict non-Local contractor workforce personnel from engaging in recreational hunting, fishing, ATV or snowmobile use during off-work hours 	<ul style="list-style-type: none"> • Section 10.4
<ul style="list-style-type: none"> d) the means by which the Holder will engage with potentially affected Indigenous Nations, local governments and provincial government infrastructure and service providers regarding Project activities and actions related to the implementation of mitigation measures 	<ul style="list-style-type: none"> • Section 11.0

<p>e) Annual employment reporting during Construction and the first five years of Operations. These reports will include information pertaining to the labour force, specifically:</p> <ul style="list-style-type: none"> i. The number of people working (direct and contracted) ii. Voluntarily provided identity factors, such as gender and ethnicity iii. The home location of workers iv. Accommodation of each worker (if non-Local) 	<ul style="list-style-type: none"> • Section 12.0 • Appendix D
<p>f) A description of policies and training being implemented pertaining to workplace code of ethics, cultural sensitivity, drug and alcohol use, respectful workplace, and workplace violence (including gender-based violence)</p>	<ul style="list-style-type: none"> • Section 10.0 • Section 10.1 • Section 10.6
<p>g) Gender equity and diversity employment measures and practices to be implemented during Construction and Operations</p>	<ul style="list-style-type: none"> • Section 10.5
<p>h) Identification of thresholds (based on the results of annual employment reporting, engagement with Indigenous Nations, local governments and provincial government agencies and feedback received through the Community Feedback Process) for further mitigation on topics, including but not limited to:</p> <ul style="list-style-type: none"> i. Impacts to health and medical services; and ii. Impacts to Local housing; and 	<ul style="list-style-type: none"> • Appendix D • Section 13.0
<p>i) measures for monitoring Project impacts to the topics identified by paragraph 14.2(e) in the regional assessment area as defined in section 7.11.4 of the Application.</p>	<ul style="list-style-type: none"> • Appendix D • Section 12.0
<p>The Holder must not implement the plan or commence Construction until the plan has been approved by the EAO, unless otherwise authorized by the EAO.</p>	<ul style="list-style-type: none"> • Section 5.0 • Section 7.1
<p>The plan, and any updates made pursuant to subsection 2.2 or paragraph 3.2(h), must be implemented throughout Construction, Operations and Decommissioning under the direction of a Qualified Person retained by the Holder and to the satisfaction of the EAO.</p>	<ul style="list-style-type: none"> • Section 5.0

Appendix B

Qualified Contributors

Author: Vilma Gayoso-Haro

Qualifications: Vilma Gayoso-Haro has a Master of Science in Economics from University College London, UK. Vilma is a Principal with Stantec with over 20 years of experience in socioeconomic analysis, business advisory and environmental assessments in Canada and internationally. Vilma has led and participated in numerous environmental assessments for major mines, LNG pipelines and terminals, hydroelectric development and transmission lines under the British Columbia's *Environmental Assessment Act* and Canada's *Impact Assessment Act*. She has led economic, social, land use, and Indigenous interest components of baseline studies, impact assessments, and socioeconomic management plans and monitoring programs. She has also conducted third-party reviews, due diligence, and social risk assessments for major projects. Vilma has thorough knowledge of the federal, British Columbia, and Yukon environmental impact assessment processes and associated regulations and works according to best international practices including the World Bank Equator Principles, the International Finance Corporation Performance Standards, and the United Nations Development Program Social and Environmental Standards.

Reviewer: Robert Federico

Qualifications: Robert is a Principal who has been with Stantec for over 28 years managing numerous environmental studies including impact assessments and other approval applications and management plans. Robert is a member of Stantec's national leadership committee for environmental assessment practice and procedures and acts as senior advisor for major Stantec assessments. He has participated in major environmental assessments and regulatory reviews (federal and provincial) as a senior reviewer/advisor for such projects as: offshore oil and gas exploration, mining, wind power, highway development and quarries.

Appendix C

Monthly Construction Schedule

A monthly construction schedule is displayed in Figure C.1. This construction schedule is subject to changes as construction advances.

