

Independent Environmental Monitoring Agency



Communications Plan – Background Paper

April 2011



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BACKGROUND

The Independent Environmental Monitoring Agency (the Agency) was established in January 1997 under the *Environmental Agreement* for the Ekati diamond mine. This is a document negotiated to ensure that BHP Billiton (BHPB) and the governments of Canada and the Northwest Territories (NWT) respect and protect the land, water, wildlife and land-based way of life essential to the Aboriginal Peoples of the area.

The Agency was incorporated as a non-profit society under the *Societies Act* of the Northwest Territories in February 1997. Society members include the three Parties to the *Environmental Agreement*: BHPB, Government of Canada, and Government of the NWT, who jointly appoint three of the Directors. As well, it includes the four Aboriginal groups whose traditional territory includes the Ekati area: Tłı̨chǫ Government (formerly referred to as Dogrib Treaty 11 Council), Akaitcho Treaty 8 (specifically Yellowknives Dene First Nation and Łutsël K'e Dene First Nation), Kitikmeot Inuit Association and North Slave Métis Alliance, each of whom appoints one Director.

The Agency's communications responsibilities and initiatives over the years have been based on the *Environmental Agreement* and ongoing feedback from Society members and others. Although drafts were prepared in the late 1990s, a formal communications plan has never been developed.

Development of a Communications Plan will assist the Agency in reaching target audiences through a variety of media. The Agency was created at the request of Aboriginal peoples and the general public. It is important that information about environmental management at Ekati is available to these groups so they can ask questions, voice concerns and see that the Agency is carrying out its tasks appropriately.

AGENCY COMMUNICATIONS RESPONSIBILITIES

There are several main documents which establish communications responsibilities and protocols for the Agency.

Environmental Agreement

In the *Environmental Agreement* for the BHP Billiton Ekati Diamond Project (January 1997), the Agency is established and details are provided on its mandate.

4.2 Mandate

The mandate of the Monitoring Agency shall be, in respect of the Project:



- (a) *to provide an integrated approach to achieve the purposes in Article I;*
- (b) *to serve as a public watchdog of the regulatory process and the implementation of this Agreement;*
- (c) *to compile and analyze available relevant Environmental Quality data, in order to review, report, or make recommendations concerning:*
 - (i) *the environmental effects monitoring program respecting short-term, long-term and cumulative impacts, carried out by BHP pursuant to this Agreement;*
 - (ii) *government compliance monitoring reports and BHP self-assessment reports pursuant to Regulatory Instruments and this Agreement;*
 - (iii) *Environmental Plans and Programs;*
 - (iv) *Annual Reports and Environmental Impact Reports;*
 - (v) *monitoring, regulatory and related management programs and activities of Canada and the GNWT;*
 - (vi) *the integration of traditional knowledge and experience of the Aboriginal Peoples into Environmental Plans and Programs;*
- (d) *to participate as an intervenor in regulatory and other legal processes respecting environmental matters;*
- (e) *to provide an accessible and public repository of environmental data, studies and reports relevant to the Monitoring Agency's responsibilities;*
- (f) *to provide programs for the effective dissemination of information to the Aboriginal Peoples and the general public on matters pertaining to the Monitoring Agency's mandate;*
- (g) *to provide an effective means to bring to BHP and governments the concerns of Aboriginal Peoples and the general public about the Project and the monitoring and regulation of the Project; and*
- (h) *to participate as an intervenor, as appropriate, in the dispute resolution process under this Agreement.*

Also,

4.5 Reporting and Accountability

- (a) *The Monitoring Agency shall report annually and, as appropriate, shall submit other reports on its findings and recommendations to BHP, the Minister and the GNWT. All reports of the Monitoring Agency shall be available to the Aboriginal Peoples and the general public.*



- (b) *Each of Canada, the GNWT and/or BHP, as the case may be, shall:*
- (i) give full and serious consideration to the reports and recommendations of the Monitoring Agency;*
 - (ii) implement those recommendations of the Monitoring Agency that it or they consider appropriate; and*
 - (iii) respond to the Monitoring Agency with its or their written reasons for not accepting the recommendations that are not deemed appropriate.*

Agency Society Bylaws

The Agency application for registration under the NWT *Societies Act* (February 1997) lists the objects of the Society as in Section 4.2 of the *Environmental Agreement*, and also adds:

2. The Objects of the Society are:

- (a) *to provide an integrated approach to achieve the following purposes of the Environmental Agreement, as defined in the Bylaws under section 1.1 (ii):*
- i) to respect and protect land, water and wildlife and the land-based economy, essential to the way of life and well-being of the Aboriginal Peoples, as defined in the Bylaws under section 1.1 (v);*
 - ii) to facilitate the use of holistic and ecosystem-based approaches for the monitoring, management and regulation of the Project;*
 - iii) to provide advice to BHP to assist BHP in managing the Project consistent with these purposes;*
 - iv) to maximize the effectiveness and co-ordination of environmental monitoring and regulation of the Project;*
 - v) to facilitate effective participation of the Aboriginal Peoples and the general public in the achievement of the above purposes.*

In addition, the associated bylaws specify that:

- 7.1 *The Annual General Meeting of the Members of the Society shall be held on a date, at a time, and in a place to be determined by the Board of Directors. Notice of the meeting shall be sent to all Members at least thirty (30) days prior to the meeting.*
- 7.2 *Special meetings of the Society may be called at any time by the Chairperson of the Board of Directors or upon the request of any four (4) Members of the Society. Written notice of special meetings shall be given at least seven (7) days prior to the meeting, and shall specify the purpose of the meeting.*
- 12.1 *The minutes of the Society may be inspected by any Member of the Society at the Annual General Meeting, or at the Head Office of the Society at any time*



during normal business hours. Directors of the Society shall at all times have reasonable access to such books and records.

Inter-Agency Coordinating Team (IACT) Terms of Reference

IACT was established in 1997 and consists of the Agency, BHPB and a group of government regulators including INAC, GNWT-ENR, Department of Fisheries and Oceans, Environment Canada, and Natural Resources Canada. IACT members work together to share information related to the environmental management of the Ekati diamond mine, and conduct a site visit to Ekati every year. Objectives of the group as described in the Terms of Reference are:

- 1. To develop and maintain an open and clear communication among the different agencies involved in the Ekati Diamond Project.*
- 2. To assist in the planning and coordination of products required as stated in the BHP Environmental Agreement.*
- 3. To coordinate and facilitate deadlines and review processes.*

INAC staff coordinate the activities of IACT and serve as the impartial Chair. Meetings are held monthly or as required, and highlights and action items are recorded (IEMA staff have generally taken responsibility for this task). Each IACT member is responsible for sharing outcomes with senior management within their organization.

2006 Resolution Agreement

Article 15 of the *Environmental Agreement* describes the dispute resolution process. In 2005 this process was initiated and a mediator was appointed. The resolution agreement signed on January 17, 2006 states that:

- 4.1 For the purposes of consistent planning and integrated implementation of the Environmental Agreement, the Participants agree to each appoint a senior officer equivalent to the signatories to this agreement. They shall meet semiannually at the following times, for the following purposes:*
 - (a) In the month of January, to provide the Participants with an opportunity to discuss methods of achieving IEMA's mandate in the current and upcoming year. The meeting shall include:*
 - a discussion of IEMA's current and proposed work plans and budgets;*
 - a presentation by BHPB on its Environmental Management programs and operational projections for the coming year;*
 - a presentation by IEMA on its findings, recommendations, reports and overview of the monitoring program costs; and*



- a reconciliation of the drawdown on the separate fund.

(b) In the month of May, to discuss the communications responsibilities that the Participants have under the Environmental Agreement. The meeting shall include:

- a presentation by each of BHPB and IEMA on the status of their responsibilities;
- Participants' plans to meet with communities;
- opportunities to coordinate Participants' engagement with communities; and
- review and discussion of the preliminary content in the IEMA Annual Report.

These semiannual discussions have since been referred to as *Environmental Agreement* implementation meetings.

Policies

The Agency has developed a number of policies and procedures which pertain to communications. These include:

Policy on Information Exchange, Communication and Coordination (January 1998)

This policy provides details on how information will be exchanged and activities coordinated between the Agency, BHPB and the various regulatory bodies of the governments of Canada and the NWT. It emphasizes that all reports, studies and other information related to the *Environmental Agreement* and the Agency's mandate will be provided to the Agency in a timely fashion, and that the Agency will maintain a public registry of Ekati-related correspondence.

