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Pivalliauliqiyikkut Ingilrayuliyitkullu
Department of Economic Development & Transportation
Ministère du Développement économique et des Transports


Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions

SEMC: Socio-Economic Monitoring Committee

Gustavo Oliveira
Regional Socio-Economic Coordinator

Overview


1. Brief overview of SEMCs
2. Recap of past work
3. Data highlights



2 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Overview

SEMCs: Background and Purpose


- Established in 2007
- **Purpose:** to monitor the activities of major projects (e.g. mining activities)
 - Increasing number of projects recently
- GN and AANDC initiative, endorsed by NIRB to replace project certificate monitoring and streamline efficiency and consistency of monitoring



3 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Background and purpose

SEMCs: Background and Purpose

- Legislation snapshot (see NLCA):
 - 12.2.2e: monitoring is required by NIRB
 - 12.7.1: socio-economic and eco-systemic monitoring programs may be established
 - 12.7.5: monitoring efforts should not be duplicated
 - 12.7.6: general, long-term monitoring is required
- Also: *Tamapta* and *Parnautit* action plans



4 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Background and purpose

SEMCs: Objectives

1. To ensure that projects comply with their permits by meeting their socio-economic monitoring requirements during the environmental assessment, approval and monitoring processes as required by NIRB and the NLCA
2. To bring together communities, governments, Regional Inuit Associations, and proponents in a unique forum that encourages discussion and information-sharing among all parties



5 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Objectives

SEMCs: Objectives

3. To collect baseline data that is validated by local and traditional knowledge
4. To provide a consistent participation forum for stakeholders
5. To support the SEMCs by collecting and disseminating information, facilitating meetings, and reporting to NIRB



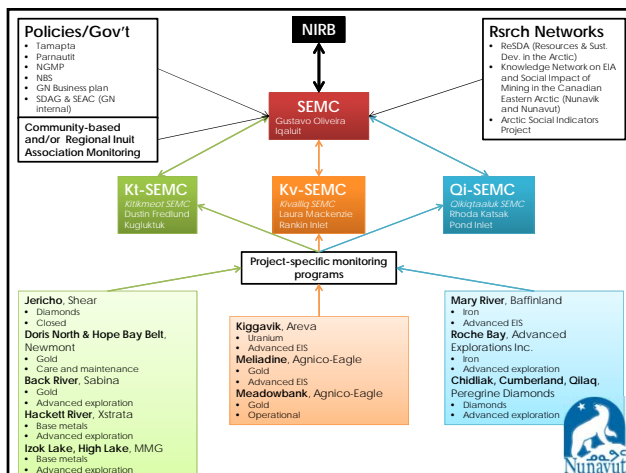
6 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Objectives

SEMCs: Structure

- SEMCs are meant to be a **collaborative** effort:
 - Governments (GN, Feds)
 - Independent Public Government Orgs (e.g. NIRB)
 - Research groups
- SEMCs guided by NIRB and various policies



7 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Structure



Kv-SEMC: Recap of past work

- Past meetings:
 - August 2011 Rankin Inlet (4th)
 - October 2011 Baker Lake (5th)
 - **October 2012 Rankin Inlet (6th)**

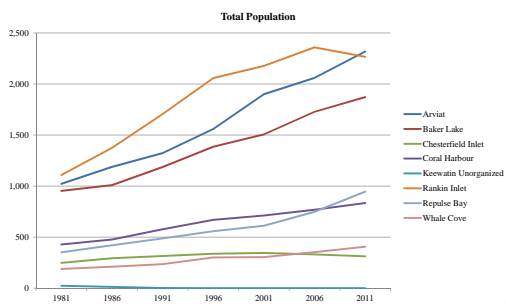


Kv-SEMC: Last meeting (Baker Lake)

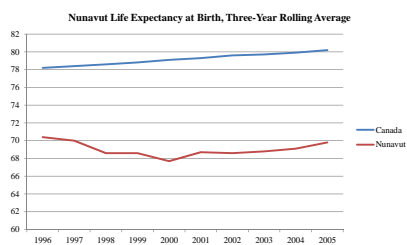
- Presentations by Agnico-Eagle, Areva, RCMP, Dept. of Education
- Key areas of concern:
 - Education
 - Well-being
 - Employment
 - Crime