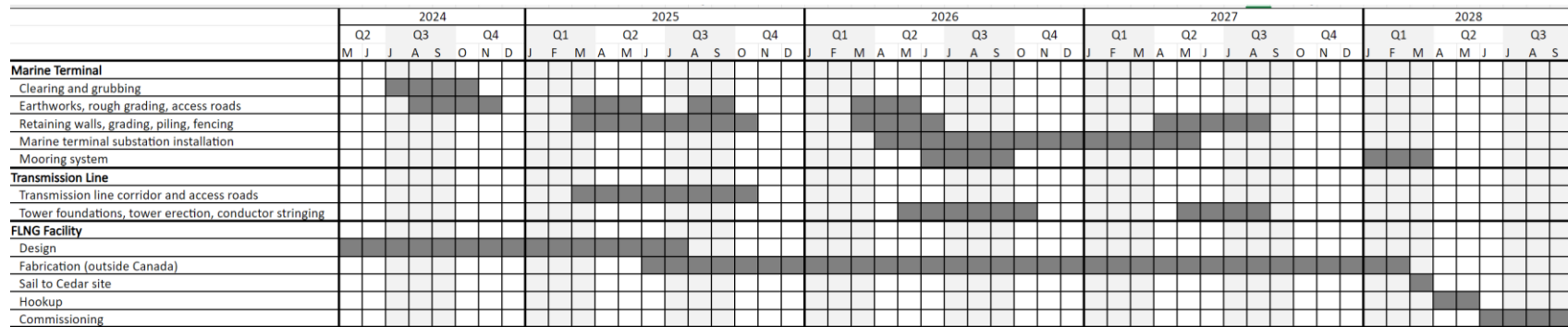


FIGURE C.1 PROJECT MONTHLY CONSTRUCTION SCHEDULE

Appendix D

Mitigation Measures and Implementation Monitoring Table

This appendix provides a consolidated list of SEMP mitigation and monitoring elements to address potential effects identified in the Application related to the Project's workforce. Table D.1 provides a comprehensive list of SEMP mitigation, monitoring indicators, indicators thresholds or targets, sources of information and parties responsible for providing information.

Baseline conditions and predicted Project-related effects applicable to the SEMP were identified, described, and assessed in Section 7.8 Employment and Economy and Section 7.11 Infrastructure and Services of the Application ([EPIC \(gov.bc.ca\)](https://www2.gov.bc.ca)). As part of the EA process, the Application also identified mitigation and enhancement measures to avoid, reduce or control potential adverse effects or enhance potential positive effects. A summary of predicted Project-related residual effects identified in the Application are summarized below.

Change in Regional Employment

As indicated in Section 7.8 of the Application, with the implementation of mitigation and enhancement measures, the Project is expected to result in positive effects with regional gains in employment and labour income that are moderate in magnitude given the Project workforce estimates, existing regional conditions and the 10-year labour market outlook of the North Coast and Nechako Economic Region (9,900 jobs [not including the Project] are anticipated to be added to the region by 2029). Effects extend beyond the RAA (insufficient labour supply exists to fully satisfy the Project's demand for labour) and are short-term in duration during construction and decommissioning and medium-term during operation. Positive effects are reversible following the completion of each phase (construction, operation, and decommissioning). Effects occur continuously throughout each phase of the Project. Positive effects are disproportionately distributed with non-Indigenous males anticipated to realize a disproportionate proportion of project employment (based on existing labour force and educational conditions).

Change in Regional Business

As indicated in Section 7.8 of the EAC Application, with the implementation of mitigation and enhancement measures and in consideration of current and anticipated economic conditions, the Project's residual effects on regional business are expected to be positive in direction and moderate in magnitude. Effects extend beyond the RAA (specialized goods, materials and services will likely be sourced from outside the RAA) and occur over the short-term during construction and decommissioning and medium-term during operation. Positive effects are reversible following the completion of each phase (construction, operation, and decommissioning). Effects occur continuously throughout each phase. Positive effects are disproportionately distributed with non-Indigenous businesses likely to realize a greater share of project contracting opportunities. Project residual adverse effects related to labour drawdown and increase labour costs are expected to be negligible at the LAA level.

Change in Regional Economy

With the implementation of mitigation and enhancement measures and in consideration of current and anticipated economic conditions, project residual effects on regional economy are expected to be positive in direction and moderate in magnitude. Adverse effects on the cost of living across the LAA are expected to be negligible in magnitude. Effects extend beyond the RAA (specialized goods, materials and services will likely be sourced from outside the RAA) and occur over the short-term during construction and decommissioning and medium-term during operation. Positive effects are reversible following the completion of each phase (construction, operation, and decommissioning). Effects occur continuously throughout each phase.

