

EA File: EA1415-01

May 27, 2016

Note to File

EA1415-01

Prairie Creek All Season Road, Canadian Zinc Corp.

To: Parties

Re: Third party facilitator for the technical session

The Review Board has retained Stratos Inc. to help facilitate the Prairie Creek All Season Road Project technical session from June 13th through 16th, 2016. Attached below are CVs for the two facilitators: Stefan Reinecke and Barb Sweazey.

If you have any questions please contact Sachi De Souza at sdesouza@reviewboard.ca or 867-766-7054.



Stefan Reinecke, M.A.Sc., P.Eng. (ON)

Technical Lead, Stratos Inc.

12 years of relevant experience

Professional Summary

Stefan Reinecke provides **strategic and management advice** to organizations in the resource sector on addressing environmental and socio-economic risks. Stefan is an accomplished project manager with specific expertise in **stakeholder mapping and engagement**, and both project-level and enterprise **risk management**. He possesses a deep knowledge of environmental and socio-economic issues in the Canadian mining and energy sectors as well those related to contaminated sites, particularly in the north. Trained as an **environmental engineer**, he **brings strong technical understanding** and analytical skills to his work and excels in projects involving both policy and technical content. For the past 10 years, Stefan has provided **policy, management and implementation support** to several federal departments including DFO, PWGSC, DFAIT, Environment Canada (FCSAP Secretariat), the Northern Affairs division of AANDC, and more recently GNWT. He has also worked extensively in the **mining and petroleum sector** with both industry associations (Mining Association of Canada, Canadian Association of Petroleum Producers, Prospectors and Developers Association of Canada) and individual companies. Stefan's facilitation experience includes risk management workshops (40+), training sessions, regional and community-level multi-stakeholder engagements for public sector and corporate clients working in the natural resource development or environmental context. Prior to joining Stratos in 2004, Stefan managed a variety of projects involving the **environmental assessment, remediation and human health risk assessment of contaminated sites**, including remote sites in First Nation communities in Northern Ontario and large industrial sites. He is a **professional engineer** in the province of Ontario.

Relevant Work Experience

2004 – present	Technical Lead (since 2014) Stratos Inc., Ottawa, ON
1999 – 2004	Environmental Engineer Franz Environmental, Ottawa ON

Relevant Education

1996 – 2000	Master of Applied Science, Civil Engineering (Environmental Option) University of Toronto, Toronto ON
1991 – 1996	Bachelor of Applied Science, Civil Engineering (Water Resources Option) University of Waterloo, Waterloo ON

Recent Sample Project Experience

- **Workshop Design and Co-Facilitation: Baker Lake Wellness Report and Implementation Plan**

Client: Agnico Eagle Mines (AEM)

Project duration: February 2016 - present

Stratos Inc. was retained by AEM to develop the Baker Lake Wellness Report and Implementation Plan, which is an annual requirement under the Inuit Impact and Benefit Agreement (IIBA) requirement for the Meadowbank Mine. The report focuses on the impacts of Meadowbank on the Inuit of Baker Lake, and the plan is for **actions to address those impacts**. Stefan is the project manager for this work, and **co-facilitator of three workshops in the community** to engage a range of local stakeholders involved in wellness work (from the regional Inuit association, Government of Nunavut, elders, and representatives from local organizations) on the **development and validation of the implementation plan**. Stefan also

supported the development of **workshop agendas**, including the **design of workshop exercises**, and co-authors all workshop reports which are distributed to the participants. *Outcomes:* Through community engagement, Stratos is aiming to building capacity in wellness program planning and coordination in the community and identifying the most appropriate role for AEM in supporting wellness initiatives.

- **Research, Framework Development and Report Writing: Good practices and considerations for public engagement on risk in mining-affected communities**

Client: Aboriginal Affairs and Northern Development Canada (AANDC) – Giant Mine Remediation Project (GMRP)

Project duration: April 2014 – March 2015

To help inform the GMRP's implementation of one of the measures identified in the environmental assessment for the project, Stratos undertook a study to **identify and characterize approaches to engaging communities on risks related to nearby mining operations**. A case study approach was used by **researching initiatives in three mining communities in Canada** (Sudbury Ontario, Flin Flon Manitoba, and Trail BC). This research was complemented by a **review of other guidance and recommendations** from the Chemical Industry Association of Canada, the Northern Orphaned and Abandoned Mines Initiative and Health Canada. Stefan developed the **analytical framework** for the research and **co-authored the report**. *Outcome:* The report provided considerations and implementation options for the GMRP, which were informed by successful multiparty (industry, community, government) initiatives and standards.