Data highlights: Population



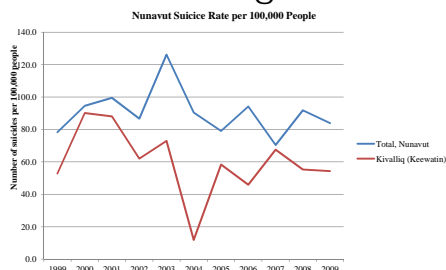
Data highlights: Health and Well-Being



Life expectancy in 2005: 80.2 in Canada, 69.8 in Nunavut



Data highlights: Health and Well-Being

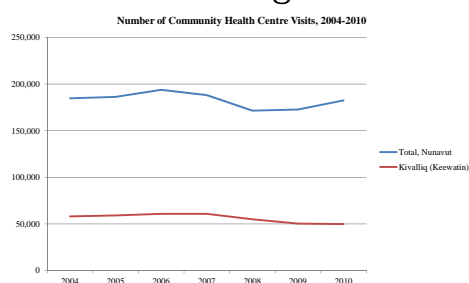


- 2009 rates for the territory:
- 40.8% under 20 years old
 - 77.8% males
 - 96.3% Inuit

13 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Data highlights



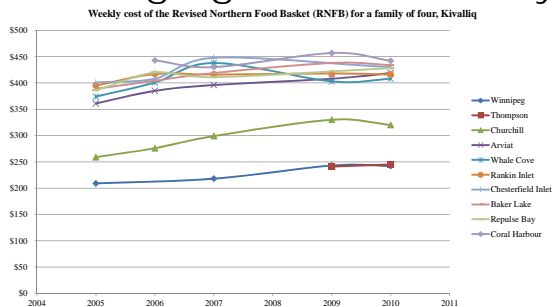
Data highlights: Health and Well-Being



14 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Data highlights



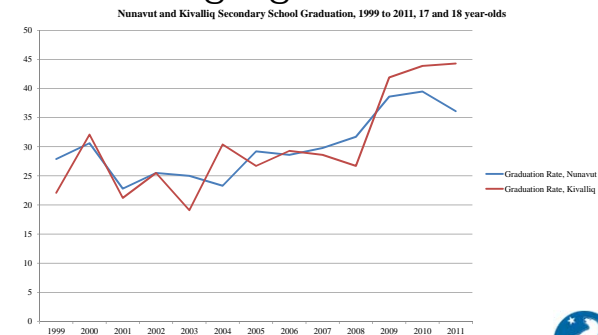
Data highlights: Food security



15 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Data highlights

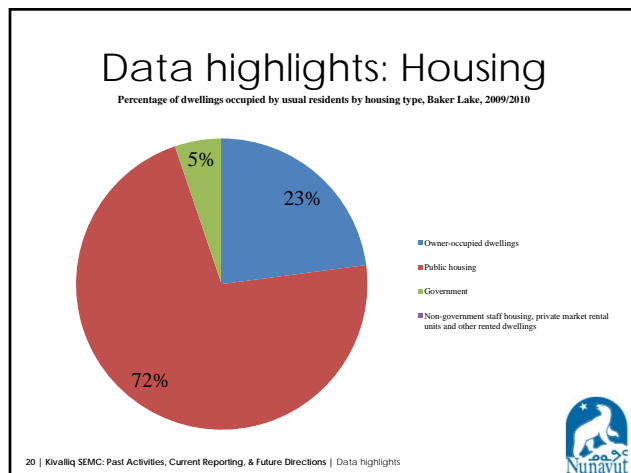
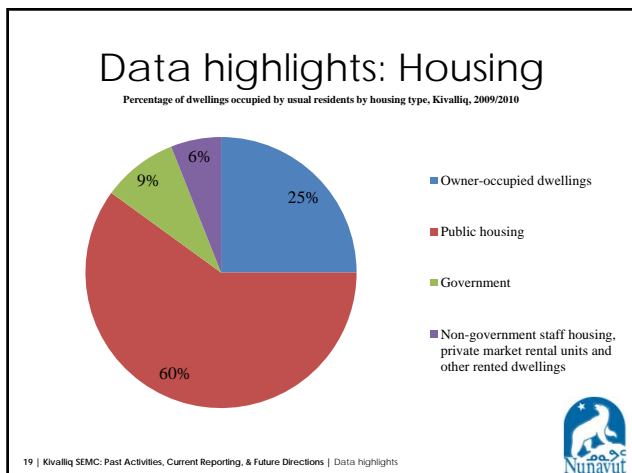
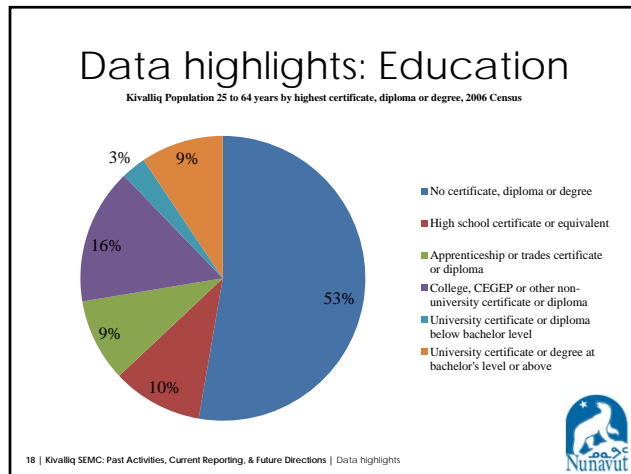
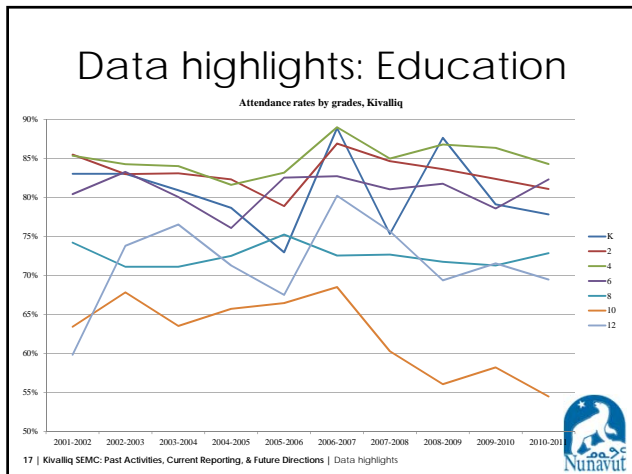


