

**Webequie Supply Road
Environmental Assessment
Report / Impact Statement**

January 30, 2026

AtkinsRéalis Ref: 661910

APPENDIX N: COMMUNITY READINESS PLAN



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1 Introduction

This document sets out the Community Readiness Plan (CRP) for the Webequie Supply Road (WSR) Project (the Project), which has been prepared to support Webequie First Nation and other Local Study Area (LSA) and Regional Study Area (RSA) communities in preparing for the implementation of the Project. The CRP serves as a guiding framework to track and understand the changes in the conditions of Webequie First Nation and other LSA and RSA communities, including values/interests defined as social, economic, health, traditional and non-traditional land and resource use, cultural continuity and cultural heritage valued components (VCs), prior to and during both the construction and operations phases of the Project. The CRP is a living document that will be updated over time, with Webequie community and neighbouring community inputs, as planning milestones are completed and further define the Project.

The CRP is structured in alignment with the Webequie First Nation's seven directions and goals, as outlined in the Webequie First Nation Comprehensive Community Plan (CCP) (Webequie First Nation, 2023) and other land use and development plans undertaken by the Webequie community, including Community Based Land Use Plan (Webequie First Nation, 2025) and On-Reserve Land Use Plan (Webequie First Nation, 2019). This holistic structure is in keeping with the Webequie community's overarching planning goals; therefore, the CRP can fit within this overall planning structure to enhance efficiencies and benefits. The plans and strategies described herein can also be adapted to other community well-being/development approaches that have been defined by other LSA and RSA communities. The seven directions/goals that guide the structure of this CRP, include:

1. Community health and wellness, and family and social conditions;
2. Education and training;
3. Housing and infrastructure;
4. Economic development;
5. Environmental quality and relationship with the land;
6. Cultural vibrancy and traditional life; and
7. Community leadership and governance.

The WSR Environmental Assessment Report/Impact Statement (EAR/IS) evaluated potential interactions and effects of the Project on social and economic VCs which resulted in predictions of both positive and negative net effects. Instances of net effects that are anticipated to influence or be of interest to Webequie First Nation and to other LSA and RSA communities to the extent possible, are the focus of this plan. Where project effects are anticipated to have a positive influence on Webequie First Nation and the other LSA and RSA communities, no mitigation measures are required. If positive effects are anticipated, commitments to support the beneficial effects were identified in the EAR/IS and are included in the CRP. Alternatively, where project effects may result in unfavourable changes to the socio-economic environment, mitigation measures were identified to reduce, limit, control or eliminate unfavourable effects.

The CRP serves as a consolidated, planning-focused document that compiles mitigation and enhancement measures from the EAR/IS for the WSR Project, including the following sections / assessment disciplines:

- EAR/IS Section 14 – Social Environment VCs;
- EAR/IS Section 15 – Economic Environment VC;
- EAR/IS Section 16 – Non-Traditional Land and Resource Use VCs;
- EAR/IS Section 17 – Human Health VC;
- EAR/IS Section 18 – Visual Environment VC;
- EAR/IS Section 19 – Indigenous Peoples and Impacts on the Exercise of Aboriginal and Treaty Rights; and
- EAR/IS Section 20 – Cultural Heritage and Archaeological Resources VC.



To oversee and implement the CRP, a Community Readiness Working Group (CRWG) is proposed. The proposed structure and responsibilities of this working group is outlined in **Section 5**. A Terms of Reference for the CRWG has yet to be developed, detailing the working group roles and responsibilities.



2 Purpose

The intent of this CRP includes:

- Transferring the EAR/IS results and commitments into a format for facilitating dialogue with Webequie First Nation and other LSA and RSA communities;
- Leveraging and enhancing the positive benefits of the WSR, minimizing the negative effects of the WSR, and envisioning the community under a consolidated plan of change;
- Understanding where to focus and galvanize the necessary steps to best position Webequie and other LSA and RSA communities (on and off-reserve) for the project effects prior to the start of the construction phase; and
- Rooting the values of the Webequie First Nation Three-Tier Model and CCP, and monitoring the project effects against these values. Further context on the Three-Tier Model of Webequie First Nation is provided in **Section 4**.

Webequie First Nation community has also shared the importance of establishing partnerships with neighbouring First Nations to coordinate and participate in initiatives to secure benefits with third parties and/or the industrial sector. This plan will complement the EAR/IS and help the CRWG focus on and be accountable for project effects.



3 Goals and Objectives

The CRP aims to achieve accurate findings on social, economic, health, traditional and non-traditional land and resource use, cultural continuity and cultural heritage effects, and impacts on rights from the EAR/IS. It does this by implementing measures to improve and monitor these impacts, helping Webequie First Nation and other communities benefit from the Project's opportunities.

To support this overarching goal, the CRP is guided by several overarching foundational objectives which include:

- Follow-up monitoring and community engagement to assess the effectiveness of project mitigation and enhancement measures;
- Sustainable and realistic implementation strategies that allow mitigation and enhancement measures to be maintained over the long-term; and
- Strengthened capacity building and long-term benefits for Webequie First Nation (and other LSA and RSA communities, as applicable) to support self-sustained development efforts aligned with community planning and development goals.

The CRP is structured around the following key themes:

- Identification of relevant positive and negative project effects for Webequie First Nation (and other LSA and RSA communities), based on the EAR/IS findings, and related mitigation and enhancement measures that address project effects;
- Implementation planning for mitigation and enhancement activities to support Webequie First Nation (and other LSA and RSA communities) to minimize negative effects and maximize positive outcomes; and
- Development of a monitoring and adaptive management framework to track changes in social and economic conditions and adjust strategies as needed to respond effectively to evolving community needs.

The CRP consolidates plans related to mitigation and enhancement measures proposed as part of the EAR/IS for the WSR Project. It also outlines a monitoring process to track changes in baseline conditions and fulfil EAR/IS follow-up monitoring commitments.

As a living document, this preliminary version of the CRP is expected to be refined over time by Webequie First Nation, other participating communities and partners. Future refinements will define additional implementation details, including:

- The CRWG Terms of Reference;
- Funding mechanisms; and
- Timeframe for implementation.



4 Context

The CRP describes the planning and implementation of mitigation and enhancement measures to support Webequie First Nation and other potentially affected communities in preparing for the social, economic and cultural changes associated with the Project. The CRP is structured to align with Webequie First Nation's CCP seven directions/goals, which are grounded in the community's Three-Tier Model, a framework established by Webequie Elders to guide community well-being and development. The Webequie First Nation CCP, completed in 2023, captures the vision Webequie First Nation has for itself and serves as a benchmark to measure how well it is doing in relation to its Three-Tier Model, as follows:

"The CCP will be the measuring stick for how well we are embodying the 3-Tier Model. Following the 3-Tier Model ensures the continuity of our traditional way of life and ancestral relationship with the land, while allowing for responsible, sustainable and equitable resource development" (Webequie First Nation, 2023).

Webequie First Nation community well-being and community development is guided by its Three-Tier Model (Kanisso Pittawa Attayk Onakoonikun), which the community elders described many years ago. The Webequie First Nation CCP describes the development of the Three-Tier Model as follows:

"Knowing that change was coming for Webequie and that it would affect our lives and livelihoods, our Elders created the 3-Tier Model; Kanisso Pittawa Attayk Onakoonikun.

The 3-Tier Model provides the framework to guide our decision-making and to define our relationship with our territories and with our outside partners. The tiers are our instructions on how to take care of our lands and use them for the benefit of our community.

Our CCP is rooted in the 3-Tier Model and translates these teachings into actions so that we can make real, meaningful, and lasting change in our community.

Before Treaty No. 9 was signed, our ancestors (Webequie Inninuwuk) knew that changes would be coming, including the reserve system. Our Elders saw that we would be settled in one location and that this would affect our way of life, as we would be confined to a specific piece of land.

Our Elders know it is important to maintain to our relationships with the land that was provided to us by the Creator with inherent responsibility, so they drew a conceptual design of the model of Kanisso Pittawa Attayk Onakoonikun, or the "3-Tier Model", to preserve our way of life that is sustainable and to be inclusive because of the ever changing economic landscape. This is a great Principle of our Anishinninuwug.

The 3-Tier Model identifies three areas around the community of Webequie. In each of these areas, it offers a path for respectful relationships based on mutual benefit for Webequie Inninuwuk, the land, neighboring communities, and other parties:

Tier 1: Tawin (Community Land Base)

Tier 2: Tashiikawiin/Tashiwiitoo (Protected Traditional Area)

Tier 3: Bimachiowiin Akkii (Areas of Mutual Benefit)

The Three-Tier Model, further described in Section 16 of the EAR/IS, provides the foundation for Webequie First Nation's approach to community development, governance and cultural resilience. By aligning the CRP with this model, the plan develops Project-related mitigation and enhancement strategies to support Webequie First Nation's long-term goals, upholds its cultural values, contributes to meaningful community led development and allows the Webequie First Nation and other potentially affected communities to embrace the opportunities presented by the WSR.



5 Community Readiness Working Group

The Community Readiness Working Group (CRWG) will oversee the implementation, monitoring and adaptation of the CRP. The CRWG will serve as the primary coordination body, making sure that the measures outlined in the CRP effectively address community priorities, project impacts, and development goals.

As the project proponent and the primarily affected community, Webequie First Nation will lead the CRWG. The CRWG will be a collaborative multi-stakeholder body, incorporating perspectives from community members, organizations, third party stakeholders and government institutions. These representatives will contribute expertise, provide access to resources, and support implementation and monitoring efforts. The Terms of Reference will be developed to define the roles, responsibilities and structure of the CRWG and will be developed collaboratively by key stakeholders, with Webequie First Nation taking the lead as the project proponent.

Beyond the role of leading the development of plans and implementation strategies, the CRWG will:

- Guide the implementation of CRP initiatives, including mitigation and enhancement measures identified in the EAR/IS;
- Provide a forum for ongoing dialogue between Webequie First Nation, other potentially affected communities, and external stakeholders;
- Facilitate community participation in decision-making regarding social, economic and environmental considerations;
- Support capacity-building efforts, enabling Webequie First Nation and other communities to maximize project benefits and mitigate potential challenges;
- Oversee adaptive management strategies, allowing the CRP to remain responsive to changing conditions and community needs; and
- Monitor the implementation of the CRP initiatives.

CRWG representatives are anticipated to include:

- Lead/Chair: Webequie First Nation leadership – Chief and Council representative(s);
- Community representatives: Webequie First Nation Elders, women, youth, land users, and vulnerable group representative
- Other LSA and RSA community representatives;
- Community organizations and Tribal Councils;
- Government agencies: Provincial ministries and federal departments; and
- Industry partners: WSR construction and operations contractor(s).

To provide effective implementation, it is recommended that the CRWG establish sub-working groups responsible for specific aspects of the CRP such as: health, safety and social well-being; education, employment and training; business development; environmental stewardship and land use, and cultural and traditional practices; based on availability of volunteers. Each sub-working group is suggested to have defined responsibilities so that all aspects of community readiness are coordinated, aligned and efficiently managed.

The preliminary structure of the CRWG is shown on **Figure 5-1**. The structure of the CRWG will evolve over time, adapting to emerging priorities, refined roles and responsibilities and ongoing project implementation through an adaptive management and monitoring approach.



Figure 5-1: Webequie Supply Road Community Readiness Working Group Structure



The Community Liaison Officer(s) (CLO) will be recruited under the CRWG to facilitate regular engagement between the proponent, contractors, and participating community, and to coordinate the implementation of the CRP. The creation of roles for Webequie community members as liaison officers can serve various functions, such as disseminating up-to-date information about Project activities and opportunities (e.g., employment, timelines, potential disruptions) to the community. They would also act as the initial point of contact for any sensitive issues or concerns that arise between the Project and Webequie community members employed by the Project, or between the Project workforce and the broader community. These community liaison officers would be trained to help deescalate conflicts between Webequie First Nation and non-local Project employees before further interventions are necessary.

The CLO's primary functions will include:

- Providing regular updates to participating communities on current and upcoming construction activities (i.e., 2-4 month outlook), including photos in lieu of on-site visits, and upcoming opportunities within WSR;
- Facilitating question-and-answer sessions with the Proponent/constructor for a clear understanding of construction approach, and to address potential issues and community concerns;
- Serving as the first point of contact for community grievances and issues, coordinating communication and actions between the community, proponent, and contractors, and ensuring that concerns from community members are addressed promptly; and
- Supporting knowledge sharing and capacity building, fostering efficient and responsive community engagement, effectively communicating construction updates, and maintaining transparency regarding the CRP initiatives and WSR activities.

The Contractor would be responsible for a Code of Conduct to manage expectations of contractors working within the Community. Roles and Responsibilities of the CLO and the CRWG would be further defined in the Terms of Reference to determine how any potential conflicts with the Code of Conduct would be resolved.

6 Plan Inputs

The CRP integrates findings from the EAR/IS with the priorities of Webequie First Nation's CCP. It outlines mitigation and enhancement measures that address potential project effects while supporting long-term community goals. Each plan, strategy and initiative identified herein is categorized under one of Webequie First Nation's seven planning directions/goals, to align with community driven priorities. Additionally, the plans, strategy and initiatives correspond to specific sections of the EAR/IS where their need was identified, **Table 6-1** summarizes the key plans and initiatives, their relevant EAR/IS sections, and their alignment with CCP directions/goals.