Policy on Decision-Making Between Meetings (November 2007)

This policy is a guide to internal communications among Agency Directors and staff between official Board of Directors meetings. It recognizes that requests for information and comments may come on short notice, and it may not be possible for the discussion to wait until the next regular Board meeting. It includes procedures for incoming and outgoing correspondence, highlighting of significant matters or issues, setting of internal deadlines for responses, procedures when decisions are required, and the option to hold special board meetings or teleconferences. It also notes that where practicable, the Agency will attempt to circulate its responses and comments to Society members prior to deadlines.

Policy on Consultation with Communities (April 2008)

This policy is related to financial considerations, in particular those expenses incurred by communities which are eligible for reimbursement. It differentiates between workshops and meetings hosted by the Agency and community meetings or general information sessions where Agency Directors and staff have been invited to provide updates. This policy also importantly notes the budgetary restrictions and workload that



influence the number and type of direct-contact meetings the Agency can realistically have with communities.

“Excessive expenses for meetings take away from the ability of the Agency to fulfill other aspects of our mandate including communications with other communities, regulators and the company; and our independent technical review of key regulatory documents and reports.”

Agency Photo Use Agreement (December 2010)

This agreement is to be signed by anyone wishing to use an Agency photo, and reduces the risk of third party liability to the Agency if used for an unapproved purpose. It also allows the Agency to track the number of requests for photos and build a catalogue of other publications where Agency photos are used.

Policy on Access to Information (December 2010)

This policy covers requests for Agency materials from Society Members, public, and the media as well as Directors and staff. It recognizes the mandate of the Agency to provide a public repository of Ekati-related information and to disseminate that information wherever reasonable. The policy emphasizes that draft materials (not approved by the Board), personnel records, legal correspondence or opinions, internal communications (e.g. e-mails) and any other information designated as confidential by the Board of Directors will not be made available.

Peer Review Policy (January 2011)

This policy provides guidelines for Agency-commissioned peer reviews of reports and studies by independent technical experts. It includes informing Society Members when peer reviews are commissioned, requiring the reviewer to engage with relevant parties and attempt to resolve outstanding issues, and release of the completed review. The party that submitted the document may be provided an opportunity to respond to the final report before it is released.

EXTERNAL REVIEW RECOMMENDATIONS

Two independent external reviews of the Agency have been conducted since its establishment in 1997. These were commissioned to review the Agency’s roles and responsibilities under the *Environmental Agreement*, assess the Agency’s performance in meeting its mandate, evaluate Society members’ needs and perceptions of the Agency, and reflect and develop goals for future planning. Reviews and recommendations have consistently identified communications as a weaker area for the Agency than its technical reviews of documents and scientific expertise, and the Agency has undertaken a number of initiatives to address this issue.



External Review by Macleod Institute (March 2000)

A total of 29 interviews were conducted, including Society members as well as current and former Agency Directors and staff. This review was in the early years of the Agency's operations, and many of the recommendations related to internal management and further defining the Agency's roles and responsibilities. The principal recommendation related to communications was:

The Agency work collaboratively with Aboriginal communities and members of the public to identify simple and realistic tools and processes to meet its clients' communications and information needs in a realistic manner. Independence must not result in isolation from stakeholders.

Effective communications remain a challenge for the Agency. The necessary focus on technical reviews of documents typically results in highly technical comments written for highly technical audiences. These are distributed to all interested parties, but communities have expressed a clear preference for in-person explanation of information in plain English and/or translated into Aboriginal languages. The review emphasized two points.

"One is that the Agency is seen to be unable to distill any significant meaning for the communities from its monitoring and reviewing activities. The second is that personal contact is very important. A central dynamic expressed by respondents was that the Agency has not built a strong liaison function and relationship with communities."

The Agency's plain language version of the Annual Report (developed subsequent to this review) has been effective in addressing this recommendation, as have other initiatives such as distributing short summaries of Board meetings.

Some stakeholders had hoped that the Agency would be able to address the long-standing issue of integrating Traditional Knowledge (TK) into environmental management. The Agency has hosted TK workshops and consistently makes recommendations to the company on this matter. However, the *Environmental Agreement* is clear that it is the Agency's role to *facilitate* this integration, and that it is BHPB's responsibility to *design and implement* TK programs in consultation with Aboriginal groups.