Change in Infrastructure and Services

As indicated in Section 7.11 in the EAC Application, with the application of mitigation and enhancement measures, including the use of existing work camps during project construction and the implementation of project-specific management plans, such as those for waste and an Emergency Management Plan that will require provision of onsite first aid and fire suppression equipment, the adverse residual effects on change in infrastructure and services are predicted to be low to moderate in magnitude, occur in the LAA over the short-term to medium-term, and continuous. Effects are likely to be reversed following operation and decommissioning.

Change in Accommodation Availability

As indicated in Section 7.11 in the Application, adverse residual effects on change in housing availability are predicted to be low to moderate in magnitude, short-term to medium-term, and continuous. Effects are likely to be reversed following operation and decommissioning. Measures implemented by Cedar to hire locally during construction and operation and to house non-locally resident project construction workers at existing work camps in the LAA will reduce the adverse effects of the Project on the availability of housing, and housing need in LAA communities.

Table D.1 presents a consolidated list of SEMP mitigation and enhancement measures to address potential socio-economic effects and related monitoring components, including proposed reporting indicators, thresholds or targets for each indicator, indicator baseline, sources of information and responsible parties.

TABLE D.1 MITIGATION MEASURES AND IMPLEMENTATION MONITORING TABLE

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
Potential Effect: Change in Regional Employment; Change in Regional Business, Change in Regional Economy							
1. Inform local residents and Indigenous Nations of job and procurement opportunities during all project phases. Develop work packages that consider the capacity and capabilities of local and regional businesses	Increase local content and enhance positive effects of the Project on local communities.	All phases	Number of Project workers <ul style="list-style-type: none"> • Direct workers • Contracted workers • Local Workers • Non-local workers Project workforce	No threshold or target identified	N/A	Employment Data Employment Records Procurements Data Work Packages Review	Cedar Contractors Indigenous Nations Training Institutions
2. Identify potential shortages of workers with specific skill requirements and training, and work with the Haisla employment department, local and regional Indigenous employment centers, local and regional training and education facilities, and communities to increase opportunities for Indigenous and local community members to	Enhance local benefits by working with stakeholders to understand and address gaps in skills and training needed to gain employment with the Project	All phases	identity factors, if provided <ul style="list-style-type: none"> • Gender • Ethnicity • Indigenous Nation membership Home Location of workers <ul style="list-style-type: none"> • Workers from the LAA 	No threshold or target identified	N/A	Engagement Records	

⁴ Thresholds refer to an assigned value that must not be exceeded and a target refers to a value or condition that Cedar aims to achieve.

⁵ In instances where the mitigation measure has been implemented based on the state of an existing condition (e.g., strained health care resources or accommodation availability), thresholds and targets will be accompanied with baseline information. Majority of the mitigation measures are not accompanied with baseline data as the key reporting indicators do not reflect a change in baseline conditions, rather are in place to measure the implementation of the measure. In these instances, the “baseline” condition will begin at zero and has been marked as not applicable (N/A).

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
obtain training required for project participation.			<ul style="list-style-type: none"> Workers from outside the LAA 				
3. Provide information to local and Indigenous employment agencies and economic development organizations to help them plan for increased demand for labour.	Provide employment agencies and economic development organizations with early information on project-influenced periods of increased labour demand	All phases	Value (or %) of contracts procured to: <ul style="list-style-type: none"> Indigenous Businesses LAA businesses Regional businesses Number of individuals who enrolled in training programs	No threshold or target identified	N/A		
4. Implement a Gender Equity and Diversity Policy that focuses on hiring Haisla Nation members, local and Indigenous persons, and women to increase Project employment among underrepresented populations.	Enhance local benefits among underrepresented populations by specifically targeting select populations and working to reduce employment barriers.	All phases	Gender Equity and Diversity Plan Implemented Workforce identity factors, if provided <ul style="list-style-type: none"> Gender Ethnicity Indigenous Nation membership 	No threshold or target identified	N/A	Employment Records Description of Policies and Training Implemented	Cedar Contractors
5. On-the-job training programs and apprenticeship opportunities will be made available.	Enhance local benefits by providing necessary occupational training to under-skilled and underexperienced workers.	All phases	Number of training programs provided Number of apprenticeship opportunities provided	No threshold or target identified	N/A	Education and Training Spending Data	Cedar Contractors
6. Workers (not inclusive of	Remove incentive for	All phases	% of workers (excluding	100% of	Section 7.8 of the	Employment	Cedar