Table 6-1: Community Readiness Plan Inputs

Plans, Strategy and Initiative	Relevant EAR/IS Section	CCP Direction/Goal
Childcare and Youth Services Drop-in Centre	Section 14.4.3: Community Services	Community Health and Wellness, Family and Social Conditions
Health Centre and Residences		
Elders Complex		
Road Safety and Traffic Management Strategy	Section 14.4.5: Emergency and Community Services	
Community Emergency Response Strategy		
Safety and Security Strategy for Vulnerable Populations	Section 14.4.7: Community Well-being and Safety	
Education, Training and Employment Readiness Strategy	Section 14.4.4: Education and Training	Education and Training
Education Facilities	Section 15.4.1: Labour force, employment and income	
Housing and Infrastructure Readiness Strategy	Section 14.4.2: Housing and Temporary Accommodation	Housing and Infrastructure
Improvements and Upgrades to Community Infrastructure Services	Section 14.4.6 Community Infrastructure	
Economic Development Strategy	Section 15.4.2: Overall Economy	Economic Development
Procurement Enhancement Strategy	Section 15.4.3: Business Environment	
Stewardship and Environmental Management Strategy	Section 16.4.1 to Section 16.4.6: Non-Traditional Land Use, Recreation, Tourism, Parks & Protected Areas, Commercial/Industrial Activities, Transportation	Environmental Quality and Relationship with the Land
Environmental Management Plans	Section 6 to 13: Geology, Terrain and Soils, Surface Water, Groundwater, Atmospheric Environment, Fish and Fish Habitat, Vegetation and Wetlands, Wildlife and Wildlife Habitat, Species at Risk	
Cultural Enrichment Plan	Section 19.3.2: Cultural Continuity	Cultural Vibrancy and Traditional Life
Community Core Capacity Enhancement Strategy	Section 19.4: Impacts on the Exercise of Aboriginal and Treaty Rights	Community Leadership and Governance

Several environmental management plans have been identified in Appendix E of the EAR/IS to be developed for the construction and operations phases of the Project to guide project implementation and to allow for effective environmental management.



7 Plan Elements

This section outlines key strategies and actions of the CRP based on mitigation and enhancement measures from the EAR/IS. These elements serve as a roadmap for mitigating potential negative effects of the Project while enhancing the positive opportunities it may bring.

7.1 Community Health and Wellness, Family and Social Conditions

It is assumed that non-local workers of the Project will reside in temporary accommodations at the Project site (Section 14.3.2 of the EAR/IS). Webequie First Nation wishes to encourage its community members to stay in the Webequie community, assuming adequate community services and infrastructure will allow them to do so. The Project may encourage more Webequie community members to move to the Webequie community if they are currently living off reserve, or to remain in the Webequie community to take advantage of local opportunities.

During the construction phase, the Project will install four temporary construction camps to alleviate pressure on the Webequie community for housing, infrastructure and services from non-local workers. During the operations phase, temporary accommodations will also be maintained for non-local workers. Since non-local workers are not expected to relocate permanently to the Webequie community and will commute via a fly-in/fly-out schedule, these workers will primarily access community services in their community of residence (such as health, childcare, culture, and recreation) and not in the Webequie community.

It is also anticipated that there could be a net in-migration of Webequie community members that could take up more demand for Community Services due to the business and employment opportunities associated with the Project. At this time, it is not known with certainty the extent of the potential changes in demand for Community Services. Therefore, as described in Section 14.4.1 of the EAR/IS, the Proponent will establish a CRWG to oversee the CRP, which will include a community well-being monitoring and adaptive management plan to monitor various parameters including pressure on community services. The approach will include reviews of existing uses and demands on services and identification of needs that are associated with the Project, which may require expansion of services.

Community cohesion and participation in the Webequie community and other LSA communities is challenged by several factors including past and present harms of colonialism, influences of technology and urban popular culture on youth, and inconsistent community events and programs (AtkinsRéalais, 2022a; InterGroup, 2024). The Project has the potential to challenge community cohesion and participation. The potential impacts due to an influx of non-local residents during both the construction phase and operations phase (Section 14.3.2 and Section 14.3.8), will be addressed by implementing various measures outlined in this CRP.

Section 14.3.2.2.1 of the EAR/IS states that the non-local construction workforce will work on a fly-in/fly-out rotational shift basis. Construction camps will have necessary facilities to minimize adverse social pressures from workforce interactions with community members (Section 14.3.7). The non-local construction workforce will work on a fly-in/fly-out rotational shift basis and the first camp will be located nearby the Webequie community. The first camp's proximity to the Webequie community and the transportation of non-locals through the Webequie community airport could result in workforce interactions with Webequie residents should workers wish to enter the Webequie community. Community interactions could be both positive (e.g., increased business for the store) and negative (e.g., interactions with vulnerable community members such as women and girls). The potential for these interactions requires strategies to minimize potentially negative interactions between the non-local workforce and Webequie community members.



7.1.1 Community Services

The following section provides recommendations and proposed plans to guide the CRWG in addressing the current needs and requirements with regard to Community Services in Webequie and other potentially affected communities.

7.1.1.1 Childcare and Youth Services Drop-In Centre

An initiative is recommended to be developed for a dedicated childcare and youth services drop-in centre in the Webequie community that will provide support to family members that require childcare to participate in education and training programs and employment opportunities related to the Project. It is also a need currently identified under the CCP, for which a daycare centre has been proposed as a potential initiative.

As identified in the EAR/IS, the lack of childcare in the Webequie community was identified as an urgent barrier for the enrolment and completion of education and training programs, as well as employment. This was particularly found to be the case as childcare duties tend to fall to the women in the Webequie community. A drop-in centre is also recommended, which will also focus on services available to youth, such as services under Jordan's Principle, and people with disabilities.

Childcare is the most desired community service lacking in the community. The lack of childcare options particularly affects women and girls, who are often responsible for caring for children in the home. This is reflective of how Indigenous women face barriers to education and training, including pressures to fulfill the role of caregiver in their homes, that can be linked back to the impact of colonization and introduction of patriarchal attitudes on Indigenous women in society (CRIAW, 2014; Bond & Quinlan, 2018). A distinction can be drawn with female members of Webequie First Nation facing inequalities in accessing education due to familial responsibilities and the lack of childcare in the community (InterGroup, 2024).

Webequie First Nation is working with the federal government on funding for a dedicated childcare facility and youth services drop-in facility space under the Aboriginal Head Start Program On-Reserve. Since the lack of childcare acts as a barrier to further education, training and employment, a dedicated facility is included as part of the community readiness plan to highlight the importance of ways to enhance the participation of Webequie First Nation.

7.1.1.2 Health Centre and Residences

Based on previously identified priorities related to healthcare in the Webequie community, measures are required to support healthcare needs in the community. The following priorities and needs have been identified in the CCP:

- Funding for a readiness and wellness centre has previously been identified by Webequie First Nation to complete the design and construction of an office building for health staff, Tikanagan, counselling services and program space. Currently, space is very limited to provide services and workspace for health care providers.
- Funding for healthcare professional residences has previously been identified by Webequie First Nation to increase capacity for healthcare providers residing and visiting the community.

7.1.1.3 Elder's Complex

As per the identified priorities related to services and facilities in the community within the CCP, measures are required to provide support care and services for the Elders in the community. Similarly to childcare, family members wishing to complete education and training, and seeking employment opportunities often encounter barriers relating to care for Elders. When Elders require care not accessible in the community, they are required to relocate to off-reserve facilities, which is detrimental to the mental and physical health of individuals and is also a loss for families and the community, as it removes holders of knowledge that customarily pass down indigenous knowledge to future generations.



As previously identified by the Webequie First Nation in the CCP, funding for an Elder's complex will help maintain cultural well-being during the construction phase and operations phase of the Project. A residential complex with individual accessible units, space for health care and recreation program is required to provide quality of life. The Plan will include the completion of an initial feasibility study, followed by design and construction, and operation of the facility.

7.1.2 Community Health

The Project is not anticipated to create a burden on Webequie First Nation's health facilities during construction since temporary accommodations, including construction camps, will be equipped to provide non-local workers with adequate facilities and supplies for first aid response, and with a helipad for emergency transportation to municipal facilities in the south.

As part of the Project, the following component plans are described in the EAR/IS as part of the Construction Environmental Management Plan (Appendix E of the EAR/IS):

- The Project will develop an Air Quality and Dust Control Management Plan, which includes mitigation measures such as using water sprays to manage dry conditions, usage of appropriate catalytic converters, mufflers and exhaust systems on equipment, limiting vehicle and heavy equipment movement to designated access routes to minimize dust generation and minimization of vehicle and equipment idling time.
- A Construction Blasting Management Plan outlining the best practices and regulatory requirements for the safe transportation, handling, storage and use of explosives, along with blasting restriction windows for protection of aquatic and terrestrial species, will be developed for the WSR.
- A Noise and Vibration Management Plan including procedures for management of construction activities which generate noise and vibration, procedures for community notification of noisy activities, and communication mechanisms for addressing noise complaints.

Mental health and addiction are also a major concern with Webequie First Nation, which could be adversely affected by the Project, due to increased access to drugs and substance use. Mitigation measures were identified to reduce potential adverse effects of the Project on mental health and addiction. The following mitigation measures are provided as a part of EAR/IS to guide the CRWG in identifying initiatives based on the requirements of Webequie First Nation:

- Providing educational sessions to employees on mental health, substance abuse and addiction, which could provide insight into the work requirement of abstaining from drug abuse and help employees understand the nature of substance use and addiction and find alternative ways of coping with trauma and stress. Information and guidance on accessing mental health and addictions services could also be provided to employees in their benefits packages at the outset of employment (Gibson et al., 2017).
- Drinking and driving and substance abuse were identified as concerns in the socio-economic survey. To address these concerns, it is recommended to establish community support services (e.g. mental health counselors, nursing/physician services, substance abuse programs, detox facilities) and infrastructure, funding, and grants to access healing options.
- Establishing a sobriety program for onsite employees of the community who are living with addictions, to invest in employee wellness (Gibson et al., 2017). A sobriety program can help involved individuals to support one another and reduce stigmas around alcohol and drug addiction. It is critical that employees are made to feel safe and are reassured that their employment will not be risked by engaging in the program.



7.1.3 Community Safety

The largest safety concerns in the community are high rates of substance abuse. Additional concerns around bullying or cyber-bullying, high rates of domestic (family) violence and child negligence were also noted in Webequie First Nation Socio-Economic Survey (AtkinsRéalais, 2022a, as cited in InterGroup, 2024). Community safety and perception of safety would be affected during the construction phase due to the potential for gender-based violence associated with the presence of man camps/temporary construction camps, potential for family violence associated with increase in income and transportation related safety issues associated with driving on the all-season road.

The following Project mitigation measures are recommended to be implemented to minimize community safety impacts due to project development by the CRWG.

- Ongoing engagement between the Project and Webequie First Nation residents and their Chief and Council as this is essential for evaluating the Project's impact on community safety. Regular evaluation/reviews will allow the CRWG to quickly identify any areas of concern or successes and adjust their mitigation strategies in a timely manner as needed;
- To address safety concerns highlighted in the survey by Webequie First Nation members (women, youth, elders), the Proponent will conduct:
 - Targeted educational awareness;
 - Ongoing discussions with the community throughout the Project;
 - Evaluation of services including a women's shelter; and
 - Prepare an Emergency Response and Preparedness Strategy.

As a part of the Project, individual Health and Safety Management Plans tailored for the construction and operation phase of the Project will be developed, implemented and regularly updated. This plan will outline specific procedures and protocols for working on construction sites in accordance with the Ontario *Occupational Health and Safety Act*. It will include contact information for all on-site personnel, site details such as work locations, check-in systems, accommodation arrangements, identification of potential hazards and associated risks, training requirements, incident reporting procedures and frequency and emergency management plans for situations like floods, fires or medical emergencies. The Proponent for construction of the Project is planned to develop and implement the following health and safety management measures regarding operation of the construction camps:

- Project contractor will maintain a Substance Abuse program, as a part of the terms and conditions of employment. Impaired individuals will not be tolerated on worksites. Individuals suspected to be under the influence of alcohol and/or drugs will be removed from the work area immediately and be dealt with as dictated by the contractor's Substance Abuse Program.
- All full-time Project workers will undertake cultural awareness training.
- All workers will follow the Project contractor's Harassment/Bullying Policy and Substance Abuse Policy.
- Transport to the construction camp and site will generally be completed using multi-passenger vehicles/ shuttles.
- The contractor will prohibit non-Project personnel from riding in company vehicles.
- The contractor will maintain a set of camp rules that describes what is and is not acceptable practice in camp, including a curfew and prohibited items, actions or practices.
- Only authorized individuals will be allowed within the construction camp and all visitors are required to check in with security upon arrival. Bringing an unauthorized individual onto site will be a violation of the terms and conditions of employment.
- Any incidents that violate the contractor policies or rules and require immediate attention or action will be appropriately addressed by project leadership, which may include termination.



Safety and security measures considered specially for vulnerable groups in the communities are presented in **Section 7.1.5**.

7.1.4 Road Safety and Traffic Management Strategy

Survey respondents from the socio-economic survey undertaken as a part of EAR/IS indicated road safety as the main concern about the Project (AtkinsRéalis, 2022a). Specific concerns identified by Webequie First Nation include: pedestrian safety, road/ street maintenance, lack of stop signs or roads, speed limits not enforced, animal/ wildlife collisions, lack of streetlights, and drinking and driving. The most identified road safety concern was drinking and driving.

Safety is built into the design of the key components of the Project. The design criteria and standards applied to a road project are based on but not limited to, the classification of the road, its purpose and anticipated traffic volume, including the mix and type of vehicles (e.g., cars, heavy and light trucks, etc.). Based on the low population density in the project study area, proposed road usage and the intended stated purpose of the WSR, an average annual daily traffic (AADT) volume of less than 500 vehicles has been projected for the Project. It is expected that traffic during the operations phase will comprise primarily of light to medium personal and commercial vehicles, with some limited heavier truck traffic carrying industrial (mining) supplies and equipment. Temporary and permanent access roads will be developed for the construction and operations phases of the Project. These access roads will be constructed within the Project Footprint of the WSR to facilitate vegetation clearing, construction of culverts and bridges at select locations, and earth movement/hauling requirements. A separate Construction Traffic Management Plan will be developed as part of the Project CEMP which will manage the traffic generated in the construction phase. The WSR traffic operations will not include mineral ore or mine product hauling/transport.