External Review by SENES Consultants (March 2009)

The SENES Consultants review involved document reviews as well as 26 interviews conducted with officials or representatives of Society Members, government agencies, staff of the environmental monitoring agencies for the Diavik and Snap Lake diamond mines, and current and former Agency Directors and staff. Six recommendations were provided:



1. **Renew the preparation of an Agency newsletter similar to the “Ekati Monitor”.**

A newsletter could be distributed 2 to 3 times per year and include such things as:

- *purpose and focus of the Agency (to avoid confusion with EMAB and SLEMA)*
- *recent activities of the Agency*
- *upcoming activities (e.g., Board meeting, community visit, hearing)*
- *update on the status of recommendations made in an Annual Report*
- *specific questions that the Agency may be seeking input from communities on (e.g., traditional knowledge issues)*
- *resource library open to Society members and the public*

2. **Prepare a “Reporting Back to Communities” pamphlet following community visits.**

As was done previously, a brief tri-fold pamphlet could be prepared following each community visit and sent back to the community for distribution. Copies could also be sent electronically to the other Society Members and posted to the website.

3. **Organize more community meetings.**

The review team recognises that the primary limitation in accomplishing this recommendation is likely budgetary, but it is well known in the North that, where possible, face to face communication is always preferable to other forms. Being able to hold Board meetings in communities more than once a year would be an improvement.

4. **Prepare summary notes/highlights from Board of Directors’ meetings.**

The Agency’s website is an excellent resource for details of activities and meetings but it is likely not as accessible to community people as a focused summary document. Minutes from Board of Directors’ meetings could be summarised into a pamphlet that presents highlights. The pamphlet would be sent to Society members for distribution within the community.

5. **Where appropriate, make action-oriented, prescriptive recommendations in Annual Reports.**

Recommendations in annual reports should, to the greatest extent possible, put forward ideas for specific action or studies that the Agency feels should be carried out by BHPB or government. This applies equally to the company and governments.

6. **Follow-up on recommendations made in Annual Reports to ensure they have been, or are being, acted upon and report back to Society members.**



Agency tracking of action on recommendations made in Annual Reports would assist with company and government accountability. Moreover, if the Agency reports back to its Society members on outstanding recommendations it may help to better engage Aboriginal representatives in the environmental management issues.

Note that while no specific recommendation is made with respect to the integration of traditional knowledge into plans and programs relating to the Ekati Diamond Project, the review team feels improved community engagement through the communications recommendations and more action-oriented recommendations in Annual Reports will help to improve this.

Other suggestions included better advertising and promotion of the resource library in the Yellowknife office and improving the website (both of these tools are seen as definite assets, and the Agency is the only “one-stop shop” for Ekati-related materials from the time of the environmental assessment to the present); attempting to get Agency comments out to Society members well before regulatory deadlines (to assist them in preparing their own comments); and better addressing BHPB’s contribution to cumulative effects.

Recommendations By Society Members (1997-present)

Suggestions for improvement have been offered to the Agency by Society members since its creation, primarily at Annual General Meetings. Recommendations have consistently included:

- ***More community consultation***

The Agency was created in large part so that communities would have an understanding of the effects of the project, but there has typically been little Northern representation on the Board of Directors. Members thought that more Agency meetings should be held in communities, Directors should visit their appointing communities more often (perhaps quarterly), and in one year it was suggested the Chair could spend a portion of every year in Yellowknife specifically to conduct community outreach and liaison activities.

- ***More work on the integration of Traditional Knowledge (TK) into environmental monitoring and management programs at Ekati***

Suggestions ranged from the establishment of an elders’ committee or a TK advisory panel to work with the Agency, to the Agency offering more support for Aboriginal participation in the design and implementation of monitoring programs.

- ***More work on addressing cumulative effects of diamond mines on wildlife (especially caribou) and water***



The Agency should collaborate more with the Environmental Monitoring Advisory Board (EMAB) for the Diavik mine, to address similar issues on the Lac de Gras scale and to identify opportunities for joint initiatives such as TK camps.

- ***Issue of community capacity building and lack of adequate participant funding***

Communities have consistently asked the Agency to raise this issue, as it effectively prevents them from fully and meaningfully engaging in Ekati-related reviews and regulatory processes. Although the Agency is trusted to conduct thorough technical reviews, the Directors do not represent the organizations that appointed them. The Agency could promote capacity building by hosting more workshops on technical issues.

- ***Importance and effectiveness of annual environmental workshops***

By providing an opportunity for all interested parties to hear the results of monitoring programs and suggest changes for the following year, these workshops are one of the most successful consultation activities. BHPB now hosts these workshops only every three years in conjunction with the release of the Environmental Impact Report, and although the Agency hosts them in the other years it has consistently been noted that this should have remained a BHPB responsibility.

