# What Type of Lake Do We Want? Stakeholder Engagement in Planning for Beneficial End Uses of Pit Lakes

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# Experience with Consultation About Pit Lakes

- Why is it so difficult sometimes?

- What should be done to achieve engagement and consensus?

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# "The Usual Practice"

## What is Often Done

- Design, then consult
- Reluctance to "go outside" until there is sufficient confidence in the design
- Consultation focussed on *informing and explaining*
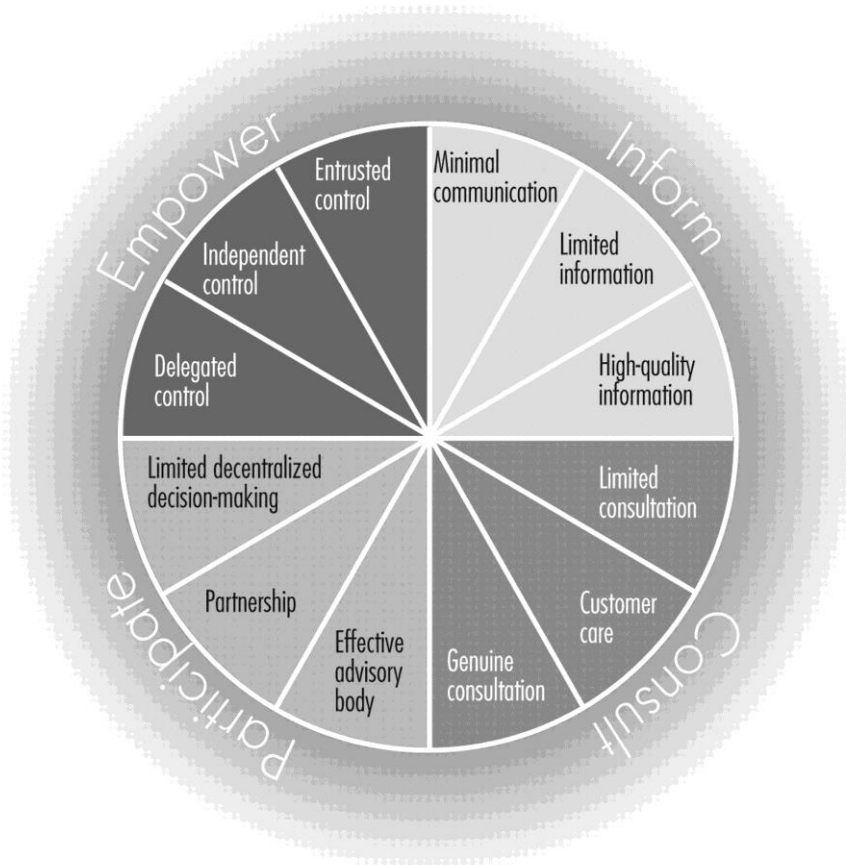
## The Result

- Resistance
- Frustration
- Low trust
- Permitting delays

*It doesn't matter how good your science and engineering is if there is no trust*

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## The Wheel of Engagement



- **Where is your program on the wheel?**

- **Will that achieve what is needed?**

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- Do you have enough qualified people to conduct the engagement program over the long term?

- Are the stakeholders willing and able?

  – Distrust and cynicism towards the company

  – Bad feelings among different stakeholders

  – Stakeholder fatigue

- Are the regulators limited by lack of clear policy regarding pit lakes? By lack of capacity?

- What can you put on the table? [Do your plans include consideration of leading-edge technology or are you limited to commercially proven?]

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## What is your goal?

- *" Give the public a meaningful voice in deciding the end use of the pit lake"*

- *" Build trust that the company will make the most socially and environmentally responsible decision"*

**These are two different goals and both have a legitimate place on the wheel of engagement.**

**Just be sure that you are open about the goals**

# Understanding the COI

- History, values, aspirations
- Use tools such as stakeholder mapping, formal community surveys, interviews, reviews of community history
- Employees resident in the community are a valuable reservoir of knowledge

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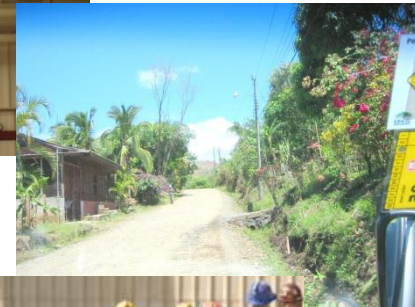
# Identify Key Stakeholders

**Who to Invite to the Table?**

- "High-impact, High-influence" (have direct effect on company decisions; can affect or change opinions)

- "Gatekeepers" (people who have access to and are engaged with other members of the community)

- "Dissenting" or marginalized community members

- Specific interest or expertise

**What are some examples from your COI?**







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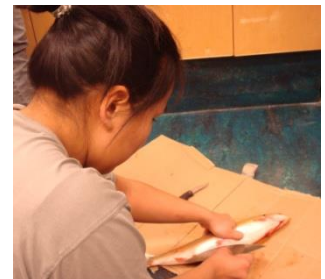
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- **Commitment**
- **Focus on relationships**
- **Transparency, honesty**
- **Skilled Facilitation**
- **Capacity Building and Succession Planning**
- **Measurable endpoints**

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# Example of Successful Engagement

- Rother Valley County Park, UK
  - Early planning
  - Community involvement
  - Strong local government involvement
  - Long time frame for the development
  - Commitment from all of the parties involved

# The Ridgeway Mine Case, USA

- Gold mining operation with two open pits – Flambeau and Ridgeway

- "During the 10-year mine life, consultation helped move the community from scepticism and outright opposition to mutual support and trust"



Reclaimed Slopes of the Ridgeway Mine South Pit During Water Recovery

- Wetlands link the 2 pit lakes providing storm water surge capacity and enhanced aesthetics and biodiversity

- Kennecott worked with local educators to design and develop outdoor education facility

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# Some of the Lessons Learned from Ridgeway Case

- Informed, transparent, inclusive, equitable decision-making processes

- Regular active engagement is key to respect, trust and ultimate acceptance

- Traditional and cultural values must be thoroughly understood and respected
  - Specific studies will be required that focus on the socio-economics and cultural values, including governance within local communities
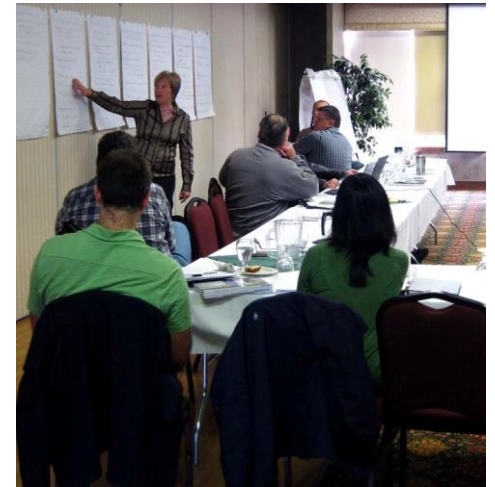
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**Consult Early and Often........**

**Be Transparent......**

**Build Relationships......**



**Focus on the Process**

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"I'm starting to view them as a proactive company that cares about what they are doing"

"Personal invitations are the key"

"The people there now are clearly committed but what happens when the staff changes?

"We need consistency and integrity"

"How can I commit if I don't know if it will make a difference?"

"I really enjoyed being involved and informed"

"They seem respectful and collaborative"

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