A Road Safety and Traffic Management Strategy is recommended to be developed by CRWG to address community safety concerns and adhere to road safety requirements applicable to the Project. The strategy will focus on minimizing the risk of traffic incidents through various measures, including improved road signage and communication, public awareness campaigns targeting youth, the elderly and new drivers and the enforcement of traffic regulations through regular patrols and safety checks. It is envisioned that the CRWG will work with the Project Team to review and provide input to traffic management plans, provide advice and support ongoing community needs and include or represent vulnerable subpopulations such as Elders, youth, women, people with accessibility/ accommodation needs.

The key considerations and elements which can be included in the Road Safety and Traffic Management Strategy are outlined below:

- Identify and develop road safety enforcement and/or by-law officer positions with Nishnawbe Aski Police Service (NAPS) and Band Councils to carry out and enforce the Road Safety and Traffic Management Strategy;
- Establish, monitor and update traffic management and emergency protocols;
- Conduct community engagement, provide community resources such as notification and signage guidelines;
- Create comprehensive transportation policies, plans, guidelines and/or strategies led or jointly led by Webequie First Nation;
- Develop traffic policy and enforcement protocols for dangerous driver behavior;
- Provide driver education and training and all access to vehicle safety and mechanics;
- Identify locations that need additional traffic/safety features for drivers and pedestrians (i.e. street lighting, sidewalks, road repairs, pick-up/drop-off areas etc.);
- Review community's driver's licensing information, access to education services, insurance coverage needs/gaps, provide driver education and training and access to vehicle safety / mechanics;
- Establish vehicle maintenance facilities and supply chains;



- Determine fuel supply chain, fuel storage, other community benefit programs, agreements, guarantees and engage First Nations regarding sufficient infrastructure needs to provide “versatile and reliable transportation supply chain infrastructure” (Government of Canada, 2022);
- Establish, monitor and update traffic management and emergency protocols;
- Review capacity, skills, policies, administrative, allocation of capital (i.e. Buildings, services) and operational budgets for emergency services provision and integration in Webequie, including Nishnawbe Aski Police Service;
- Establish traffic policy and enforcement protocol for dangerous driver behaviour and integration into community support, treatment, and restorative justice approaches (Treveethan and Maxwell, 2023);
- Establish comprehensive transportation policies, plans, guidelines and/or strategies lead or jointly led by Webequie First Nation, other LSA and RSA First Nations that embody values, vision, plan focused on climate change as “[a]verage temperatures are rising more quickly in the North than in the rest of Ontario” (MMAH, 2023); and
- Enforce traffic safety through regular patrols and checks.

The following measures are considered in the design of the WSR for roadway safety (Section 4.3.1 of the EAR/IS), and these considerations include but are not limited to:

- Road geometric design: Includes horizontal and vertical alignment of the preferred route, such as standard curve radius of the road, and grade/profile of the road.
- Road-cross section and cross-fall: Includes two-travelled lanes and shoulders and roadside ditches.
- Road foundation and driving surface: Includes the design of the underlying subgrade material for the road foundation and its depth considered for the typical vehicle types (e.g., light pick-up trucks, heavy industrial/commercial transport trucks and trailers, etc.) that are envisioned to use the WSR, including their weight/load (maximum 18-ton truck). Also considered from the assessment of soils and terrain, the road alignment surface has been adapted for the west (upland area) with asphalt or chipseal treatment, and the east half of the road (lowland/peatland area) with gravel.
- Roadside safety: Includes safety treatments for avoidance of collisions that occur within the roadside environment typically involve a vehicle departing the roadway and subsequently impacting a stationary obstacle (e.g., tree, utility pole, embankment, bridge, etc.), or encountering a situation (e.g., wildlife – moose) or feature that result in a vehicle losing control or rolling over. All roadside safety features and design elements are to be further considered and confirmed in the detail design phase of the Project and will comply with the MTO Roadside Design Manual.
- Maintenance turnaround areas and maintenance/rest areas: Includes maintenance turnaround areas along the WSR to allow for maintenance equipment/vehicles during the operations phase of the Project to safely turn around and proceed in the opposite direction in which they came on the roadway. In addition, the purpose of rest areas is to enhance safe travel and provide more comfort for road users who may want to pull-off to allow for other vehicles to pass, or to stop due to inclement weather, vehicle issues or to rest.
- Illumination: Includes low level light fixtures at temporary construction camps, permanent maintenance and rest areas, aggregate pits/quarries and at the Maintenance and Service Facility (MSF) for the purposes of safety and security. No continuous full illumination (i.e., light poles) along the WSR is proposed due to anticipated traffic volumes (< 500 vehicles per day on average) and practicality and/or availability of a stable power source and connection. As part of the CEMP, a Light Management Plan (Appendix E of the EAR/IS) will be developed for Project activities needing illumination. This plan will outline procedures and best practices to manage light emissions during construction.
- Intersections: No road intersections are currently proposed for the WSR and therefore are excluded from the EAR/IS. However, the need for road intersections for example at the east and west terminus of the road will be assessed further in the future.



- Fencing and signage: Based on the remote nature of the Project no fencing is proposed along the right-of-way limits of the WSR to control or restrict access to the corridor. The need and location of signage (e.g., posted speed limit, awareness of wildlife habitat or crossing, upcoming rest areas, etc.) will be determined in the detailed design phase of the Project.
- Road patrols and inspections of the road will occur during the operations phase (Section 4.4.3.1.1. of the EAR/IS). The frequency of these patrols and inspections may require adjustment to address specific situations, such as during spring break-up, during and after heavy wind or rain events, and emergencies (e.g., accidents, fires, stranded motorists, wildlife mortality from collision with vehicles).

Road safety community awareness and driver training is an important element of road safety for the Project. Currently vehicle transportation and traffic are low at the LSA communities, and increased vehicular traffic is expected due to the WSR; therefore, it is recommended to provide coaching and training on road and traffic safety to community members. CRWG Planning considerations are recommended to include:

- Community-wide road safety awareness campaigns in Webequie First Nation to get community members prepared and sensitive to new hazards posed by the Project during the construction and operations phases of the WSR.
- Carrying out community engagement, and developing and distributing notifications and signage guidelines, and community resources for road safety.
- Access to driver education, as 60% of Webequie First Nation member respondents between the ages of 15 and 30 years old do not possess a driver's license. When asked whether members have access to a vehicle, 53% of respondents noted that they do not have regular access to a vehicle (AtkinsRéalais, 2022a). Training may include establishing partnerships with KKETs to provide driver's education and licensing for interested community members. In the past, KKETS has partnered with local employment planning councils in Ontario to offer in-community driver's testing for remote communities such as Webequie (NSWPB, 2017 as cited in InterGroup, 2024).

7.1.5 Safety and Security Strategy for vulnerable community members

A Safety and Security Strategy for vulnerable community members is recommended to be developed with the purpose of providing enhanced safety and security for women, children, youth and vulnerable people in the Webequie community, including 2SLGBTQQIA (Two-Spirit, lesbian, gay, bisexual, transgender, queer, questioning, intersex, and asexual) individuals (Mackellar et al., 2023) and under-housed people, to address any new hazards and safety concerns related to the Project as a part of the CRP.

The Safety and Security Strategy is suggested to be developed in collaboration with community, government and community-based organizations (e.g. Native Women's Association of Canada) focused on the implementation of the recommendations of the National Inquiry into Missing and Murdered Indigenous Women and Girls (MMIWG), and other programs with related objectives.

Key considerations and elements of this strategy can include:

- A trauma informed approach that will be sensitive and flexible to the needs of each community and each person affected by the Project, including privacy and other considerations.
- Consideration of services including police, sexual health, and gender-based violence services (e.g., shelters).
- Establishment of a group made of community members to function as Community Liaison Officers as part of the Project workforce during the construction phase, to bridge the gap between the community's needs and the

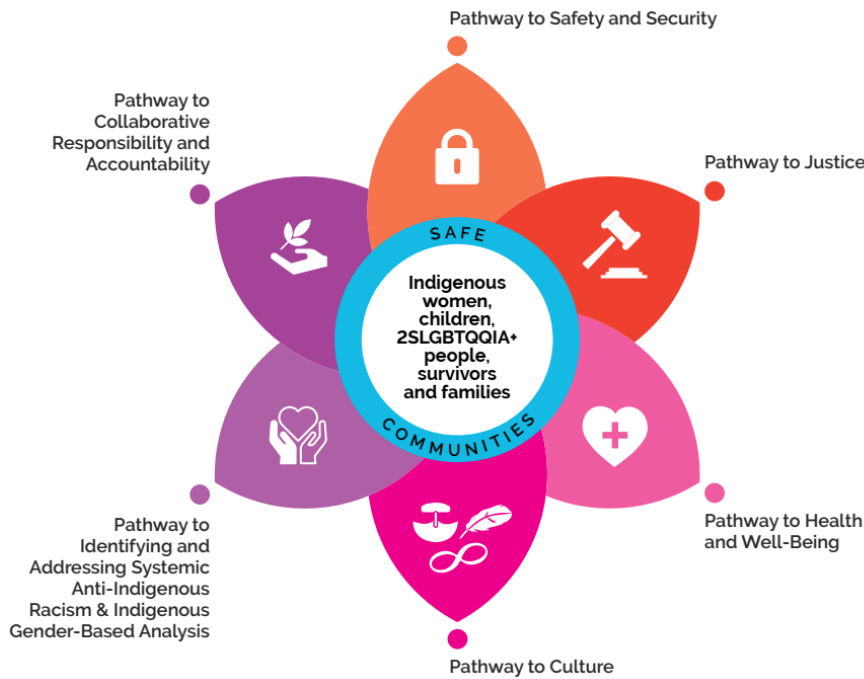


Project's requirements and effects. These community liaison officers would be trained to help deescalate conflicts between Webequie First Nation and non-local Project employees before further interventions are necessary.

- Developing a grievance mechanism for community concerns and issues, inclusive of issues regarding racism, sexism, gender-based violence, and other issues (Gibson et al., 2017 as cited in InterGroup, 2024). The grievances follow up and resolution are proposed to be addressed with Community Liaison Officers.
- Creating and implementing training programs focused on the safety of Indigenous women, girls and 2SLGBTQQIA individuals (covering issues like sexual harassment and sex trafficking) for all Project employees, both during construction and operation phases. These policies and training can be clearly communicated and strictly enforced at all levels of employment. Policies and educational opportunities to address hyper-masculine culture, such as teaching employees about privilege based on gender, ethnicity, and class, could help to counteract the values and attitudes that lead to violence against women (Gibson et al., 2017 as cited in InterGroup, 2024).
- Establishing procedures and programs regarding drug and alcohol usage during Project work. These programs could include elements such as dry camps or regulated and monitored consumption of alcohol, supports for seeking substance use treatment, and encouragement for seeking substance use treatment such as ensuring employees who are successful in their treatment and recovery have a job to return to (Gibson et al., 2017 as cited in InterGroup, 2024).
- Explore the province's program on Community Safety and Well-Being Planning, which involves working with multi-sectoral partners to proactively identify and address local priority risks to safety and well-being before they escalate (Government of Ontario, 2021).
- Planning and implementing community workshops in the Webequie community and other participating communities to further engage women, youth, 2SLGBTQQIA individuals and other vulnerable groups in identifying needs and concerns in the community as well as potential mitigation measures.
- Arranging regular community events to bring together Project workforce with the Webequie community, with events such as barbecues and family days.
- Providing culturally relevant training and counselling for Indigenous Project staff as they may be working for extended periods away from their home and may need supports to maintain healthy families and relationships (Gibson et al., 2017; Eckford and Wagg, 2014; InterGroup, 2024).
- Working with government bodies on implementation of Ontario's strategy in response to the MMIWG National Inquiry's recommendations. Ontario's response includes six Pathways to Safety, which are illustrated in **Figure 7-1** (Government of Ontario, 2021). Engaging with counterparts from various ministries which are involved in implementing the MMIWG recommendations for which the government of Ontario is responsible (such as the Ministry of Education, Ministry of Indigenous Affairs, Anti Racism Directorate, Ministry of Health, Ministry of Children, Community and Social Services, etc.).



Figure 7-1: Ontario's Pathways to Safety in Response to the MMIWG National Inquiry Recommendations



Source: Government of Ontario, 2021

7.1.6 Community Emergency Response Strategy

A strong community emergency response strategy is crucial for any road project to safeguard the safety and well-being of residents. This generally involves coordinated efforts with local emergency services, clear communication channels, and regular drills to prepare for potential incidents. By proactively addressing emergency scenarios, risks can be minimized and a swift, effective response to protect the community can be achieved.

The CRWG will be required to develop measures and regulations in order to streamline emergency response activities. It is envisioned that any spills or emergencies which originate from construction and operations activities be maintained and contained via the measures put in place by the proponent, as described in the CEMP and OEMP. The following recommendations can be considered in developing measures for the emergency response preparedness strategy:

- Developing an Emergency Response Preparedness Strategy with the aim to mitigate the impacts on vulnerable groups by considering the physical location of the camps, increasing resources for drug, alcohol and mental health support and implementing policies on substance use and grievance handling.
- Identifying and planning for the needs of vulnerable populations, such as the elderly, disabled, or those with medical conditions.
- Engaging security staff to patrol the camp for hazards/threats (e.g. wildlife) and protect workers.
- Reviewing the capacity, skills, policies, administrative structures, allocation of capital (e.g., buildings, services) and operational budgets for emergency service provision and integration in Webequie, including the Nishnawbe Aski Police Service.
- Identifying potential hazards and risks specific to the community, such as natural disasters, power outages, or health emergencies.