- **Risk Advisor, Workshop Design and Facilitation: Integrated Oceans Management (IOM) Annual Risk Workshops**

Client: Fisheries and Oceans Canada

Project duration: January – February 2015, October 2015 – March 2016

Stefan had the role of **Co-Facilitator and Risk Advisor** to assist the Department of Fisheries and Oceans (DFO) in developing their ecological risk management framework and in **planning and facilitating workshops** to discuss and validate the Ocean Program's risk approach with DFO practitioners. Stratos provided **pre-workshop planning** support, in-person **facilitation** support, instructional support in the delivery of the workshop, and prepared **highlights reports** of the workshop. Stefan **led the discussion on risk**, including presentation of a **comparative analysis of risk methodologies** and a proposed way forward on defining and assessing impact and likelihood to determine risk. *Outcomes:* The workshop allowed practitioners to come to a shared understanding of the proposed approach, to discuss inconsistencies in methodologies, and to work through the specific steps of the risk approach.

- **Mineral Resource Development Profile for West Kitikmeot, Qikiqtani and Kivalliq regions, Nunavut**

Client: Aboriginal Affairs and Northern Development Canada (AANDC)

Project duration: May – October 2012, January – June 2014, June – December 2014

Stratos worked with Aboriginal Affairs and Northern Development Canada, Natural Resources Canada and the Canadian Northern Economic Development Agency to pilot the development of a mineral resource development profile for the West Kitikmeot region in Nunavut. The profile included a characterization of the current state of play, **benefits, barriers and potential impacts associated with increased mineral resource development** in the region. The work included a review of the **Nunavut Land Claim Agreement** and the **current and emerging challenges** of the Nunavut **regulatory system**. Two additional profiles were subsequently developed for the Qikiqtani and Kivalliq regions. Stefan supported the research team for the West Kitikmeot profile, was the **project manager** for the Qikiqtani profile and was an advisor for the Kivalliq profile. *Outcomes:* The technical reports and briefing presentations developed by Stratos helped catalyze discussions among government departments and agencies about how to act on and strengthen the economic, social and environmental outcomes of resource development.

- **Technical Lead and Technical Report Writing: NWT Environmental Agreement Security Reviews**

Clients: Aboriginal Affairs and Northern Development Canada (AANDC) and GNWT

Project duration: October 2011 – March 2013 (AANDC), August – November 2014

Stratos worked with the Environment and Conservation Division, Aboriginal Affairs and Northern Development Canada (AANDC) to review financial securities under the **Environmental Agreements (EA) for two diamond mines in the Northwest Territories**. This work required a thorough understanding of **specific EAs** and other **regulatory authorizations** (water licenses and land leases) where security provisions existed, liaising with the Department of Justice to understand legal opinions, collaborating with technical experts that develop mine closure estimates and understanding mine closure plans. Stefan led the **technical aspects of the review**, including development of methodological elements, coordination with the technical advisor and interviews with technical government official (AANDC and GNWT). A second set of reviews was conducted in 2014 for the GNWT. *Outcomes:* Stratos developed a repeatable methodology, a detailed technical report and indicative cost estimates to inform the department's decision on the financial security it should hold to satisfy obligations in the EA.

- **Facilitator: Risk management Support for the Northern Contaminated Sites Program**

Client: AANDC Northern Contaminated Sites Program Branch

Project Duration: January 2007 – September 2009, January – March 2009, July 2009 – August 2010, and November 2011 – January 2012

For the past **ten years**, Stefan has been part of the Stratos team supporting AANDC with **the development and implementation of their project-level risk management framework**. In recent years Stefan has had the role of **project manager and risk workshop facilitator**. This has included managing the risk registers and facilitating workshops, especially for larger complex sites such as the Giant Mine Remediation Project, working with **complex technical information and engineering experts**. Stefan's role as a **facilitator** is to guide the group through a review of all priority risks and ensure consistent application of the risk criteria within and across projects. *Outcomes:* With Stratos' support the Northern Contaminated Sites Program has developed and implemented a consistent risk management approach across its contaminated site portfolio and used risk to inform decisions.

- **Lead Researcher and Author: Climate Change and Acid Rock Drainage – Risks for the Canadian Mining Sector**

Client: Mine Environment Neutral Drainage (MEND) program (secretariat at NRCan)

Project duration: July – September, 2011

Stratos Inc. was retained by the Mine Environment Neutral Drainage (MEND) program to conduct a general assessment of the **impacts of climate change on acid rock drainage (ARD) at Canadian mines**. Stefan was the project manager, **lead researcher** and **author of the report** – supported by John Brodie from Brodie Consulting Ltd who provided technical expertise. The report provided a risk-based analysis to determine areas of greatest vulnerability; net-present-value (NPV) calculations to determine **cost impacts** of different impact and mine size scenarios; and **implications for mine operators, for mining sectors regulators and for communities**. *Outcomes:* A greater awareness of the technical and policy implications for climate change impacts on active and closed mines through the dissemination of a public report to mining sector stakeholders in Canada. The results of the work were presented to the MEND committee and at the 2012 International Conference on Acid Rock Drainage.