Data highlights: Education



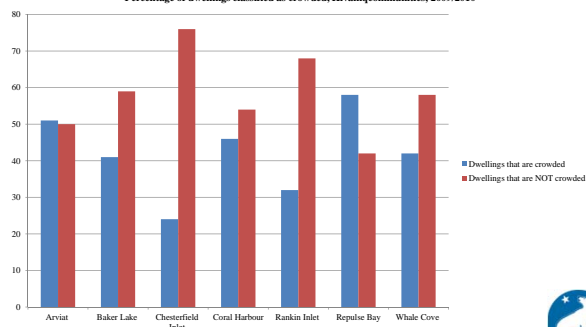
16 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Data highlights





Data highlights: Housing

Percentage of dwellings classified as crowded, Kivalliq communities, 2009/2010

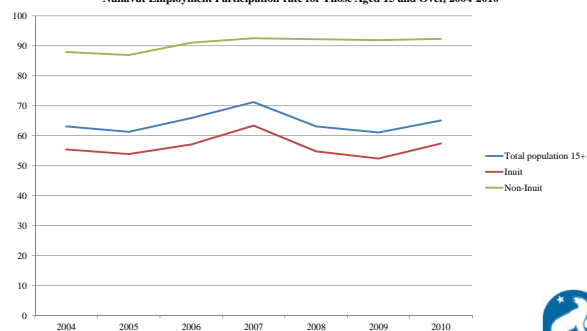


21 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Data highlights



Data highlights: Employment

Nunavut Employment Participation rate for Those Aged 15 and Over, 2004-2010

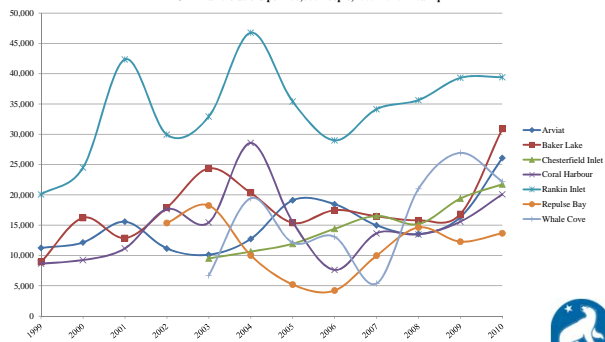


22 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Data highlights



Data highlights: Crime

Criminal Violations per 100,000 People, 1999-2010 Kivalliq



23 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Data highlights



Thank you!

Questions?

Gustavo Oliveira

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24 | Kivalliq SEMC: Past Activities, Current Reporting, & Future Directions | Thank you!



Affaires autochtones et Développement du Nord Canada | Aboriginal Affairs and Northern Development Canada



Socio-Economic Monitoring

Supporting Social and Economic Well-Being in Nunavut

October 12, 2012

Tamara Fast
Nunavut Regional Office




Affaires autochtones et Développement du Nord Canada | Aboriginal Affairs and Northern Development Canada

AANDC and Social Development

Our Vision
Our vision is a future in which Inuit, First Nations, Métis and northern communities are healthy, safe, self sufficient and prosperous — a Canada where people make their own decisions, manage their own affairs and make strong contributions to the country as a whole.

Our Mandate
Aboriginal Affairs and Northern Development Canada (AANDC) supports Aboriginal people (Inuit, First Nations, and Métis) and Northerners in their efforts to:

- Improve socio well-being and economic prosperity;
- Develop healthier, more sustainable communities; and
- Participate more fully in Canada's political, social and economic development – to the benefit of all Canadians.