- Engaging community members in the planning of the emergency response strategy. The formation of a team of volunteers can help to organize and implement the strategy, with input from diverse genders, age groups and occupations to provide holistic information.
- Developing a clear communication strategy, including a contact list of all community members and emergency contacts; Making it clear how everyone can receive and share information during an emergency.
- Stockpiling essential supplies such as food, water, medical kits, and tools and encouraging households to prepare their own emergency kits.
- Developing a procedure for emergency response of the community members, such as establishing designated safe evacuation routes and shelters within the community.
- Providing proper communication of these locations to all residents.
- Conducting regular training sessions and emergency drills so that everyone understands their roles and responsibilities during an emergency.

In addition to the above, the Project will have measures to prevent or reduce the demand for emergency services within the Webequie community, which are described below. Further information regarding Proponent led health and safety measures are provided in **Section 7.1.3**.

- A Spill Prevention and Emergency Response Management Plan will be developed and implemented for the Project. The plan will address potential emergency situations, including personal injuries, fires, explosions and hazardous materials spills that are most likely to occur.
- Construction and operations activities work will have safety management plans and workers will be required to adhere to these protocols for safe work. This reduces the potential for work-related incidents, such as injuries or fires.
- Construction workers will have access to on-site health support via the first aid station for treating common injuries and illness. The first aid station and helicopter pad will be equipped with lighting and windssocks for emergency response. In the event of more serious injuries, workers will be transported to an appropriate medical facility, likely located outside the community. The Project anticipates these incidents to be rare occurrences due to multiple safety measures. In these situations, helicopters that are used for Project construction work are expected to also be readily available to transport individuals to larger health facilities for medical treatment.
- Workers will be trained prior to commencing work so that they can perform their duties safely.
- Workers will be expected to always remain within the camp and will rarely enter the Webequie community, reducing the potential for harmful/disruptive actions to occur within the Webequie community and reducing the use of protective services within the Webequie community.

7.2 Education and Training

7.2.1 Education, Training and Employment Readiness Strategy

Effects of the Project on Education, Training and Traditional Learning Programming and Facility Space are anticipated to be positive from an increase in levels of education and training attainment particularly in Webequie First Nation, as well as other LSA and RSA community members and residents interested in the Project. The Project could also adversely affect LSA communities from any limitations placed on the availability of Education, Training and Traditional Learning Programming and Facility Space, due to an increase in demand. In addition, decreased interest and lack of capacity could adversely affect traditional learning programming in Webequie First Nation and other LSA and RSA communities.



An Education, Training and Employment Readiness Strategy will aim to provide meaningful participation of Indigenous communities in the Project through training, employment, and capacity-building initiatives to be developed and implemented prior to the commencement of the Project, overseen by the CRWG. The strategy will outline measures that will maximize economic benefits, address potential barriers to Indigenous community member employment, increase employment opportunities for Indigenous community members, provide skills development and training to enhance job readiness, and support a workplace that is culturally inclusive and respectful of Indigenous values and traditions.

One of the goals of the Project is to provide employment and training to Webequie First Nation and other LSA and RSA community members, which will allow members of the communities to gain work experience that can also be applied to future development projects. To confirm that workers are qualified to conduct work on the Project, training programs will be required. All workers on the Project are expected to complete required safety courses (e.g., safe work programs) and/or have any related certification required for their role (e.g., first-aid certification). Some roles will require job-specific training, such as operating heavy equipment or mobile equipment. Employment opportunities for the Project during the construction phase include both direct employment (i.e., trades, transport and equipment operators and related occupations) and indirect employment (i.e., supporting information technology, document control, communication services, health and safety, manufacturing and distribution of supplies). The Project will also offer opportunities for youths through youth-employment and training.

The CRWG will guide the education, training, and employment readiness strategy to improve educational and training outcomes in Webequie First Nation and other participating communities. This includes collaborating with education and training partners for both on-reserve and off-reserve programs, expanding educational and training facilities in the Webequie community, and integrating traditional learning into the CRP to support Indigenous knowledge preservation. The strategy will outline the overall approach to education, training, and employment readiness for the individuals in the Webequie community and other LSA and RSA communities to increase employment opportunities during the construction and operations phases of the Project. It will leverage existing programs and augment them through adaptive management and as identified through monitoring.

The following items are recommended to guide the education, training and employment readiness strategy.

- Education and Training Programs:
 - Webequie First Nation, and other LSA and RSA communities, working with organizations on employment-focused programs such as the North Superior Workforce Planning Board (NSWPB) on the Education, Training and Employment Readiness Strategy to prepare youth and working-age people for new job opportunities related to proposed all-season roads and mining projects in the region. Through dialogue with the community that includes discussions, roundtables, presentations and surveys, work with organizations such as the NSWPB to conduct comprehensive community needs assessments to identify challenges, barriers and needs related to education, training and employment. Once the needs of the community are understood, the NSWPB can work with the community on the skills and competencies already present in the community, and those skills that require further development (NSWPB, 2024).
 - Partnering with training programs like KKETS and Matawa First Nations Management (see Section 14 of the EAR/IS) to help Webequie community members who did not complete high school, obtain their high school equivalent and pursue skilled training for Project-related employment, based on training and education needs of community members. Types of training available through these partnerships may include line cutting, heavy equipment mechanic, drilling, millwrights, remote camp cooks and heavy equipment operators (AtkinsRéal, 2022b).
 - Providing training opportunities that assists youth and other underrepresented groups in gaining the necessary skills to access employment may help in reducing barriers to Project-related employment. When possible, facilitating in-community training would help limit barriers to participation experienced by Webequie community



women and youth. The feasibility of providing in-community training should be evaluated, along with strategies to reduce barriers to education and training. This includes identifying of type of support needed for students receiving training outside the Webequie community.

- Planning beyond the immediate needs of the Project and aiming to develop scholarships and partnerships with colleges and universities, such as Lakehead University, could be beneficial for Webequie First Nation and other LSA and RSA community members, including youth and women, to take on more specialized roles in the Project that can only be obtained through post-secondary education, such as natural and applied sciences, business, and finance. Education on reserves can be insufficient in preparing First Nation youth for post-secondary education, leaving them at an academic disadvantage (ICT, 2023). Therefore, consideration of additional supports to prepare and support youth for continuing education should be considered.
 - Opportunities for different groups, such as women and youth, to be employed in high-skilled jobs through provision of on-reserve and on-the-job training (e.g., trades apprenticeships, surveyors, heavy equipment operators and road safety auditors). During the Aboriginal Youth Employment and Training Survey, the majority (70%) of youth participants aged 18 to 30 agreed that employment training programs would be beneficial in entering the workforce, however over 50% indicated it was difficult to know what programs were available and 55% mentioned there were not sufficient employment training programs available to them (NWAC, 2015a).
 - Pre-employment training to equip underrepresented Webequie community members (i.e., youth, women) for the Project employment opportunities, particularly individuals who have not been previously employed or worked in a formal position (NWAC, 2015b). This might include supporting the completion of basic workplace certifications, such as First Aid training and Workplace Hazardous Materials Information System (WHMIS) training, learning time management skills and tools, understanding employment standards and rights, and other support for developing job-hunting skills.
 - Maintaining records of training provided to all workers on the Project to be used by workers as a reference for future jobs. Training courses specific to the Project, such as safety courses, will be provided by the Project to all personnel. Some education and training courses required for the Project may not be available online, so community members may be required to fly out to take these programs; some programs may be provided by the Project by bringing education and training programs into the Webequie community or other participating communities, or flying community members out to complete training programs that are only offered outside of fly-in communities, in larger urban communities to the south.
 - Developing an environmental monitoring training program for the Project and provided to all workers so that all individuals involved in the construction of the Project are informed of, and understand, the project-specific environmental requirements and sensitivities, and their responsibilities regarding meeting those requirements.
 - Training initiatives can boost community member participation and attract new workforce entrants. Not all training needs to be directly related to the Project; indirect training can help community members overcome barriers to workforce participation. This approach can expand the workforce and create more Project-related job opportunities. By increasing the number of workers with the necessary skills for the Project and future projects, more jobs will be created within the community, preparing the Webequie community for future endeavors.
- Workplace Policies and Procedures:
 - Identification of employment opportunities (types, numbers, timing/schedule, and employment hiring requirements) during each Project phase in advance of the beginning of construction.
 - Development of plans for employment and local opportunity catchment to reduce a surge in the required labour force during construction, reducing the potential for in-migration to the region. This includes first coordinating with Webequie and other communities to understand their ready workforce to fulfill the employment opportunities, then incorporating different methods for advertising employment opportunities including job boards, career fairs, and databases of job opportunities specific to First Nation individuals.



- Development of procurement policies for recruitment, development, and retention of underrepresented groups within the study area communities.
 - Engagement of women recruiters and community engagement personnel to attract women candidates and promote a more inclusive work environment.
 - Establishment of career development and job-sharing pathways, along with strategic corporate commitments, plans and practices to eliminate systemic barriers (MIHR, 2023).
 - Identification of programs and policies that support cultural awareness and anti-racism training and implementation of new programs and policies where required to mitigate potential adverse effects associated with presence of non-resident workers. This includes a diversity and inclusion strategy, zero tolerance policies for racism and workplace violence, codes of conduct, workplace safety programs and cultural training programs (e.g., Indigenous Awareness Training), as a means to retain employees through positive work experience.
 - Establishment of policies that provide flexible work schedules or leave options for Indigenous employees, enabling them to participate in cultural practices and community commitments such as harvesting, while maintaining their engagement in the traditional economy (e.g. hunting, trapping, fishing).
 - Adjusting working shifts and hours to accommodate child/elder care responsibilities, helping to eliminate employment barriers for women whenever possible.
 - Prioritizing contractors and subcontracts of Indigenous owned businesses that participate in procurement and contracting opportunities. The Project will also provide business support tools to help Indigenous businesses meet contract requirements.
 - Development and implementation of workplace policies and programs such as a diversity and inclusion strategy, zero tolerance policies for racism and workplace violence, codes of conduct, workplace safety programs, and cultural training (e.g., Indigenous Awareness Training), to retain employees by fostering positive work experiences.
 - Development and implementation of a procurement policy that includes Indigenous supplier targets.
 - Promotion of full-time paid employment of underrepresented groups (e.g., youth and women) through initiatives such as job shadowing, mentorship programs, and paid internships, with Indigenous women serving as mentors to junior female employees.
- Supporting Traditional Learning and Cultural Practices:
 - The Contractor will commit to incorporating traditional learning and cultural teachings into training and develop education, skills and training approach for community members to align with Project opportunities. This will also include a commitment by the Contractor to:
 - Develop trauma-informed workplace policies and procedures that promote healing and reclaiming Indigenous identity from the intergenerational trauma of assimilation, forced relocation, the Sixties Scoop and the residential school system and the abuse that occurred at the schools.
 - In keeping with the Truth and Reconciliation Commission of Canada's Calls to Action and the Indigenous Languages Act of 2019, and recognizing languages are fundamental to cultures, spirituality, relationships to the land, world views and self-determination, the contractor will work with Indigenous communities and other parties to offer training opportunities in Oji-Cree and other Indigenous languages as needed.
 - Build education and training, programming for traditional land-based skills and cultural knowledge for Indigenous community members, including surviving off the land and conducting work in keeping with Indigenous ways.
 - Develop policies supporting flexibility in work schedule and/or opportunities for leave for Indigenous employees in order to support important cultural practices, such as harvesting, traditional learning, and healing practices.



- Education Facilities:
 - The following upgrades proposed for the Webequie community’s education and training facilities, which have been reported by Webequie First Nation in its CCP as being required (Webequie First Nation, 2023):
 - Upgrade/expansion of existing primary school or new primary school;
 - Space for mental health including counselling and programming;
 - A training centre and a high school, or a combination of both together;
 - Completing the land-base camp as a healing and teaching space;
 - A community kitchen for teaching and for helping with food security; and
 - A stand-alone day care/early years centre, or as part of an expansion on the primary school (Headstart is already operating at the school).

- Hiring Practices:
 - Skill assessment and inventorying: Identifying individual current skills and areas for improvement for community members interested in obtaining employment. This can include technical skills, soft skills, and industry-specific knowledge. An inventory of skills of community members can be developed and updated regularly, which will allow for WSR and future opportunities to be made available easily, especially with an understanding of current skills levels readily available within the community.
 - Early Notification of Employment Opportunities: Provide advance notice of job postings to community members to allow sufficient time for applications.
 - Set recruitment goals: Establish hiring targets for Indigenous workers across various skill levels and phases of the Project.
 - Collaboration and partnerships: Develop partnerships with Indigenous employment agencies in the community to distribute postings through community networks, align available jobs with community skill set to maximize employment opportunities.
 - Coaching and training: One-on-one coaching and application support will be provided to assist community members navigate the hiring process.
 - Resume and Cover Letter Writing: Resume-building workshops, interview preparation and career counselling in coordination with Indigenous employment agencies in the community will be provided to better prepare community members.
 - Offer pre-employment training, on-the-job training, apprenticeships and mentorship programs to equip community members with the skills needed for employment opportunities and to succeed on the job, in partnership with local Indigenous organizations.

7.3 Housing and Infrastructure

During the construction phase, temporary accommodations will be installed at four construction camps at the Project site to be utilized by Project workers during the construction and operation phases, with one camp being retained during the operations phase. The construction camps’ temporary accommodations will avoid an increase in demand from non-local workers for housing and temporary accommodations in the Webequie community during the construction phase and will ease any burdens that could be placed on the Webequie community’s housing and infrastructure.

The Project has the potential to impact housing availability in the Webequie community through an increase in demand for housing caused by an increase in net in-migration of Webequie community members. The current lack of available housing in the Webequie community creates a barrier to off-reserve Webequie members returning home for employment opportunities. Additionally, an increase in off-reserve Webequie members returning to the Webequie



community could further exacerbate the overcrowding issues that the Webequie community already faces. Further, Project-related activities have the potential to bring non-residents into the Webequie community on visits who would require short term accommodations, which are already limited in Webequie and often used by Webequie residents themselves.