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
summer students) 19 years and younger will be required to have completed high school or have an appropriate equivalency to work on the Project.	young people to leave school prematurely.		summer students) aged 19 and under with high school certificate or equivalent Number of workers (excluding summer students) 19 and under with no completed high school or equivalency	workers (not including summer students) 19 years and younger will be required to have completed high school or have an appropriate equivalency to work on the Project 0 workers 19-years and under (excluding summer students) with no completed high school or equivalency.	Application describes educational attainment. In 2016, 22.5% and 24.6% in the LAA and RAA respectively, received no certificate, diploma or degree compared to the provincial average of 15.5%.	Data/Records	Contractors
7. Engage with the Haisla Nation and Indigenous, local, and regional economic development departments and organizations to discuss procurement opportunities during all Project phases. Develop work packages that prioritize local and regional	Increase local content and enhance positive effects of the Project on local communities.	All phases	List of Indigenous, local and regional economic development departments and organizations engaged. Value (or %) of contracts procured to: <ul style="list-style-type: none">Indigenous Businesses	No threshold or target identified	N/A	Engagement Records Work Packages Review Procurements Data	Cedar Contractors

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
businesses			<ul style="list-style-type: none"> LAA businesses Regional businesses 				
8. Provide information to employment agencies and economic development organizations to help them plan for increased demand for labour	Provide employment agencies and economic development organizations with early information on project-influenced periods of increased labour demand.	All phases	Number of communications with employment agencies and economic development organizations	No threshold or target identified	N/A	Engagement Records	Cedar
9. Cedar will include Haisla businesses, and Indigenous, local, regional and businesses and contractors in its corporate database.	Enhance local benefits by increasing visibility to, and access to information on, local businesses and contractors.	All phases	Number Businesses in Corporate Database: <ul style="list-style-type: none"> Haisla Businesses Indigenous Businesses LAA Business Regional Business 	No threshold or target identified	N/A	Corporate database records	Cedar
10. Cedar will, and will require its contractor(s) to, adopt and implement policies and practices for providing opportunities to local businesses and contractors (or to provide a contractor's local involvement plan)	Enhance local benefits by making selection criteria of contracts transparent and accessible to local businesses.	All phases	Value (or %) of contracts procured to: <ul style="list-style-type: none"> Indigenous Businesses LAA businesses Regional businesses 	No threshold or target identified	N/A	Contractors Orientation Information Contractor Employment/Procurement Reports and Statistics	Cedar Contractors
11. Cedar will look for opportunities over the life of	Enhance long-term benefits of project	All phases	Value (or %) of contracts procured to: <ul style="list-style-type: none"> Indigenous Businesses LAA businesses Regional businesses 	No threshold or target	N/A	Contractors Orientation	Cedar Contractors

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
the Project to enable Haisla and Indigenous, local and regional businesses and contractors to have repeated or ongoing contracts.	spending by actively planning for the participation of local businesses and contractors in repeat and ongoing contracts.		<ul style="list-style-type: none"> Indigenous Businesses LAA businesses Regional businesses 	identified		Information Contractor Employment/Procurements Reports and Statistics	
12. Workers will be paid wages consistent with the Western Canadian labour market.	Reduces the possibility that the Project will contribute to wage inflation within the RAA.	All phases	Average Project wages compared to Western Canadian labour market	Workers will be paid wages consistent with the Western Canadian labour market.	Described in Section 7.8 of the Application, the projected mean Project-case direct wages/salaries are \$88,203 for construction and \$87,105 during operations. The mean employment income in the RAA is \$65,201	Employment Data	Cedar Contractors