2

Affaires autochtones et Développement du Nord Canada | Aboriginal Affairs and Northern Development Canada

Socio-Economic Monitoring of Major Projects

- Environmental Impact Assessment (EIA) – NIRB
Intervener eco-systemic and socio-economic reviews
- Project Specific Monitoring and follow-up



3

Affaires autochtones et Développement du Nord Canada | Aboriginal Affairs and Northern Development Canada

Regional Socio-Economic Monitoring Committees (SEMCs)

- AANDC's role is to offer support, information and insight to the Committees that will ensure they remain effective regional socio-economic monitoring bodies.
- Objective:
 - Work with our partners to support and complement other monitoring initiatives (i.e. Article 12.7.6 NLCA Nunavut General Monitoring).
 - Improve data collection, accuracy and information sharing.
 - Validate trends over time and better predict impacts, ranging from specific project development to general social change over a period of time.

4

Nunavut General Monitoring Plan

Background:

- Mandate and NLCA Article 12.7.6
- Partnership (GN, NTI, NPC, Nunavut AANDC/Canada) – NGMP Steering Committee
- NGMP Secretariat

NGMP Updates:

- Socio-Economic Monitoring Frameworks
- NGMP Inventory
- NGMP Summary of Knowledge Reports
- Outreach and Engagement

5

AANDC Socio-Economic Monitoring Moving Forward

- Objective of project specific, regional and ultimately territorial monitoring complementing one another to produce reliable socio-economic data at the local, regional and territorial level
- Supporting Nunavut General Monitoring



6

Qujanamiik

Matna

Koana

Thank You

Merci


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Kivalliq Community Information Sessions 2009 and 2010 የደረሰው ስድስት ጋህቲባህሪትና ክብረት ስራዎች 2009 እና 2010



- ▶ >550 people signed in to an open house in the region in 2009
550 ሰባተኞች ስድስት ጋህቲባህሪት ስራዎች ላይ ተሳታፊዎች ሆኖች ናቸው።
- ▶ 534 people signed in to an open house in the region in 2010
534 ሰባተኞች ስድስት ጋህቲባህሪት ስራዎች ላይ ተሳታፊዎች ሆኖች ናቸው።

AREVA

Community Engagement – Workshops ግብይት ለገቢ ስራዎች - ክብረት ስራዎች



- ▶ **Road Options**
Open House and 6 Workshops in 2009
ጋህቲባህሪት ስድስት ጋህቲባህሪት ስራዎች 2009-፣
 - Baker Lake people told us clear preference for the north route if an all-season road is constructed.
ከግብይት ስራዎች ላይ ተሳታፊዎች ሆኖች ናቸው።
- ▶ **Other Workshops Will Likely be held on other topic important to the community.**
ግብይት ስራዎች ክብረት ስራዎች ላይ ሊካተቱ ይገባል።

AREVA

What We Have Changed Because of What We Heard ሰጠው ግብይት ስራዎች ስራዎች ስራዎች ስራዎች

- ◆ Local Observers for Field Studies
ግብይት ስራዎች ላይ ተሳታፊዎች ሆኖች ናቸው።
- ◆ No Longer Considering Marine Transportation of Yellowcake
ግብይት ስራዎች ላይ ተሳታፊዎች ሆኖች ናቸው።
- ◆ No longer considering the south all-weather route
ግብይት ስራዎች ላይ ተሳታፊዎች ሆኖች ናቸው።
- ◆ Increased Efforts to engage youth (blog, videos, contest)
ግብይት ስራዎች ላይ ተሳታፊዎች ሆኖች ናቸው።
- ◆ Demonstration on Radiation
ግብይት ስራዎች ላይ ተሳታፊዎች ሆኖች ናቸው።
- ◆ Incorporating Arctic Conditions into design
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AREVA

Community Sponsorships ግብይት ስራዎች ስራዎች ስራዎች

- ▶ >\$500,000 since 2006
>\$500,000 ስራዎች 2006-፣
- ▶ High School awards
ግብይት ስራዎች ስራዎች ስራዎች ስራዎች
 - Baker Lake since 2006
 - 7 Kivalliq High Schools starting in 2009
- ▶ Kivalliq Science Camp
ግብይት ስራዎች ስራዎች ስራዎች ስራዎች
 - Sponsored in 2007-2011
- ▶ Other sponsorships ግብይት ስራዎች ስራዎች ስራዎች
 - Bike Rodeos in 7 Kivalliq Communities in 2011 and 2012
 - ASSIST Suicide Prevention in Baker Lake, Rankin Inlet and Arviat
 - Bowhead Whale hunts in 2009, 2010, 2011 and 2012
 - World Youth Program




AREVA

SEMC, OCT 16 2012
AEM-MEADOWBANK UPDATE

By Krystel Mayrand

MANPOWER STATISTICS

- **As of September 30th 2012:**
 - 785 AEM employees
 - 19 students
 - 269 Inuit employees
 - 35% Inuit Content (excluding students)
- **YTD New Hires:**
 - Permanent South: 89
 - Permanent Inuit: 47
 - Temporary: 96