During the construction phase, the construction camp structures will be designed to make available all required services to the workers at the camp itself and thereby cause neutral to minimal disturbance/ impact to the existing community infrastructure of Webequie First Nation. These camps will include essential facilities such as worker accommodations (bunkhouses), construction offices, a kitchen and dining hall, a first-aid station, a helicopter pad with lighting and windsocks for emergency responses, a communications system, a wastewater treatment holding tank and/or treatment system, a groundwater supply well, solid waste handling and storage facilities (for both hazardous and non-hazardous waste), a designated waste recycling area, electricity supply from diesel generators, above-ground fuel storage tanks and refueling areas, and laydown/storage areas for equipment and materials.

During the operations phase there will be a substantially lower workforce required for the Project, and non-local workers that may be hired to fill positions will stay in temporary accommodations near the Webequie community and will require access to community infrastructure and services.

The Webequie First Nation CCP identified housing and infrastructure as critical components which require mitigation in short term and long-term stages, with issues such as overcrowding, aging infrastructure, maintenance issues and insufficient supply being main problems that the community are facing. As indicated by Webequie First Nation:

‘Infrastructure is clearly the biggest need in the community and should be the priority in the [comprehensive community plan]. Without addressing the gaps in office and programming space, as well as housing and associated infrastructure, the potential for coordination and effective operation of programs to help the community become physically and mentally well is seriously diminished. This could mean that the benefits from future resource development could be lost if the community cannot put forth a healthy workforce and community’ (Webequie First Nation, 2023).

With proper planning, the Project could lead to new or improved housing for Webequie residents by reducing the costs of transporting housing materials to the community. Many Webequie members are hopeful that the Project will enhance the state of housing in their area (AtkinsRéalais, 2022a; 2022b). According to Webequie First Nation's CCP (2023), there is an urgent need to build new homes, replace some existing ones, and renovate almost all other units.

The Webequie First Nation CCP outlines the need for improvements and upgrades to community infrastructure services, including sewer and potable water systems, operator training for these facilities, road expansion and upgrades, power supply enhancement via hydropower, and identification of additional potable water sources such as springs (Webequie First Nation, 2023). Community members will be trained according to the strategy proposed in Section 14.4.4, maintaining the continuity of facility operations and maintenance. Construction camps will be established to temporarily expand the workforce and provide the necessary labor for the Project activities, preventing disruptions to community infrastructure services during the construction phase.

The Project will manage waste, encouraging proper reuse, recycling and disposal methods to reduce pressure on the existing waste management facility. A Construction Waste Management Plan will be developed and implemented by the contractor. That Plan will outline waste management procedures, including collection, storage, transportation and disposal in compliance with provincial and federal regulations.

During operations, the existing community infrastructure will be accessed as needed for Project-related staff. It is anticipated that the enhancements to community infrastructure made during the construction phase will be sufficient to accommodate occasional use by the Project.



7.3.1 Housing and Infrastructure Readiness Strategy

Currently, Webequie First Nation either does not have the community assets to best participate in the Project economically and best capture its benefits, or their assets are not in a condition that would allow Webequie First Nation to participate fully. To allow Webequie First Nation to best participate in the Project and capture its benefits, enhancement of community assets is proposed.

Action items from Webequie First Nation's 2023 CCP include the development, repair and enhancement of community assets that will in turn enhance community capital and enable the community to meet the opportunities presented by the Project (Webequie First Nation, 2023):

- Provision of housing needs identified in the Comprehensive Community Plan (CPP);
- Setup of Wellness and Readiness Centre;
- Upgrade sewer and water capacity;
- Upgrade hydro to remove restriction notice;
- Identify new freshwater sources to supply to the community;
- Establishment of day care and Elder care centres;
- Increase opportunities and lower barriers for community members to participate in cultural activities;
- Sustain worker participation in the traditional economy; and
- Have more business and administration capacity to develop entrepreneurship, partnership and supply relationships to benefit from the Project.

These new and upgraded community assets will not only enable Webequie First Nation to better capture the benefits of the WSR, but they will also allow Webequie First Nation to participate in future regional economic opportunities, positively affecting the community's financial position.

7.4 Economic Development

Economic development support will help maximize the economic benefits communities receive from the Project. The Project will enhance business and administration capacity in the community by fostering entrepreneurship, partnership and supply relationships. For example, the Project may present communities with the opportunities to form partnerships with other businesses that would supply the Project (e.g., trucking) and develop relationships that can be leveraged in future endeavors (e.g., work related to the Ring of Fire) (AtkinsRéalis Inc, 2022a).

The Project's demand for labour, material and equipment during the construction phase could dominate the local supply, potentially impacting the availability of these resources for other economic activities in Webequie First Nation. While this may provide sustained opportunities for community members to participate in the traditional economy, it could also create competition for resources among local businesses and other projects within the community.

To understand the broader economic impact, regular assessments should be conducted to evaluate factors such as increased local spending and improvements in infrastructure that could support other economic activities.



7.4.1 Economic Development Strategy

An Economic Development Strategy is proposed to be developed and implemented under the CRWG. Features of the economic development planning are suggested to include the following elements.

- Engagement and dialogue on economic development and land use. Involving community members from Webequie First Nation and other LSA communities in the planning process will help reflect their needs, values, and aspirations.
 - Webequie First Nation will continue to engage with neighbouring communities and to consider and respect neighbouring interests and concerns related to the Project.
 - LSA communities will be invited to participate in relevant meetings that concern regional development and land use discussions.
 - Webequie First Nation will promote community development agreements with the province and other potentially affected communities with respect to the Project.
 - The proponent will hold consultations, workshops, and meetings to gather input and build consensus.
- Identifying and evaluating local resources such as natural assets (e.g., forestry, mining, fishing), cultural heritage, and human capital. Understanding these resources helps in developing targeted initiatives especially with the changes that WSR will bring to the LSA communities.
- Creating Webequie First Nation economic development capacity support.
 - Funding for capacity support is required for the development of Webequie First Nation's Machitawin Economic Development Corporation, which started in 2020 and requires ongoing funding for staffing, office and capital costs for business development work, including the development of governance documents such as operations manual, strategic policy framework, governance manual, human resources finance policies.
- Encouraging entrepreneurship and supporting local businesses through grants, loans, and advisory services. This can help diversify the economy and create job opportunities.
- Implementing sustainable practices for long-term economic viability and environmental stewardship. This includes promoting eco-friendly industries and conservation efforts.
- Accessing support for economic development initiatives.
 - Identify funding and support for community-led economic development initiatives through programs such as the Community Opportunity Readiness Program, as communities identify a need or desire to create a specific plan, including:
 - Identifying barriers or gaps in the current state that need to be addressed to fully realize benefits from an economic development initiative;
 - Identifying support for community-owned businesses, such as business advisory services; and
 - Identifying additional needs and supports for community economic infrastructure.
- Establishing mechanisms to monitor progress and evaluate the impact of the strategy. Regular assessments facilitate necessary adjustments, keeping the strategy relevant and addressing changes needed to propel the economy forward.
- Development of recreational infrastructure such as trails, parks, and boat launches making sure these facilities are accessible and well-maintained. This will create job opportunities for community members.
- Promote cultural and ecotourism initiatives that highlight the natural beauty and cultural heritage of the LSA communities. This can provide economic benefits while encouraging the preservation of natural resources of the community. It is also essential to set in place strict rules and policies promoting responsible behavior among visitors and supporting eco-friendly businesses.



7.4.2 Procurement Enhancement Strategy

Indigenous procurement improves the well-being of Indigenous people and plays a key role in closing the economic gaps between Indigenous and non-Indigenous people (CCAB, 2021 as cited in InterGroup, 2024). Building business relationships through sustainable and meaningful participation of local and Indigenous-owned businesses supports the process of reconciliation by acknowledging the rights of Webequie as the hosting community (Mines Canada, 2024 as cited in InterGroup, 2024).

The procurement of goods and services from local and Indigenous-owned businesses is critical for economic development in the community, as goods and services compose the largest flow of finances from a project to a host (InterGroup, 2024). Procurement of local and Indigenous businesses also helps build their capacity and competitiveness for sustainability into the future, creating benefits for the community, including employment of community members (InterGroup, 2024).

Although there are no negative effects associated with this subcomponent, the following aspects are provided as enhancement measures under the Project for the social and economic well-being of Webequie First Nation and other Indigenous communities.

- Procurement policies are suggested to be established to recruit, develop and retain underrepresented groups within Webequie First Nation. This may involve setting mandatory minimum Indigenous Requirements to achieve employment targets for specific groups, such as women and youth.
- Establishment of Procurement Policies for Indigenous-owned Businesses:
 - Procurement policies for Indigenous-owned businesses can be daunting for some Indigenous owners, such as owners new to the business environment (Government of Canada, 2024 as cited in InterGroup, 2024). Robust procurement policies will foster a safe environment for local and Indigenous businesses, providing equal opportunities. This will encourage these businesses to participate, grow and meet the demands and trends of the economic landscape, ultimately benefiting both the businesses and the community.
 - Procurement policies will create a stimulating environment for First Nations and community members to initiate new Project supply chain businesses and participate in profits of the supply chain market. Although there are limited existing businesses available to participate in the Project supply chain, new Webequie First Nation and other LSA businesses can be formed to supply goods and services to the Project (InterGroup, 2024).
 - If the required goods and services are not able to be directly supplied by the new companies, the new community-based companies can subcontract to provide these services and still participate in the Project supply chain (InterGroup, 2024).
- As a component of the Project's planned mitigation measures, contractors that will be involved in the Project must establish and enforce formal policies for local and Indigenous hiring and procurement during the Project's construction. This will involve both formal and local and hiring and procurement policies throughout the Project. Further details regarding this mitigation measure are provided in Appendix E – Mitigation Measures.
 - These policies should outline strategies to enhance local and Indigenous employment in line with industry best practices. The prime Contractor will provide an annual report to the proponent on recruitment, retention, and local and Indigenous hiring to assess progress, measure policy effectiveness, and address any challenges.
 - The proponent will continue collaborating with Indigenous communities and organizations to explore employment and contracting opportunities related to the Project including a skill assessment and inventorying of indigenous-owned businesses.
 - The contractor is also required to report annually on recruitment, retention and uptake of local and Indigenous hiring, along with monitoring progress and tracking the success of these policies and identifying challenges.



- Proposed measures that may be taken by the proponent to procure local and Indigenous businesses for the Project include:
 - Increase procurement opportunities by allocating a percentage of project contracts and subcontracts to Webequie and other Indigenous owned businesses and working with Indigenous business directories to identify qualified suppliers and service providers.
 - Provide advanced notice of procurement and contract opportunities (e.g., public announcements, advertisements) and establish clear and equitable certification processes for local and Indigenous businesses (Mines Canada, 2024; CCAB 2021). This would include providing a clear definition and requirements of local and Indigenous businesses and/or asking Webequie First Nation to define eligibility criteria for their businesses, maintaining a list of qualified businesses, increasing the time to submit bids, and reducing technical requirements to reduce barriers for Indigenous business participation and encourage new Indigenous business owners (Indigenous Services Canada [ISC], 2019).
 - Host procurement workshops and information sessions to help Indigenous businesses understand bidding processes and requirements. Additionally, business development workshops will be provided to reduce any barriers related to procurement readiness, financial planning, and contract management.
 - Procurement policies for joint ventures with Indigenous-owned entities will be established to foster partnerships between Indigenous and non-Indigenous businesses thereby increasing participation in larger contracts. Joint ventures would benefit Indigenous businesses by providing the financial and human resources support that may be required to carry out a contract that they otherwise may not have the prerequisites for participating in (Mines Canada, 2024). However, for Indigenous partners to benefit, Indigenous ownership (i.e., at least 51%) and retention of majority gross profit margin by the Indigenous partner must be evident and monitored (ISC, 2019; CCAB, 2021).
 - Set-aside procurement, whereby certain contracts are set-aside for local and Indigenous businesses to guarantee procurement opportunities by limiting competition (Mines Canada, 2024; Office of the Procurement Ombud [OPO], 2023). Due to the limited number of existing businesses in Webequie, set-aside procurement may be conditional as it is uncertain whether local and Indigenous businesses have the capacity to fulfill the contract (OPO, 2023).
 - Provide options for scalable contracts and training: Providing scalable contracts and options for training to develop skills would aid reduce barriers to participation and help build capacity of local and Indigenous businesses to increase opportunities with the Project as well as support their sustainability beyond the Project (CCAB, 2021; ISC 2019).

7.5 Environmental Quality and Relationship with the Land

The current conditions of Webequie at all three scales of its territory in the Three-Tier Model can be simply captured as “pristine”. Webequie First Nation recognizes that certain areas within its territory and kinds of development can take place, as developed through its Draft CBLUP (Webequie First Nation, 2025). As described in the Webequie First Nation CCP, the ability to be a steward of its lands and build upon and create opportunities to “get out onto the land” as “[o]ur existence, identity and culture are fundamentally connected to the land” (Webequie First Nation, 2023). The second tier of the Three-Tier Model (Tashiikawiin/Tashiwiitoo) where cultural livelihood and traditional harvesting activities are located/used is especially important to this direction/goal.

“Living on the land, taking our sustenance from the land, heals us and keeps us well in all four directions of the medicine wheel [physical, spiritual, mental (intellectual) and emotional]. Our identity comes from the land... We are the Nishnawbe Aski, the people and the land, indivisible” (Webequie First Nation, 2023).



Potential effects of the Project on environmental quality are described in the bio-physical Sections 6 to 13 of the EAR/IS. Potential effects of the Project on Non-Traditional Land and Resource Use are presented in Section 16 of the EAR/IS, which considers land use planning and stewardship. Potential effects on traditional relationship with the land is considered in Section 19 of the EAR/IS.