- ***More efforts to provide information in Aboriginal languages***

This could include translation of the Annual Report (or its highlights), use of community radio to advertise meetings and provide information, and the development of audio or video presentations. A variety of communications media is important, especially for elders who will likely not be checking e-mails or the Agency website.

- ***Agency comments should be distributed to Society members prior to comment deadlines***

This was noted as important particularly for Aboriginal organizations, to assist them in preparing their own comments and interventions.

- ***Summary notes and highlights of meetings should be distributed in a timely fashion***

This includes Board of Directors' meetings, as well as meetings of the IACT group (Aboriginal organizations do not participate in these meetings primarily due to lack of funding for travel and competing priorities).



Progress on Recommendations

As a result of the most recent external review, an increased emphasis has been placed on communications by enhancing the communications duties of the second Agency staff person. A number of other recommendations have also been implemented, including the preparation of a newsletter and summary brochures of community visits as well as distributing short summaries of Board of Directors' meetings. As well, additional monies were budgeted in 2010-11 for the development and implementation of a communications plan.

CURRENT STATUS

In developing a Communications Plan, there are a number of factors to take into consideration:

- Key Messages – what does the Agency wish to communicate about?
- Audiences – who does the Agency need to communicate with or to?
- Influences – which factors influence how the Agency will or can communicate?
- Objectives and Outcomes – what does the Agency hope to accomplish?
- Tools and Products – how does or will the Agency communicate?
- Policies – what are our internal procedures related to communications?

Currently a number of these elements are in place.

Key Messages

Slogan – “A public watchdog for environmental management at Ekati diamond mine”.

Key Messages:

- The Agency is a public watchdog for environmental management of the Ekati diamond mine.
- The Agency is independent of BHPB, governments and regulators.
- The Agency makes recommendations to BHPB, governments and regulators to best protect the environment at Ekati.
- The Agency strives to have a constructive relationship with BHPB, governments and regulators and to work together to best protect the environment at Ekati.
- The Agency is an important source of information for communities and the general public on environmental issues at Ekati.



- The Agency encourages input from communities and the public on environmental management at Ekati, and conveys input and concerns to BHPB, governments and regulators.

Audiences

- Society members
- Aboriginal organizations (e.g. Land and Environment Committees)
- Regulatory authorities and policy makers
- Internal (Directors and staff)
- Other diamond mine environmental monitoring agencies
- General public (e.g. media, academic organizations)

Influences

The Agency has never formally set out a list of factors which influence the way in which the Agency communicates. However, a number of factors have been referred to over time including:

- The Agency has a limited budget and human resource capacity. The Agency's mandate requires a balance between the review of technical documents and community consultation and engagement activities.
- Community and Aboriginal organizations are faced with numerous other priorities and a high workload.
- Many of the regulatory and other processes have short timelines for the preparation of comments. It is not always possible for the Agency to communicate its position on issues in time to provide assistance to other organizations preparing comments of their own.
- There is a wide variation among target audiences in terms of technical knowledge, English literacy skills (oral and written), and computer skills. Agency information needs to be provided in a wide variety of formats to meet the needs of these audiences.
- Ever-changing technology requires the Agency to continually evaluate the effectiveness of its communications methods.

Objectives and Outcomes

The Agency has never formally established a set of objectives and outcomes which it wishes to achieve through its communication activities.

Tools and Products

Communication tools and products used by the Agency involve all written, spoken and electronic interactions with audiences including but not limited to: periodic print



publications, online communications, meetings, conferences, media releases, legal documents, internal Board and staff communications, corporate identity materials such as the Agency logos and letterheads, annual reports, signage, and promotional materials.