MANPOWER STATISTICS

As of September 30th 2012:

Community	Number of employees	% of total inuit manpower
Baker Lake	165	63%
Arviat	46	17%
Rankin Inlet	31	12%
Chesterfield Inlet	7	3%
Inuit from the South	9	3%
Repulse Bay	4	1,5%
Coral Harbour	2	0,1%
Whale Cove	1	0,05%
Total	265	100%

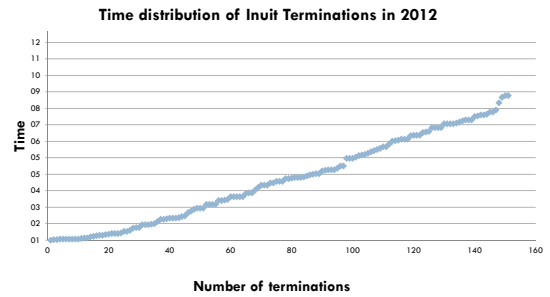
MANPOWER STATISTICS

- **YTD Turnover**
 - South Permanent : 10% (44 departures)
 - Inuit Permanent : 14% (21 departures)
- **YTD Departures (perm and temp):**
 - South : 52
 - 1 lay off
 - 3 dismissals
 - 41 resignations
 - 8 end of contract
 - Inuit : 176

MANPOWER STATISTICS

- **YTD Inuit Departures (176):**
 - **End of contract : 97 or 55%**
 - 24% (23) were for personal reasons
 - 14% (14) were for non satisfactory performance
 - 62% (51) were for work shortage
 - **Resignation : 70 or 40%**
 - 77% (54) were for personal reasons
 - 23% (16) were job related
 - **Dismissal : 9 or 5%**
 - 100% (9) were for disciplinary measures (drugs, violence against a co-worker, repeated absenteeism)

MANPOWER STATISTICS



TEMPORARY STATUS SITUATION

Reasons behind this situation:

- **Revision of permanent budgeted positions during Winter 2012.**
 - + 16 permanent Janitor
 - + 4 dishwashers
 - + 2 cook helpers

} Over 1M\$ more on payroll
- **Employees hired without having their mandatory pre-employment medical exam done.**
 - Can hardly receive this service in the communities medical center
- **Employees hired for short term contracts.**
 - New status will be created to make the difference between short term contracts and temporary status

MANPOWER STATISTICS

- **YTD Absenteeism (unexcused absences)**
 - South : 1%
 - Inuit : 12%
- **YTD Absenteeism (disciplinary measures)**
 - South : 396 hours
 - Inuit : 2599 hours

Total weekly No shows
(since Community HR Agents started in May 2012)

Community	TOTAL		
	Total No shows	Total people	%
Baker Lake	282	1249	23%
Arviat	55	285	19%
Rankin	52	258	20%
Coral Harbour	6	24	25%
Whale Cove	8	23	35%
Repulse Bay	2	5	40%
Chester	9	32	28%
Average			27%

EVOLUTION OF ABSENTEEISM
(1 year period)

	July-11	Aug-11	Sep-11	Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12
Arviat	7%	13%	16%	17%	8%	12%	15%	9%	17%	17%	24%	16%
Baker Lake	14%	12%	16%	19%	16%	20%	13%	11%	23%	23%	17%	17%
Chesterfield Inlet	13%	20%	14%	18%	11%	15%	31%	13%	3%	3%	33%	24%
Coral Harbour	24%	10%	44%	23%	37%	28%	44%	22%	45%	45%	25%	46%
Rankin Inlet	7%	14%	22%	15%	14%	15%	11%	14%	13%	13%	14%	16%
Repulse Bay	38%	26%	16%	23%	0%	21%	0%	50%	0%	0%	2%	0%
Whale Cove	0%	7%	13%	5%	6%	6%	30%	15%	31%	31%	33%	46%
AVERAGE	15%	15%	20%	17%	13%	17%	20%	19%	19%	19%	21%	24%

MANPOWER STATISTICS

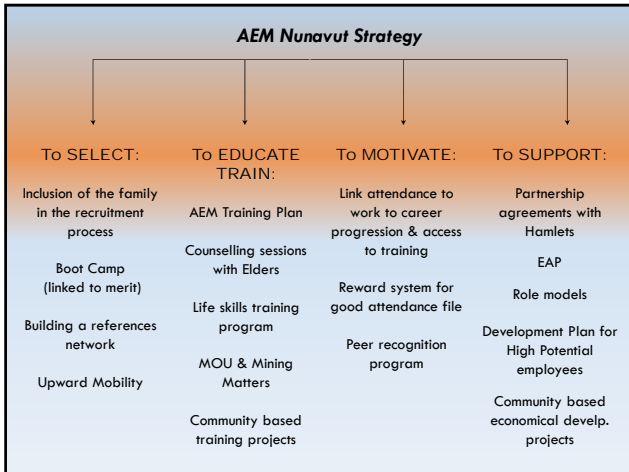
Inuit Employees internal movements:

- **YTD Temp to Perm: 88**
 - Q1: 10
 - Q2: 20
 - Q3: 58
- **YTD Upward Mobility: 51**
- **YTD Lateral move: 14**
- **YTD Haul Truck Drivers trained : 24**
- **Total Haul Truck Drivers trained : Over 80**

OUR NEW APPROACH

To focus on Quality rather than Quantity!!

- **Employees with potential**
- **Upward mobility**
- **Rewarding performant employees**
- **By improving our selection process**



TRAINING STRATEGY

- **What?**
 - Implementation of a **workforce development plan** for local employees;
 - Identification of **high potential employees** to fast track their development and progression;
 - Development of **training initiatives into communities** in line with AEM operations to prepare future workforce and enhance mining skills in the region.
- **Why?**
 - To enable employees to access **career progression opportunities** at Meadowbank ;
 - To develop **training standards** in the different fields;
 - To ensure a **mining future** in Nunavut for AEM;
 - To comply with our **IIBA obligations**.
- **How?**
 - By promoting employees based on their **qualifications and competencies**;
 - By combining **in-house theoretical training with in the field practice** for skills development and improvement;
 - By having the right person at the right position;
 - By signing partnership agreements with Gouvernemenal agencies for development and funding support.

TRAINING INITIATIVES

- **Training Passport:** an AEM document that lists the trainings provided to an employee and those that are required for any given job on the mine site. By having such a passport, an employee knows, at all time, the jobs that become available and the trainings he must attend to progress in his career path. The basic architecture of the training passport is currently under internal development.
- **Career Path:** a description of the jobs available under a career progression line. For each job, the path presents the number of hours of training and work experience necessary, the specific requirements and the evaluations and assessments for someone to move from one job class to another. This project is developed internally.
- **Haul Truck:** The haul truck initiative is the entry point of the mobile equipment career path. Each year, AEM trains an average of 24 Inuit haul truck drivers. The training program is 336 hours long (in-class, supervised driving and assessed solo driving). Some Inuit employees are trained on a pick-up truck before having access to the haul truck training program.
- **Upward Mobility:** a project by which each "high potential" Inuit employee is met and assessed by a counselor as to his career expectations. An individual training plan will be developed accordingly to these expectations. The stated objective of this project is to have Inuit employees going up the ladder to more qualified jobs.

TRAINING INITIATIVES

- **Cross Cultural:** a review of the existing cross cultural training by which the content will be customized to the Meadowbank experience, the topics will be prioritized and the duration of the session will be re-evaluated. Under the new format, the 4-hour training session will be delivered to all employees while supervisors will attend a full day training. The sessions will be facilitated by AEM trainers. The cross cultural training will be adapted to the Melladine realities once in an active recruitment mode.
- **Literacy and Numeracy:** this basic skills training should provide access to education upgrading. The sessions will be offered on-site, after the work hours. Each Inuit employee will first get assessed to properly level their prior learning and prioritize their needs. Training sessions will be outsourced to a specialized adult education provider.
- **Boot Camp:** a project to support the identification of those individuals with both the aptitudes and the behavioral competencies required to become a journeyperson at AEM. This one-week introductory session will allow students and adults to get on-site, explore the different trades and start making up their minds on the career they want to choose as a journeyperson. The boot camp will take place on the mine sites, every 2 years, starting with Meadowbank
- **Trades and apprenticeships:** the trades and apprentices required at Melladine are carpenters, service electricians, plumber, HVAC technician and welders. AEM will target, for each of these trades, a number of Inuit employees to develop and will include them in the labor pool.