7.5.1 Environmental Management Plans for Protecting Environmental Quality

The potential effects of the Project on the bio-physical environment are presented in the EAR/IS as follows:

- Geology, Terrain and Soils (see Section 6 of the EAR/IS);
- Surface Water Resources (see Section 7 of the EAR/IS);
- Groundwater Resources (see Section 8 of the EAR/IS);
- Atmospheric Environment (see Section 9 of the EAR/IS);
- Fish and Fish Habitat (see Section 10 of the EAR/IS);
- Vegetation and Wetlands (see Section 11 of the EAR/IS);
- Wildlife and Wildlife Habitat (see Section 12 of the EAR/IS); and
- Species at Risk (see Section 13 of the EAR/IS).

Construction Environmental Management Plan (CEMP) covers identified environmental (vegetation, wildlife, nuisances, etc.) impacts, mitigation measures, and monitoring requirements. CEMP is a document that outlines how environmental impacts will be managed during a construction project. Impacts to traditional hunting, fishing, gathering, air and noise and vibration and similar will be mitigated through measures in this document. The CEMP for WSR will include, at a minimum, the project description, project roles and responsibilities, project contacts, environmental awareness and education, health and safety, environmental protection and controls, component management plans, along with the following elements:

- Air Quality and Dust Control Management;
- Heritage and Archaeological Resources Management;
- Construction Blasting Management;
- Construction Traffic Management;
- Construction Waste Management (including Hazardous, Contaminated and Controlled Materials);
- Employment and Procurement Plan;
- Environmental and Cultural Awareness and Education Plan;
- Erosion and Sediment Control Plan;
- Fish and Fish Habitat Management;
- Groundwater Management;
- Health and Safety Management;
- Noise and Vibration Management;
- Light Management;
- Petroleum Handling and Storage;
- Site Restoration and Monitoring;
- Spill Prevention and Emergency Response Management;
- Surface Water and Storm Water Management and Monitoring;



- Soil Management;
- Vegetation and Invasive Species Management; and
- Wildlife Management (includes species at risk).

Operation Environmental Management Plan Framework (OEMP) provides specific guidance for managing environmental impacts during the operation phase of the WSR. The OEMP will also include component management plans as required for the operations phase, along with the following.

- Erosion and Sediment Control;
- Energy Management;
- Health and Safety Management;
- Noise Management;
- Petroleum Handling and Storage;
- Inspection, Maintenance and Repair/Rehabilitation of Road and Supportive Infrastructure;
- Spill Prevention and Emergency Response Management;
- Surface Water and Storm Water Management and Monitoring;
- Vegetation and Invasive Species Management and Monitoring; and
- Wildlife Management and Monitoring.

Each bio-physical environment discipline effects assessment section of the EAR/IS includes a mitigation and enhancement measures section, which is complemented with EAR/IS Section 22 Follow up and monitoring, Section 23 Accidents and Malfunctions, Section 26 Project Contributions to Sustainability, and Appendix E Mitigation Measures.

Elements from the bio-physical environment that support environmental quality and relationship with the land include the following:

- Vegetation (Appendix E): covers impacts to surface water sources due to Project which might create challenges to traditional ways of life such as gathering;
 - Minimization of disturbance to existing habitats and vegetation, with special concerns notes for sensitive habitats (e.g., riparian zones, wetlands);
 - Reduction and prevention if impacts to areas outside of the clearing zone;
 - Retention of peripheral vegetation to the maximum available possibilities to limit sight lines to the WSR;
 - Establishment of protocols for vegetation management as necessary (e.g., clearing no-go zones, pre-clearing plant surveys);
 - Controlling the introduction and spread of invasive species; and
 - Progressive restoration of disturbed areas.
- Wildlife (Appendix E): covers impacts to wildlife due to Project which might create challenges to traditional ways of life such as hunting;
 - Development of a wildlife management plan including information for wildlife mitigation measures, implementation methods, and schedule to protect habitats and wildlife species. The plan will include elements such as:
 - Pre-construction survey protocols (e.g., bird/nesting surveys, wildlife surveys, and waterfowl surveys);
 - An amphibian salvage plan (for amphibian breeding season work);
 - Timing windows for vegetation clearing during bird nesting and bat active seasons;
 - Specifications of monitoring wildlife during construction phase;



- Prohibitions required (e.g., no hunting or feeding wildlife); and
 - Reporting requirements.
- Surface Water and Storm Water Management and Monitoring (Appendix E): covers impacts to surface water sources due to Project which might create challenges to traditional ways of life such as water navigation, fishing, and recreational activities;
 - Development of a Surface Water and Storm Water Management and Monitoring Plan;
 - Management measures for stream flow (i.e., surface water) and runoff (i.e., storm water) during the construction;
 - Establishment of protective measures for maintenance of current surface water quality;
 - Setting up criteria and methods for surface water and storm water diversion requirements;
 - Monitoring and management requirements for surface water during construction, including monitoring of water quality prior to discharge to a waterbody/ wetland;
 - Environmental monitoring and reporting requirements; and
 - Ensuring adherence to federal and provincial water quality criteria.
 - Heritage and Archaeological Resources Management Plan (Appendix E): covers impacts to heritage and archaeological resources which in turn might pose risks to unidentified or undiscovered cultural/ heritage and archaeological resources;
 - General procedures to identify, report, and manage heritage and archaeological resources during construction;
 - General procedures and protocol for encountering unexpected heritage or archaeological resources during ground disturbance via the heritage or archaeological finds contingency plan; and
 - Heritage or Archaeological Finds Contingency Plan with information to identify heritage or archaeological materials if encountered in the construction area, procedures for notification and reporting the find, and actions to follow to protect the site from impacts.

7.5.2 Stewardship and Environmental Management Strategy

Indigenous communities in the Project area traditionally use the land and the resources of their territories for various purposes (Section 19.2.2.1 of the EAR/IS). The land provides essential resources, such as food, water, medicine, which are available through traditional practices like hunting, trapping, fishing, and gathering plants. *Mino Bimaadziwin* (The Good Life) encompasses spiritual, physical, mental and emotional well being often linked to a reciprocal relationship with *Aki* (Land). Besides hunting, trapping, plant harvesting and fishing, the Anishinaabe way of life includes stewardship of emphasizing the respectful value of sustainability.

During the construction phase of the Project, it is anticipated that there will be changes to the availability, access, sufficiency and quantity/quality of land and resource use for recreation and traditional purposes and there could be loss of areas used for traditional activities (fishing, hunting, trapping, harvesting, etc.). Community members expressed concerns about the loss of traditional culture including land use activities. The significance of access to and participation in recreational activities and traditional land and resource activities cannot be understated. According to Cancer Care Ontario, on-reserve community members experience higher rates of inactivity compared to those living off-reserve and non-Indigenous populations. Whether the goal of connecting with the land is for recreational or traditional purposes, the challenges and opportunities are similar and have a profound impact on First Nations identity, tradition and values. The Project will incorporate traditional ecological knowledge and traditional land and resource use information into detailed designs and mitigation measures. Additionally, it will consult with First Nations on the locations of travel routes that cross the Project and provide safe land-based travel across the WSR to mitigate these effects.



A Stewardship and Environmental Management Strategy that integrates Indigenous knowledge and stewardship principles so that Webequie First Nation and other potentially affected communities play an active role in protecting the environment, managing natural resources and monitoring potential project impacts is suggested to be developed and implemented via the CRWG. This strategy will recognize the inherent rights of Indigenous Peoples to oversee their lands and resources and aims to implement the following mitigation and enhancement measures that will allow Indigenous communities to participate in environmental stewardship and monitoring, as follows:

- Protection of Waterways Community-Led Water Monitoring: Engage community members in regular water quality monitoring to detect and address pollution early. Programs like the Indigenous Community-Based Climate Monitoring Program and First Nations Guardians Network support such initiatives (The Narwhal, 2025; The Narwhal, 2022).
- Collaborative Conservation Efforts: Form partnerships with neighbouring First Nations and environmental organizations to develop and implement water protection plans. For example, First Nations around Lake Nipigon have collaborated on conservation efforts to protect their water.
- Minimization of disruptions to traditional land and water use: Engage with First Nation community members in recreational programs to identify key water routes, group sizes, destinations, and seasonal usage patterns, so that the construction of waterbody crossings does not impede travel. Involving community members in the planning and management of recreational areas is essential to meet their needs and preferences. This can include holding public consultations and forming advisory committees.
- Providing accessible and visible communication materials (e.g., notices, signage, information boards) prior to the waterbody crossings to inform community members of construction timelines and potential disruptions;
- Exploring opportunities to enhance waterbody crossings through community driven initiatives, such as incorporating Indigenous public art opportunities, particularly those involving youth.
- Protection of traditional harvesting rights and addressing overharvesting risks:
 - Implementing adaptive management strategies for wildlife and plant species used for sustenance and medicinal purposes
 - Developing recovery plans, including a hunter permission systems managed by First Nations, with quotas to regulate harvesting.
- Engagement with resource or environmental management organizations:
 - Establishing partnerships with organizations which support Indigenous-led environmental justice and stewardship initiatives such as Four Rivers Regional Guardians Network led by Matawa First Nations (Government of Canada, 2024).

7.6 Cultural Vibrancy and Traditional Life

The cultural and traditional life of LSA and RSA Indigenous communities is vital for preserving their unique heritage and identity. These traditions encompass a deep connection to the land, rich oral histories, and vibrant practices such as storytelling, music, and dance. They play a crucial role in maintaining community bonds, passing down knowledge, expression of identity, and fostering a sense of belonging and resilience. The second tier of the Three-Tier Model (Tashiikawiin/Tashiwiitoo) is about cultural livelihood and traditional harvesting activities as mentioned in **Section 7.5** herein.

The Webequie First Nation CCP (Webequie First Nation, 2023) highlights the importance of preserving the community's cultural and traditional way of life, with a particular focusing on engaging youth in maintaining these practices. It also recognizes, the current challenges and problems the community faces in sustaining cultural traditions. To address these, the CCP has identified both immediate goals within the short-term such as holding all-year round recreation and



exercise prospects, holding cultural and recreational programs, and developing new powwow grounds. Long-term goals of the CCP include measures such as creating a cultural centre. Community members have also identified specific recommendations to strengthen cultural vibrancy. These include developing sustainable youth-focused cultural programming and increasing opportunities for land-based activities where youth can connect with their identity, language and indigenous knowledge.

Additional recommendations highlight the need for more fishing opportunities and day trips, the establishment of a permanent land-based camp, and cultural programs promoting healthy eating, nutrition and fitness. There is also a strong desire for more intergenerational learning, encouraging youth and Elders to spend time together to transfer indigenous knowledge. Other priorities include traditional parenting workshops, increased cultural activities for families and traditional arts, crafts and tool making programs for youth and the broader community.

The potential effects of the Project on cultural continuity could be changes to cultural traditions and practices, altering access to traditional lands and resources, and culturally and spiritually important sites. However, the Project is predicted to provide benefits that may be protective of cultural continuity, such as an increase in disposable income that could provide a means to support expanding or revitalizing cultural traditions and practices, including use and preservation of Indigenous languages (e.g., purchasing necessary equipment to be out on the land).

A cultural enrichment plan is proposed to facilitate revitalization of cultural traditions and practices, including use and preservation of Indigenous languages, and the protection of, and access to, sites and areas used for cultural and spiritual purposes.

7.6.1 Cultural Enrichment Plan

The Webequie First Nation CCP (Webequie First Nation, 2023) identified strengths of being proud of culture and history, maintaining traditional lifestyle, speaking Oji-Cree, dancing in powwows, creating traditional and hand-made items, participating in ceremonies, hunting and harvesting. Challenges from the effects of colonization and “separation from our lands” have created gaps in passing on knowledge from Elders to youth. Opportunities include reclaiming identity and wellbeing through relationship with the land, creating opportunities for Elders and youth to engage in land use activities, fostering stewardship and strengthening their connection to the land, establishment of a cultural enrichment department and collecting several recommendations from the community to address, enhance and protect the Webequie’s rich and vibrant culture.

Section 19 of the EAR/IS states that Project related changes are anticipated to have varied, deeper, broader and interconnected effects on community members. Such effects of the Project on cultural continuity changes are related to culturally and spiritually important sites and areas, and changes to cultural and spiritual traditions and practices. In recognizing the importance of cultural continuity and to mitigate these project effects, a Cultural Enrichment Plan will be developed and implemented through the Webequie First Nation Cultural Enrichment Department that facilitates the opportunities for traditional learning, language, culture, history and time on the land for youth and families.

The CCP outlined cultural and recreational activity programming such as, new powwow grounds, development of craft cooperative and building a cultural center that can be established and implemented. Successful implementation of such programs will be measured by participation in cultural and recreational activities and workshops, as well as the number of community members who can speak and understand Oji-Cree.

The Cultural Enrichment Plan will aim to support and enhance the cultural identity, traditions and practices of the community in the context of the WSR Project. Recognizing that cultural vibrancy is essential for community well-being, this plan will outline initiatives that preserve, promote, and integrate Indigenous knowledge, language, values, practices and customs while fostering opportunities for cultural engagement and education. The Cultural Enrichment Plan aligns



with recognized frameworks for cultural sustainability, which emphasize the role of Indigenous knowledge systems, language revitalization and cultural continuity in socio-economic resilience (Berkes, 2009).

The objectives of the Cultural Enrichment Plan will include:

- Strengthening and sustaining cultural traditions, practices and knowledge transfer by supporting knowledge sharing between Elders and youth, allowing traditional teachings to be passed down across generations;
- Enhancing opportunities for community members to engage in cultural activities;
- Respecting and supporting cultural values through inclusive planning, integration of cultural practices in Project planning; and
- Promoting awareness and appreciation of Indigenous culture among workers and stakeholders.