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
Potential Effect: Change in Non-tenured Land Use associated to Project Workforce							
13. Enforce no hunting and fishing policies for non-resident personnel during off-time hours.	Implementation of policies lowers potential for workers to engage in hunting and fishing practices.	All phases	Recreation Policy Implemented Number of complaints recorded and addressed through the Community Feedback Process	Recreation Policy Implemented Every concern and or complaint received will be investigated	N/A	Internal Incident Reports and Statistics Community Feedback Process Statistics	Cedar Contractors
14. Prohibit recreational use of ATVs by employees onsite, on access roads, trails, and along rights-of-way	Implementation of policies lowers potential for workers to engage in off-hour ATV practices	All phases	Number of employees using recreational vehicles on site, on access roads, trails, and along rights-of-way Number of complaints recorded and addressed through the Community Feedback Process regarding use of recreational vehicles.	Target: 0 employees using recreational vehicles on site, on access roads, trails, and along rights-of-way Recreational use of ATV's by employees onsite, on access roads, trails and along rights-of-ways will be prohibited Every concern and or complaint	N/A	Internal Incident Reports and Statistics Community Feedback Process Statistics	Cedar Contractors

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
				received will be investigated			
Potential Effects: Change in Infrastructure and Services; Changes in Accommodation Availability							
15. Cedar will implement a Worker Code of Conduct and provide cultural awareness training for all workers that includes local and cross-cultural awareness	Implementing a Worker Code of Conduct and the delivery of cultural awareness training will assist in reducing adverse behaviours of workers in local communities and limit demand on local police and emergency services	Construction and Operation	% of workers completed code of conduct training % of workers completed cultural awareness training	100% of workers complete the conduct training 100% of workers complete the cultural awareness training	N/A	Internal Training Statistics Internal Employment Statistics	Cedar Contractors
16. Cedar will provide onsite first-aid stations, medical room(s) with beds and certified first-aid staff, and dedicated communications devices for requesting outside emergency aid, during construction in accordance with WorkSafeBC requirements. Project workers will use first aid services at lodges where available.	The use of onsite first aid services, will limit the demand on local health services, by addressing nonemergency medical issues at the Cedar site.	Construction and Operation	Health and Medical Service Plan Implemented Indicators, thresholds and targets are described in the Health and Medical Services Plan (PC21258-SA-PLN-00004)				
17. Security services and a security gate will be provided	Onsite security services will increase safety (reduce unauthorized	Construction and Operation	Security services and security gate provided	Security services and security gate	N/A	Inspection Monitoring Data	Cedar Contractors

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
at the Cedar site	access and crime) at the Cedar site, reducing the demand on police services in Kitimat.			provided			
18. Cedar will develop and implement a community feedback tool or process to receive and address community concerns and complaints	A community feedback tool will enable Cedar to respond to community concerns and if applicable, adapt mitigation measures to limit demand on local infrastructure and services.	All phases	Community Feedback Process Implemented Number of comments, concerns and complaints recorded and addressed through the Community Feedback Process	Community Feedback Process Implemented Every concern and or complaint received will be investigated	N/A	Community Feedback Process Statistics	Cedar
19. Cedar will use local workforce accommodation centers to reduce adverse effects on local infrastructure and services and local accommodation capacity.	Use of local accommodation centers to house non-local workers, will limit the demand on local services, as workers will use recreational facilities and health services at lodges.	Construction and Operation	Number of Workers in workforce accommodation Accommodation of non-local workforce (e.g., non-local workers who do not commute to the site)	100% of non-local workers (aside from managers and supervisors) will be accommodated in lodges or temporary accommodations	Section 7.11 of the Application provides baseline information on vacancy rates and rental markets. In 2020, Terrace had an average apartment vacancy rate of 4.4% with an average cost of \$793 for a one bed apartment and \$946 for a two-bedroom apartment. In	Accommodation Plan Review Internal Employment Statistics Camp Contractor(s) Statistics	Cedar Contractors Camp Contractor(s) (Lodge)

Mitigation and Enhancement Measure	Mechanism	Mitigation Timeframe	Key Reporting Indicator	Indicator Threshold /Target ⁴	Indicator Baseline ⁵	Information Source	Responsible Party and Input
					Kitimat, the average apartment vacancy rate was 24% in 2020 and the average price for a two-bed apartment was \$1,293.		
20. Cedar will implement a local hire and procurement policy during construction and operation and promote training opportunities where feasible	By hiring local employees and businesses, the Project will limit an increase in demand on local infrastructure and services from non-locally resident workers.	All Phases	Regional Hiring, Training and Procurement Strategy Implemented Same indicators as for mitigation measure 1.	No threshold or target identified	N/A	Employment and Procurement Data Internal Training Statistics	Cedar Contractors