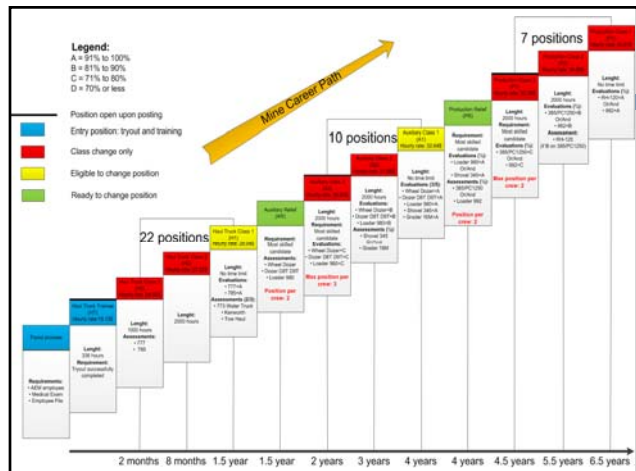
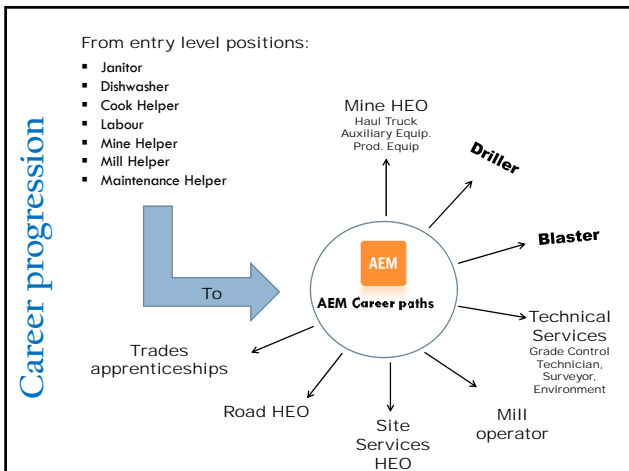
TRAINING INITIATIVES

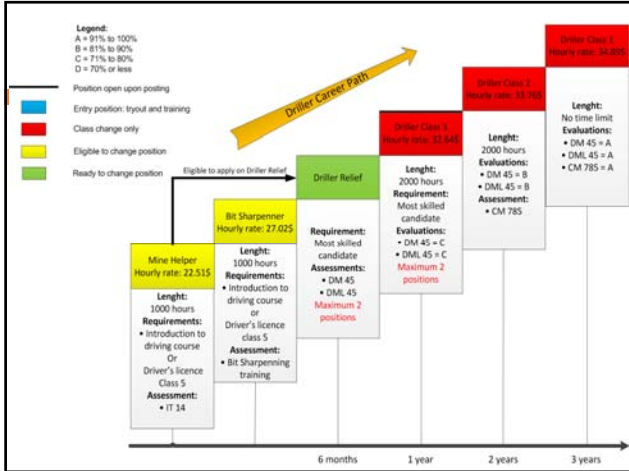
- Apprenticeship:** a learning and development process by which AEM should be actively involved in the qualification process of 16 Inuit employees. Of these apprentices, 8 already started their training in 2012 and 8 more will begin their program in 2013. At this time, AEM has apprentices in the following trades: heavy duty equipment technician (3 mechanics), industrial mechanic (4 millwrights) and welder (1). Also of particular interest for AEM are industrial electricians, carpenters and plumbers.
- Multiskilling:** a training initiative to develop the skills required to proceed to the mine closure and site reclamation at Meadowbank. To get there, a special crew of employees will be trained to become as versatile as possible on selected jobs. This multiskilling training is in straight line with the upward mobility concept and will target the Inuit employees. Preliminary work on the closure plan is already started and the technical skills will soon be identified.
- Elearning:** a project by which mandatory trainings will be available – online – to all employees. These trainings could include: WHMIS, Confined Spaces, Fork Lift Safety, Lock Out/Tag Out, H2S Awareness, Fall Arrest, Cranes, Hazard Recognition, Incident Investigation and PPE. The objective of this new strategy is to have people trained before they get to the mine site, thus leaving more productive hours for the employees and the trainers.
- Workreadiness:** This 2-week intensive training session deals with the skills and confidence level needed to enter the mining industry (money and time management, conflict resolution, cross cultural, ...) and to access a job at a mine site. This program will be the first step into the AEM hiring process of new employees. It will also be offered to any Inuit employee already working at an AEM mine site.

TRAINING INITIATIVES

At the community level, the following training initiatives can also show great benefits for the population and the AEM mine sites:

- Pre-Employment:** a one-day community-based training program that provides general information for job seekers to make a sound decision about working in the mining industry (who is AEM, mining process, jobs available at a mine site, life at camp, transportation, work organization, ...). The AEM agents in the communities could facilitate the pre-employment sessions.
- Welder Helper:** a training initiative that provides basic knowledge on welding. This community-based project is sponsored by AEM and offered to answer specific welding needs in the communities.
- Arviat Drillers Program:** this Arviat-driven program delivers the skills and knowledge required to become a diamond driller helper. The training initiative, sponsored by AEM, serves the labor needs of exploration companies currently working at the Meladine project.





RECENT INITIATIVES

MOU with Education department

Focus on increasing the number of students in the Kivalliq region who are able to successfully transition from high school to trades and mining-related career opportunities.

1. Calendar of activities submitted by AEM (school visits, community information sessions, etc.)
2. Hiring of a MOU Coordinator on going
3. Development of a Trade COOP Program to come
4. Participation in the Baker Lake Trades week in October

Mining Matters

Involve youth in exploring Earth science, mineral exploration and mining through meaningful learning activities and innovative education programs .