Some cultural enrichment initiatives that will be considered in the Cultural Enrichment Plan based on consultation with Indigenous communities and the Webequie First Nation CCP include:

- Implementing cultural and recreation activities, workshops, exercise opportunities and other targeted programs where youth are engaged in cultural practices, values and activities and learn from knowledge holders (e.g., workshops focused on traditional skills, cultural teachings, storytelling, cabin building with timber, survival skills, preparing and crafting with hides, cultural camps focused on reinforcing intergenerational language learning & oral traditions, etc.);
- Supporting language enhancement and enrichment by promoting the learning of older language and terms to promote the survival of language, culture and traditions;
- Supporting language programs by incorporating culturally relevant design into project, such as signage in Indigenous languages and digital resources;
- Creating opportunities to integrate Indigenous knowledge with modern culture to preserve and enhance cultural heritage as outlined in the CCP;
- Enabling community members to serve as spiritual monitors and act as liaison with the community;
- Participation in on- the- land events, ceremonies, powwows, and festivals, etc.;
- Providing culturally appropriate training and counselling tailored for women to encourage healthcare access and address the stigma rooted in intergenerational trauma from residential schools. Raising awareness about the benefits of healthcare and educating the community can help break the perception of seeking help as shameful.
- Creating a on- the-land retreat & healing center to facilitate community member's path to spiritual, physical, mental and emotional wellness;
- Creating/building a cultural centre that can be used to hold cultural programming, preserve and display important resources, youth drop-in centre, clubs, etc.; and
- Developing new powwow grounds that community members can use to hold ceremonies, gatherings, personal healing spaces, and for spending time with family.

To protect the culture and cohesion of the Webequie First Nation, especially for vulnerable groups, the Project will implement the following measures:

- Organize events that bring together Project employees and the community, such as barbecues and family days. These events can help foster connections and a sense of place, encouraging accountability and deterring negative behaviours among non-local employees; and
- Provide environmental and cultural awareness training to all Project personnel whose work impacts identified valued components (VCs). This training, developed with input from Indigenous Knowledge holders, will be part of the Construction Environmental Management Plan (CEMP).



The Cultural Enrichment Plan will preserve and actively strengthen cultural vibrancy throughout the duration of the Project. By supporting indigenous knowledge, language and cultural activities, this plan will foster long term cultural resilience and well-being for the community.

7.7 Community Leadership and Governance

Webequie has a longstanding tradition of strong leadership that remains committed to advocating for the wellbeing of community members and upholding inherent rights. Community leaders actively support the community's vision and represents its values to government, industry and external stakeholders. Governance in the community is not dictated from the top down but follows a holistic, grassroots approach that reflects the collective will of the community.

Community leadership and governance are crucial for the successful implementation of adaptive management plans. Community leaders provide valuable Indigenous knowledge and local knowledge along with insights which are crucial for tailoring adaptive management strategies to dynamic situations. Community leaders also are able to mobilize local resources and efforts, which in turn can support the implementation and efficiency of the adaptive management plans. (Byom, K., Ingram, M., Oakley, A., and Serpe, L., 2020). Effective governance fosters active participation of all stakeholders, creating a sense of ownership and commitment. With transparent and strategized leadership, the community trust will be built up as well for the implementation activities, resulting in acceptance and support from community members (Stringer, Lindsay C., et al., 2006). Good governance facilitates continuous learning and adaptation, allowing the community to face and respond to changing conditions (van Assche, K., Valentinov, V. and Verschraegen, G., 2022).

Collaboration between departments, programs, and communities is essential for the implementation of the CRP. Leadership, community members, interested parties, and other stakeholders need to work together, sharing resources and integrating their activities to enhance effectiveness of the planned activities. Improving coordination may require targeted efforts to achieve seamless cooperation between the different groups.

The Webequie First Nation CCP identified challenges in community leadership, including communication, participation, involvement in policies, and financial transparency. Opportunities include identifying clear lines of responsibility and reporting to improve communication, improving financial transparency and accountability and engaging and educating youth on governance.

7.7.1 Community Core Capacity Enhancement Strategy

Strengthening governance and leadership is essential for Webequie First Nation to manage development of the Project effectively. The CRP will integrate governance and administrative capacity building measures to support Webequie First Nation leadership with community engagement, policy development and decision-making. Governance and leadership within Webequie First Nation will be incorporated in the CRWG (and suggested sub-working groups), which will provide ongoing support for band administration, policy updates and capacity building initiatives. These measures will help navigate a period of important change while engaging community members in decision making.

The CCP identifies several short-term actions including updating band office policies to improve administrative services, reviewing policies to confirm alignment with Webequie First Nation priorities, holding regular community meetings and providing updates.

The CCP long-term actions over the three-to-five-year time frame include building an extension to the band office and updating the CCP. The associated indicators include the number of updated band office policies, frequency of band communications and updates, and the number of all-community meetings.



The CCP identifies the requirement of an implementation coordinator for guidance and coordination between development projects and the CCP's goals to facilitate community improvement and communication and engagement. The requirement of a translator for the CCP who is readily available, along with involvement of youth in planning and implementation and development of capacity of the community members, especially youth, are considered in the CCP as well.

Further review and refinement of the EAR/IS mitigation and enhancement measures will identify the additional resources needed to better support staff and establish the capacity to carry out actions, such as training, office space expansion, new or additional staffing, and updated band activities like community meetings.

In addition to the CCP actions and indicators for Community Leadership and Governance, the EAR/IS identified several mitigation and enhancement measures, some of which could be considered within existing roles in the Webequie First Nation Organizational Chart. Other measures may require new roles/positions.

The EAR/IS did not analyze governance and leadership for Project-related effects but the following proposals are put forward for discussion:

- Identification of skills or roles required for CRP action and implementation;
- Governance and administration capacity enhancement plan; and
- Integration of planning with the outcomes of the Regional Assessment in the Ring of Fire Area, and ongoing community-to-community relationship building with First Nation communities in the LSA and RSA.



8 Monitoring and Adaptive Management Plan

Monitoring and adaptive management are crucial for effective community development strategies. Adaptive management involves a dynamic process of learning from outcomes and making informed adjustments to strategies and actions. By integrating continuous monitoring and evaluation, community development initiatives can remain responsive to changing conditions and new information. Through regular feedback and stakeholder engagement, adaptive management enhances resilience and supports the long-term success of community development projects.

Monitoring of community well-being in Webequie First Nation, where construction and operations impacts are mainly anticipated to occur, is crucial for understanding and addressing the challenges the Webequie community may face during construction. Monitoring may also be implemented in other LSA and RSA communities through discussions with the CRWG.

The Webequie First Nation has already conducted a Webequie First Nation Community Well-Being Baseline Study to define existing conditions related to community well-being (Webequie First Nation, 2014). The well-being indicators which were identified during this study include community health, housing and infrastructure, economic development, family and social conditions, environmental quality and relationship with land, community leadership and governance, cultural vibrancy, and traditional practices, which can be used for continued monitoring of project effects during construction and operation phase. The CRP is structured to coincide with these Community Well-Being Baseline Study indicators as well as the structure of Webequie First Nation's CCP.

The Monitoring and Adaptive Management Plan will track apply similar indicators as those developed for the previous Community Well-Being Baseline Study. An adaptive management model is proposed in this CRP to determine how well the CRWG (and suggested sub-working groups) actions and are being achieved and having the desired positive change for community members. It is an intentionally iterative process where an initial task or action is carried out and is measured or assessed through various feedback methods, such as tracking and record keeping, surveys, interviews or focus groups, group discussions and roundtables or other ways of polling. The results of the feedback can then help inform management decisions. It requires a mindset or management style that can understand and find different ways to achieve a goal based on a feedback loop for informed decision-making.

8.1 Community Well-Being Monitoring

Community well-being monitoring is essential for the mitigation of adverse effects and enhancement of Project benefits and to support the Webequie's community's future objectives. Monitoring of community well-being can be adapted for other LSA and RSA communities as warranted. Community well-being monitoring will be integrated into the adaptive management plan, as it can build upon the results of the 2014 Webequie First Nation Community Well-Being Baseline Study. The Webequie First Nation developed and implemented an initiative to identify the baseline conditions of its community members, under the 'Webequie First Nation Community Well-Being Baseline Study' which was completed in 2014. The well-being indicators identified during this study can be used for continued monitoring of Project effects during construction and operation phase. The CRP is structured to coincide with Webequie First Nation's CPP and the above noted Community Well-Being Baseline Study.



Table 8-1 outlines examples of monitoring activities and indicators that cover the goal areas of the CRP.

Table 8-1: Potential Monitoring Activities and Indicators

Plan	Monitoring Activities (and Indicators)
Community Health and Wellness, Family and Social Conditions	
Community Services	<ul style="list-style-type: none"> ▪ Monitor the number of childcare services and facilities available in the community. ▪ Monitor the number of Indigenous men/ women not identifying childcare as a barrier for employment. ▪ Monitor the number of readiness and wellness centres developed. ▪ Monitor the number of healthcare professional residences developed. ▪ Monitor the number of support care, services and facilities for the Elders in the community. ▪ Monitor enrollment and attendance records of children at the daycare to determine number of children enrolled at the community run daycare. ▪ Conduct parent/guardian surveys and focus groups to assess satisfaction, identify gaps and determine the number of parents/guardians that are able to access education, training or employment while using childcare services. ▪ Conduct youth feedback sessions through surveys, interviews or advisory groups to determine participation rates in youth drop-in activities. ▪ Monitor and track incidents and behavioral concerns to identify areas for program improvements. ▪ Monitor and track funding sources and expenditures to maintain the sustainability of the drop-in programs. ▪ Work with local schools to track educational progress of children who attended the youth drop-in center. ▪ Host community meetings to gather feedback and recommendations for improvement.
Community Health	<ul style="list-style-type: none"> ▪ Monitor the number of educational sessions/ trainings provided to employees on mental health, substance abuse and addictions. ▪ Monitor the number of established community support services (e.g. mental health counselors, nursing/physician services, substance abuse programs, detox facilities) and infrastructure, funding, and grants to access healing options available in the community. ▪ Conduct regular health assessments to monitor the physical and mental well-being of employees participating in the sobriety program. ▪ Monitor the utilization and effectiveness of confidential counseling services. ▪ Track the progress of employees in the sobriety program, including attendance, participation in activities, and milestones achieved. ▪ Monitor and obtain regular feedback from employees to understand their experiences and identify areas for improvement. ▪ Monitor participation and outcomes of training and education on addiction recovery, wellness practices, and coping strategies. ▪ Monitor the frequency and resolution of reporting and addressing incidents related to substance use or relapse. ▪ Carry out regular evaluations of the sobriety program to assess its effectiveness and make necessary adjustments.
Community Safety	<ul style="list-style-type: none"> ▪ Carry out regular monitoring and evaluations of safety activities and incidents and identification of best practices and/or changes in procedures going forward. ▪ Track educational awareness sessions and discussions held with community. ▪



Plan	Monitoring Activities (and Indicators)
Road Safety and Traffic Management Strategy	<ul style="list-style-type: none"> ▪ Develop a Road Safety and Traffic Management Strategy. ▪ Track the number of road accidents and close calls to minimize future risks. ▪ Track the number of road safety enforcement and/or by-law officer positions available and occupied. ▪ Track the number of traffic management and emergency protocols established. ▪ Track the number of community engagement resources published and shared regarding road safety awareness and safe driving. ▪ Review of feedback received from community and visitors on traffic and safety features for drivers and pedestrians, and number of changes made in view of feedback received. ▪ Conduct regular audits of driver's licensing records to confirm accuracy and compliance with regulations. ▪ Monitor enrollment rates in driver educational programs to promote accessibility. ▪ Track number of vehicle maintenance facilities and supply chains made available for community. ▪ Regularly analyze traffic data to identify patterns, congestion points, and areas needing improvement. ▪ Develop and regularly update comprehensive emergency response plans that include evacuation routes, communication strategies, and roles/responsibilities. ▪ Conduct regular training sessions and emergency drills for staff and community members to promote preparedness. ▪ Regularly inspect and maintain emergency equipment such as alarms, communication devices, and personal protective equipment.
Safety and Security Strategy for Vulnerable Community Members	<ul style="list-style-type: none"> ▪ Track and monitor addressal of complaints and grievances reported to CLOs. ▪ Develop a grievance mechanism and providing information of the mechanism to community members. ▪ Track and monitor training programs focused on the safety of Indigenous women, girls and 2SLGBTQQIA individuals. ▪ Monitor the number of procedures and programs developed, published and informed to community members regarding drug and alcohol usage during Project work. ▪ Track and monitor community workshops and other engagements carried out regarding women, youth, 2SLGBTQQIA individuals and other vulnerable groups. ▪ Monitor the number of community events held to connect Project workforce and community. ▪ Track and monitor province's programs and involvement in these programs for Community Safety and Well-Being Planning and MMIWG National Inquiry.
Community Emergency Response Preparedness Strategy	<ul style="list-style-type: none"> ▪ Develop an Emergency Response Preparedness Strategy in consultation with community. ▪ Develop an emergency communication strategy in consultation with community and publishing of the measures put in place. ▪ Monitor and track measures put in place and implemented for addressing the emergency response needs of vulnerable populations, such as the elderly, disabled, or those with medical conditions. ▪ Track and monitor identification and mitigation of hazards and risks to the community in terms of emergencies such as natural disasters, health emergencies and power outages. ▪ Track and monitor stockpiling of emergency provisions. ▪ Track and monitor establishment of emergency measures such as designated safe evacuation routes and shelters, and communication of these locations to the community. ▪ Track and monitor trainings and drills conducted for emergency preparedness.