- **Workshop Design and Facilitation: NWMO Community Dialogues on Site Selection Process**

Client: Nuclear Waste Management Organization (NWMO)

Project duration: May, 2008 – January 2009 and April, 2009 – January, 2010

Stratos designed a multi-party engagement and consultation process, based on a dialogue concept, to solicit input across four provinces on the process to selecting a "willing host community" for Canada's **high-level nuclear waste repository**. Stefan managed this project, had an active role in participant recruitment, **advised on process design, facilitated small group discussions, and prepared the dialogue reports** that were posted on the NWMO website. *Outcomes:* Regional dialogue sessions were held, bringing together a range of stakeholders (Aboriginal, business, academic, ENGO, municipal associations) who provided input on the NWMO's proposed process to select a site. The final process reflected stakeholder perspectives and wishes.



Barb Sweazey, BES CPF

Director, Organizational Effectiveness, Stratos Inc.

20+ years of relevant experience

Professional Summary

As the Director of Organizational Effectiveness at Stratos, Barb is responsible for managing all **human resources** issues for the company, including **performance reviews, resource planning, career development and internal capacity building**. In addition to these corporate responsibilities, Barb has extensive experience in **planning, designing, facilitating and reporting on workshops, meetings and conferences**. Barb has a vast history of multi-stakeholder design and facilitation, where she works closely with clients to understand the **specific needs and challenges** of an organization and their stakeholders, in order to design and facilitate sessions to effectively and efficiently reach desired goals. She also creates workshop designs that take into account situations of **conflict and/or multiple perspectives**. Barb moves easily from **strategic planning** and **visioning exercises**, to information gathering and discussions, **problem-solving** and decision-making, through to **team building** and **work planning** activities. She is a **Certified Professional Facilitator** (CPF) with the International Association of Facilitators. She is also a certified **Instructional Designer/ Developer** with Langevin Learning Services, and a seasoned trainer. Barb is an accomplished **project manager** at Stratos with particular expertise in sustainable development, corporate sustainability, human rights and environmental management systems. Through her 18 years of consulting, Barb has worked on a range of **Northern projects**, primarily in the Northwest.

Relevant Work Experience

2012 – Present	Director, Organizational Effectiveness, Stratos Inc.
2004 – 2012	Manager, Stratos Inc.
2002 – 2003	Manager, Regulatory Affairs, Environment Canada
1999 – 2002	Environmental policy and management consulting (sole proprietorship)
1994 – 1998	Co-Founder and Director of Viridis Environmental Inc.

Relevant Education and Certifications

2010 (re-cert 2014)	Certified Professional Facilitator (CPF), International Association of Facilitators
2010	Instructional Designer / Developer, Langevin Learning Services
1989 – 1994	Bachelor of Environmental Studies, Honours Environmental and Resource Studies , University of Waterloo, Waterloo, Ontario

Recent Sample Project Experience

- **Workshop Design, Facilitation, and Team Building: Team Building Workshop for the Mackenzie Valley Land and Water Board (MVLWB)**

Client: Mackenzie Valley Land and Water Board (MVLWB)

Project duration: April - May, 2016

Barb **designed and facilitated** a full-day team building **workshop** for the MVLWB. MVLWB as an organization had recently experienced many changes both externally and internally and was experiencing challenges in maintaining a positive team work culture. Barb worked with a small steering committee to understand the **purpose of the workshop** and the likely **risks and challenges** that could be encountered. Barb then developed the **workshop materials**, including an **agenda, exercises** and

job aids. She delivered the one day training to a team of approximately 15 staff members. *Outcomes:* As a result of this workshop, the participants learned about their own communication and thinking styles and that of their team, and gained skills to both understand and navigate situations of conflict and tension.

- **Workshop Planning and Design: Exploratory Forum on the Land Use Planning Policy Framework**

Client: Government of Northwest Territories (GNWT), Department of Lands

Project duration: December, 2014 – March, 2015

Barb acted as Project Director and the expert advisor on **designing the facilitation approach** for the GNWT Department of Lands' Exploratory Forum on the Department's Land Use Planning Policy Framework (LUPPF). Barb provided oversight as the Stratos team **planned, designed, facilitated and reported** on the forum, including development of **forum objectives**, preparation of the **agenda** and **workshop materials**, and outreach to potential forum participants to confirm attendance and gain input on the forum. *Outcomes:* The input received from the participants that attended the Forum will be used by the Department of Lands to inform the shape and scope of the LUPPF.