1. Mining Matters Youth Camps
2. In-Class Workshops for Youth in Nunavut
3. Delivery of three 10-day Multiple School Community Visits

EFAP (Employee and Family Assistance Program)

Counselling service offered to employees and their families by experienced professionals to help them develop the skills necessary to solve their life problems.

1. 1-800 line with 12 hours assistance
2. Face-to-Face counselling available if required

RECENT INITIATIVES

Communities Partnership Agreements

To promote employment opportunities for residents of the community while also providing support services to AEM current employees from the community.

1. Advertise job openings, collect resumes and assist AEM for interviews
2. Contact employees in advance of their shift departure time and pick them up from their residence
3. Provide advice and assistance in organizing community information session and activities

Donations Program

To provide financial and in-kind donations to a diverse mix of civic and not-for-profit programs that enrich the cultural and social well being of Kivalliq communities.

1. Community activities
2. Community recreation activities
3. Youth Education & Development

CONCLUSION

QUESTIONS & COMMENTS



Mining industry.....an economic change driver

- What mining industry brings:
 - Billions in investment
 - Big Labour force requirements
 - Payroll
 - Business spending spinoffs
 - Export of a resource to world markets
- A **BIG** change over a short period of time that brings many challenges.

2

Change brings many challenges

- A few of the change challenges
 - Full time employment
 - New labour force development demands
 - Working in a remote setting, away from home communities
 - Working with different cultures
- The direct efforts made by AEM to help manage change for our employees:
 - Major investments in training
 - On site help for employees
 - Inuit councilors
 - Cross cultural awareness
 - EFAP
 - Inuit culture activity at site
 - Working with GN Dept of Education
 - Starting to work with community leaders

3

Broader impacts of development need attention

- There are broader impacts of development on communities that Agncio cannot directly make changes. For example;
 - The impacts of direct, indirect and induced increases of new income in communities;
 - What Agncio and our contractors employees do with their pay-cheques;
 - The social/lifestyle choices of community residents;
- Agncio does not have the answers, does not know its role, how to help with what in minimizing the broader impacts of development.
- But we are willing to listen and consider activities and we have some ideas on where to start.

4

The importance of the SEMC

- Agncio values the Kivalliq SEMC.
 - It is a formal table that brings together communities, KIA, GN and Canada to specifically to consider impacts of development.
 - SEMC data, collected over a period of time, will measure broader socio-economic trends and impacts. This information will shape longer term government policy changes.
 - The SEMC brings expertise and knowledge that can help guide Agncio's on its policies and practices.
 - The SEMC provides an opportunity to organize joint activities and actions that can help communities to manage change.
- Our new Community Engagement Group is tasked with finding ways to work with the SEMC to find some answers.

5

Our early thoughts...community based planning

- The SEMC could recommend that various SEMC participants come together to develop toolkits that help communities to plan to manage impacts of development.



A planning toolkit is a guide that helps a community identify steps to develop their own plans and activity, who can help and what resources are available.

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A crude example: Community Employment Plan

- What steps would a community need to take to develop a community employment plan?
 - Find out what type of employment is available.
 - Research who is looking for work and what their skills and experience are.
 - Organize to advertise jobs in the community.
 - Form an ongoing communications link between Mining Co's and the community to share information.
 - Promote employment opportunities.
 - Help the Mining Co's communicate with employees.
 - Implement programs that help community residents be successful at employment in mining.
 - Etc, etc, etc.

Which SEMC members could help develop a planning toolkit?

What existing program resources could be used to help communities implement their plan?

What are the gaps?

How can the SEMC support communities?

7

A crude example: Community Well-being Plan

- What steps would a community need to take to develop a community well-being in mining plan?
 - Information sessions on how to manage a pay-cheque?
 - Support to families while the spouse is away at work?
 - Work readiness programs?
 - Elders circle to provide sage advice?
 - Information on healthy lifestyle choices?
 - Organized social club activity?
 - Initiatives with the Social Envelope departments?
 - Initiatives with other organizations?
 - Organizing in community counseling?
 - Etc, etc, etc.

Which SEMC members could help develop a planning toolkit?

What existing program resources could be used to help communities implement their plan?

What are the gaps?

How can the SEMC support communities?

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SEMC Guidance Required

- Measuring impacts are one thing, doing something with the information is another.
- The broader impacts of development are the responsibility area of many organizations.
- No organization has the resources or expertise to tackle the challenges on their own.
- Community participation, ownership and driven approaches will work best.
- There are many human resources in communities that could be engaged to help, but there is lack of collaboration and program support.
- The SEMC could make a real difference in helping to manage the impacts of development.

Out of the challenge that change brings comes new approaches, resources and activity.....but only if you are prepared to embrace change as an opportunity.

Your thoughts?