Plan	Monitoring Activities (and Indicators)
Education and Training	
Education, Training and Employment Readiness Strategy	<ul style="list-style-type: none"> ▪ Track and monitor programs conducted to provide employment and training to Webequie First Nation and other LSA and RSA community members. ▪ Track and monitor education and trainings received by LSA and RSA community members and rates of employment obtainment. ▪ Track and monitor partnerships created and implemented with partners such as NSWPB, KKETS, Matawa First Nations, and similar to obtain educational standards. ▪ Track and monitor number of educational and training opportunities provided specifically for youth and other underrepresented groups. ▪ Track and monitor partnerships created and implemented for securing scholarships and partnerships with colleges and universities. ▪ Track and monitor coaching and pre-employment training provided to teach individuals who have not been previously employed or worked in a formal position. ▪ Maintain records of training provided to all workers on the Project. ▪ Develop and implement environmental monitoring training programs and subsequent employment rates in the Project. ▪ Track and monitor opportunities provided by the Project at each phase in advance, and informing LSA and RSA community members regarding the same. ▪ Track and monitor development of plans for employment and local opportunity catchment. ▪ Track and monitor development of procurement policies for recruitment, development, and retention of underrepresented groups. ▪ Track and monitor rates of women who have been provided with employment. ▪ Monitor setup of career development and job-sharing pathways, along with strategic corporate commitments, plans and practices. ▪ Track and monitor number of programs and policies that support cultural awareness and anti-racism training, diversity and inclusion, zero tolerance policies for racism and workplace violence, codes of conduct, workplace safety programs, and cultural training. ▪ Track and monitor establishment of policies developed and implemented to provide flexibility and easing of burdens of Indigenous employees. ▪ Track and monitor number of contracts/ sub-contracts provided to Indigenous owned businesses. ▪ Track and monitor establishment of trainings offered in Oji-Cree and other Indigenous languages. ▪ Track and monitor number of education and training, programming for traditional land-based skills and cultural knowledge for Indigenous community members. ▪ Track and monitor establishment of facilities for education and training such as the upgrade/ expansion of existing primary school or new primary school, space for mental health, training centre, high school, land-base camp for healing and teaching, community kitchen and similar. ▪ Develop database of current skills and areas for improvement for community members interested in obtaining employment. ▪ Set up early notification system for employment opportunities. ▪ Monitor hiring targets for Indigenous workers. ▪ Monitor setup and implementation of coaching for employment such as resume and cover letter writing, on-the-job trainings, apprenticeships and similar. ▪ Identify any potential barriers to participation, such as transportation, childcare and certification requirements ▪ Identify any potential challenges in securing contracts, so that the Proponent can address additional capacity building support such as training in procurement processes, financial planning, etc.



Plan	Monitoring Activities (and Indicators)
Housing and Infrastructure	
Housing and Infrastructure Readiness Strategy	<ul style="list-style-type: none"> ▪ Address existing housing conditions: <ul style="list-style-type: none"> ▫ Track housing inventory and occupants. ▫ Track housing types and conditions/needs for repair, and remodelling. ▪ Track potential community member return to Webequie First Nation for individual and family housing needs, community programs and services, ▪ Establish a wellness and readiness centre. ▪ Track and monitor identification of new water sources. ▪ Monitor and track progress on upgrades on water treatment plant, wastewater treatment system, solid waste management and other essential services. ▪ Regular maintenance of water treatment plant, wastewater treatment system to be undertaken to prevent breakdown. ▪ Conduct regular water quality testing and reporting. ▪ Monitor the volume of treated water available per capita ▪ Monitor the number of households connected to improved wastewater services. ▪ Monitor and track the frequency of wastewater system failures, blockages or overflows. ▪ Monitor and track the number of service disruptions and maintenance incidents by seeking community feedback on surveys on water access and quality. ▪ Monitor and track the volume of solid waste collected and properly disposed of. ▪ Implement recycling and waste diversion programs and track waste diversion rates (e.g., recycling, composting). ▪ Increase community awareness campaigns and educational programs on waste management. ▪ Conduct regular audits to assess waste generation, landfill capacity and efficiency. ▪ Monitor and track response times for emergency services and track incident reports. Real time monitoring of fire department readiness can be implemented as an adaptive management strategy. ▪ Confirm availability and functionality of a new fire truck and conduct inspections of fire equipment and infrastructure. ▪ Monitor the number of trained firefighters and emergency personnel to help expand volunteer firefighter recruitment and training.
Economic Development	
Economic Development Strategy	<ul style="list-style-type: none"> ▪ Set up of regular communications with Webequie First Nation and other LSA Indigenous community members in the planning process for economic development. ▪ Track and monitor consultations, workshops, and meetings held regarding regional and local planning. ▪ Track number of new agreements and partnerships established with the province, corporations and other LSA and RSA Indigenous communities. ▪ Monitor and establish baseline of local resources such as natural assets. ▪ Monitor and track the number of new businesses established and successfully operating. ▪ Monitor and track the number of businesses accessing financial support, grants or loans and the growth of businesses (for e.g., revenue, number of employees). ▪ Monitor employment rates and job placement statistics within the LSA. ▪ Strengthen partnerships with industries and businesses to create local hiring commitments. ▪ Monitor the number of community members completing workforce training programs and participation rates in employment counselling and skills development programs. ▪ Monitor and track the number of community members utilizing advisory services and those accessing financial literacy programs. ▪ Conduct surveys and obtain community feedback on the effectiveness of support services and advisory services.



Plan	Monitoring Activities (and Indicators)
	<ul style="list-style-type: none"> ▪ Develop strong feedback mechanisms to gather community insights and concerns about the Project's economic effects. This could include surveys, focus groups and public meetings. ▪ Conduct a final evaluation following the road construction to assess the long-term effects and success in meeting the economic objectives established at the Project's initiation. ▪ Track and monitor the operations of these ventures and obtain feedback on regular basis for identifying changes required to meet changing needs and requirements.
Procurement Enhancement Strategy	<ul style="list-style-type: none"> ▪ Identify and track new business creation, development including entrepreneurs with Proponent and industry-related companies and associations. ▪ Review and identify opportunities and obstacles within Proponent procurement to support local and indigenous-owned businesses that are on- and off-reserve. ▪ Identify opportunities for joint venture for new or established local and indigenous-owned businesses within Webequie First Nation and other LSA and RSA Indigenous communities. ▪ Identify and develop new or emerging opportunities, programs across the industry and government sectors to incorporate into procurement enhancement plans. ▪ Review and contribute to Proponent procurement and hiring policies, practices to determine future opportunities to enhance procurement with Webequie First Nation and other LSA and RSA Indigenous communities. ▪ Track and monitor the participation of local and Indigenous businesses in the Project, including percentage of direct contracts, subcontracts and other procurement opportunities awarded to Indigenous businesses. ▪ Track procurement enhancement activities and participation such as advanced notice, joint ventures, set-aside contracts that are ready for scaling. ▪ Where Indigenous procurement targets are not met, the Project will: <ul style="list-style-type: none"> ▫ identify ways to Increase outreach efforts to support Indigenous businesses including potential adjustment of contracting requirements where possible to make participation more accessible ▪ Track and monitor establishment of procurement policies for Indigenous owned businesses. ▪ Track and monitor workshops and informative sessions held for Indigenous businesses to understand and troubleshoot bidding and procurement processes.
Environmental Quality and Relationships with the Land	
Stewardship & Environmental Management Strategy	<ul style="list-style-type: none"> ▪ Track the progress of community led environmental initiatives (e.g. land stewardship, water monitoring). ▪ Adapt strategies based on data trends, seasonal changes and community recommendations. ▪ Assess how well Indigenous knowledge is incorporated in monitoring. ▪
Environmental Management Plans (for Bio-physical elements)	<ul style="list-style-type: none"> ▪ Monitor the effectiveness of co-management strategy for land, wildlife and water stewardship. ▪ Record observations from Indigenous land users on environmental changes, including shifts in wildlife patterns and vegetation health. ▪ Track environmental changes near construction zones, including land use impacts and habitat disturbances.
Cultural Vibrancy and Traditional Life	
Cultural Enrichment Plan	<ul style="list-style-type: none"> ▪ Track the incorporation of indigenous knowledge into project decisions. ▪ Assess community participation (including youth and Elders) in cultural programs, language initiatives and heritage site protections. ▪ Evaluate community feedback on cultural preservation efforts. ▪



Plan	Monitoring Activities (and Indicators)
Community Leadership and Governance	
Community Core Capacity Enhancement Strategy	<ul style="list-style-type: none"> ▪ Monitor and track band office policy updates, training sessions and hiring of new staff to support with current governance and leadership needs. ▪ Monitor band office expansion progress and its impact on administration efficiency. ▪ Monitor the availability of governance resources (e.g., staffing, training, office space, communication tools). ▪ Adjust training programs and governance structures based on community leadership feedback. ▪ Record the frequency of band communication (e.g., newsletters, social media posts, announcements).

The community well-being monitoring and adaptive management plan echoes the CCP model by going through a similar process of asking and seeking feedback opportunities to “Where have we been”, “Where are we now”, “Where do we want to go”, “How will we get there” and “Have we arrived”. By asking these questions and intentionally incorporating them into the overall CRP approach and timeline, it becomes a tool to help provide additional information for management to have feedback from the people the sub-working group plans are intended to positively affect.

8.2 Feedback Mechanisms

Feedback is a vital component of any community's growth and development. It serves as a bridge between community members and decision-makers, ensuring that the voices of individuals are heard and considered in the planning and implementation of initiatives. By actively seeking and valuing feedback, communities can identify areas of improvement, address concerns, and foster a sense of inclusion and collaboration. This process not only enhances the effectiveness of the CRP’s strategies, programs and services but also empowers community members by giving them a stake in their own development. Ultimately, feedback is essential for creating responsive, adaptive, and thriving communities, which would be essential for ensuring that the Project’s benefits and enhancements are received by the LSA and RSA Indigenous communities.

The following suggestions are made for obtaining feedback from communities:

- Cultural events: Integrate feedback sessions into existing cultural events and gatherings to promote higher participation and engagement.
- Focused working group: Establish a working group of Elders and possibly women and youth and other focus groups who can gather feedback from the community and communicate it to the Proponent and Project.
- Paper and Digital Surveys: Distribute paper and digital surveys in local languages such as Oji Cree to increase accessibility for all community members.
- Social media: Use social media platforms to create groups or pages where community members can share their thoughts and feedback.
- Anonymous Drop Boxes: Place anonymous feedback boxes in critical locations such as community centers, health clinics, and schools.

8.3 Reporting Framework

The reporting framework will set out a structured approach to assess the effectiveness of the mitigation measures outlined herein and will include criteria to establish an early warning system and general responses to minimize and/or prevent negative effects and enhance positive effects on the social and economic environment. The framework

provides a mechanism for ongoing evaluation, ensuring that the CRP remains dynamic and responsive to emerging needs and challenges.

8.3.1 Approach to Monitoring and Reporting

Monitoring and reporting under the CRP will follow a structured process integrating both qualitative and quantitative assessments. This approach involves continuously evaluating key community indicators and making necessary adjustments to improve outcomes. Monitoring will be carried out at regular intervals, with reports prepared to reflect progress, challenges and areas requiring improvement/further actions. These reports will be shared with community leadership, project stakeholders and relevant agencies to maintain transparency and accountability. The reporting process will include:

- **Baseline Data/Assessments:** to establish pre-project conditions for community indicators to compare against future measurements. Such baseline conditions are described in the EAR/IS and the socio-economic existing conditions report. Additionally, the CCP developed by Webequie First Nation serves as a baseline of information as well. This will help in assessing changes and impacts over time.
- **Monitoring and Evaluation:** to implement robust monitoring and evaluation processes to track progress, measure outcomes, and identify areas for improvement in relation to Webequie First Nation's seven planning directions.
- **Feedback Mechanisms:** to create mechanisms for regular feedback from stakeholders, including community members, so that the framework remains relevant and effective. Refer to **Section 8.2** herein, where suggestions for feedback mechanisms are provided.
- **Documentation:** to maintain detailed records of actions taken, decisions made, and outcomes achieved. Stakeholders will have access to accurate and up-to-date information. This supports transparency and accountability.
- **Regular Reporting:** to prepare reports at a defined interval (e.g. quarterly, biannually or annually) that summarizes findings, highlight successes and challenges, and recommend adjustments. These reports should be tailored for different audiences and accessible to all stakeholders.

8.3.2 Adaptive Management and Response

The CRP is designed to be flexible and responsive to changing conditions. As monitoring data is collected, the reporting framework will support an adaptive management approach, allowing for adjustments to be made in response to identified challenges or new opportunities. If monitoring results indicate that a specific mitigation measure is not achieving the intended outcomes, adjustment will be proposed, which may include modifying existing strategies, introducing new initiatives, or strengthening community engagement efforts.

This adaptive approach keeps the CRP as a dynamic tool for community planning and development, rather than a static document. It also reinforces the commitment to ongoing collaboration between Indigenous communities, project stakeholders, and regulatory agencies.

The reporting is suggested to include the following information:

- Objective of the report and progress rates of overall and/or long-term goals of the CRP;
- Reporting information and definitions;
- Data collection and analysis information, including results of surveys, success rates, and trends;
- A description of the mitigation performance monitoring, including rationale and indicator metrics for relative comparison to baseline;



- Linkages and harmonization with other monitoring requirements set out other management plans, EAR/IS measure reporting or other regulatory compliance instruments (as applicable);
- A description of how monitoring results will be evaluated, including action levels relevant to maintaining socio-economic conditions;
- Parameters/ indicators, frequencies, and methods utilized;
- A description of adaptive response(s) based on monitoring results;
- Monitoring of adaptive responses to assess efficacy and changes in the condition of socio-economic VC;
- Identified risks and challenges for measures taken forward for implementation, and actions proposed for mitigation in next phase;
- Details on response actions, such as response trigger levels, corrective actions for situations where mitigation actions are ineffective, and regular review of effectiveness of response actions; and
- Details of stakeholder engagement on communication and feedback mechanisms.



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AtkinsRéalis



AtkinsRéalis

191 The West Mall
Toronto, ON M9C 5L6
Canada
416.252.5315

atkinsrealis.com

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