- **Strategic Planning, Workshop Design, Facilitation and Reporting: Strategic Planning Workshop for the International Joint Commission (IJC)**

Client: International Joint Commission (IJC)

Project duration: January – March, 2014

Barb **designed and facilitated** a two-day **strategic planning** session for the International Joint Commission. This was the first time the strategic planning conversation had occurred since 1998. Barb worked with a small steering committee to understand the **purpose of the meeting** and the likely **risks and challenges** that could be encountered. Barb then developed the **workshop materials**, including an **agenda**, exercises and worksheets, as well as a **process "deck"** to guide the conversation. Barb prepared the workshop report following this session, providing the building blocks for the first full iteration of the IJC's next strategic plan. *Outcomes:* As a result of this workshop, the participants sharpened their focus as an organization, crafted a refreshed vision for the Commission, and identified strategic priorities for the organization going forward

- **Workshop Design, Facilitation and Reporting: Canadian Energy Strategy Stakeholder Dialogue**

Client: Alberta Energy

Project duration: April – July, 2013

Barb assisted in the **design and facilitation of a multi-stakeholder** dialogue on the themes associated with the Canadian Energy Strategy, to identify common challenges and opportunities for improving Canada's approach to managing energy in the future. This dialogue was attended by more than 80 representatives: multiple levels of government, Aboriginal peoples, academia and NGOs. Barb **designed and delivered training for all breakout group facilitators**, in advance, to support the workshop design – which involved several small group discussions. Barb also provided guidance as the **workshop report** was prepared. *Outcomes:* This workshop and subsequent report included a comprehensive overview of the proceedings and outcomes that, in turn, was offered to the Council of Federation for consideration when advancing work on developing a Canadian Energy Strategy.

- **Workshop Design, Facilitation, and Project Management: Inter-Departmental Federal Lands Working Group CEAA 2012 Guidance**

Client: Environmental Programs, Transport Canada

Project duration: January – May, 2013

Barb was the **project manager** for the **development of a whole-of-government approach** to assessing the likelihood of projects on federal lands to cause significant adverse **environmental effects** under the Canadian Environmental Assessment Act (**CEAA 2012**). This included collecting and compiling research from a wide array of sources, including a legislative review, and **designing and supporting the facilitation of a full-day working session** with representatives from a **range of government departments and agencies**. *Outcomes:* This work has allowed for a Determination Approach guidance document to be drafted, and for all parties involved to improve their understanding and ownership of the approach.

- **Workshop Design, Facilitation and Reporting: Community Dialogues for the Mining Industry Human Resources Council (MiHR)**

Client: Mining Industry Human Resources Council (MiHR)

Project duration: May, 2012 – March, 2013

Barb **co-designed and co-facilitated** a series of eight community dialogues for the MiHR, designed to obtain a better understanding of the **mining human resources challenges** existing in different regions in Canada – including Canada's **northern regions**. The dialogues involved groups of 10 – 25 **multi-stakeholders**. Barb helped with the design of **appropriate discussion questions** for the keypad technology used in these events, as well as led the design of the **interactive case studies and scenarios** used to inform the input received from the dialogues. Barb also **provided feedback and review on the dialogues' final report**. *Outcomes:* As a result of these dialogues, MiHR was better positioned to inform its organizational strategic and work planning processes, in order to be responsive to the human resource needs of the **mining** industry.

- **Workshop Design, Facilitation and Reporting: Multi-stakeholder Workshops on First Nations' Internet Connectivity**

Client: Innovation and Major Policy Transformation Directorate, AANDC

Project duration: September, 2011 – May, 2012

Barb **designed, facilitated and provided reporting** oversight for two multi-stakeholder workshops, designed to discuss key challenges related to bringing internet connectivity to **First Nations, remote and northern communities** across Canada. AANDC hosted the workshops, with participation from government, Aboriginal organizations, and the telecommunication industries (~40-50 participants per workshop). *Outcomes:* The workshop reports provided comprehensive overviews of workshop proceedings and outcomes and discussions, which will inform decisions and investments in internet connectivity public/private partnerships in the future.

- **Lead Instructional Designer, Education, Workshop Design, Facilitation and Reporting: AANDC NCSP Orientation Training Program**

Client: Northern Contaminated Sites Program, AANDC

Project duration: June, 2009 – August, 2010

Barb led regional/HQ collaboration to **design and develop a comprehensive orientation training program** for the Northern Contaminated Sites Program (NCSP). These **communications and learning materials** specifically targeted the efficient and effective **onboarding** of new staff, creating opportunities for learning, and **enhancing knowledge transfer** from employees with a deep knowledge of the Program to new employees. Barb **facilitated cross-country team meetings** to seek input on the design and development of the training course materials. She also designed and developed the **learning and usage materials** including the development of the Orientation manual, Buddy System, and the Shadow & Exchange. *Outcomes:* This work has supported the implementation and functioning of the NCSP and its management systems for new staff.