The communication tools and products currently used by the Agency are:

- **Public registry and resource library** in the Yellowknife office of all Ekati-related materials such as:
 - Environmental assessment documents and transcripts
 - *Environmental Agreement*, Agency policies and bylaws
 - Annual reports, meeting materials, newsletters, and brochures
 - Incoming and outgoing correspondence
 - BHPB-produced reports, studies, management plans, maps, etc.
 - Government and regulator-produced reports and documents
 - Photos taken during site visits to the Ekati mine

- **Technical reports and reviews**
 - Interventions at public hearings and other legal/regulatory processes respecting Ekati environmental matters
 - Technical reviews of BHPB reports, studies and plans (e.g. Environmental Impact Report, Environmental Agreement and Water Licence Annual Report, environmental monitoring program reports, etc.)
 - Commissioning and release of independent peer reviews related to BHPB reports, studies and plans
 - Distribution of Agency comments to Society members in advance of deadlines, where possible, to allow groups to benefit from Agency expertise when preparing their own comments

- **Print and/or electronic publications**
 - Annual Report with recommendations published in technical and plain language versions as well as a summary brochure (wide distribution including brochures as unaddressed ad mail)
 - “Ekati Monitor” newsletter, published twice per year and including updates on Agency activities, contact information, and photos (distributed in hard copy to Society member communities, e-mailed to distribution list, available in office and on website)
 - Summary brochures after community visits, providing photos and details of topics discussed (distributed in hard copy to community, available in office and on website)
 - Summaries of discussion for Board of Directors’ meetings (full versions available in office and on website, short summaries distributed by e-mail to Society members)



- Presentations tailored to specific topics, forums and audiences (amounts of visuals vs. text and technical details vary depending on the type of information to be communicated, audience and presenter)
- An up to date master list of acronyms compiled from Annual Reports (available in office and on website)
- An up to date glossary of technical terms compiled from Annual Reports (available in office and on website)
- **Online/electronic communications**
 - A well maintained website with information on Ekati and Agency activities, correspondence and essential documents, biographies of staff and Directors, etc.
 - A web-based Ekati Timeline, a visual presentation of significant Ekati events (operations, regulatory and environmental) with documents, photos and links to additional information
 - An up to date distribution list for Agency correspondence
 - Responses to information requests from researchers, students and other members of the general public
 - Photos taken during site visits to the Ekati mine (available in office and on website)
- **Meetings**
 - Annual General Meeting with invitations to all Society members, government representatives, and regulatory agencies
 - Regular Board meetings held in Yellowknife
 - Regular correspondence and meetings with BHPB, Wek'èezhìi Land and Water Board (WLWB) staff and the INAC inspector for Ekati
 - Participation on the Inter-Agency Coordinating Team (IACT), including preparation of meeting summaries (posted on the website)
 - Participation in *Environmental Agreement* implementation meetings twice yearly (as specified in the 2006 Resolution Agreement)
 - Collaborative work with Environmental Monitoring Advisory Board (EMAB) and Snap Lake Environmental Monitoring Agency (SLEMA), e.g. on diamond mine wildlife monitoring program review
 - Ensuring that translation services for Aboriginal languages are available at all Agency-sponsored events
 - Providing copies of Annual Reports, brochures, and promotional materials at meetings
- **Community visits**
 - Community visits which typically involve meetings with environment staff and committees, meetings with leadership, presentations at local schools, and a public meeting with refreshments provided



- Special emphasis placed on reporting back to communities on actions taken on priority items, as well as following up on any requests for information
 - At least one Board meeting per year is held in a community other than Yellowknife
 - Director visits to communities (upon request) to provide updates on Agency activities and environmental issues at Ekati
 - Ensuring that translation services for Aboriginal languages are available at all Agency-sponsored events
 - Providing copies of Annual Reports, brochures, and promotional materials during community visits
- **Workshops and conferences**
 - Annual environmental workshops to discuss results of BHPB environmental monitoring programs and provide feedback for the upcoming year (hosted by BHPB every third year in conjunction with release of the Environmental Impact Report, and by the Agency in other years)
 - Attendance and presentations at conferences, workshops, and other organizations' events
 - Ensuring that translation services for Aboriginal languages are available at all Agency-sponsored events
 - Providing copies of Annual Reports, brochures, and promotional materials at workshops and conferences
- **Corporate identity materials**
 - Distinctive logos (wolverine image and paw prints) printed on all published materials, correspondence papers, and promotional items
 - Promotional items (caps, water bottles, mugs, pens, etc.) available in the office and distributed at community meetings and Agency-sponsored events
 - Agency poster in plain language detailing "Who We Are", "What We Do", and "The Key Issues" (displayed in large format in the office and in community buildings, as well as posted on the website)
 - Contact information (physical and mailing addresses, phone and fax numbers, and e-mail addresses) for the Yellowknife office and the Board of Directors, posted on the website and on all printed materials
- **Internal Board and staff communications** (e-mail and telephone)
 - **Other** (Christmas open house, hosted jointly with EMAB and SLEMA)

